

990
Form
Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations) Do not enter social security numbers on this form as it may be made public.
 ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047
2019
Open to Public Inspection

A For the 2019 calendar year, or tax year beginning 01-01-2019, and ending 12-31-2019

- B** Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization
 Monterey Bay Aquarium Foundation

% JOHN DAVIS
 Doing business as

Number and street (or P.O. box if mail is not delivered to street address) Room/suite
 886 Cannery Row

City or town, state or province, country, and ZIP or foreign postal code
 Monterey, CA 93940

D Employer identification number
 94-2487469

E Telephone number
 (831) 648-4800

G Gross receipts \$ 328,478,983

F Name and address of principal officer:
 Julie Packard
 886 Cannery Row
 Monterey, CA 93940

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. (see instructions)
H(c) Group exemption number ▶

I Tax-exempt status: 501(c)(3) 501(c) () (insert no.) 4947(a)(1) or 527

J Website: ▶ www.montereybayaquarium.org

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: 1978 **M** State of legal domicile: CA

Part I Summary

1 Briefly describe the organization's mission or most significant activities:
 THE MISSION OF THE MONTEREY BAY AQUARIUM IS TO INSPIRE CONSERVATION OF THE OCEAN. SEE SCHEDULE O FOR FURTHER DETAIL.

2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets.

| | | |
|----------------------------------------------------------------------------------------|-----------|---------|
| 3 Number of voting members of the governing body (Part VI, line 1a) | 3 | 19 |
| 4 Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 18 |
| 5 Total number of individuals employed in calendar year 2019 (Part V, line 2a) | 5 | 735 |
| 6 Total number of volunteers (estimate if necessary) | 6 | 1,514 |
| 7a Total unrelated business revenue from Part VIII, column (C), line 12 | 7a | 184,740 |
| 7b Net unrelated business taxable income from Form 990-T, line 39 | 7b | 73,934 |

| | Revenue | |
|---------------------------------------------------------------------------------------------|---------------------------|--------------|
| | Prior Year | Current Year |
| 8 Contributions and grants (Part VIII, line 1h) | 58,258,026 | 61,820,387 |
| 9 Program service revenue (Part VIII, line 2g) | 54,578,000 | 52,800,570 |
| 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 11,858,052 | 6,025,524 |
| 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 182,058 | 988,739 |
| 12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 124,876,136 | 121,635,220 |
| Expenses | | |
| 13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) | 290,580 | 968,255 |
| 14 Benefits paid to or for members (Part IX, column (A), line 4) | 0 | 0 |
| 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | 46,769,739 | 49,276,345 |
| 16a Professional fundraising fees (Part IX, column (A), line 11e) | 267,615 | 245,827 |
| b Total fundraising expenses (Part IX, column (D), line 25) ▶ 5,123,820 | | |
| 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) | 49,277,567 | 47,721,232 |
| 18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) | 96,605,501 | 98,211,659 |
| 19 Revenue less expenses. Subtract line 18 from line 12 | 28,270,635 | 23,423,561 |
| Net Assets or Fund Balances | | |
| | Beginning of Current Year | End of Year |
| 20 Total assets (Part X, line 16) | 485,041,278 | 541,058,075 |
| 21 Total liabilities (Part X, line 26) | 23,393,799 | 19,676,490 |
| 22 Net assets or fund balances. Subtract line 21 from line 20 | 461,647,479 | 521,381,585 |

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer: TROY GRANDE CFO
 Date: 2020-11-10
 Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name: GRANT THORNTON LLP
 Preparer's signature: [Signature]
 Date: 2020-11-04
 Check if self-employed
 PTIN: P01270238
 Firm's name: GRANT THORNTON LLP
 Firm's EIN: [EIN]
 Firm's address: 101 CALIFORNIA STREET SUITE 2700
 Phone no.: (415) 986-3900
 SAN FRANCISCO, CA 94111

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

1 Briefly describe the organization's mission:

THE MISSION OF THE MONTEREY BAY AQUARIUM IS TO INSPIRE CONSERVATION OF THE OCEAN. SEE SCHEDULE O FOR FURTHER DETAIL.

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 No

If "Yes," describe these new services on Schedule O.

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

If "Yes," describe these changes on Schedule O.

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

4a (Code:) (Expenses \$ **49,048,226** including grants of \$ **566,111**) (Revenue \$ **52,800,570**)
Animal care and aquarium experience - See Schedule O

4b (Code:) (Expenses \$ **22,132,282** including grants of \$ **134,220**) (Revenue \$ **0**)
Education and Outreach - See Schedule O

4c (Code:) (Expenses \$ **12,938,952** including grants of \$ **267,924**) (Revenue \$ **631,091**)
Conservation and Science - See Schedule O

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

4e Total program service expenses **84,119,460**

Part IV Checklist of Required Schedules

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

Part IV Checklist of Required Schedules (continued)

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

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

| | | Yes | No |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 1a | Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable | | |
| 1b | Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable | | |
| 1c | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? | Yes | |

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

Main form area containing questions 2a through 16, with various input fields and checkboxes. Includes sub-sections for Organizations that may receive deductible contributions, Sponsoring organizations, and Section 501(c)(7), (12), and (29) organizations.

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



Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members... 1b Enter the number of voting members... 2 Did any officer, director, trustee... 3 Did the organization delegate control... 4 Did the organization make any significant changes... 5 Did the organization become aware... 6 Did the organization have members... 7a Did the organization have members... 7b Are any governance decisions... 8 Did the organization contemporaneously document... 8a The governing body? 8b Each committee... 9 Is there any officer, director, trustee...

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 Did the organization have local chapters... 10b If "Yes," did the organization have written policies... 11a Has the organization provided a complete copy... 11b Describe in Schedule O the process... 12a Did the organization have a written conflict... 12b Were officers, directors, or trustees... 12c Did the organization regularly and consistently... 13 Did the organization have a written whistleblower... 14 Did the organization have a written document... 15 Did the process for determining compensation... 15a The organization's CEO... 15b Other officers or key employees... 16a Did the organization invest in, contribute... 16b If "Yes," did the organization follow a written...

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed CA
18 Section 6104 requires an organization to make its Form 1023 (or 1024-A if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
19 Describe in 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: JOHN DAVIS 886 CANNERY ROW Monterey, CA 93940 (831) 648-4800

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 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 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.

- List all of the organization's **former** officers, key employees, or 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 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 dotted 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) | (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 | | | |
| (1) Julie Packard Executive Director | 28.0 0.0 | X | | X | | | | 331,876 | 0 | 38,214 |
| (2) Cristina Fekeci Chief Development Officer | 40.0 0.0 | | | | X | | | 319,595 | 0 | 40,641 |
| (3) Cynthia Vernon Chief Operating Officer | 40.0 1.0 | | | X | | | | 276,577 | 0 | 52,134 |
| (4) Troy A Grande CFO & Treasurer | 40.0 1.0 | | | X | | | | 264,306 | 0 | 60,030 |
| (5) Marian Martha Hahn Chief Marketing Officer | 40.0 0.0 | | | | X | | | 231,916 | 0 | 32,925 |
| (6) Margaret Spring VP Con & Sci Chief Cnsrv Off | 40.0 0.0 | | | | X | | | 218,618 | 0 | 44,808 |
| (7) Teresa Jeanine Merry Chief Human Resources Officer | 40.0 0.0 | | | | X | | | 203,123 | 0 | 45,038 |
| (8) Nancy Enterline VP of Development | 40.0 0.0 | | | | X | | | 172,545 | 0 | 54,200 |
| (9) Jennifer Dianto Kemmer VP of Global Ocean Initiatives | 40.0 0.0 | | | | | X | | 192,058 | 0 | 34,466 |
| (10) Charles Aslanian VP of Facility Operations | 40.0 0.0 | | | | X | | | 178,903 | 0 | 41,241 |
| (11) Robert Mann Director of IT | 40.0 0.0 | | | | | X | | 163,666 | 0 | 49,074 |
| (12) Jon Hoech VP of Animal Care | 40.0 0.0 | | | | X | | | 166,886 | 0 | 38,556 |
| (13) Jonathan Davis Controller | 40.0 0.0 | | | | | X | | 168,922 | 0 | 35,973 |
| (14) Mary C Mullen VP of Gift Planning | 40.0 0.0 | | | | | X | | 173,161 | 0 | 29,129 |
| (15) Rita Bell VP of Education | 40.0 0.0 | | | | | X | | 159,557 | 0 | 27,156 |
| (16) David Rosenberg VP of Guest Experience | 40.0 0.0 | | | | X | | | 167,366 | 0 | 16,565 |
| (17) Stephen C Neal Chairman | 1.0 0.0 | 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 dotted 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) | (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 | | | |
| (18) Dr Peter S Bing Chair Emeritus (THRU 04/2019) | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (19) Tegan Acton Trustee | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (20) Susan Bell Trustee (THRU 06/2019) | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (21) Margaret Caldwell Trustee | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (22) Samantha Campbell Trustee | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (23) Caroline Getty Trustee | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (24) MRC Greenwood Trustee | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (25) Mike Gupta Trustee (As of June 2019) | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (26) William Landreth Trustee | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (27) Joan Lane Trustee | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (28) Michael Mantell Trustee | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (29) Connie Martinez Trustee | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (30) Susan Orr Trustee (As of March 2019) | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (31) Pietro Parravano Trustee | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (32) Chris Scholin Trustee | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (33) Greg Silverman Trustee (As of June 2019) | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (34) Mark Wan Trustee | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (35) Gideon Yu Trustee | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (36) Louise Stephens Trustee (As of December 2019) | 1.0 0.0 | X | | | | | | 0 | 0 | 0 |
| (37) Barbara Wright Secretary | 1.0 0.0 | | | X | | | | 0 | 0 | 0 |
| 1b Sub-Total | | | | | | | | | | |
| c Total from continuation sheets to Part VII, Section A | | | | | | | | | | |
| d Total (add lines 1b and 1c) | | | | | | | 3,389,075 | 0 | | 640,150 |

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 **7 1**

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

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 |
|-------------------------------------------------------------------------------|--------------------------------|---------------------|
| Blach Construction Company, 2244 Blach Place Ste 100 SAN JOSE, CA 95131 | construction | 7,785,516 |
| Impacts Research, 41 Logan Circle ST SIMONS ISLAND, GA 31522 | advertising | 4,637,000 |
| Adage Technology, 10 S Riverside Plaza CHICAGO, IL 60606 | web consultant | 1,269,325 |
| Hub Strategy and Communication, 39 Mesa 212 SAN FRANCISCO, CA 94129 | MARKETING | 1,248,323 |
| Bogard Construction Inc, 350 Coral St Ste A-106 SANTA CRUZ, CA 95060 | construction | 710,080 |

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 ▶ 59

Part VIII Statement of Revenue

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

| | | (A) Total revenue | (B) Related or exempt function revenue | (C) Unrelated business revenue | (D) Revenue excluded from tax under sections 512 - 514 |
|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------|-----------------------------------------|--------------------------------------------------------------------|
| Contributions, Gifts, Grants and Other Similar Amounts | 1a Federated campaigns | 1a | | | |
| | b Membership dues | 1b | 13,648,202 | | |
| | c Fundraising events | 1c | 0 | | |
| | d Related organizations | 1d | 0 | | |
| | e Government grants (contributions) | 1e | 202,564 | | |
| | f All other contributions, gifts, grants, and similar amounts not included above | 1f | 47,969,621 | | |
| | g Noncash contributions included in lines 1a - 1f:\$ | 1g | 1,646,842 | | |
| h Total. Add lines 1a-1f | | 61,820,387 | | | |

| Program Service Revenue | | | (A) | (B) | (C) | (D) |
|---------------------------------------------|---------------|--|------------|------------|-----|-----|
| | Business Code | | | | | |
| 2a ADMISSION FEES | 611600 | | 45,641,037 | 45,641,037 | 0 | 0 |
| b OTHER PROGRAM REVENUE | 900099 | | 7,159,533 | 7,159,533 | 0 | 0 |
| c | | | | | | |
| d | | | | | | |
| e | | | | | | |
| f All other program service revenue. | | | | | | |
| g Total. Add lines 2a-2f. | | | 52,800,570 | | | |

| | | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------|-------------|-------------|-----------|----------|-----------|-----------|
| Other Revenue | 3 Investment income (including dividends, interest, and other similar amounts) | | | 3,394,678 | | -104,479 | 3,499,157 | |
| | 4 Income from investment of tax-exempt bond proceeds | | | 0 | | | | |
| | 5 Royalties | | | 0 | | | | |
| | 6a Gross rents | (i) Real | | | | | | |
| | | (ii) Personal | | | | | | |
| | | 6a | 357,648 | | | | | |
| | | b Less: rental expenses | 6b | | | | | |
| | c Rental income or (loss) | 6c | 357,648 | 0 | | | | |
| | d Net rental income or (loss) | | | | 357,648 | | 105,439 | 252,209 |
| | 7a Gross amount from sales of assets other than inventory | (i) Securities | | | | | | |
| | | (ii) Other | | | | | | |
| | | 7a | 209,474,609 | | | | | |
| | | b Less: cost or other basis and sales expenses | 7b | 206,832,756 | 11,007 | | | |
| | c Gain or (loss) | 7c | 2,641,853 | -11,007 | | | | |
| | d Net gain or (loss) | | | | 2,630,846 | | 183,780 | 2,447,066 |
| 8a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 | | | | | | | | |
| | 8a | | 0 | | | | | |
| | b Less: direct expenses | 8b | | 0 | | | | |
| c Net income or (loss) from fundraising events | | | | 0 | | | | |
| 9a Gross income from gaming activities. See Part IV, line 19 | | | | | | | | |
| | 9a | | 0 | | | | | |
| | b Less: direct expenses | 9b | | 0 | | | | |
| c Net income or (loss) from gaming activities | | | | 0 | | | | |

| | | | | | |
|------------------------------------------------------------------------|---------------|-------------|------------|---------|-----------|
| 10a Gross sales of inventory, less returns and allowances . . . | 10a | 0 | | | |
| b Less: cost of goods sold | 10b | 0 | | | |
| c Net income or (loss) from sales of inventory . . . | | | 0 | | |
| Miscellaneous Revenue | Business Code | | | | |
| 11a LICENSING REVENUE | 900099 | 631,091 | 631,091 | 0 | 0 |
| b | | | | | |
| c | | | | | |
| d All other revenue | | | | | |
| e Total. Add lines 11a-11d ▶ | | 631,091 | | | |
| 12 Total revenue. See instructions ▶ | | 121,635,220 | 53,431,661 | 184,740 | 6,198,432 |

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).
 Check if Schedule O contains a response or note to any line in this Part IX

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------|-----------------------------------------------|------------------------------------|
| 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 | 624,118 | 624,118 | | |
| 2 Grants and other assistance to domestic individuals. See Part IV, line 22 | 310,516 | 310,516 | | |
| 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16. | 33,621 | 33,621 | | |
| 4 Benefits paid to or for members | 0 | | | |
| 5 Compensation of current officers, directors, trustees, and key employees | 3,014,846 | 1,502,427 | 845,899 | 666,520 |
| 6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) | 0 | | | |
| 7 Other salaries and wages | 33,918,580 | 29,338,355 | 2,799,553 | 1,780,672 |
| 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) | 2,785,808 | 2,430,672 | 210,268 | 144,868 |
| 9 Other employee benefits | 6,742,999 | 5,680,126 | 691,390 | 371,483 |
| 10 Payroll taxes | 2,814,112 | 2,411,221 | 238,781 | 164,110 |
| 11 Fees for services (non-employees): | | | | |
| a Management | 0 | | | |
| b Legal | 274,021 | 116,875 | 157,042 | 104 |
| c Accounting | 204,164 | | 204,164 | |
| d Lobbying | 206,485 | 206,485 | | |
| e Professional fundraising services. See Part IV, line 17 | 245,827 | | | 245,827 |
| f Investment management fees | 298,923 | | 298,923 | |
| g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O) | 8,769,969 | 7,146,968 | 919,805 | 703,196 |
| 12 Advertising and promotion | 7,493,957 | 7,481,850 | 11,198 | 909 |
| 13 Office expenses | 3,543,260 | 3,058,555 | 63,892 | 420,813 |
| 14 Information technology | 4,299,503 | 3,869,825 | 374,380 | 55,298 |
| 15 Royalties | 34,730 | 34,505 | | 225 |
| 16 Occupancy | 7,138,964 | 6,465,301 | 368,960 | 304,703 |
| 17 Travel | 2,239,277 | 1,912,483 | 137,726 | 189,068 |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials | 0 | | | |
| 19 Conferences, conventions, and meetings | 243,642 | 201,544 | 28,462 | 13,636 |
| 20 Interest | 0 | | | |
| 21 Payments to affiliates | 0 | | | |
| 22 Depreciation, depletion, and amortization | 11,941,342 | 10,614,956 | 1,280,621 | 45,765 |
| 23 Insurance | 547,253 | 532,738 | 10,961 | 3,554 |
| 24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.) | | | | |
| a SPONSORSHIPS AND GIFTS | 314,027 | 146,319 | 154,639 | 13,069 |
| b MISCELLANEOUS EXPENSE | 171,715 | | 171,715 | |
| c | | | | |
| d | | | | |
| e All other expenses | | | | |
| 25 Total functional expenses. Add lines 1 through 24e | 98,211,659 | 84,119,460 | 8,968,379 | 5,123,820 |
| 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> 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 IX

| | | (A) Beginning of year | | (B) End of year |
|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------|------------------------|
| Assets | 1 Cash-non-interest-bearing | 15,026,554 | 1 | 6,068,761 |
| | 2 Savings and temporary cash investments | 1,006,640 | 2 | 0 |
| | 3 Pledges and grants receivable, net | 10,605,950 | 3 | 22,336,021 |
| | 4 Accounts receivable, net | 3,310,201 | 4 | 2,205,538 |
| | 5 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 | 0 | 5 | 0 |
| | 6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) | 0 | 6 | 0 |
| | 7 Notes and loans receivable, net | 0 | 7 | 0 |
| | 8 Inventories for sale or use | 0 | 8 | 0 |
| | 9 Prepaid expenses and deferred charges | 1,388,503 | 9 | 1,914,481 |
| | 10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D | 10a 328,638,716 | | |
| | b Less: accumulated depreciation | 10b 174,472,366 | 150,693,085 | 10c 154,166,350 |
| | 11 Investments—publicly traded securities | 68,476,506 | 11 | 81,535,765 |
| | 12 Investments—other securities. See Part IV, line 11 | 224,639,451 | 12 | 264,586,349 |
| | 13 Investments—program-related. See Part IV, line 11 | 0 | 13 | 0 |
| | 14 Intangible assets | 0 | 14 | 0 |
| | 15 Other assets. See Part IV, line 11 | 9,894,388 | 15 | 8,244,810 |
| 16 Total assets: Add lines 1 through 15 (must equal line 34) | 485,041,278 | 16 | 541,058,075 | |
| Liabilities | 17 Accounts payable and accrued expenses | 13,480,228 | 17 | 10,179,116 |
| | 18 Grants payable | 0 | 18 | 0 |
| | 19 Deferred revenue | 9,789,909 | 19 | 9,385,184 |
| | 20 Tax-exempt bond liabilities | 0 | 20 | 0 |
| | 21 Escrow or custodial account liability. Complete Part IV of Schedule D | 0 | 21 | 0 |
| | 22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons | 0 | 22 | 0 |
| | 23 Secured mortgages and notes payable to unrelated third parties | 0 | 23 | 0 |
| | 24 Unsecured notes and loans payable to unrelated third parties | 0 | 24 | 0 |
| | 25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D | 123,662 | 25 | 112,190 |
| | 26 Total liabilities. Add lines 17 through 25 | 23,393,799 | 26 | 19,676,490 |
| Net Assets or Fund Balances | Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33. | | | |
| | 27 Net assets without donor restrictions | 397,107,260 | 27 | 439,327,017 |
| | 28 Net assets with donor restrictions | 64,540,219 | 28 | 82,054,568 |
| | Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33. | | | |
| | 29 Capital stock or trust principal, or current funds | | 29 | |
| | 30 Paid-in or capital surplus, or land, building or equipment fund | | 30 | |
| | 31 Retained earnings, endowment, accumulated income, or other funds | | 31 | |
| | 32 Total net assets or fund balances | 461,647,479 | 32 | 521,381,585 |
| 33 Total liabilities and net assets/fund balances | 485,041,278 | 33 | 541,058,075 | |

Part XI Reconciliation of Net Assets

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

| | | | |
|-----------|----------------------------------------------------------------------------------------------------------------|-----------|-------------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12) | 1 | 121,635,220 |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 98,211,659 |
| 3 | Revenue less expenses. Subtract line 2 from line 1 | 3 | 23,423,561 |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) | 4 | 461,647,479 |
| 5 | Net unrealized gains (losses) on investments | 5 | 36,046,053 |
| 6 | Donated services and use of facilities | 6 | |
| 7 | Investment expenses | 7 | |
| 8 | Prior period adjustments | 8 | |
| 9 | Other changes in net assets or fund balances (explain in Schedule O) | 9 | 264,492 |
| 10 | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (A)) | 10 | 521,381,585 |

Part XII Financial Statements and Reporting

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

| | | Yes | No |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 1 | Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in 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: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | | No |
| 2b | 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: <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | Yes | |
| 2c | 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 in Schedule O. | Yes | |
| 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? | | No |
| 3b | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits. | | |

Additional Data

Return to Form

Software ID:

Software Version:

Form 990, Special Condition Description:

Special Condition Description

SCHEDULE A
(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
 Attach to Form 990 or Form 990-EZ.
 Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization
Monterey Bay Aquarium Foundation

Employer identification number
94-2487469

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state:
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture. See instructions. Enter the name, city, and state of the college or university:
- 10 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations _____
 - g Provide the following information about the supported organization(s).

| (i) Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1- 10 above (see instructions)) | (iv) Is the organization listed in your governing document? | | (v) Amount of monetary support (see instructions) | (vi) Amount of other support (see instructions) |
|------------------------------------|----------|--------------------------------------------------------------------------------|-------------------------------------------------------------|----|---------------------------------------------------|-------------------------------------------------|
| | | | Yes | No | | |
| | | | | | | |
| | | | | | | |
| Total | | | | | | |

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 failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Table with 7 columns: (a) 2015, (b) 2016, (c) 2017, (d) 2018, (e) 2019, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Tax revenues levied for the organization's benefit; 3 Value of services or facilities furnished; 4 Total; 5 Portion of total contributions exceeding 2%; 6 Public support.

Section B. Total Support

Table with 7 columns: (a) 2015, (b) 2016, (c) 2017, (d) 2018, (e) 2019, (f) Total. Rows include: 7 Amounts from line 4; 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources; 9 Net income from unrelated business activities; 10 Other income; 11 Total support.

12 Gross receipts from related activities, etc. (see instructions) 12 252,397,276
13 First five 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

Table with 2 columns: Line number, Percentage. Row 14: Public support percentage for 2019 (line 6, column (f) divided by line 11, column (f)) 14 67.069%
Row 15: Public support percentage for 2018 Schedule A, Part II, line 14 15 73.829%

16a 33 1/3% support test-2019. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization
b 33 1/3% support test-2018. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization
17a 10%-facts-and-circumstances test-2019. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization
b 10%-facts-and-circumstances test-2018. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions

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) 2015 | (b) 2016 | (c) 2017 | (d) 2018 | (e) 2019 | (f) Total |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| 1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . | | | | | | |
| 2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose | | | | | | |
| 3 Gross receipts from activities that are not an unrelated trade or business under section 513 | | | | | | |
| 4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 5 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 6 Total. Add lines 1 through 5 | | | | | | |
| 7a Amounts included on lines 1, 2, and 3 received from disqualified persons | | | | | | |
| b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year. | | | | | | |
| c Add lines 7a and 7b. . | | | | | | |
| 8 Public support. (Subtract line 7c from line 6.) | | | | | | |

Section B. Total Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2015 | (b) 2016 | (c) 2017 | (d) 2018 | (e) 2019 | (f) Total |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| 9 Amounts from line 6. | | | | | | |
| 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources | | | | | | |
| b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975. | | | | | | |
| c Add lines 10a and 10b. | | | | | | |
| 11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on. | | | | | | |
| 12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) | | | | | | |
| 13 Total support. (Add lines 9, 10c, 11, and 12.) | | | | | | |
| 14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here. <input type="checkbox"/> | | | | | | |

Section C. Computation of Public Support Percentage

| | | |
|------------------------------------------------------------------------------------------------------------|-----------|--|
| 15 Public support percentage for 2019 (line 8, column (f) divided by line 13, column (f)) | 15 | |
| 16 Public support percentage from 2018 Schedule A, Part III, line 15 | 16 | |

Section D. Computation of Investment Income Percentage

| | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--|
| 17 Investment income percentage for 2019 (line 10c, column (f) divided by line 13, column (f)) | 17 | |
| 18 Investment income percentage from 2018 Schedule A, Part III, line 17 | 18 | |
| 19a 33 1/3% support tests—2019. 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 <input type="checkbox"/> | | |
| b 33 1/3% support tests—2018. 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 <input type="checkbox"/> | | |
| 20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions <input type="checkbox"/> | | |

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

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

Part IV Supporting Organizations (continued)

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

Section B. Type I Supporting Organizations

| | Yes | No |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's 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 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> | | |
| 2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <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 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <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 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? | | |
| 2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i> | | |
| 3 By reason of the relationship described in (2), 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

| | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| 1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions): | | |
| a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below. | | |
| b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below. | | |
| c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions) | | |
| 2 Activities Test. Answer (a) and (b) below. | | |
| a 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 Did the activities described in (a) 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> | | |
| 3 Parent of Supported Organizations. Answer (a) and (b) below. | | |
| a 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>Provide details in Part VI.</i> | | |
| 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.

Section A - Adjusted Net Income

(A) Prior Year

(B) Current Year
(optional)

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

Section B - Minimum Asset Amount

(A) Prior Year

(B) Current Year
(optional)

| | | | |
|------------------------------------------------------------------------------------------------------------------------------------------|-----------|--|--|
| 1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year): | 1 | | |
| a Average monthly value of securities | 1a | | |
| b Average monthly cash balances | 1b | | |
| c Fair market value of other non-exempt-use assets | 1c | | |
| d Total (add lines 1a, 1b, and 1c) | 1d | | |
| e Discount claimed for blockage or other factors (explain in detail in Part VI): | | | |
| 2 Acquisition indebtedness applicable to non-exempt use assets | 2 | | |
| 3 Subtract line 2 from line 1d | 3 | | |
| 4 Cash deemed held for exempt use. Enter 1-1/2% 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 .035 | 6 | | |
| 7 Recoveries of prior-year distributions | 7 | | |
| 8 Minimum Asset Amount (add line 7 to line 6) | 8 | | |

Section C - Distributable Amount

Current Year

| | | | |
|--------------------------------------------------------------------------------------------------------------------------------|----------|--|--|
| 1 Adjusted net income for prior year (from Section A, line 8, Column A) | 1 | | |
| 2 Enter 85% of line 1 | 2 | | |
| 3 Minimum asset amount for prior year (from Section B, line 8, Column A) | 3 | | |
| 4 Enter greater of line 2 or line 3 | 4 | | |
| 5 Income tax imposed in prior year | 5 | | |
| 6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions) | 6 | | |

- 7** Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)

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

(continued)

| Section D - Distributions | Current Year |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 1 Amounts paid to supported organizations to accomplish exempt purposes | |
| 2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity | |
| 3 Administrative expenses paid to accomplish exempt purposes of supported organizations | |
| 4 Amounts paid to acquire exempt-use assets | |
| 5 Qualified set-aside amounts (prior IRS approval required) | |
| 6 Other distributions (describe in Part VI). See instructions | |
| 7 Total annual distributions. Add lines 1 through 6. | |
| 8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions | |
| 9 Distributable amount for 2019 from Section C, line 6 | |
| 10 Line 8 amount divided by Line 9 amount | |

| Section E - Distribution Allocations (see instructions) | (i) Excess Distributions | (ii) Underdistributions Pre-2019 | (iii) Distributable Amount for 2019 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------------------|-------------------------------------------|
| 1 Distributable amount for 2019 from Section C, line 6 | | | |
| 2 Underdistributions, if any, for years prior to 2019 (reasonable cause required-- explain in Part VI). See instructions. | | | |
| 3 Excess distributions carryover, if any, to 2019: | | | |
| a From 2014. | | | |
| b From 2015. | | | |
| c From 2016. | | | |
| d From 2017. | | | |
| e From 2018. | | | |
| f Total of lines 3a through e | | | |
| g Applied to underdistributions of prior years | | | |
| h Applied to 2019 distributable amount | | | |
| i Carryover from 2014 not applied (see instructions) | | | |
| j Remainder. Subtract lines 3g, 3h, and 3i from 3f. | | | |
| 4 Distributions for 2019 from Section D, line 7: \$ | | | |
| a Applied to underdistributions of prior years | | | |
| b Applied to 2019 distributable amount | | | |
| c Remainder. Subtract lines 4a and 4b from 4. | | | |
| 5 Remaining underdistributions for years prior to 2019, if any. Subtract lines 3g and 4a from line 2. If the amount is greater than zero, explain in Part VI . See instructions. | | | |
| 6 Remaining underdistributions for 2019. Subtract lines 3h and 4b from line 1. If the amount is greater than zero, explain in Part VI . See instructions. | | | |
| 7 Excess distributions carryover to 2020. Add lines 3j and 4c. | | | |
| 8 Breakdown of line 7: | | | |
| a Excess from 2015. | | | |
| b Excess from 2016. | | | |
| c Excess from 2017. | | | |
| d Excess from 2018. | | | |
| e Excess from 2019. | | | |

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

Facts And Circumstances Test

| Return Reference | Explanation |
|------------------|-------------|
| | |

Additional Data

Return to Form

Software ID:

Software Version:

Schedule B

(Form 990, 990-EZ, or 990-PF)

Department of the Treasury Internal Revenue Service

Schedule of Contributors

OMB No. 1545-0047

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

2019

Name of the organization Monterey Bay Aquarium Foundation

Employer identification number

94-2487469

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

- 501(c)() (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 other 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 or 990-EZ), 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, 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, 990-EZ, or 990-PF), 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 990PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization
 Monterey Bay Aquarium Foundation

Employer identification number
 94 - 2487469

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 |
|------------|-----------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| RESTRICTED | | \$ RESTRICTED | <input type="checkbox"/> Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash (Complete Part II for noncash contributions.) |
| - | | \$ | <input type="checkbox"/> Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash (Complete Part II for noncash contributions.) |
| - | | \$ | <input type="checkbox"/> Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash (Complete Part II for noncash contributions.) |
| - | | \$ | <input type="checkbox"/> Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash (Complete Part II for noncash contributions.) |
| - | | \$ | <input type="checkbox"/> Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash (Complete Part II for noncash contributions.) |
| - | | \$ | <input type="checkbox"/> Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash (Complete Part II for noncash contributions.) |

| | |
|----------------------------------------------------------|----------------------------------------------|
| Name of organization Monterey Bay Aquarium Foundation | Employer identification number 94-2487469 |
|----------------------------------------------------------|----------------------------------------------|

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 Monterey Bay Aquarium Foundation | Employer identification number 94-2487469 |
|----------------------------------------------------------|----------------------------------------------|

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 information once. See instructions.) ► \$ _____

Use duplicate copies of Part III if additional space is needed.

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

Additional Data

Return to Form

Software ID:

Software Version:

SCHEDULE C (Form 990 or 990-EZ)

Political Campaign and Lobbying Activities

OMB No. 1545-0047

2019

Open to Public Inspection

For Organizations Exempt From Income Tax Under section 501(c) and section 527

Complete if the organization is described below. Attach to Form 990 or Form 990-EZ. Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury Internal Revenue Service

If the organization answered "Yes" on Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes" on Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes" on Form 990, Part IV, Line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Table with 2 columns: Name of the organization (Monterey Bay Aquarium Foundation) and Employer identification number (94-2487469)

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV (see instructions for definition of "political campaign activities")
2 Political campaign activity expenditures (see instructions)
3 Volunteer hours for political campaign activities (see instructions)

Part I-B Complete if the organization is exempt under section 501(c)(3).

- 1 Enter the amount of any excise tax incurred by the organization under section 4955
2 Enter the amount of any excise tax incurred by organization managers under section 4955
3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year?
4a Was a correction made?
b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities
2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities
3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b
4 Did the filing organization file Form 1120-POL for this year?
5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments.

Table with 5 columns: (a) Name, (b) Address, (c) EIN, (d) Amount paid from filing organization's funds, (e) Amount of political contributions received and promptly and directly delivered to a separate political organization.

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A** Check if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B** Check if the filing organization checked box A and "limited control" provisions apply.

| Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.) | (a) Filing organization's totals | (b) Affiliated group totals | | | | | | | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|----------------------------------------------------------|--------------------|-------------------------------|-----------------------------------------|--------------------------------------------------|-------------------------------------------|----------------------------------------------------|--------------------------------------------|---------------------------------------------------|-------------------|--------------|--|--|
| 1a Total lobbying expenditures to influence public opinion (grass roots lobbying) | 2,052 | | | | | | | | | | | | | |
| b Total lobbying expenditures to influence a legislative body (direct lobbying) | 204,433 | | | | | | | | | | | | | |
| c Total lobbying expenditures (add lines 1a and 1b) | 206,485 | | | | | | | | | | | | | |
| d Other exempt purpose expenditures | 97,288,709 | | | | | | | | | | | | | |
| e Total exempt purpose expenditures (add lines 1c and 1d) | 97,495,194 | | | | | | | | | | | | | |
| f Lobbying nontaxable amount. Enter the amount from the following table in both columns. | 1,000,000 | | | | | | | | | | | | | |
| <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:35%; text-align:left;">If the amount on line 1e, column (a) or (b) is:</th> <th style="width:65%; text-align:left;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table> | If the amount on line 1e, column (a) or (b) is: | The lobbying nontaxable amount is: | Not over \$500,000 | 20% of the amount on line 1e. | Over \$500,000 but not over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000. | Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000. | Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000. | Over \$17,000,000 | \$1,000,000. | | |
| If the amount on line 1e, column (a) or (b) is: | The lobbying nontaxable amount is: | | | | | | | | | | | | | |
| Not over \$500,000 | 20% of the amount on line 1e. | | | | | | | | | | | | | |
| Over \$500,000 but not over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000. | | | | | | | | | | | | | |
| Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000. | | | | | | | | | | | | | |
| Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000. | | | | | | | | | | | | | |
| Over \$17,000,000 | \$1,000,000. | | | | | | | | | | | | | |
| g Grassroots nontaxable amount (enter 25% of line 1f) | 250,000 | | | | | | | | | | | | | |
| h Subtract line 1g from line 1a. If zero or less, enter -0- | | | | | | | | | | | | | | |
| i Subtract line 1f from line 1c. If zero or less, enter -0- | | | | | | | | | | | | | | |
| j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? | | <input type="checkbox"/> Yes <input type="checkbox"/> No | | | | | | | | | | | | |

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

| Lobbying Expenditures During 4-Year Averaging Period | | | | | |
|------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Calendar year (or fiscal year beginning in) | (a) 2016 | (b) 2017 | (c) 2018 | (d) 2019 | (e) Total |
| 2a Lobbying nontaxable amount | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 4,000,000 |
| b Lobbying ceiling amount (150% of line 2a, column(e)) | | | | | 6,000,000 |
| c Total lobbying expenditures | 338,355 | 209,661 | 210,977 | 206,485 | 965,478 |
| d Grassroots nontaxable amount | 250,000 | 250,000 | 250,000 | 250,000 | 1,000,000 |
| e Grassroots ceiling amount (150% of line 2d, column (e)) | | | | | 1,500,000 |
| f Grassroots lobbying expenditures | 0 | 105 | 7,321 | 2,052 | 9,478 |

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

| | (a) | | (b) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|--------|
| | Yes | No | Amount |
| 1 During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of: | | | |
| a Volunteers? | | | |
| b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)? | | | |
| c Media advertisements? | | | |
| d Mailings to members, legislators, or the public? | | | |
| e Publications, or published or broadcast statements? | | | |
| f Grants to other organizations for lobbying purposes? | | | |
| g Direct contact with legislators, their staffs, government officials, or a legislative body? | | | |
| h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means? | | | |
| i Other activities? | | | |
| j Total. Add lines 1c through 1i | | | |
| 2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)? | | | |
| b If "Yes," enter the amount of any tax incurred under section 4912 | | | |
| c If "Yes," enter the amount of any tax incurred by organization managers under section 4912 | | | |
| d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year? | | | |

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

| | Yes | No |
|------------------------------------------------------------------------------------------------------------------|----------|----|
| 1 Were substantially all (90% or more) dues received nondeductible by members? | 1 | |
| 2 Did the organization make only in-house lobbying expenditures of \$2,000 or less? | 2 | |
| 3 Did the organization agree to carry over lobbying and political expenditures from the prior year? | 3 | |

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

| | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--|
| 1 Dues, assessments and similar amounts from members | 1 | |
| 2 Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid). | | |
| a Current year | 2a | |
| b Carryover from last year | 2b | |
| c Total | 2c | |
| 3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues . | 3 | |
| 4 If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year? | 4 | |
| 5 Taxable amount of lobbying and political expenditures (see instructions) | 5 | |

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions), and Part II-B, line 1. Also, complete this part for any additional information.

| Return Reference | Explanation |
|------------------|-------------|
| | |

Additional Data

Return to Form

Software ID:

Software Version:

SCHEDULE D
(Form 990)

Supplemental Financial Statements

OMB No. 1545-0047

2019

Open to Public Inspection

▶ **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.**

Department of the Treasury
Internal Revenue Service

Name of the organization
Monterey Bay Aquarium Foundation

Employer identification number

94-2487469

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

| | (a) Donor advised funds | (b) Funds and other accounts |
|------------------------------------------------------------|-------------------------|------------------------------|
| 1 Total number at end of year | | |
| 2 Aggregate value of contributions to (during year) | | |
| 3 Aggregate value of grants from (during year) | | |
| 4 Aggregate value at end of year | | |

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? **Yes** **No**

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? **Yes** **No**

Part II Conservation Easements.

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

1 Purpose(s) of conservation easements held by the organization (check all that apply).
 Preservation of land for public use (e.g., recreation or education) Preservation of an historically important land area
 Protection of natural habitat Preservation of a certified historic structure
 Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

| | Held at the End of the Year |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| a Total number of conservation easements | 2a |
| b Total acreage restricted by conservation easements | 2b |
| c Number of conservation easements on a certified historic structure included in (a) | 2c |
| d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register | 2d |

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? **Yes** **No**

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

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

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

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

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

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

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

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

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

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

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 are a 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 programs
 - 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 in 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 | 233,228,187 | 239,831,456 | 196,825,806 | 127,401,810 | 131,038,945 |
| b Contributions | 2,946,556 | 10,625,727 | 15,723,311 | 65,084,000 | 1,009,663 |
| c Net investment earnings, gains, and losses | 39,997,740 | -10,238,996 | 33,455,339 | 9,173,000 | -422,798 |
| d Grants or scholarships | | | | | |
| e Other expenditures for facilities and programs | 8,600,000 | 6,990,000 | 6,173,000 | 4,833,004 | 4,224,000 |
| f Administrative expenses | | | | | |
| g End of year balance | 267,572,483 | 233,228,187 | 239,831,456 | 196,825,806 | 127,401,810 |

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a** Board designated or quasi-endowment ▶ 85.690 %
 - b** Permanent endowment ▶ 10.490 %
 - c** Temporarily restricted endowment ▶ 3.820 %
- 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:

- (i)** unrelated organizations
- (ii)** related organizations

| | Yes | No |
|---------------|-----|----|
| 3a(i) | | No |
| 3a(ii) | | No |
| 3b | | |

- b** If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?
- 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 | | 24,797,822 | | 24,797,822 |
| b Buildings | | 202,529,991 | 100,672,591 | 101,857,400 |
| c Leasehold improvements | | | | |
| d Equipment | | 32,850,528 | 25,864,729 | 6,985,799 |
| e Other | | 68,460,375 | 47,935,046 | 20,525,329 |
| Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . ▶ | | | | 154,166,350 |

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.

Table with 3 columns: (a) Description of security or category, (b) Book value, (c) Method of valuation. Rows include Financial derivatives, Closely-held equity interests, Other, EQUITY FUND, BOND FUNDS, HEDGE FUNDS, NONMARKETABLE INVESTMENTS, and Total.

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.

Table with 3 columns: (a) Description of investment, (b) Book value, (c) Method of valuation. Rows numbered (2) through (10) and a Total row.

Part IX Other Assets.

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

Table with 2 columns: (a) Description, (b) Book value. Rows numbered (2) through (10) and a Total row.

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.

Table with 2 columns: (a) Description of liability, (b) Book value. Rows include Federal income taxes and rows numbered (2) through (9), and a Total row.

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 FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

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

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

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

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

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

| | | | | |
|----------|-----------------------------------------------------------------------------------------------------------|-----------|-----------|--|
| 1 | Total expenses and losses per audited financial statements | | 1 | |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25: | | | |
| a | Donated services and use of facilities | 2a | | |
| b | Prior year adjustments | 2b | | |
| c | Other losses | 2c | | |
| d | Other (Describe in Part XIII.) | 2d | | |
| e | Add lines 2a through 2d | | 2e | |
| 3 | Subtract line 2e from line 1 | | 3 | |
| 4 | Amounts included on Form 990, Part IX, line 25, but not on line 1 : | | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | | |
| b | Other (Describe in Part XIII.) | 4b | | |
| c | Add lines 4a and 4b | | 4c | |
| 5 | Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.) | | 5 | |

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.

| Return Reference | Explanation |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INTENDED USE OF ENDOWMENT FUNDS | SCHEDULE D, PART V, LINE 4: THE EARNINGS OF THE AQUARIUM'S ENDOWMENT FUNDS SUPPORT EDUCATION AND CONSERVATION PROGRAMS AND THE MISSION OF THE AQUARIUM. |
| FIN 48 (ASC 740) FOOTNOTE | SCHEDULE D, PART X, LINE 2: THE FOLLOWING FOOTNOTE APPEARED IN THE CONSOLIDATED FINANCIAL STATEMENTS FOR BOTH MONTEREY BAY AQUARIUM FOUNDATION AND MONTEREY BAY AQUARIUM SUPPORT SERVICES ("MBASS"), A RELATED ORGANIZATION: THE MONTEREY BAY AQUARIUM FOUNDATION AND MBASS FOLLOW GUIDANCE THAT CLARIFIES THE ACCOUNTING FOR UNCERTAINTY IN TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN IN A TAX RETURN, INCLUDING ISSUES RELATING TO FINANCIAL STATEMENT RECOGNITION AND MEASUREMENT. THIS GUIDANCE PROVIDES THAT THE TAX EFFECTS FROM AN UNCERTAIN TAX POSITION CAN ONLY BE RECOGNIZED IN THE FINANCIAL STATEMENTS IF THE POSITION IS "MORE-LIKELY-THAN-NOT" TO BE SUSTAINED IF THE POSITION WERE TO BE CHALLENGED BY A TAXING AUTHORITY. THE ASSESSMENT OF THE TAX POSITION IS BASED SOLELY ON THE TECHNICAL MERITS OF THE POSITION, WITHOUT REGARD TO THE LIKELIHOOD THAT THE TAX POSITION MAY BE CHALLENGED. THE MONTEREY BAY AQUARIUM FOUNDATION AND MBASS ARE EXEMPT FROM FEDERAL INCOME TAX UNDER SECTION 501(C) (3) OF THE INTERNAL REVENUE CODE, THOUGH IT IS SUBJECT TO TAX ON INCOME UNRELATED TO ITS EXEMPT PURPOSE, UNLESS THAT INCOME IS OTHERWISE EXCLUDED BY THE CODE. THEY ARE ALSO EXEMPT FROM CALIFORNIA STATE FRANCHISE TAXES UNDER SECTION 23701(D) OF THE CALIFORNIA REVENUE AND TAXATION CODE. THE MONTEREY BAY AQUARIUM FOUNDATION AND MBASS HAVE PROCESSES PRESENTLY IN PLACE TO ENSURE THE MAINTENANCE OF ITS TAX-EXEMPT STATUS; TO IDENTIFY AND REPORT UNRELATED INCOME; TO DETERMINE ITS FILING AND TAX OBLIGATIONS IN JURISDICTIONS FOR WHICH IT HAS NEXUS; AND TO IDENTIFY AND EVALUATE OTHER MATTERS THAT MAY BE CONSIDERED TAX POSITIONS. THE MONTEREY BAY AQUARIUM FOUNDATION AND MBASS HAVE DETERMINED THAT THERE ARE NO MATERIAL UNCERTAIN TAX POSITIONS THAT REQUIRE RECOGNITION OR DISCLOSURE IN THE FINANCIAL STATEMENTS. |

Additional Data

[**Return to Form**](#)

Software ID:

Software Version:

SCHEDULE F (Form 990)

Statement of Activities Outside the United States

OMB No. 1545-0047

Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16. Attach to Form 990. Go to www.irs.gov/Form990 for instructions and the latest information.

2019

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Name of the organization Monterey Bay Aquarium Foundation

Employer identification number

94-2487469

Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

- 1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants or assistance...
2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.
3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

Table with 6 columns: (a) Region, (b) Number of offices in the region, (c) Number of employees, agents, and independent contractors in the region, (d) Activities conducted in region (by type), (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. Rows include Central America and the Caribbean, East Asia and the Pacific, Europe, Middle East and North Africa, North America, South America, South Asia, Sub-Saharan Africa, and a sub-total of 27,754,371.

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) |
|----------|---------------------------------|-----------------------------------------------------|-------------------|--------------------------------------------------------------------------|---------------------------------|----------------------------------------|-----------------------------------------|----------------------------------------------|--------------------------------------------------------------|
| (1) | | | North America | Migratory movement, Ecology & Conservation of Rays in Gulf of California | 33,621 | wire | | | |
| (2) | | | | | | | | | |
| (3) | | | | | | | | | |
| (4) | | | | | | | | | |
| (5) | | | | | | | | | |
| (6) | | | | | | | | | |
| (7) | | | | | | | | | |
| (8) | | | | | | | | | |
| (9) | | | | | | | | | |
| (10) | | | | | | | | | |
| (11) | | | | | | | | | |
| (12) | | | | | | | | | |
| (13) | | | | | | | | | |
| (14) | | | | | | | | | |
| (15) | | | | | | | | | |
| (16) | | | | | | | | | |

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

3 Enter total number of other organizations or entities 1

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) |
|----------------------------------------|-------------------|---------------------------------|---------------------------------|----------------------------------------|-----------------------------------------|----------------------------------------------|--------------------------------------------------------------|
| (1) | | | | | | | |
| (2) | | | | | | | |
| (3) | | | | | | | |
| (4) | | | | | | | |
| (5) | | | | | | | |
| (6) | | | | | | | |
| (7) | | | | | | | |
| (8) | | | | | | | |
| (9) | | | | | | | |
| (10) | | | | | | | |
| (11) | | | | | | | |
| (12) | | | | | | | |
| (13) | | | | | | | |
| (14) | | | | | | | |
| (15) | | | | | | | |
| (16) | | | | | | | |
| (17) | | | | | | | |
| (18) | | | | | | | |

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

Additional Data

Software ID:

Software Version:

SCHEDULE G
(Form 990 or 990-EZ)

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, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.

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

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization
Monterey Bay Aquarium Foundation

Employer identification number
94-2487469

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
- 2a** 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 | | | |
| 1 Feldstein Co LLC 601 Skokie Blvd Suite 103 Northbrook, IL 60063 | Consulting MARKETING | | No | | 162,000 | -162,000 |
| 2 S D A Teleservices 57 West Century Blvd Ste 300 Los Angeles, C A 90045 | Telemarket | | No | 167,990 | 83,827 | 84,163 |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| 8 | | | | | | |
| 9 | | | | | | |
| 10 | | | | | | |
| Total | | | | 167,990 | 245,827 | -77,837 |

- 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.

AL, AK, AZ, AR, CA, CO, CT, DE, FL, HI, ID, IL, IN, IA, KS, KY, LA, ME, MD, MA, MI, MN, MS, MO, MT, NE, NV, NH, NJ, NM, NY, NC, ND, OH, OK, OR, PA, RI, SC, SD, TN, TX, UT, VT, VA, WA, WV, WI, WY

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 |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--------------|--------------|-----------------|---------------------------------|
| | | (event type) | (event type) | (total number) | (add col. (a) through col. (c)) |
| Revenue | 1 Gross receipts | | | | |
| | 2 Less: Contributions | | | | |
| | 3 Gross income (line 1 minus line 2) | | | | |
| Direct Expenses | 4 Cash prizes | | | | |
| | 5 Noncash prizes | | | | |
| | 6 Rent/facility costs | | | | |
| | 7 Food and beverages | | | | |
| | 8 Entertainment | | | | |
| | 9 Other direct expenses | | | | |
| | 10 Direct expense summary. Add lines 4 through 9 in column (d) ▶ | | | | |
| 11 Net income summary. Subtract line 10 from line 3, column (d) ▶ | | | | | |

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)) |
|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------|------------------|------------------------------------------------|
| | | 1 Gross revenue | | | |
| Direct Expenses | 2 Cash prizes | | | | |
| | 3 Noncash prizes | | | | |
| | 4 Rent/facility costs | | | | |
| | 5 Other direct expenses | | | | |
| 6 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 | | |
| 7 Direct expense summary. Add lines 2 through 5 in column (d) ▶ | | | | | |
| 8 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 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.

| Return Reference | Explanation |
|------------------|-------------|
|------------------|-------------|

Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

Schedule I (Form 990)

Grants and Other Assistance to Organizations, Governments and Individuals in the United States

OMB No. 1545-0047

2019

Open to Public Inspection

Complete if the organization answered "Yes," on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

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

Department of the Treasury
Internal Revenue Service

Name of the organization
Monterey Bay Aquarium Foundation

Employer identification number
94-2487469

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.

| (a) Name and address of organization or government | (b) EIN | (c) IRC section (if applicable) | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of noncash assistance | (h) Purpose of grant or assistance |
|------------------------------------------------------------------------------------------------|------------|---------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|---------------------------------------|-------------------------------------------------|
| (1) MONTEREY BAY FISHERIES TRUST 99 PACIFIC STREET SUITE 575C MONTEREY, CA 93940 | 47-1978379 | 501(c)(3) | 54,436 | | | | Grants funded for fishing conservation |
| (2) Monterey Bay Aquarium Research Institute 7700 SANDHOLDT ROAD MOSS LANDING, CA 95039 | 77-0150580 | 501(c)(3) | 500,000 | | | | Support for research and outreach projects |
| (3) CA STATE UNIVERSITY LONG BEACH 6300 ST UNI STE 332 LONG BEACH, CA 90815 | 93-1150363 | 115 | 14,920 | | | | Support rapid response team white shark tagging |
| (4) UC SANTA CRUZ 1156 HIGH STREET SANTA CRUZ, CA 95064 | 94-1539563 | 115 | 27,500 | | | | Fund research and tag mobula rays |
| (5) SAN JOSE STATE RESEARCH FOUNDATION 210 N FOURTH STREET 4TH FLR SAN JOSE, CA 95112 | 94-6017638 | 501(c)(3) | 9,926 | | | | Validating age & growth of fish Mexican waters |
| (6) COLBY COLLEGE 4120 MAYFLOWER HILL WATERVILLE, ME 04901 | 01-0211497 | 501(C)(3) | 17,336 | | | | Blue Fin Tuna data mining |

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table 6

3 Enter total number of other organizations listed in the line 1 table ▶

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 noncash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of noncash assistance |
|---------------------------------|--------------------------|--------------------------|----------------------------------|-------------------------------------------------------|---------------------------------------|
| (1) FELLOWSHIP | 3 | 171,296 | | | |
| (2) Individual Scholarship | 31 | 31,950 | | | |
| (3) Teacher Stipends | 107 | 107,270 | | | |
| (3) | | | | | |
| (4) | | | | | |
| (5) | | | | | |
| (6) | | | | | |
| (7) | | | | | |

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

| Return Reference | Explanation |
|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PROCEDURES FOR MONITORING THE USE OF GRANT FUNDS IN THE UNITED STATES | SCHEDULE I, PART I, LINE 2: THE AQUARIUM REQUIRES POTENTIAL GRANT RECIPIENTS TO SUBMIT FORMAL APPLICATIONS WHICH ARE REVIEWED BY THE PROGRAM MANAGER FOR CONSISTENCY WITH THE AQUARIUM'S MISSION AND COMPLIANCE WITH THE ANNUAL BUDGET. FURTHERMORE, THE AQUARIUM REQUIRES A WRITTEN REPORT FROM THE GRANTEE PROVIDING DETAIL ABOUT HOW FUNDS WERE USED TO ACCOMPLISH THE GRANT OBJECTIVES. REPORTS ARE REVIEWED BY THE PROGRAM MANAGER FOR COMPLIANCE WITH GRANT CONDITIONS. |

Additional Data

[Return to Form](#)

Software ID:
Software Version:

Schedule J (Form 990)

Compensation Information

OMB No. 1545-0047

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

2019

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Name of the organization Monterey Bay Aquarium Foundation

Employer identification number

94-2487469

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.

- First-class or charter travel
Travel for companions
Tax idemnification and gross-up payments
Discretionary spending account
Housing allowance or residence for personal use
Payments for business use of personal residence
Health or social club dues or initiation fees
Personal services (e.g., 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

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked on Line 1a?

3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- Compensation committee
Independent compensation consultant
Form 990 of other organizations
Written employment contract
Compensation survey or study
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?
b Participate in, or receive payment from, a supplemental nonqualified retirement plan?
c Participate in, or receive payment from, an equity-based compensation arrangement?
If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only 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?
b Any related organization?
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?
b Any related organization?
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 in lines 5 and 6? If "Yes," describe in Part III.

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.

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

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

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 are not 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 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 Julie Packard Executive Director | (i) | 328,740 | 382 | 2,754 | 28,000 | 11,933 | 371,809 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2 Troy A Grande CFO & Treasurer | (i) | 262,397 | 764 | 1,145 | 27,188 | 34,788 | 326,282 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 Cynthia Vernon Chief Operating Officer | (i) | 271,860 | 764 | 3,953 | 27,908 | 25,938 | 330,423 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Cristina Fekeci Chief Development Officer | (i) | 309,374 | 5,764 | 4,457 | 28,000 | 14,698 | 362,293 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 Marian Martha Hahn Chief Marketing Officer | (i) | 230,649 | 764 | 503 | 23,236 | 11,513 | 266,665 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 Margaret Spring VP Con & Sci Chief Cnsrv Off | (i) | 216,502 | 764 | 1,352 | 22,282 | 24,318 | 265,218 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Teresa Jeanine Merry Chief Human Resources Officer | (i) | 200,656 | 754 | 1,713 | 20,862 | 25,923 | 249,908 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 Charles Aslanian VP of Facility Operations | (i) | 167,176 | 9,801 | 1,926 | 17,656 | 25,048 | 221,607 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 David Rosenberg VP of Guest Experience | (i) | 165,650 | 1,508 | 208 | 16,565 | 1,436 | 185,367 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Nancy Enterline VP of Development | (i) | 171,099 | 754 | 692 | 18,358 | 37,432 | 228,335 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Jon Hoech VP of Animal Care | (i) | 165,509 | 754 | 623 | 17,078 | 22,971 | 206,935 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 Jennifer Dianto Kemmerly VP of Global Ocean Initiatives | (i) | 181,845 | 9,965 | 248 | 18,811 | 17,282 | 228,151 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Mary C Mullen VP of Gift Planning | (i) | 171,588 | 0 | 1,573 | 17,381 | 13,017 | 203,559 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Jonathan Davis Controller | (i) | 166,363 | 1,931 | 628 | 17,159 | 20,301 | 206,382 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 Robert Mann Director of IT | (i) | 161,517 | 1,931 | 218 | 15,832 | 34,727 | 214,225 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 Rita Bell VP of Education | (i) | 150,918 | 6,600 | 2,039 | 15,404 | 12,915 | 187,876 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

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.

| Return Reference | Explanation |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GROSS-UP PAYMENTS AND HEALTH CLUB DUES: | <p>SCHEDULE J, PART I, LINE 1A AS PART OF THE AQUARIUM'S WELLNESS PROGRAM, ALL EMPLOYEES (INCLUDING THE LISTED EMPLOYEES IN PART VII, SECTION A) ARE ELIGIBLE TO RECEIVE A MONTHLY SUBSIDY OF \$25 FOR FITNESS CENTER DUES IF THE EMPLOYEE MEETS CERTAIN WELLNESS PROGRAM REQUIREMENTS. SINCE THIS TYPE OF SUBSIDY IS CONSIDERED A TAXABLE FRINGE BENEFIT, THE AQUARIUM GROSSES-UP THESE SUBSIDIES TO COVER THE EMPLOYEE'S TAXES. SUCH PAYMENTS WERE TREATED AS TAXABLE INCOME ON THE EMPLOYEE'S FORM W-2 AND REPORTED AS COMPENSATION ON SCHEDULE J, PART II, COLUMN B(III). ADDITIONALLY, CERTAIN EMPLOYEES RECEIVED TAX GROSS-UP PAYMENTS FOR SMALL APPRECIATION GIFTS RECEIVED DURING THE COURSE OF THE 2019 CALENDAR YEAR. SUCH PAYMENTS WERE TREATED AS TAXABLE INCOME ON THE EMPLOYEE'S FORM W-2 AND REPORTED AS COMPENSATION ON SCHEDULE J, PART II, COLUMN B(II).</p> |

Additional Data

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Software ID:

Software Version:

SCHEDULE M
(Form 990)

Department of the Treasury
Internal Revenue Service

Noncash Contributions

OMB No. 1545-0047

2019

Open to Public Inspection

▶ **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 for the latest information.**

Name of the organization
Monterey Bay Aquarium Foundation

Employer identification number
94-2487469

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 | 83 | 1,614,614 | 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 | X | 30 | 32,228 | OPINION OF EXPERTS |
| 20 Drugs and medical supplies | | | | |
| 21 Taxidermy | | | | |
| 22 Historical artifacts | | | | |
| 23 Scientific specimens | | | | |
| 24 Archeological artifacts | | | | |
| 25 Other ▶ (_____) | | | | |
| 26 Other ▶ (_____) | | | | |
| 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 IV, 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? | | |
| 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? | Yes | |
| 32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions? | | No |
| 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. | | |

Part II **Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

| Return Reference | Explanation |
|------------------|-------------|
|------------------|-------------|

Additional Data

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Software ID:

Software Version:

2019

Open to Public Inspection

SCHEDULE O
(Form 990 or 990-EZ)

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 990-EZ.

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

Department of the Treasury
Internal Revenue Service
Name of the organization
Monterey Bay Aquarium Foundation

Employer identification number

94-2487469

| Return Reference | Explanation |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ORGANIZATION'S MISSION | <p>FORM 990, PART I, LINE 1 AND FORM 990, PART III, LINE 1 THE MISSION OF THE MONTEREY BAY AQUARIUM IS TO INSPIRE CONSERVATION OF THE OCEAN. MILLIONS OF PEOPLE DRAW INSPIRATION FROM THE AQUARIUM AND LOOK TO US TO ADVOCATE FOR OCEAN WILDLIFE. CELEBRATING 35 YEARS THE AQUARIUMS IMPACT REACHED FARTHER THAN EVER IN 2019, AND IN LASTING WAYS. FROM THE OPENING OF OUR NEW BECHTEL FAMILY CENTER FOR OCEAN EDUCATION AND LEADERSHIP TO OUR SEAFOOD WORK AROUND THE GLOBE AND POLICY INITIATIVES ADDRESSING THE GREATEST THREATS TO OCEAN HEALTH, WE ARE MAKING A REAL DIFFERENCE. PROGRAM SERVICE ACCOMPLISHMENT DESCRIPTION FORM 990 PART III LINE 4A ANIMAL CARE AND AQUARIUM EXPERIENCE ANIMAL CARE AND AQUARIUM EXPERIENCE EXPENSES OF \$49,048,226 INCLUDE THE COST OF OPERATING AND MAINTAINING THE AQUARIUM'S LIVING EXHIBIT GALLERIES AND PROVIDING A HIGH-QUALITY EXPERIENCE FOR THE 1.9 MILLION PEOPLE WHO VISITED THE AQUARIUM IN 2019. AT OUR HEART, THE MONTEREY BAY AQUARIUM IS A PLACE FOR PEOPLE OF ALL BACKGROUNDS AND AGES TO DISCOVER AND FALL IN LOVE WITH OCEAN LIFE. FOR 35 YEARS, WE'VE CREATED EXCEPTIONAL LIVING EXHIBITS, ACHIEVING MANY "FIRSTS" ALONG THE WAY, WHILE PROVIDING SUPERLATIVE ANIMAL CARE AND DEVELOPING NEW WAYS TO CONNECT WITH VISITORS FROM AROUND THE WORLD. OFTEN THIS TAKES THE FORM OF IMPROVEMENTS TO EXHIBITS AND NEW ADVANCES IN RAISING ANIMALS. WE CONTINUE TO BUILD ON OUR WORK WITH EXHIBIT ANIMALS LIKE SEA OTTERS AND AFRICAN PENGUINS TO MAKE A DIFFERENCE FOR THEIR KIN IN THE WILD. AND WE LOOK FOR BETTER WAYS TO WELCOME OUR GUESTS, SUCH AS THROUGH OUR NEW BLENDED LANGUAGE PROGRAMS AND SPANISH-SPEAKING "NATURALISTAS" WHO SERVE A GROWING NUMBER OF LATINX VISITORS. ABOVE ALL, WE CONTINUE TO STRETCH THE LIMITS OF THE POSSIBLE. THAT'S ESPECIALLY TRUE OF OUR COLLABORATION WITH THE MONTEREY BAY AQUARIUM RESEARCH INSTITUTE (MBARI) TO IMAGINE AND CREATE A LIVING DEEP-SEA EXHIBITION THAT OPENS IN 2022. THE NEW EXHIBITION WILL SHOWCASE OUR PLANET'S LARGEST LIVING SPACE, THE REMARKABLE CREATURES THAT LIVE THERE - AND THE ADVANCES IN SCIENCE AND ENGINEERING NEEDED TO UNDERSTAND AND PROTECT THE DEEP OCEAN. WE TOUCH THE HEARTS OF MILLIONS EACH YEAR THROUGH OUR EXHIBITS AND INSPIRING SETTING ON MONTEREY BAY. IT'S THE FOUNDATION OF ALL WE DO TO ENGAGE OUR COMMUNITY TO PROTECT THE OCEAN PLANET ON WHICH OUR FUTURE DEPENDS. CHICK, CHICK, HOORAY! NEW PENGUINS HATCH OUR SPLASH ZONE COLONY OF 18 AFRICAN PENGUINS IS A FAVORITE OF MEMBERS AND VISITORS ALIKE - AT THE AQUARIUM AND ON OUR STREAMING PENGUIN CAM - ESPECIALLY WHEN THERE ARE PENGUIN CHICKS TO FOLLOW AS THEY GROW UP. SINCE 2014, WE'VE HELPED RAISE 10 CHICKS, INCLUDING 2019 HATCHLINGS TULE AND PIPER. WE INVITE THE PUBLIC TO HELP US NAME THE CHICKS, WHICH HELPS GET MORE PEOPLE INTERESTED AND INVOLVED IN PROTECTING THIS ENDANGERED SPECIES. OUR BIRDS ARE MORE THAN CHARMING; THEY'RE PART OF A COLLABORATIVE SURVIVAL PLAN FOR THEIR SPECIES. MANAGED BY THE ASSOCIATION OF ZOOS AND AQUARIUMS (AZA), THE PROGRAM MAINTAINS THE GENETIC HEALTH OF MORE THAN 800 AFRICAN PENGUINS AT 50 AZA-ACCREDITED ZOOS AND AQUARIUMS. CONNECTING WITH A NEW GENERATION OF VISITORS CALIFORNIA IS MORE CULTURALLY DIVERSE NOW THAN WHEN THE AQUARIUM OPENED, AND OUR STAFF, VOLUNTEERS AND PROGRAMMING REFLECT THOSE CHANGES. TODAY, 39 PERCENT OF CALIFORNIANS IDENTIFY AS LATINX - AS DO MORE THAN A QUARTER OF AQUARIUM VISITORS. WE'VE LONG OFFERED BILINGUAL EXHIBIT LABELS, PRINTED MATERIALS AND ONLINE INFORMATION IN ENGLISH AND SPANISH, AND WE EMPLOY TALENTED BILINGUAL STAFF ACROSS AQUARIUM DEPARTMENTS. IN 2019, TO CREATE AN EVEN MORE WELCOMING ENVIRONMENT, WE ADDED "BLENDED LANGUAGE" PRESENTATIONS INCORPORATING BOTH LANGUAGES THAT WE OFFER WHEN WE HOST LARGE NUMBERS OF GUESTS FOR WHOM SPANISH IS A PRIMARY LANGUAGE. WE'VE ALSO TRAINED BILINGUAL "NATURALISTA" VOLUNTEER GUIDES - WHO INTERPRET AQUARIUM EXHIBITS, ANIMALS AND CONSERVATION TOPICS IN SPANISH - TO LEAD BILINGUAL TOURS, FACILITATE FREE TO LEARN PROGRAMS FOR CLIENTS OF SOCIAL SERVICE ORGANIZATIONS, AND PRESENT TO VISITORS THROUGHOUT THE YEAR. WITH THEIR HELP, WE'RE REACHING LATINX VISITORS IN MEANINGFUL WAYS THAT ADVANCE OUR MISSION TO INSPIRE CONSERVATION OF THE OCEAN. A TRIBUTE TO OUR LONG-LIVED WILLET WE HONOR THE PASSING OF OUR BELOVED WILLET, A SHOREBIRD THAT LIVED IN OUR AVIARY FOR 32 YEARS AND PASSED AWAY ON OCTOBER 21, 2019 - ONE DAY AFTER OUR 35TH ANNIVERSARY. HER STOIC AND CONFIDENT NATURE PLACED HER AT THE TOP OF THE AVIARY HIERARCHY, AND SHE WAS A MODERATING PRESENCE FOR THE OTHER SHOREBIRDS. HER LIFE WAS AN EXTRAORDINARY TRIBUTE TO THE CARE SHE RECEIVED AT THE AQUARIUM. OUR AVICULTURE STAFF, VOLUNTEERS AND VETERINARY TEAM LOOKED AFTER HER WITH EXPERTISE, DEDICATION, HEART AND SOUL. IT WAS BECAUSE OF THAT CARE AND LIFELONG COMMITMENT THAT OUR WILLET WAS ABLE TO SURVIVE HER ORIGINAL INJURIES AND LIVE THE FULL AND EXTENDED LIFE SHE DID. SHE REPAID US WITH HER PRESENCE AND GRACE, AND WAS THE SUBJECT OF MANY STORIES WE SHARED WITH GENERATIONS OF MEMBERS AND VISITORS. DIVING INTO THE DEEP THE OCEAN IS THE LARGEST HOME FOR LIFE ON EARTH, AND MOST OF THE OCEAN IS THE DEEP SEA. NINETEENTH-CENTURY OCEANOGRAPHERS COULDN'T IMAGINE HOW SUCH A COLD, DARK, HIGH-PRESSURE ENVIRONMENT COULD SUSTAIN LIFE, LET ALONE BE CLOSELY CONNECTED TO LIFE AT THE OCEAN SURFACE. THANKS TO NEW TECHNOLOGY - MUCH OF IT DEVELOPED AT THE MONTEREY BAY AQUARIUM RESEARCH INSTITUTE (MBARI) - FROM MANNED SUBMERSIBLES TO AUTONOMOUS UNDERWATER VEHICLES AND FLEETS OF DRIFTING DRONES, IT'S BECOME CLEAR: THE DEEP OCEAN IS TEEMING WITH EXTRAORDINARY LIFE. IT'S NOT THE TROPICAL CORAL REEFS OF TRAVEL BROCHURES, BUT IT'S JUST AS MAGNIFICENT - A HOME FOR CREATURES BOTH BIZARRE AND BEAUTIFUL, AND OF THE LARGEST ANIMAL MIGRATION ON EARTH. IT'S A STORY WE'RE IN A UNIQUE POSITION TO TELL, AND ONE THAT MUST BE TOLD TO A GLOBAL AUDIENCE AS THREATS TO THE OCEAN HAVE DESCENDED INTO ITS DARKEST REACHES. WE'LL BRING THE DEEP SEA TO THE PUBLIC IN 2022 WHEN WE OPEN INTO THE DEEP: EXPLORING OUR UNDISCOVERED OCEAN. WORKING CLOSELY WITH OUR PARTNERS AT MBARI, WE'RE MAKING NEW DISCOVERIES ABOUT THIS VITAL PART OF OUR LIVING PLANET AS WE PREPARE THIS IMMERSIVE EXHIBITION. IT WILL ILLUMINATE THE BEAUTY OF THE LARGELY UNEXPLORED HABITAT, ALONG WITH THE NEED FOR URGENT ACTION TO PROTECT THIS VAST, YET FRAGILE PART OF THE GLOBE. OUR ANIMAL CARE TEAM IS ADVANCING THE SCIENCE OF CARING FOR DEEP OCEAN ANIMALS,</p> |

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| | <p>FROM DELICATE BLOODYBELLY COMB JELLIES TO GANGLY JAPANESE SPIDER CRABS. THEY'RE MAKING NIGHTTIME BLACKWATER DIVES AND USING MBARI SUBMERSIBLES TO COLLECT SPECIES WE'VE NEVER EXHIBITED BEFORE. THEY'RE PERFECTING TECHNIQUES FOR RAISING BONE-EATING WORMS THAT FEAST ON THE SKELETONS OF SUNKEN WHALES. THE EXHIBITION WILL FEATURE THESE AND OTHER INCREDIBLE ANIMALS - AS WELL AS THE INNOVATIVE TOOLS SCIENTISTS AND ENGINEERS USE TO EXPLORE THE DEEP AND TO MEASURE IMPACTS FROM THREATS LIKE PLASTIC POLLUTION AND CLIMATE CHANGE. WE'LL SHOWCASE FINDINGS OF MBARI'S SCIENTIFIC WORK TO UNDERSTAND HOW DEEP-SEA ECOSYSTEMS ARE CHANGING IN THE FACE OF ESCALATING HUMAN IMPACT, AND HOW NEW DISCOVERIES IN SCIENCE AND ENGINEERING WILL PROVIDE THE ROADMAP TO RESTORE THE OCEAN TO HEALTH. SAVING SEA OTTERS AND PROTECTING OUR OCEAN SEA OTTERS ARE AMONG THE WORLD'S MOST ENGAGING ANIMALS. OUR FIVE FABULOUS EXHIBIT ANIMALS ARE NO EXCEPTION. THEY'RE THE HEART OF OUR AQUARIUM ANIMAL FAMILY. IN 2019, WE CELEBRATED ONE AND MOURNED ANOTHER OF OUR BELOVED SEA OTTERS. WE WISHED ROSA A HAPPY 20TH BIRTHDAY AND SAID GOODBYE TO GIDGET. BOTH HELPED US CAPTIVATE VISITORS WITH THEIR ENERGY, AND CONTRIBUTED TO THE SURVIVAL OF THEIR WILD KIN BY SERVING AS SURROGATE MOTHERS TO STRANDED PUPS. GIDGET'S DNA WAS ALSO THE BASIS OF THE FIRST COMPLETE SEQUENCE OF THE SEA OTTER GENOME, ACCOMPLISHED BY UCLA RESEARCHERS A FEW YEARS AGO. AFTER RAISING 15 PUPS DURING HER YEARS AT THE AQUARIUM - THE MOST OF ANY OF OUR SURROGATES - ROSA RETIRED FROM OUR SEA OTTER SURROGACY PROGRAM IN MAY. WE PIONEERED THIS PROGRAM, WHICH PAIRS ORPHANED PUPS WITH OUR FEMALE EXHIBIT ANIMALS TO PROVIDE MATERNAL CARE AND TEACH THEM THE SKILLS NEEDED TO SURVIVE IN THE WILD. WE'VE DEVELOPED MORE EFFECTIVE METHODS OF CARING FOR SICK OR ORPHANED WILD OTTERS AND PUPS - AND SUCCESSFULLY RELEASING THEM INTO PLACES THEY'RE DESPERATELY NEEDED. THE IMPACT OF OUR UNIQUE APPROACH EARNED NATIONAL MEDIA ATTENTION FROM THE TODAY SHOW IN 2019. BEFORE WE OPENED OUR DOORS, WE BEGAN OUR WORK TO HELP THE SOUTHERN SEA OTTER POPULATION RECOVER ALONG THE CALIFORNIA COAST. THIS PAST YEAR MARKED A NOTABLE LEAP FORWARD. WE PUBLISHED ESSENTIAL RESEARCH, RESCUED AND RELEASED PUPS, AND INITIATED A STRATEGIC EXPANSION OF OUR SURROGACY PROGRAM SO THAT SEA OTTERS - AND THE ECOSYSTEMS THEY BENEFIT - CAN THRIVE ALONG MORE OF THEIR HISTORICAL RANGE. MOVING FORWARD, WE'RE PREPARED TO TAKE BOLD ACTION AND USE WHAT WE'VE LEARNED ABOUT SEA OTTER CARE AND SURROGACY TO BUILD NOT ONLY THEIR NUMBERS, BUT ALSO THE HEALTH OF CALIFORNIA'S ESSENTIAL COASTAL HABITATS AS THE TWO ARE INEX</p> |
| <p>PROGRAM SERVICE ACCOMPLISHMENT DESCRIPTION</p> | <p>FORM 990 PART III LINE 4A ANIMAL CARE AND AQUARIUM EXPERIENCE CONTINUED SHARING OUR EXPERTISE IN SEA OTTER SURROGACY AS WE CONTINUE TO ADVOCATE FOR SEA OTTER POPULATION RECOVERY AND EXPLORE THE COMPLEX THREATS OTTERS FACE IN THE WILD. WE'VE DEVELOPED A TWO-PRONGED APPROACH: WE'LL WORK CLOSELY WITH THE ASSOCIATION OF ZOOS AND AQUARIUMS (AZA) TO FIND HOMES AT ADDITIONAL AZA INSTITUTIONS FOR NON-RELEASABLE STRANDED SEA OTTERS. WE'LL ALSO EXPORT OUR BEST PRACTICES IN SEA OTTER SURROGACY TO OTHER ACCREDITED INSTITUTIONS AS PART OF AZA'S SPECIES SURVIVAL PLAN PROGRAM FOR SEA OTTERS. THESE COLLABORATIONS WILL HELP ESTABLISH A NETWORK OF EXPERTS HELPING SEA OTTERS RETURN TO MORE OF THEIR HISTORICAL RANGE ALONG CALIFORNIA'S COAST. WORKING TOGETHER, WE PLAN TO RESCUE, REHABILITATE AND RELEASE MORE SEA OTTERS THAN EVER BEFORE IN SUPPORT OF POPULATION RECOVERY. PROGRAM SERVICE ACCOMPLISHMENT DESCRIPTION FORM 990, PART III LINE 4B EDUCATION AND OUTREACH EDUCATION AND OUTREACH EXPENSES OF \$22,132,282 INCLUDE THE COST OF EDUCATION PROGRAMS FOR BOTH TEACHERS AND STUDENTS, AND AQUARIUM ADVENTURES PROGRAMS TO DEEPEN GUEST EXPERIENCES. NOW MORE THAN EVER, EMERGING YOUNG LEADERS HERE AND AROUND THE WORLD ARE A GROWING - AND ESSENTIAL - VOICE FOR OUR BLUE PLANET. FOR 35 YEARS, WE'VE DEDICATED OURSELVES TO BUILDING SCIENCE-LITERATE AND CONFIDENT YOUNG PEOPLE, FIRST THROUGH OUR FREE VISITS FOR SCHOOL GROUPS AND THEN THROUGH A GROWING SUITE OF PROGRAMS FOR CLASSROOM TEACHERS AND FOR TEENS. SINCE OPENING IN 1984, WE'VE WELCOMED OVER 2.6 MILLION STUDENTS AND TEACHERS TO THE AQUARIUM FREE OF CHARGE. WE TOOK THAT COMMITMENT TO A NEW LEVEL IN 2019 WHEN WE OPENED OUR NEW BECHTEL FAMILY CENTER FOR OCEAN EDUCATION AND LEADERSHIP. IT'S ALLOWED US TO DEVELOP EXCITING AND EFFECTIVE NEW WAYS TO ENGAGE RISING GENERATIONS. FROM A DEDICATED MAKER SPACE, TO A FIRST-EVER CLIMATE ACTION PROJECTS SUMMIT, TO REIMAGINED DISCOVERY LAB PROGRAMS THAT CAN SERVE EVERY STUDENT WHO COMES TO THE AQUARIUM, WE ARE MOVING FORWARD IN WAYS OUR FOUNDERS NEVER IMAGINED. AND THERE'S MORE TO COME, INCLUDING NEW DIRECTIONS IN DISTANCE LEARNING SO WE CAN SERVE STUDENTS AND TEACHERS WELL BEYOND OUR WALLS. BOLSTERED BY OUR NEW CENTER, AND OVER THREE DECADES OF LEADERSHIP IN ENVIRONMENTAL EDUCATION, WE'RE READY TO TAKE OUR VISION TO THE NEXT LEVEL BY FOCUSING ON YOUTH EMPOWERMENT, DEEP ENGAGEMENT WITH EDUCATORS, INCREASING CULTURAL RELEVANCY AND AMPLIFYING OUR IMPACT THROUGH TECHNOLOGY AND NEW PARTNERSHIPS. THE CREATION OF OUR NEW \$42 MILLION BECHTEL FAMILY CENTER FOR OCEAN EDUCATION AND LEADERSHIP EMBRACED AN AMBITIOUS VISION FOR THE FUTURE OF AQUARIUM EDUCATION PROGRAMS - A VISION OF MAKING A GREATER DIFFERENCE IN THE LIVES OF THE STUDENTS, TEACHERS AND TEENS WE SERVE. THAT VISION IS QUICKLY COMING TO LIFE. WE'RE ENGAGING TEACHERS AND STUDENTS THROUGHOUT CALIFORNIA IN OUR FIRST-EVER CLIMATE ACTION PROJECTS SUMMIT. TEENS AND TEACHERS ARE DIVING INTO OPPORTUNITIES AVAILABLE IN OUR NEW INNOVATION LAB. ALL THIS HAS HAPPENED IN JUST THE FIRST FEW MONTHS INTO THE CENTER'S EXISTENCE. HERE'S A CLOSER LOOK: DIVING INTO CLIMATE EDUCATION IN THE FACE OF NATIONAL FINDINGS THAT TWO-THIRDS OF CLASSROOM TEACHERS FELT UNPREPARED TO TEACH CLIMATE SCIENCE, AND LACKED THE CONFIDENCE TO TAKE ON A SUBJECT THAT CAN BECOME EMBROILED IN CONTROVERSY, WE CREATED A PROGRAM TO ADDRESS BOTH OF THOSE CHALLENGES. IN THE FALL, WE HOSTED OUR FIRST CLIMATE ACTION PROJECTS SUMMIT - AND IT'S QUICKLY DELIVERING RESULTS. NEARLY 100 TEACHERS TOOK PART IN THE SUMMIT. IN THE FALL AND WINTER, WE INTRODUCED THEM TO EFFECTIVE WAYS TO BRING CLIMATE EDUCATION INTO THE CLASSROOM AND REVIEWED PROJECT IDEAS TO PURSUE WITH THEIR STUDENTS. THOSE STUDENT-LED PROJECTS ARE NOW ROLLING OUT ACROSS CALIFORNIA. IN APRIL OF 2020, TEACHERS VIRTUALLY BROUGHT THEIR TEAMS OF STUDENTS IN GRADES SIX THROUGH 12 TO MONTEREY TO SHARE WHAT THEY LEARNED. SUMMIT COORDINATOR BETH CALLAGHAN SAID THE PROJECTS ARE DESIGNED TO STRONGER, MORE RESILIENT, MORE CONNECTED COMMUNITIES." THEY DO SO IN WAYS THAT REDUCE EACH COMMUNITY'S CARBON FOOTPRINT, AND EMPOWER STUDENTS TO SHARE INFORMATION AND STEWARDSHIP BEHAVIORS WITH FAMILIES AND FRIENDS. EVEN AT THIS EARLY STAGE IN THE PROCESS, BETH SAID, THE RESULTS "ARE BEYOND MY EXPECTATIONS" - ESPECIALLY THE ENTHUSIASM WITH WHICH TEACHERS EMBRACED THE PROGRAM. BY FOCUSING ON ACTION PROJECTS WITH BROAD COMMUNITY BENEFITS, BETH SAID, OUR APPROACH "MAKES THE 'TEACH THE CONTROVERSY' ISSUE MOOT. IT'S ALL ABOUT WHAT'S GOOD FOR THE COMMUNITY, AND THAT RELIEVES THE PRESSURE ON TEACHERS. THEY'RE REALLY</p> |

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| | <p>EXCITED ABOUT THAT." THE SUMMIT CONNECTED TEACHERS WITH OUTSIDE EXPERTS, INCLUDING ENVIRONMENTAL SCIENTIST AND ADVOCATE CARL SAFINA, AND REPRESENTATIVES FROM UC BERKELEY'S LAWRENCE HALL OF SCIENCE AND OTHER CLIMATE AUTHORITIES. TO HELP DEVELOP PROJECT IDEAS, WE ENLISTED COMMUNITY PARTNERS INCLUDING SEAFOOD WATCH (WITH ITS CARBON FOOTPRINT TOOL), MONTEREY BAY COMMUNITY POWER (A CLEAN-ENERGY PROVIDER) AND THE BAY AREA'S CENTER FOR ECOLITERACY, WHICH PROMOTES SUSTAINABLE LIVING OPTIONS. TAKING ACTION TO ADDRESS THE CAUSES OF CLIMATE CHANGE AND OCEAN ACIDIFICATION IS IMPERATIVE FOR US. WE'VE MADE IT A PRIORITY TO EQUIP THE RISING GENERATION WITH THE KNOWLEDGE, SKILLS AND CONFIDENCE TO TAKE ACTION. INNOVATION LAB: CREATIVITY UNLEASHED THE BECHTEL EDUCATION CENTER HAS ITS OWN MAKER SPACE, AND IT'S HAVING IMPACTS WE NEVER IMAGINED. OVER THE SUMMER, OUR TEEN CONSERVATION LEADERS DESIGNED AND CREATED PROTOTYPES FOR MARINE LIFE PROPS OUR STAFF IS USING IN NEW DISCOVERY LAB PROGRAMS. IN THE PROCESS, SAID STEM INTEGRATION MANAGER KATY SCOTT, THEY LEARNED VALUABLE SKILLS IN DESIGN THINKING AND PROJECT MANAGEMENT - AND "FELT REALLY VALUED BECAUSE THEY WERE CREATING THINGS WE REALLY NEED." IN THE FALL, WE LAUNCHED OUR DESIGN FOR THE OCEAN PROGRAM FOR STUDENTS IN GRADES EIGHT THROUGH 10 - AGE GROUPS THAT HADN'T BEEN WELL SERVED IN OUR OTHER PROGRAMS, KATY SAID. IN AFTER-SCHOOL AND OCCASIONAL SATURDAY SESSIONS, PARTICIPANTS ARE BUILDING OBJECTS THAT WILL REDUCE THEIR ENVIRONMENTAL IMPACT. ALONG THE WAY, SHE SAID, THEY'VE DISCOVERED THAT "ANYTHING MADE BY HUMANS CAN BE RE-MADE BY HUMANS." THIS ENCOURAGES THEIR CREATIVITY AND HELPS THEM APPRECIATE THAT "THEY CAN CHANGE THE WORLD." BUILDING THAT SENSE OF "AGENCY"- RECOGNITION THAT THEY CAN MAKE A DIFFERENCE - IS AS IMPORTANT AS THEIR SPECIFIC PROJECTS, KATY SAID. THE INNOVATION LAB IS ALSO SERVING TEACHERS, NOTABLY THOSE WITH PRE K-2 STUDENTS. MANY TOOK PART IN TEACHER INSTITUTES WHERE THEY LEARNED HOW TO CREATE CLASSROOM MAKER SPACES FOR STUDENTS AS YOUNG AS FIVE YEARS OLD. WE INCLUDED IDEAS FOR SIMPLE OBJECTS STUDENTS CAN DESIGN AND BUILD TO RESCUE "ICKY" SCHOOLYARD ANIMALS LIKE SPIDERS AND SLUGS WHILE ALSO BUILDING EMPATHY FOR THEM. "MANY TEACHERS HAVE BUILT LITTLE MAKER SPACES IN THEIR CLASSROOMS," KATY SAID. THE INNOVATION LAB IS ATTRACTING TEENS WHO ARE MORE DRAWN TO ENGINEERING AND DESIGN THAN TALKING ABOUT EXHIBIT ANIMALS WITH AQUARIUM VISITORS. THE NEXT GOAL, KATY SAID, IS TO BRING ENGINEERING- AND DESIGN-ORIENTED VOLUNTEERS INTO THE LAB TO WORK SIDE BY SIDE WITH TEENS. A BAJA PARTNERSHIP TRANSFORMS SCIENCE EDUCATION WHAT BEGAN AS A CASUAL CONVERSATION IN BAJA CALIFORNIA SUR HAS BLOSSOMED INTO A RICH AND REWARDING PARTNERSHIP BETWEEN TEENS AND TEACHERS THERE AND AT THE AQUARIUM. IT HAS THE POTENTIAL TO GROW INTO A NEW STATEWIDE APPROACH TO ENVIRONMENTAL EDUCATION IN MEXICO. IN 2017, OUR EDUCATION STAFF TEAMED WITH COLLEAGUES FROM THE BAJA COASTAL INSTITUTE TO DEVELOP A NEW REGIONAL APPROACH TO SCIENCE EDUCATION IN CABO PULMO, BAJA CALIFORNIA SUR. THE NEW EDUCACIN PARA LA ACCIN IS A PROFESSIONAL DEVELOPMENT PROGRAM THAT EMPOWERS TEACHERS TO USE PROJECT-BASED SCIENCE TO HELP STUDENTS WORK THROUGH CONSERVATION ISSUES, IN PARTICULAR THEIR RELIANCE ON SINGLE-USE PLASTIC. SINCE THEN, CABO PULMO STUDENTS HAVE ESTABLISHED GARDENS AT THE SCHOOL, PRESENTED ENVIRONMENTAL PROJECTS AT THE INTERNATIONAL EXPO SCIENCE FAIR AND PARTICIPATED IN OUTDOOR EXPEDITIONS THAT INSPIRED OTHER SCHOOLS AND COMMUNITIES. "I'M IMPRESSED BY THE INTIMATE LEVEL OF CONNECTION THE STUDENTS HAVE WITH THEIR ENVIRONMENT AND HOW IT INFLUENCES THE TYPE OF PROJECTS THEY DO," SAID TEEN PROGRAMS MANAGER KIM SWAN. "IT GIVES THEM A REALLY POWERFUL VOICE." THE NEW CURRICULUM AT THE BAJA CALIFORNIA SUR SCHOOL IS UNIQUE BECAUSE IT BLENDS IDEAS FROM SEPARATE PROGRAMS WE OFFER TEENS AND TEACHERS, NAMELY OUR WATSONVILLE AREA TEENS CONSERVING HABITATS (WATCH) AND PROJECT-BASED SCIENCE TEACHER INSTITUTE. "THIS WAS A FIRST IN MANY DIFFERENT WAYS," SAID TEACHER PROGRAMS MANAGER MARY WHALEY. "WE BROUGHT KEY TEACHERS FROM MEXICO FOR A YEAR INTO THE PROJECT-BASED SCIENCE PROGRAMS, AND THEY ALSO PARTNERED WITH WATCH TEACHERS TO OBSERVE HOW THEY WORK WITH STUDENTS IN THE FIELD. AND IT WAS A GOOD OPPORTUNITY FOR US TO WORK TOGETHER AS A COHESIVE STAFF TO BLEND TEACHER, TEEN AND SCHOOL PROGRAMS AND BILINGUAL EDUCATORS."</p> |
| PROGRAM SERVICE ACCOMPLISHMENT DESCRIPTION | <p>FORM 990 PART III LINE 4B EDUCATION AND OUTREACH CONTINUED RECENTLY, THE EDUCACIN PARA LA ACCIN TEAM PRESENTED THE NEW CURRICULUM TO THE STATE DIRECTOR OF EDUCATION FOR BAJA CALIFORNIA SUR, WHO ENDORSED IT. OVER THE NEXT TWO YEARS, THE TEAM WILL TRY TO IMPLEMENT THE CURRICULUM THROUGHOUT BAJA. "IT'S REALLY A TRUE PARTNERSHIP THAT ALLOWS STUDENTS AND TEACHERS TO CONNECT TO THE ENVIRONMENT IN DEEP AND MEANINGFUL WAYS," MARY SAID. "IT'S A UNIQUE OPPORTUNITY FOR US TO HAVE THIS INFLUENCE, TO HELP MAKE SYSTEMIC CHANGE ACROSS THE STATE OF BAJA CALIFORNIA SUR. IT'S A MINIMAL INVESTMENT - WITH AN AMAZING RETURN FOR THEM AND US." NURTURING DIVERSITY IN VETERINARY MEDICINE DR. MIKE MURRAY, OUR DIRECTOR OF VETERINARY SERVICES, IS DEDICATED TO DIVERSIFYING THE FIELD OF VETERINARY MEDICINE. IN SUMMER 2019 HE MENTORED TWO YOUNG STUDENTS WHO PARTICIPATED IN A NEW VETERINARY CARE TRACK WITHIN OUR TEEN CONSERVATION LEADERS PROGRAM. THE TEENS GAINED HANDS-ON EXPERIENCE HELPING CARE FOR OUR ANIMALS IN THE COMFORTABLE, MODERN WORKSPACE FOUND IN OUR NEW JULI PLANT GRAINGER ANIMAL CARE CENTER. THE ABILITY TO PARTICIPATE IN AND GAIN EXPOSURE TO THIS FIELD IS UNIQUE, AS THERE ARE A LIMITED NUMBER OF SIMILAR OPPORTUNITIES FOR HIGH SCHOOL STUDENTS, ESPECIALLY STUDENTS OF COLOR. DR. MIKE'S GOAL IS TO PROVIDE MENTORSHIP AND CONFIDENCE, MAKING SURE THE STUDENTS KNOW THEY'RE VALUED AND SUPPORTED IN THE PROFESSION. TRANSFORMING SCIENCE TEACHING THROUGH TECHNOLOGY KATY SCOTT, THE AQUARIUM'S DIGITAL LEARNING MANAGER, WORKS WITH TEACHERS AND STUDENTS, HOLDING FORTH ON THE VALUE OF TECHNOLOGY IN SCIENCE EDUCATION AND HOW IT CAN BE USED TO PROMOTE THE AQUARIUM'S MISSION OF INSPIRING CONSERVATION OF THE OCEAN. THE AQUARIUM'S DIGITAL LEARNING INITIATIVES REACH HUNDREDS OF SCHOOLS, TEACHERS AND MORE THAN 80,000 STUDENTS EVERY YEAR, FROM THE BAY AREA TO THE CENTRAL VALLEY. IN FACT, KATY EMPHASIZES THAT THERE IS NO SEPARATE "DIGITAL LEARNING PROGRAM" PER SE. QUITE SIMPLY, IT'S AN APPROACH THAT PERMEATES EVERYTHING THE AQUARIUM DOES IN THE FIELD OF EDUCATION. "A LOT OF PEOPLE CONFUSE WHAT I DO WITH INFORMATION TECHNOLOGY," SAID KATY. "I CAN'T FIX YOUR COMPUTER, BUT I CAN TEACH YOU HOW TO USE IT BETTER. THE AQUARIUM'S MISSION IS TO INSPIRE CONSERVATION OF THE OCEAN, AND WE CAN'T SOLVE THOSE PROBLEMS THROUGH INDIVIDUAL ACTION ALONE. WE NEED TO BE ABLE TO SCALE. AND ONE WAY WE DO THAT IS THROUGH ENGINEERING AND TECHNOLOGY. IT ENABLES US TO BROADEN OUR IMPACT." MARRYING TECHNOLOGY WITH LIVE-ANIMAL LEARNING EXPERIENCES SERVES ANOTHER PRIORITY THAT'S HIGH ON THE AQUARIUM'S LIST, KATY SAID. ONE GOAL IS TO GET STUDENTS "FUTURE-READY," HELPING THEM BUILD THE SKILLS THEY'LL NEED TO SUCCEED IN THE CREATIVE ECONOMY. EDUCATION TECHNOLOGY PROJECTS HELP STUDENTS BUILD IMPORTANT COMMUNICATION, COLLABORATION AND CRITICAL THINKING SKILLS. WHILE SOME ACTIVITIES PROMPT STUDENTS TO CREATE VIDEOS FEATURING CRAYON DRAWINGS, OTHERS REQUIRE STUDENTS TO</p> |

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| | <p>LEARN PROGRAMMING AND MAKE COMPUTER SIMULATIONS. A MAJOR PART OF THE AQUARIUM'S DIGITAL LEARNING PROGRAM INVOLVES PUTTING TECHNOLOGY IN THE HANDS OF STUDENTS FROM UNDERSERVED COMMUNITIES. TEACHERS WHO ATTEND THE AQUARIUM'S PROFESSIONAL DEVELOPMENT INSTITUTES CAN RESERVE CLASS SETS OF IPADS TO USE IN THEIR CLASSROOMS. TO BE SURE, ALL THESE COOL PIECES OF TECHNOLOGY MAKE IT MORE LIKELY THAT THE AQUARIUM WILL CAPTURE - AND HOLD - THE ATTENTION OF TODAY'S STUDENTS. BUT, SAID KATY, IT'S SO MUCH MORE THAN THAT. "OUR GOAL IS THAT STUDENTS LEAVE THE CLASSROOM LOVING THE OCEAN. WE'RE ALSO TEACHING THEM HOW TO AMPLIFY THEIR VOICES THROUGH TECHNOLOGY. AND THAT'S A POWERFUL COMBINATION." FORM 990, PART III LINE 4C CONSERVATION AND SCIENCE CONSERVATION AND SCIENCE COSTS OF \$12,938,952 REPRESENT EXPENSES FOR OCEAN POLICY AND ADVOCACY EFFORTS, THE SEAFOOD WATCH PROGRAM AND FIELD RESEARCH. THE GLOBAL OCEAN DOES SO MUCH FOR US: GENERATING HALF THE OXYGEN WE BREATHE, REGULATING OUR PLANET'S CLIMATE SYSTEM AND PROVIDING THE SEAFOOD THAT BILLIONS OF PEOPLE DEPEND ON. WE'RE LEADING THE WAY TO RESTORE AND PROTECT CALIFORNIA OCEAN ECOSYSTEMS, IMPROVE THE SUSTAINABILITY OF GLOBAL FISHERIES AND AQUACULTURE, REDUCE THE SOURCES OF OCEAN PLASTIC POLLUTION AND COMBAT THE OCEAN IMPACTS OF CLIMATE CHANGE. THROUGH SCIENTIFIC RESEARCH, POLICY ACTION AND MARKET STRATEGIES, WE'RE MAKING A DIFFERENCE FOR OUR OCEAN - AND THE REMARKABLE LIFE THAT SHARES OUR BLUE PLANET. SEA OTTER RESCUE AND RESEARCH OUR WORK WITH SEA OTTERS PROVIDES VALUABLE INSIGHT INTO THE LIVES OF THESE ICONIC MARINE MAMMALS - WE EVEN GET SOME HELP FROM OUR RESIDENT SEA OTTERS THAT RAISE STRANDED PUPS FOR RETURN TO THE WILD. IN SEPTEMBER, AQUARIUM SCIENTISTS PUBLISHED A LONG-AWAITED STUDY CONFIRMING HOW OUR UNIQUE SEA OTTER SURROGACY PROGRAM BOLSTERS THE WILD OTTER POPULATION. FROM 2002-2016, OUR TEAM RELEASED 37 REHABILITATED OTTER PUPS INTO ELKHORN SLOUGH, A DEGRADED ESTUARY THAT FLOWS INTO MONTEREY BAY. THIS STUDY CONCLUDES THAT SURROGATE-REARED OTTERS AND THEIR OFFSPRING ACCOUNTED FOR MORE THAN HALF OF ELKHORN SLOUGH'S OTTER POPULATION GROWTH, AND SHOWS THAT SURROGATE-REARED PUPS ARE SURVIVING AS WELL AS THEIR WILD KIN. THESE ANIMALS HAVE TRANSFORMED WHAT WAS A VIRTUALLY ALL-MALE, NON-BREEDING POPULATION IN ELKHORN SLOUGH TO A ROBUST AND THRIVING COMMUNITY REPLETE WITH MOTHERS AND PUPS. BUT SEA OTTERS STILL FACE A MULTITUDE OF THREATS ON THEIR WAY TO RECOVERY. SOMETIMES, WHITE SHARKS MISTAKE FURRY SEA OTTERS FOR A BLUBBERY SEAL MEAL. THESE "EXPERIMENTAL" WHITE SHARK BITES THREATEN SEA OTTER RECOVERY AND INHIBIT THE GREATER ECOSYSTEM RESTORATION THESE OTTERS PROVIDE. OUR SCIENTISTS COMPARED SEA OTTER STRANDINGS AND WHITE SHARK TRACKING DATA TO ANALYZE THESE BITES OF MISTAKEN IDENTITY. THEY DISCOVERED THAT MOST BITES OCCURRED IN REGIONS WHERE KELP CANOPY COVER HAD DECLINED, WITH MALE OTTERS SEEKING NEW TERRITORY THE MOST FREQUENT VICTIMS. AS WE LEARN HOW OUR OCEAN IS CHANGING, OUR CUTTING-EDGE FIELD RESEARCH WILL HELP US ADVOCATE FOR ALL SPECIES AS ESSENTIAL PARTS OF A HEALTHY OCEAN. CONNECTING THE HISTORICAL TORTOISESHELL TRADE TO MODERN ILLEGAL FISHING WHAT BEGAN AS RESEARCH INTO HISTORICAL DATA ON RARE HAWKSBILL SEA TURTLES COULD HELP ILLUMINATE THE SHADOWY MODERN WORLD OF ILLEGAL, UNREPORTED, AND UNREGULATED FISHING, ACCORDING TO A PAPER PUBLISHED IN 2019 IN THE JOURNAL SCIENCE ADVANCES. THE STUDY ALSO REVEALED THAT A DRAMATICALLY LARGER NUMBER OF THE CRITICALLY ENDANGERED TURTLES WERE KILLED FOR THE TORTOISESHELL TRADE, SIX TIMES HIGHER THAN EARLIER ESTIMATES. THE PROJECT STARTED NEARLY A DECADE AGO WHEN DR. KYLE VAN HOUTAN - THEN WITH THE NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION, NOW THE AQUARIUM'S DIRECTOR OF SCIENCE AND SENIOR AUTHOR OF THE PAPER - WAS LEADING A SEA TURTLE RESEARCH PROGRAM IN HAWAII. RECENT ESTIMATES PUT THE NUMBER OF NESTING FEMALE HAWKSBILLS AT FEWER THAN 25,000 INDIVIDUALS WORLDWIDE. BECAUSE THEIR MEAT CAN BE POISONOUS, THEY'RE OFTEN NOT CAUGHT FOR FOOD, BUT RATHER FOR TORTOISESHELL - A WORD EMILY MILLER, ASSISTANT RESEARCH SCIENTIST AT THE AQUARIUM AND THE PAPER'S FIRST AUTHOR, CALLS A MISNOMER SINCE THE PRIZED MATERIAL IS PRODUCED FROM HAWKSBILL TURTLES, NOT TORTOISES. FOR THOUSANDS OF YEARS, TORTOISESHELL HAS BEEN CRAFTED INTO ITEMS FROM FISHHOOKS TO BRACELETS, LETTER OPENERS AND COMBS. UNTIL NOW, THE BEST ANALYSIS OF HAWKSBILL NUMBERS OVER TIME RELIED ON DATA THAT ONLY WENT BACK TO 1950. TO BETTER UNDERSTAND WHY HAWKSBILLS ARE SO RARE TODAY, YOU NEED MORE INFORMATION - A WAY TO LOOK FURTHER BACK IN TIME. OUR TEAM SAW AN OPPORTUNITY TO USE ARCHIVAL IMPORT RECORDS FROM DOZENS OF COUNTRIES, SOME DATING BACK AS FAR AS 1844, TO GET A BETTER HARVEST ESTIMATE FOR HAWKSBILLS. THE TEAM SPANNED SEVERAL CONTINENTS, MULTIPLE YEARS, AND HUNDREDS OF PAGES OF PUBLISHED AND UNPUBLISHED HISTORICAL TRADE DATA FROM AROUND THE WORLD. THANKS TO THIS ENORMOUS, METICULOUS EFFORT, THE TEAM WAS ABLE TO SEE MUCH FURTHER BACK IN HISTORY. THE NEW MODELING INDICATES HAWKSBILLS WERE EXPLOITED ON A SCALE FAR GREATER THAN PREVIOUSLY THOUGHT: AROUND 9 MILLION WERE KILLED FOR THEIR SHELLS. AVERAGED OVER 150 YEARS, THAT REPRESENTS SOME 60,000 TURTLES ANNUALLY - MORE THAN TWICE THE ESTIMATE OF ALL NESTING FEMALES ALIVE TODAY. AND THE INTERNATIONAL TORTOISESHELL TRADE MAP OF CENTURIES PAST MAY HAVE ESTABLISHED THE GROUNDWORK FOR MODERN IUU FISHING PATTERNS. INSIGHTS INTO IUU FISHING MATTER PARTLY BECAUSE IT OFTEN ACCOMPANIES A HOST OF OTHER UNSAVORY ENTERPRISES. "HUMAN TRAFFICKING, NARCOTIC TRAFFICKING, ARMS TRAFFICKING, WILDLIFE TRAFFICKING - THESE ARE NOT UNRELATED ACTIVITIES," KYLE SAID. "BETTER MONITORING OF ONE COULD BENEFIT THE REST. THIS IS A COMPLICATED GEOPOLITICAL PROBLEM. BY WORKING TOGETHER ACROSS INTERNATIONAL BOUNDARIES, WE CAN HELP NARROW THE PROBLEM AND ADDRESS THESE CHALLENGES."</p> |
| PROGRAM SERVICE ACCOMPLISHMENT DESCRIPTION | <p>FORM 990, PART III LINE 4C CONSERVATION AND SCIENCE CONTINUED COLLECTING WHITE SHARK DATA: A TAG-TEAM EFFORT A HIGH-TECH MONITORING TAG USED BY OUR RESEARCH SCIENTISTS WENT MISSING, THOUGHT TO BE LOST AT SEA - UNTIL A PHONE CALL FROM AN EIGHT-YEAR-OLD BOY HELPED SOLVE A WHITE SHARK MYSTERY. IN LATE SUMMER 2017, A TAGGED WHITE SHARK KNOWN AS CHIPPY KICKED OFF THE FIELD RESEARCH SEASON BY SWALLOWING WHAT OUR SCIENTISTS CALL A "BLUBBER BURRITO." THAT'S A CLEVERLY-HIDDEN TRACKING TAG WRAPPED INSIDE A SLAB OF ELEPHANT SEAL BLUBBER - IRRESISTIBLE SHARK BAIT. ONCE A SHARK SWALLOWS THE SOPHISTICATED TAG, IT MONITORS THE ANIMAL'S TEMPERATURE AND FINE-SCALE BEHAVIORS (SUCH AS DIGESTION AND CALORIE BURNING) FROM INSIDE THE SHARK'S STOMACH. EVENTUALLY, THE SHARK REGURGITATES THE TAG ALONG WITH INDIGESTIBLES LIKE THE TEETH AND BONES OF ITS PREY. CHIPPY'S TAG, HOWEVER, NEVER REPORTED TO SATELLITE NETWORKS, AND AQUARIUM RESEARCHERS ASSUMED IT WAS LOST AT SEA. FAST-FORWARD NEARLY 16 MONTHS TO EARLY 2019, WHEN AQUARIUM SCIENTIST DR. SAL JORGENSEN TOOK AN IMPORTANT CALL. PATRICIA KALEIWAHEA AND HER 8-YEAR-OLD MO'OPUNA (GRANDSON), KA'E'O PARADIS, HAD FOUND CHIPPY'S TAG. PATRICIA AND KA'E'O HAD BEEN ATTENDING A BABY SHOWER NEAR ONEKAHAKAHA BEACH PARK IN HILO, WHEN THEY STUMBLED ON THE TAG ON THE SHORELINE. THEY EXAMINED THE TAG AND CALLED THE MANUFACTURER, WHO IN TURN REACHED OUT TO THE AQUARIUM. LATER THAT SUMMER, PATRICIA AND KA'E'O TRAVELED TO MONTEREY FROM</p> |

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| | <p>HAWAII TO MEET SAL AND LEARN MORE ABOUT THE DATA WE RECOVERED FROM CHIPPY'S TAG. THE AQUARIUM'S SUCCESS DEPENDS ON THE GENEROSITY AND CURIOSITY OF PEOPLE LIKE PATRICIA AND KA'EO, WHO ARE EAGER TO LEARN ABOUT AND ENGAGE WITH OUR WORK - EVEN WHEN THEY LIVE THOUSANDS OF MILES AWAY. TWENTY YEARS OF SEAFOOD WATCH SEAFOOD WATCH, WHICH STARTED AS AN AQUARIUM SPECIAL EXHIBITION TWO DECADES AGO, IS NOW THE LEADING SOURCE OF SCIENCE-BASED INFORMATION FOR SUSTAINABLE SEAFOOD AROUND THE WORLD. BY ENGAGING MULTINATIONAL BUSINESSES, NON-GOVERNMENTAL ORGANIZATIONS AND GOVERNMENT AGENCIES IN KEY SEAFOOD-PRODUCING REGIONS, WE'RE TRANSFORMING GLOBAL FISHERIES AND AQUACULTURE IN WAYS THAT MEASURABLY PRESERVE THE HEALTH OF PRODUCTIVE MARINE ECOSYSTEMS AND PROTECT VULNERABLE WILDLIFE. AS THE LEADING SOURCE OF SCIENCE-BASED INFORMATION FOR SUSTAINABLE SEAFOOD AROUND THE WORLD, SEAFOOD WATCH INFORMS SEAFOOD BUYING DECISIONS BY NORTH AMERICA'S TOP RETAILERS AND FOODSERVICE COMPANIES, AND COLLABORATES WITH SEAFOOD PRODUCERS AND GOVERNMENTS IN ASIA, CENTRAL AND SOUTH AMERICA AND EUROPE. BY ESTABLISHING CLEAR ENVIRONMENTAL SUSTAINABILITY STANDARDS AND WORKING WITH MAJOR BUYERS TO LEVERAGE THEIR PURCHASING POWER WITH PRODUCERS, SEAFOOD WATCH IS DRIVING SUSTAINABLE PRACTICES WORLDWIDE. WHEN THE AQUARIUM LAUNCHED SEAFOOD WATCH IN 1999, WE WERE ONE OF THE FIRST OCEAN CONSERVATION ORGANIZATIONS TO MAKE SUSTAINABLE SEAFOOD A PRIORITY. TWENTY YEARS LATER, WE HAVE SIGNIFICANTLY INCREASED THE CONSUMER DEMAND THAT SEAFOOD SOLD IN THE UNITED STATES BE SUSTAINABLE, AND WE HAVE ENGAGED WITH BUSINESSES AND SEAFOOD SUPPLIERS WORLDWIDE. WE CONTINUE TO GIVE U.S. CONSUMERS THE TOOLS THEY NEED TO MAKE OCEAN-FRIENDLY BUYING DECISIONS, AND CHART NEW WAYS TO SUPPORT SMALLER BUSINESSES WITH FREE INFORMATION AND RESOURCES TO MEET THEIR CUSTOMERS' EXPECTATIONS. OUR WORK IS MEASURABLY PROTECTING VULNERABLE WILDLIFE AND HABITATS - EVEN AS OVERFISHING REMAINS THE GREATEST IMMINENT THREAT TO OCEAN HEALTH. WE EXPANDED OUR WORK WITH KEY GOVERNMENTS TO IMPROVE THE SUSTAINABLE MANAGEMENT OF FISHERIES AROUND THE WORLD - INCLUDING HERE IN THE UNITED STATES. IN 2019, WE PROVIDED EXPERT TESTIMONY AT A CONGRESSIONAL HEARING ABOUT THE STATE OF U.S. AND GLOBAL FISHERIES. WE ADVOCATED FOR STRONG, SCIENCE-BASED FISHERY MANAGEMENT AT HOME, AND SUPPORTED EFFORTS TO IMPROVE SEAFOOD SUSTAINABILITY AROUND THE WORLD. IN RECOGNITION OF THE IMPACT SEAFOOD WATCH HAS MADE OVER THE PAST 20 YEARS, THE ASSOCIATION OF ZOOS AND AQUARIUMS HONORED SEAFOOD WATCH WITH ITS WILLIAM G. CONWAY INTERNATIONAL CONSERVATION AWARD. THE AWARD RECOGNIZES EXCEPTIONAL EFFORTS TO PRESERVE HABITATS, RESTORE SPECIES AND SUPPORT BIODIVERSITY. MAKING PROGRESS ON SUSTAINABLE SHRIMP PRODUCTION SHRIMP IS THE SINGLE LARGEST SEAFOOD IMPORT INTO THE UNITED STATES, WITH THE AVERAGE AMERICAN CONSUMING MORE SHRIMP THAN THEY DO SALMON AND TUNA, COMBINED. MOST OF THE SHRIMP WE EAT IS IMPORTED, AND THE VAST MAJORITY IS RATED AS AVOID. THAT'S WHY WE'RE WORKING TO DRAMATICALLY INCREASE THE VOLUME OF SUSTAINABLY FARMED SHRIMP AND MAKE THE GLOBAL SHRIMP SUPPLY CHAIN MORE ENVIRONMENTALLY SUSTAINABLE, FROM FAMILY FARMS IN SOUTHEAST ASIA TO CUSTOMERS' PLATES IN THE UNITED STATES. IN 2019, WE PIONEERED A NEW APPROACH THAT INVOLVES DIVERSE PLAYERS ACROSS THE SHRIMP SUPPLY CHAIN. THIS EFFORT HAS THE POTENTIAL TO EXPONENTIALLY INCREASE THE GLOBAL SUPPLY OF SUSTAINABLE SEAFOOD, STARTING WITH SHRIMP, AND IMPROVE THE LIVES OF SMALL-SCALE FISHING AND FISH-FARMING FAMILIES AROUND THE WORLD. WE'RE ENGAGING DEEPLY WITH SHRIMP PRODUCERS ACROSS SOUTH AND SOUTHEAST ASIA, AND LEVERAGING THE ENORMOUS PURCHASING POWER OF OUR MAJOR BUSINESS PARTNERS IN THE UNITED STATES. WITH OUR TECHNOLOGY AND CONSERVATION PARTNERS - INCLUDING FORMER U.S. SECRETARY OF STATE JOHN KERRY THROUGH HIS ROLE WITH THE CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE - WE CREATED A NEW WAY FOR SMALL FARMS TO DOCUMENT THEIR SUSTAINABLE AQUACULTURE PRACTICES. USING A DIGITAL TABLET SOFTWARE PROGRAM, PROFESSIONALS IN THE COMMUNITY CAN QUICKLY ASSESS SUSTAINABILITY PRACTICES IN THE FIELD AND DELIVER THE ROBUST DATA REQUIRED BY GLOBAL SEAFOOD BUYERS. OUR BREAKTHROUGH APPROACH CAN HELP AQUACULTURE AROUND THE WORLD BE MORE ENVIRONMENTALLY SUSTAINABLE BY 2030, AS ENVISIONED IN THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS. BY BRINGING TOGETHER FARMERS, PROCESSORS, SEAFOOD BUYERS, NON-GOVERNMENTAL ORGANIZATIONS, GOVERNMENT AGENCIES, FINANCIAL INSTITUTIONS, TECHNOLOGY COMPANIES AND OTHERS, THIS MODEL HAS THE POTENTIAL TO IMPROVE THE SUSTAINABILITY OF LARGE SEGMENTS OF THE AQUACULTURE INDUSTRY AROUND THE GLOBE. ADVANCING SEAFOOD SUSTAINABILITY THROUGH INTERNATIONAL PARTNERSHIPS THE MARKET FOR SEAFOOD IS GLOBAL, AND SO IS OUR WORK TO ENGAGE WITH MAJOR BUYERS IN NORTH AMERICA, AS WELL AS WITH BIG PRODUCERS AND GOVERNMENTS. AT THE OUR OCEAN CONFERENCE, WE ANNOUNCED REGION-WIDE COMMITMENTS TO IMPROVE THE SUSTAINABILITY OF FARMED SHRIMP AND BLUE SWIMMING CRAB, TWO OF THE LEADING SEAFOOD IMPORTS FROM SOUTHEAST ASIA. BOTH WERE FACILITATED BY THE AQUARIUM AND THE CARNEGIE ENDOWMENT AS PART OF OUR SOUTHEAST ASIA FISHERIES AND AQUACULTURE INITIATIVE. THE VIETNAM SUSTAINABLE SHRIMP ALLIANCE, WHICH INCLUDES THE AQUARIUM AND OVER 20 REPRESENTATIVES FROM GOVERNMENT AND INDUSTRY IN VIETNAM, PLEDGED TO IMPROVE SHRIMP PRODUCTION THROUGHOUT C MAU PROVINCE, ON NEARLY 150,000 FARMS, SO IT MEETS A SEAFOOD WATCH GOOD ALTERNATIVE OR BEST CHOICE RATING BY 2030. IN THE PHILIPPINES, A SECOND COMMITMENT WOULD BRING THE BLUE SWIMMING CRAB FISHERY UP TO A SEAFOOD WATCH GOOD ALTERNATIVE RATING WITHIN THREE YEARS. OUR PARTNERS INCLUDE THE GOVERNMENT OF THE PHILIPPINES, THE U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT, REGIONAL PRODUCERS AND CHICKEN OF THE SEA. IN CHILE, WE ANNOUNCED AN INITIATIVE TO IMPROVE SUSTAINABILITY PRACTICES OF FARMED SALMON. MORE THAN 70 PERCENT OF THE SALMON WE EAT IS NOW FARMED, AND WE IMPORT AROUND ONE-THIRD OF CHILE'S FARMED SALMON, WHICH CURRENTLY IS RATED AS AVOID, LARGELY BECAUSE OF INTENSIVE USE OF ANTIBIOTICS AND PESTICIDES. UNDER OUR AGREEMENT WITH SALMONCHILE, THEY'VE COMMITTED TO REDUCE ANTIBIOTIC USE BY AT LEAST 50 PERCENT BY 2025. LED BY A TECHNICAL COMMITTEE OF FARMERS AND EXPERTS, THIS PROGRAM IS DEVELOPING THE STRATEGIES NEEDED TO MEET THIS AMBITIOUS GOAL AND HELP CHILEAN SALMON REACH A GOOD ALTERNATIVE RATING. GETTING MONTEREY BAY RESTAURANTS HOOKED ON LOCAL, SUSTAINABLE SEAFOOD MANY ASSUME THAT IN THE MONTEREY BAY AREA - WITH ITS ABUNDANT AND SUSTAINABLY MANAGED FISHERIES - YOU CAN WALK INTO ANY RESTAURANT AND ORDER FRESH, LOCAL SEAFOOD. IN REALITY, MUCH OF WHAT'S SERVED IS IMPORTED FROM HALF A WORLD AWAY. IN THE LAST TWO DECADES, THE COLLAPSE OF WEST COAST GROUND FISH FISHERIES CREATED GAPS IN THE LOCAL SEAFOOD SUPPLY CHAIN. IMPORTED SEAFOOD FILLED THOSE GAPS, SUPPLANTING ONCE-POPULAR LOCAL PRODUCTS. THANKS TO STRONG, SCIENCE-BASED FEDERAL FISHERY MANAGEMENT, LOCAL GROUND FISH POPULATIONS HAVE REBOUNDED AND THE FISHERIES HAVE REOPENED. BUT FOR CENTRAL COAST FISHERMEN, THE ECONOMIC DAMAGE HAS LINGERED. MENUS SHIFTED TO SEAFOOD IMPORTED FROM COUNTRIES WITH FEWER ENVIRONMENTAL REGULATIONS AND LAX LABOR LAWS, OFTEN SOLD AT SIGNIFICANTLY LOWER PRICES THAN LOCAL PRODUCTS. THAT CAN MAKE IT HARD FOR MONTEREY BAY FISHERMEN TO COMPETE.</p> |

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| PROGRAM SERVICE ACCOMPLISHMENT DESCRIPTION | <p>FORM 990, PART III LINE 4C CONSERVATION AND SCIENCE CONTINUED THAT'S WHY THE AQUARIUM SUPPORTS GET HOOKED RESTAURANT WEEK, AN INNOVATIVE PROMOTION TO REACQUAINT LOCAL CHEFS AND RESTAURANT PATRONS WITH THE DIVERSITY OF FRESH, SUSTAINABLE SEAFOOD CAUGHT RIGHT HERE IN MONTEREY BAY. GET HOOKED, ORGANIZED BY THE MONTEREY BAY FISHERIES TRUST AND ITS LOCAL PARTNERS, SHARES THE STORY OF MONTEREY BAY'S FISHING COMMUNITY AND HELPS SUSTAIN FISHING FAMILIES' LIVELIHOODS. DURING GET HOOKED, PARTICIPATING RESTAURANTS IN THE MONTEREY BAY REGION OFFER SPECIAL DISHES FEATURING FRESH, SUSTAINABLY CAUGHT LOCAL SEAFOOD THAT'S RATED AS A SEAFOOD WATCH BEST CHOICE OR GOOD ALTERNATIVE. BY WORKING WITH LOCAL VENDORS, RESTAURANTS ARE ABLE TO TELL CUSTOMERS ABOUT THE HARDWORKING FISHING FAMILIES WHO HARVESTED THEIR MEAL. GET HOOKED DEBUTED IN MONTEREY IN JANUARY 2019, WITH 15 PARTICIPATING RESTAURANTS SERVING FRESH, LOCAL GROUND FISH. SANTA CRUZ CELEBRATED ITS GET HOOKED WEEK IN LATE JULY, WITH 17 RESTAURANTS SERVING LOCAL KING SALMON, BLACK COD, LINGCOD AND HALIBUT. GET HOOKED RETURNED TO MONTEREY IN JANUARY 2020 AND GREW TO INCLUDE 18 RESTAURANTS. SABLEFISH, DUNGENESS CRAB, ANCHOVIES AND ROCKFISH ALL TOOK CENTER PLATE. SEAFOOD WATCH SUPPORTED THE CAMPAIGN THROUGH SOCIAL MEDIA POSTS ENCOURAGING DINERS IN THE MONTEREY BAY AREA TO TAKE THE OPPORTUNITY TO ENJOY LOCAL, SUSTAINABLE SEAFOOD AND SUPPORT LOCAL BUSINESSES. ALL RESTAURANTS THAT PARTICIPATED IN GET HOOKED SIGNED UP FOR SEAFOOD WATCH'S NEW FREE SUBSCRIPTION SERVICE, WHICH DELIVERS INFORMATION AND RESOURCES TO HELP THEM SOURCE SUSTAINABLE SEAFOOD.</p> <p>DEFENDING PACIFIC BLUEFIN TUNA THROUGH SCIENCE-BASED POLICY THE MONTEREY BAY AQUARIUM HAS LONG BEEN A LEADING VOICE FOR THE RECOVERY OF PACIFIC BLUEFIN TUNA. THE POPULATION OF THIS REMARKABLE OCEAN PREDATOR - WHICH OUR RESEARCHERS HAVE BEEN STUDYING FOR MORE THAN TWO DECADES - HAS PLUMMETED BY ABOUT 97 PERCENT SINCE THE ONSET OF INDUSTRIAL-SCALE FISHING IN THE 1950S. IN 2017, THE AQUARIUM HELPED ACHIEVE A BREAKTHROUGH AGREEMENT AMONG PACIFIC NATIONS TO RECOVER THE PACIFIC BLUEFIN TUNA POPULATION TO A SUSTAINABLE LEVEL. WE ALSO SUPPORTED A NEW APPROACH TO SCIENCE-BASED MANAGEMENT, WITH THE AIM OF IMPROVING THE TUNA'S LONG-TERM RECOVERY. WE CONTINUE TO ADVISE FEDERAL AND OTHER GOVERNMENT MANAGEMENT OFFICIALS, AND WE COORDINATE WITH INTERNATIONAL STAKEHOLDERS TO KEEP THIS ICONIC SPECIES ON THE PATH TO RECOVERY. IN 2019, FACED WITH A PROPOSAL TO WEAKEN PACIFIC BLUEFIN PROTECTIONS BY INCREASING THE CATCH QUOTA, THE AQUARIUM SUCCESSFULLY URGED THE UNITED STATES AND OTHER COUNTRIES TO MAINTAIN AGREED-UPON CONSERVATION MEASURES. AT GLOBAL NEGOTIATIONS, WE SPEAK WITH SCIENTIFIC AUTHORITY ABOUT THE NEED TO CONSERVE PACIFIC BLUEFIN. OUR RESEARCHERS HAVE LONG BEEN TRACKING THE TRANS-PACIFIC MIGRATIONS OF THIS ICONIC OCEAN SPECIES. OVER THE PAST SIX YEARS, WE'VE SIGNIFICANTLY EXPANDED THE SCOPE OF OUR FIELD RESEARCH. IN THE SUMMER OF 2019, WORKING WITH SCIENTIFIC COLLEAGUES AND FISHERMEN IN JAPAN, WE DEPLOYED NEARLY 1,000 TRACKING TAGS ON PACIFIC BLUEFIN TUNAS IN JUST THREE DAYS. THIS RESEARCH FILLS CRITICAL KNOWLEDGE GAPS. BY TAGGING SMALLER, YOUNGER FISH NEAR JAPAN'S OKI ISLANDS, WE'RE GAINING A BETTER UNDERSTANDING OF WHERE PACIFIC BLUEFIN MIGRATE, WHEN THEY MAKE THE JOURNEY, AND HOW MANY CROSS THE OCEAN FROM THEIR BREEDING GROUNDS IN JAPAN ALL THE WAY TO THE EASTERN PACIFIC. WE'RE BRINGING THESE DATA TO INTERNATIONAL NEGOTIATIONS AND URGING PACIFIC NATIONS TO MAKE INFORMED, SCIENCE-BASED MANAGEMENT DECISIONS THAT WILL HELP THIS PRIZED COMMERCIAL FISHERY REBOUND. PUTTING SCIENCE TO WORK TO REDUCE PLASTIC POLLUTION A PIONEERING STUDY BY SCIENTISTS FROM THE AQUARIUM AND THE MONTEREY BAY AQUARIUM RESEARCH INSTITUTE (MBARI) DOCUMENTING MICROPLASTIC POLLUTION IN MONTEREY BAY IS HAVING REAL-WORLD IMPACTS IN THE FIGHT TO REDUCE OCEAN PLASTIC POLLUTION. OUR RESEARCH TEAM FOUND MICROPLASTIC WAS MORE ABUNDANT IN DEEP OCEAN WATERS THAN AT THE SURFACE. THE TEAM TRACED ITS MOVEMENT THROUGH MARINE FOOD WEBS. THEY ALSO DISCOVERED THAT MOST OF THE MICROPLASTIC IN MONTEREY BAY IS COMMONLY USED IN CONSUMER PRODUCTS LIKE SINGLE-USE PLASTIC BEVERAGE BOTTLES, TAKE-OUT FOOD CONTAINERS AND OTHER PACKAGING. THESE FINDINGS SUGGEST THAT THE SOURCE OF MUCH OF THE PLASTIC POLLUTION IN THE OCEAN IS US - EVERYDAY CONSUMERS - THROUGH THE SINGLE-USE PLASTIC PRODUCTS WE BUY AND DISCARD. THAT CAUGHT THE EYE OF POLICYMAKERS WHEN WE BROUGHT THESE FINDINGS TO SACRAMENTO. OUR WORK HELPED PAVE THE WAY FOR VISIONARY STATE LEGISLATION THAT OFFERS A SOLUTION AS BIG AS THE PROBLEM. WE BELIEVE NO STATE IS BETTER POISED TO LEAD THE WAY ON THIS ISSUE THAN CALIFORNIA, WHICH HAS THE FIFTH LARGEST ECONOMY IN THE WORLD. SCIENCE-BASED POLICY SOLUTIONS ADVANCED HERE - BY GOVERNMENT, BUSINESSES AND CONSUMERS - CAN BECOME MODELS OF CHANGE AROUND THE GLOBE. EACH YEAR, MILLIONS OF TONS OF PLASTIC MAKE THEIR WAY TO THE OCEAN, IMPACTING MARINE WILDLIFE AND ECOSYSTEMS AROUND THE WORLD. THE GOOD NEWS: WE CAN SOLVE THIS PROBLEM, AND AQUARIUMS ARE ON THE FRONT LINES - STARTING WITH OUR OWN OPERATIONS. WE'VE ELIMINATED NEARLY ALL OF THE SINGLE-USE PLASTIC FROM OUR RESTAURANT AND CAFE AND CONTINUE TO REDUCE PLASTIC PACKAGING IN OUR RETAIL STORES. TODAY, FEWER THAN FIVE PERCENT OF OUR RETAIL ITEMS ARE PACKAGED IN SINGLE-USE PLASTIC; WE AIM TO FURTHER REDUCE THIS NUMBER THROUGH 2021. WE'RE NOT WORKING ALONE. ON EARTH DAY 2019, THE 20 U.S. MEMBERS OF THE AQUARIUM CONSERVATION PARTNERSHIP - WHICH WE CO-FOUNDED - ANNOUNCED COMMITMENTS TO REDUCE SINGLE-USE PLASTIC IN OUR OPERATIONS. TO DATE, ALL HAVE ELIMINATED PLASTIC BAGS AND STRAWS, AND MOST HAVE ELIMINATED PLASTIC BEVERAGE BOTTLES. NOW, MEMBER AQUARIUMS WILL ELIMINATE ALL SINGLE-USE PLASTIC FOODWARE AND MAKE OTHER SIGNIFICANT REDUCTIONS. BY SERVING AS MODELS AND RAISING OUR VOICES FOR OCEAN AND FRESHWATER CONSERVATION, U.S. AQUARIUMS ARE BUILDING NATIONWIDE MOMENTUM TO SHIFT AWAY FROM SINGLE-USE PLASTIC. CENTERING THE OCEAN IN THE CLIMATE CONVERSATION IN SEPTEMBER 2019, THE UNITED NATIONS INTERGOVERNMENTAL PANEL ON CLIMATE CHANGE TOLD THE STORY OF THE IMPACT OF CLIMATE CHANGE ON OCEAN HEALTH WHEN IT RELEASED ITS FIRST-EVER SPECIAL REPORT ON THE OCEAN & CRYOSPHERE IN A CHANGING CLIMATE. TOGETHER WITH MBARI, WE WORKED TO AMPLIFY THE REPORT'S CORE FINDINGS: THAT THE OCEAN IS GETTING HOTTER, MORE ACIDIC AND CAN HOLD LESS LIFE-GIVING OXYGEN DUE TO HUMAN-CAUSED CLIMATE CHANGE. WE AUTHORED AN OP-ED IN THE SAN FRANCISCO CHRONICLE CALLING ON LEADERS TO MOVE THE OCEAN FROM THE SIDELINES TO THE CENTER OF THE CLIMATE CONVERSATION. THAT MEANS REDOUBLING EFFORTS TO CUT GREENHOUSE GAS EMISSIONS, EMBRACING A RAPID TRANSITION TO RENEWABLE ENERGY SOURCES AND PROTECTING THE OCEAN SO IT CAN BOUNCE BACK FROM THE CLIMATE IMPACTS ALREADY UNDERWAY. WE PUBLISHED A SERIES OF SOCIAL MEDIA STORIES ABOUT THE OCEAN-CLIMATE CONNECTION. OUR INFOGRAPHIC ON THE OCEAN IMPACTS OF CLIMATE CHANGE WAS AMPLIFIED BY PROMINENT MEDIA OUTLETS AND EVEN A MEMBER OF CONGRESS. BRINGING OUR NET CARBON EMISSIONS DOWN TO ZERO CLIMATE CHANGE IS THE GREATEST ENVIRONMENTAL CHALLENGE OF OUR TIME. CARBON EMISSIONS FROM HUMAN ACTIVITIES POSE A TRIPLE THREAT TO OCEAN HEALTH: WARMING ITS WATERS, CHANGING ITS CHEMISTRY</p> |

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| | AND DEPLETING ITS OXYGEN. THIS IS AFFECTING NOT JUST OCEAN WILDLIFE BUT ALSO OUR OWN SURVIVAL - IN PROFOUND WAYS. |
| PROGRAM SERVICE ACCOMPLISHMENT DESCRIPTION | <p>FORM 990, PART III LINE 4C CONSERVATION AND SCIENCE CONTINUED ONE OF THE AQUARIUM'S TOP PRIORITIES IS TO ADDRESS CLIMATE CHANGE AND ITS IMPACTS ON OCEAN HEALTH. AS ONE OF THE FIRST CULTURAL INSTITUTIONS TO SIGN THE "WE ARE STILL IN" DECLARATION - A PLEDGE IN SUPPORT OF THE GLOBAL CLIMATE PACT KNOWN AS THE PARIS AGREEMENT - WE HAVE COMMITTED TO ACHIEVING NET ZERO CARBON EMISSIONS IN OUR OWN OPERATIONS BY 2025. WE'RE DOING THIS IN TWO WAYS. FIRST, WE'RE REDUCING OUR CARBON DIOXIDE EMISSIONS AS MUCH AS POSSIBLE BY MAKING ENERGY EFFICIENCY IMPROVEMENTS, ENCOURAGING OUR STAFF AND VOLUNTEERS TO USE ALTERNATIVE TRANSPORTATION AND SHIFTING TO RENEWABLE ENERGY SOURCES. THEN, TO BALANCE OUT THE CARBON EMISSIONS WE CAN'T AVOID, WE'RE PURCHASING OFFSETS THAT ENABLE THE REMOVAL OF AN EQUIVALENT AMOUNT OF CARBON FROM THE ATMOSPHERE. SINCE 2017, THE AQUARIUM HAS BEEN WORKING WITH NATURAL CAPITAL PARTNERS TO ACHIEVE CARBONNEUTRAL CERTIFICATION, THE GLOBAL STANDARD. THE CERTIFICATION INVOLVES AN INDEPENDENT ASSESSMENT OF OUR CARBON EMISSIONS FROM DIRECT AND INDIRECT SOURCES. THEN, WE PURCHASE OFFSETS TO SUPPORT LOW-CARBON SUSTAINABLE DEVELOPMENT AND RENEWABLE ENERGY PROJECTS AROUND THE WORLD. THESE PROJECTS ARE INDEPENDENTLY VERIFIED TO ASSURE THE QUALITY OF THE EMISSIONS REDUCTIONS. ONE OF THE AQUARIUM'S OFFSET PROJECTS SUPPORTS THE RIMBA RAYA BIODIVERSITY RESERVE IN INDONESIA. THIS PROJECT CONSERVES CARBON-DENSE TROPICAL PEAT SWAMP, PREVENTING ITS CONVERSION TO A PALM OIL PLANTATION. THE RESERVE CONNECTS TO AN ADJACENT NATIONAL PARK AND PROTECTS HABITAT FOR THE ENDANGERED BORNEO ORANGUTAN. ANOTHER OFFSET PROJECT PURCHASE SUPPORTS ACRE AMAZONIAN RAINFOREST CONSERVATION IN BRAZIL. THIS PROJECT PREVENTS DEFORESTATION OF PRISTINE RAINFOREST IN THE AMAZON BASIN, WHILE ALSO PROTECTING SOME OF THE WORLD'S MOST BIODIVERSE HABITATS. MANAGERS WORK CLOSELY WITH LOCAL SUBSISTENCE FARMERS TO GRANT LAND TENURE AND DEVELOP NEW WAYS OF WORKING THAT CONSERVE THE TREES. WE'RE AIMING FOR NET ZERO CARBON EMISSIONS FOR OUR NIGHTTIME CORPORATE EVENTS, TOO. ABOUT 25,000 PEOPLE VISIT THE AQUARIUM ANNUALLY FOR THESE SPECIAL EVENTS. IN LATE 2019, THE AQUARIUM'S CORPORATE EVENTS PROGRAM ACHIEVED CARBONNEUTRAL CERTIFICATION. THIS REFLECTS OUR COMMITMENT TO IMPROVE ENERGY EFFICIENCY, INCREASE RENEWABLE ENERGY SOURCES AND REDUCE FOOD WASTE. THE PROGRAM EVEN ALLOWS ATTENDEES TO OFFSET THE EMISSIONS FROM THEIR TRAVEL TO THE AQUARIUM AND THEIR HOTEL STAYS. THESE CARBON OFFSETS SUPPORT AN AFFORESTATION PROJECT IN SOUTHERN MEXICO. THIS PROJECT IS CREATING SUSTAINABLE FOREST STEWARDSHIP COUNCIL (FSC) CERTIFIED PLANTATIONS, USING TEAK AS A HIGH-QUALITY TIMBER PRODUCT TO SEQUESTER CARBON AND REGENERATE DEGRADED LAND. IN ADDITION TO THESE CARBON OFFSETS, WE ARE FUNDING THE PLANTING OF MANGROVES, WHICH PLAY A CRITICAL ROLE IN THE HEALTH AND RESILIENCE OF THE COASTAL AREA AROUND CAMPECHE ON THE GULF OF MEXICO. THESE ARE JUST SOME OF THE BUSINESS CHANGES WE'RE MAKING TO REDUCE GREENHOUSE GAS EMISSIONS, CUT WASTE, SUPPORT SUSTAINABLE SEAFOOD PRODUCTION AND PROTECT THE REMARKABLE MONTEREY BAY ECOSYSTEM JUST OFF OUR BACK DECK. WE'RE EXCITED TO LEAD THE WAY AS A MODEL FOR OTHER CULTURAL INSTITUTIONS AND A STEWARD OF OUR GLOBAL OCEAN. HONORING A NEW SLATE OF CALIFORNIA OCEAN CHAMPIONS THE AQUARIUM PRESENTED FOUR STATE LEADERS WITH OUR 2019 CALIFORNIA OCEAN CHAMPION AWARDS TO HONOR THEIR SIGNIFICANT CONTRIBUTIONS TO OCEAN AND COASTAL LEADERSHIP. THE AWARD IS PART OF THE AQUARIUM'S WORK TO INSPIRE AND INFORM GOVERNMENT DECISION-MAKERS TO TAKE SCIENCE-BASED ACTION ON BEHALF OF THE OCEAN. THESE AWARDEES JOIN AN ESTEEMED GROUP OF PAST CALIFORNIA OCEAN CHAMPION AWARD WINNERS WHO HAVE STOOD STRONG FOR OUR TREASURED OCEAN AND COAST. BECAUSE OF THEIR EFFORTS, CALIFORNIA CONTINUES TO SHOW THE WORLD THAT A HEALTHY ENVIRONMENT AND A THRIVING ECONOMY GO HAND IN HAND.</p> <p>FAMILY OR BUSINESS RELATIONSHIPS FORM 990, PART VI, SECTION A, LINE 2: JULIE PACKARD, CHRIS SCHOLIN AND BARBARA WRIGHT HAVE A BUSINESS RELATIONSHIP. JULIE PACKARD AND MEG CALDWELL HAVE A BUSINESS RELATIONSHIP. MICHAEL MANTELL AND MARK WAN HAVE A BUSINESS RELATIONSHIP. JULIE PACKARD, SUSAN ORR AND LOUISE STEPHENS HAVE A FAMILY RELATIONSHIP. FORM 990 REVIEW PROCESS FORM 990, PART VI, SECTION B, LINE 11A: THE FORM 990 IS PREPARED BY GRANT THORNTON LLP BASED ON AUDITED FINANCIAL STATEMENTS AND WITH THE ASSISTANCE OF THE AQUARIUM'S FINANCE AND ACCOUNTING STAFF. THE DRAFT OF THE 990 IS REVIEWED BY THE CONTROLLER, CFO, SECRETARY AND LEGAL COUNSEL, AND EXECUTIVE DIRECTOR WITH REVISIONS INCORPORATED AS NEEDED. UPON ACCEPTANCE OF THE FINAL VERSION, THE 990 IS SHARED FIRST WITH THE AUDIT COMMITTEE FOR ITS REVIEW AND THEN DISTRIBUTED TO THE FULL BOARD PRIOR TO FILING.</p> |
| MONITORING AND ENFORCEMENT OF CONFLICT OF INTEREST POLICY | <p>FORM 990, PART VI, SECTION B, LINE 12C: THE AQUARIUM REGULARLY AND CONSISTENTLY MONITORS AND ENFORCES COMPLIANCE WITH ITS CONFLICT OF INTEREST POLICIES. TRUSTEES AND OFFICERS CONFLICT OF INTEREST POLICY - THE EXECUTIVE DIRECTOR'S OFFICE ASSURES THAT ALL DISCLOSURES FORMS (AND MITIGATION PLANS, IF APPLICABLE) HAVE BEEN RECEIVED BY JANUARY 31 OF EACH YEAR FROM ALL TRUSTEES AND OFFICERS, PREPARES A SUMMARY OF DISCLOSURES, AND FORWARDS THE COMPLETED FORMS AND THE SUMMARY TO THE AQUARIUM'S CONFLICTS REVIEW PANEL, CONSISTING OF THE EXECUTIVE DIRECTOR, LEGAL COUNSEL, CHIEF HUMAN RESOURCES OFFICER, THE CHIEF FINANCIAL OFFICER (CFO), CONTROLLER AND DIRECTOR OF FINANCE. TRUSTEES AND OFFICERS ALSO ACKNOWLEDGE RECEIPT AND UNDERSTANDING OF THE AQUARIUM'S COI POLICY IN CONJUNCTION WITH PROVIDING THE ANNUAL DISCLOSURES. FOLLOWING REVIEW BY THE PANEL, THE PANEL'S FINDINGS AND THE DISCLOSURES ARE PROVIDED TO THE BOARD'S AUDIT COMMITTEE, WHICH REVIEWS THE DISCLOSURES AND MAKES A REPORT TO THE BOARD AT ITS MARCH BOARD MEETING. BOTH THE PANEL AND THE AUDIT COMMITTEE ANNUALLY EVALUATE THE EFFECTIVENESS OF THE PROCESS. THE CFO AND CONTROLLER ASSURE APPROPRIATE REPORTING TO THE EXTERNAL AUDITORS AND TAX FILINGS PREPARER. TRUSTEES AND OFFICERS HAVE A CONTINUING DUTY TO MAKE ADDITIONAL DISCLOSURES THROUGHOUT THE YEAR IF WARRANTED.</p> <p>EMPLOYEES CODE OF ETHICAL CONDUCT POLICY - THE CHIEF HUMAN RESOURCES OFFICER FORWARDS THE CODE, WHICH INCLUDES A SECTION ON CONFLICTS OF INTEREST, TO ALL MANAGERS IN EARLY JANUARY EACH YEAR, AND ASSURES THAT EACH MANAGER RESPONDS THAT THEY HAVE READ IT AND ARE IN COMPLIANCE BY JANUARY 31. MANAGERS ARE ALSO REQUIRED TO DISCLOSE ANY INTERESTS WHICH COULD GIVE RISE TO CONFLICT, AND TO ASSURE THAT ANY STAFF IN THEIR AREAS WITH INTERESTS WHICH COULD GIVE RISE TO CONFLICT HAS DONE THE SAME. DISCLOSURES (AND MITIGATION PLANS, IF APPLICABLE) ARE REVIEWED BY THE EXECUTIVE DIRECTOR, CHIEF HUMAN RESOURCES OFFICER AND CFO BY MARCH. THIS TEAM ALSO EVALUATES THE EFFECTIVENESS OF THE PROCESS. THE CFO ASSURES APPROPRIATE REPORTING TO THE EXTERNAL AUDITORS AND TAX FILINGS PREPARER. EMPLOYEES HAVE A CONTINUING DUTY TO MAKE ADDITIONAL DISCLOSURES THROUGHOUT THE YEAR IF WARRANTED.</p> |

| Return Reference | Explanation |
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| PROCESS FOR DETERMINING COMPENSATION | FORM 990, PART VI, SECTION B, LINES 15: THE BOARD OF TRUSTEES MAINTAINS A PERFORMANCE EVALUATION PROCESS FOR THE CHIEF EXECUTIVE OFFICER, REFERRED TO AS THE EXECUTIVE DIRECTOR, WHO IS A MEMBER OF THE BOARD. THE BOARD'S EXECUTIVE COMPENSATION COMMITTEE, COMPRISED OF INDEPENDENT DIRECTORS, REVIEWS THE CEO'S PERFORMANCE WITH INPUT FROM THE OTHER BOARD MEMBERS, AND RECOMMENDS THE COMPENSATION OF THE CEO TO THE BOARD. THE COMMITTEE OBTAINS AND REVIEWS MARKET SURVEY DATA FROM SEVERAL INDEPENDENT ORGANIZATIONS (IN 2019 THIS WAS FIVE NATIONAL AND REGIONAL FIRMS, INCLUDING ONE CUSTOM SURVEY) CONTAINING DATA FOR COMPARABLE POSITIONS AT COMPARABLE ORGANIZATIONS. THE COMMITTEE PROVIDES THE PERFORMANCE REVIEW AND COMPARABLE SALARY INFORMATION TO THE BOARD AND RECOMMENDS THE CEO'S COMPENSATION. BASED UPON THE PERFORMANCE REVIEW AND COMPARABLE SALARY INFORMATION, THE INDEPENDENT MEMBERS OF THE BOARD DETERMINE THAT THE COMPENSATION IS FAIR, JUST AND REASONABLE AND THEN APPROVES TOTAL COMPENSATION FOR THE CEO. THE BOARD DELEGATES TO THE EXECUTIVE COMPENSATION COMMITTEE THE PERFORMANCE REVIEW AND COMPENSATION APPROVAL OF THE CHIEF FINANCIAL OFFICER, WHO IS NOT A MEMBER OF THE BOARD, AND ANY OTHER OFFICERS OR SENIOR STAFF WHO ARE HIGHLY COMPENSATED. BASED UPON THE PERFORMANCE REVIEW AND COMPARABLE SALARY INFORMATION, THE COMMITTEE DETERMINES THAT THE COMPENSATION IS FAIR, JUST AND REASONABLE AND APPROVES THE EXECUTIVE DIRECTOR'S RECOMMENDATION OF TOTAL COMPENSATION FOR THE CFO AND ALL OTHER KEY EMPLOYEES. IN EACH CASE, THE REVIEW AND APPROVAL IS CONTEMPORANEOUSLY DOCUMENTED IN THE MINUTES OF THE COMMITTEE AND THE BOARD, RESPECTIVELY. |
| DOCUMENTS MADE AVAILABLE TO THE PUBLIC | FORM 990, PART VI, SECTION C, LINE 19: THE AQUARIUM MAKES ITS AUDITED FINANCIAL STATEMENTS AND FORM 990 FOR THE MOST RECENT THREE YEARS AVAILABLE TO THE PUBLIC BY POSTING ON ITS WEBSITE. THE CONFLICTS OF INTEREST POLICY AND GOVERNING DOCUMENTS ARE PROVIDED UPON REQUEST WITHIN TWO BUSINESS DAYS |
| OTHER CHANGES IN NET ASSETS | FORM 990, PART XI, LINE 9: UNREALIZED GAIN ON INTEREST IN CHARITABLE REMAINDER TRUST: 264,492 |

Additional Data

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Software Version:

**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

OMB No. 1545-0047

2019

**Open to Public
Inspection**

- ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
- ▶ Attach to Form 990.
- ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury
Internal Revenue Service

Name of the organization
Monterey Bay Aquarium Foundation

Employer identification number

94-2487469

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

| (a) Name, address, and EIN (if applicable) of disregarded entity | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Total income | (e) End-of-year assets | (f) Direct controlling entity |
|---------------------------------------------------------------------|-------------------------|--------------------------------------------------|---------------------|---------------------------|----------------------------------|
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Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512(b)(13) controlled entity? | |
|---------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------|----------------------------|-----------------------------------------------------|----------------------------------|----------------------------------------------|----|
| | | | | | | Yes | No |
| (1) Monterey Bay Aquarium Support Services 99 Pacific Street Monterey, CA 93940 77-0569564 | Property Mgmt | CA | 501(c)(3) | 12-I | MBAF | Yes | |
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Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Predominant income(related, unrelated, excluded from tax under sections 512-514) | (f) Share of total income | (g) Share of end-of-year assets | (h) Disproportionate allocations? | | (i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065) | (j) General or managing partner? | | (k) Percentage ownership |
|----------------------------------------------------------|----------------------------|-----------------------------------------------------------------|----------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------|------------------------------------------|-----------------------------------------|----|----------------------------------------------------------------------------|-------------------------------------------|----|--------------------------------|
| | | | | | | | Yes | No | | Yes | No | |
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Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Type of entity (C corp, S corp, or trust) | (f) Share of total income | (g) Share of end-of- year assets | (h) Percentage ownership | (i) Section 512(b) (13) controlled entity? | |
|----------------------------------------------------------|-------------------------|-----------------------------------------------------------|-------------------------------------|--------------------------------------------------------|---------------------------------|-------------------------------------------|--------------------------------|-----------------------------------------------------|----|
| | | | | | | | | Yes | No |
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Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

| | Yes | No |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| 1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV? | | |
| a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity | | No |
| b Gift, grant, or capital contribution to related organization(s) | | No |
| c Gift, grant, or capital contribution from related organization(s) | | No |
| d Loans or loan guarantees to or for related organization(s) | | No |
| e Loans or loan guarantees by related organization(s) | | No |
| f Dividends from related organization(s) | | No |
| g Sale of assets to related organization(s) | | No |
| h Purchase of assets from related organization(s) | | No |
| i Exchange of assets with related organization(s) | | No |
| j Lease of facilities, equipment, or other assets to related organization(s) | | No |
| k Lease of facilities, equipment, or other assets from related organization(s) | Yes | |
| l Performance of services or membership or fundraising solicitations for related organization(s) | | No |
| m Performance of services or membership or fundraising solicitations by related organization(s) | | No |
| n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) | Yes | |
| o Sharing of paid employees with related organization(s) | Yes | |
| p Reimbursement paid to related organization(s) for expenses | | No |
| q Reimbursement paid by related organization(s) for expenses | Yes | |
| r Other transfer of cash or property to related organization(s) | | No |
| s Other transfer of cash or property from related organization(s) | | No |

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

| (a) Name of related organization | (b) Transaction type (a-s) | (c) Amount involved | (d) Method of determining amount involved |
|---------------------------------------------------|-------------------------------|------------------------|----------------------------------------------|
| (1) MONTEREY BAY AQUARIUM SUPPORT SERVICES | k | 140,575 | Recorded value |
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Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R. (see instructions).

Return Reference

Explanation

Schedule R (Form 990) 2019

Additional Data[Return to Form](#)**Software ID:****Software Version:**