

A For the **2024** calendar year, or tax year beginning **07/01/24**, and ending **06/30/25**

B Check if applicable: ☐ Address change ☐ Name change ☐ Initial return ☐ Final return/terminated ☐ Amended return ☐ Application pending	C Name of organization THE SONORAN INSTITUTE, INC.		D Employer identification number 86-0684610
	Doing business as		E Telephone number 520-290-0828
	Number and street (or P.O. box if mail is not delivered to street address) 5049 E. BROADWAY BLVD., STE 127		Room/suite
	City or town, state or province, country, and ZIP or foreign postal code TUCSON AZ 85711		G Gross receipts\$ 5,032,354
	F Name and address of principal officer: DAN KIMBALL 5049 E. BROADWAY BLVD., STE. 127 TUCSON AZ 85711		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
I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () (insert no.) ☐ 4947(a)(1) or ☐ 527		H(c) Group exemption number	
J Website: WWW.SONORANINSTITUTE.ORG		L Year of formation: 1990	
K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other		M State of legal domicile: AZ	

Part I Summary			
Activities & Governance	1 Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O		
	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	23
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	23
	5 Total number of individuals employed in calendar year 2024 (Part V, line 2a)	5	22
	6 Total number of volunteers (estimate if necessary)	6	23
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
7b Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	2,484,527	3,031,354
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	1,376,480	1,515,803
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	88,119	162,994
	12 Total revenue – add lines 8 through 11 (must equal Part VIII, column (A), line 12)	37,220	-10,435
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	3,986,346	4,699,716
	14 Benefits paid to or for members (Part IX, column (A), line 4)	72,500	123,891
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)		0
	16a Professional fundraising fees (Part IX, column (A), line 11e)	2,086,745	2,250,246
	b Total fundraising expenses (Part IX, column (D), line 25)		0
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	304,122	
	18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	2,176,521	2,603,346
Net Assets or Fund Balances	19 Revenue less expenses. Subtract line 18 from line 12	4,335,766	4,977,483
	20 Total assets (Part X, line 16)	-349,420	-277,767
	21 Total liabilities (Part X, line 26)	Beginning of Current Year	End of Year
	22 Net assets or fund balances. Subtract line 21 from line 20	4,849,731	4,430,981
		1,259,577	1,074,549
		3,590,154	3,356,432

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		Date		
	MICHAEL ZELLNER Type or print name and title		CEO		
Paid Preparer Use Only	Preparer's name	Preparer's signature	Signed by:	Date	Check ☐ if self-employed PTIN
	JULIE S. KLEWER, CPA		Julie Klewer	5/14/2026	P00343046
	Firm's name	Firm's EIN			
	LUDWIG KLEWER & RUDNER P.C. 4783 E CAMP LOWELL DR TUCSON, AZ 85712	36-4538293			520-545-0500

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:

SEE SCHEDULE O

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?☐ Yes ☒ 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 \$ 2,836,100 including grants of\$) (Revenue \$ 1,054,243)
SEE SCHEDULE O**4b** (Code:) (Expenses \$ 743,429 including grants of\$ 119,703) (Revenue \$ 299,945)
SEE SCHEDULE O**4c** (Code:) (Expenses \$ 590,734 including grants of\$) (Revenue \$ 131,615)
SEE SCHEDULE O**4d** Other program services (Describe on Schedule O.)

(Expenses \$ 28,835 including grants of\$ 4,188) (Revenue \$ 30,000)

4e Total program service expenses 4,199,098

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	X	
2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	X	
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		X
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		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III		X
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		X
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	X	
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III		X
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		X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? If "Yes," complete Schedule D, Part V	X	
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.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	X	
b Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII		X
c 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		X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX		X
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	X	
f 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)? If "Yes," complete Schedule D, Part X	X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII		X
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	X	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E		X
14a Did the organization maintain an office, employees, or agents outside of the United States?	X	
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	X	
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		X
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		X
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		X
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	X	
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		X
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H		X
b 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	X	

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>		X
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>	X	
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>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d 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>		X
b 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>		X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>		X
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>		X
28 Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions).		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
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>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		X
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>	X	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
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>		X
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>		X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O.	X	

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck 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	23	
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	0	
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	22
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	X
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	X
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	X
b	If "Yes," enter the name of the foreign country MEXICO See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c	
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a	X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	X
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders	11a	
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N.	15	X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16	X
17	Section 501(c)(21) organizations. Did the trust, any disqualified or other person, engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.	17	

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

Section A. Governing Body and Management

			Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year	1a	23		
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.				
b Enter the number of voting members included on line 1a, above, who are independent	1b	23		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?			2	X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?			3	X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?			4	X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?			5	X
6 Did the organization have members or stockholders?			6	X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?			7a	X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?			7b	X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a The governing body?			8a	X
b Each committee with authority to act on behalf of the governing body?			8b	X
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O.			9	X

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

		Yes	No
10a Did the organization have local chapters, branches, or affiliates?		10a	X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		10b	
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?		11a	X
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a Did the organization have a written conflict of interest policy? If "No," go to line 13		12a	X
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?		12b	X
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done		12c	X
13 Did the organization have a written whistleblower policy?		13	X
14 Did the organization have a written document retention and destruction policy?		14	X
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a The organization's CEO, Executive Director, or top management official		15a	X
b Other officers or key employees of the organization		15b	X
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		16a	X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		16b	

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed NONE

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☒ Own website ☒ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

THE SONORAN INSTITUTE
TUCSON5049 E. BROADWAY BLVD., STE 127
AZ 85711

520-290-0828

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck 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, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

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

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below 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/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) MICHAEL ZELLNER CEO	40.00 0.00			X				163,069	0	10,442
(2) KIM EGITA CFAO	40.00 0.00			X				132,028	0	9,854
(3) DAN KIMBALL CHAIR	1.75 0.00	X		X				0	0	0
(4) JOE KALT VICE CHAIR	1.75 0.00	X		X				0	0	0
(5) LAURINDA OSWALD SECRETARY	1.75 0.00	X		X				0	0	0
(6) MATT TEETERS TREASURER	1.75 0.00	X		X				0	0	0
(7) KEN ABRAHAMS DIRECTOR	1.75 0.00	X						0	0	0
(8) DAVID BAUMGARTEN DIRECTOR	1.75 0.00	X						0	0	0
(9) SKYLAR BEGAY DIRECTOR	0.30 0.00	X						0	0	0
(10) ALAN DENNIS DIRECTOR	1.00 0.00	X						0	0	0
(11) CESAR PONCE GAMEZ DIRECTOR	0.30 0.00	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/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(12) ANNA HILL PRICE										
(12) DIRECTOR	1.75 0.00	X						0	0	0
(13) LINDA FRIAR										
(13) DIRECTOR	0.30 0.00	X						0	0	0
(14) ALLISON GREEN										
(14) DIRECTOR	1.75 0.00	X						0	0	0
(15) BARBARA GREEN										
(15) DIRECTOR	1.75 0.00	X						0	0	0
(16) LEE LEACHMAN										
(16) DIRECTOR	1.75 0.00	X						0	0	0
(17) GABRIELA LUKEN MARCE										
(17) DIRECTOR	0.25 0.00	X						0	0	0
(18) ANNA MURVEIT										
(18) DIRECTOR	1.75 0.00	X						0	0	0
(19) LORETTA PINEDA										
(19) DIRECTOR	0.30 0.00	X						0	0	0
1b Subtotal								295,097		20,296
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								295,097		20,296

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 **2**

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
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>	X	
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>		X

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation

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

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/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(20) TIM QUINN										
(12) DIRECTOR	0.30 0.00	X						0	0	0
(21) ROBERTO SALMON										
(13) DIRECTOR	0.30 0.00	X						0	0	0
(22) RICHARD SCHAEFER										
(14) DIRECTOR	1.75 0.00	X						0	0	0
(23) SHAINA SHAY										
(15) DIRECTOR	0.30 0.00	X						0	0	0
(24) DAVID WEGNER										
(16) DIRECTOR	1.75 0.00	X						0	0	0
(25) KRISTINE ZEIGLER										
(17) DIRECTOR	1.30 0.00	X						0	0	0
(18)										
(19)										
1b Subtotal										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										

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

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3	
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>	4	
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>	5	

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

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

Part VIII Statement of RevenueCheck 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				
	c	Fundraising events	1c	32,365			
	d	Related organizations	1d				
	e	Government grants (contributions)	1e	2,212,930			
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	786,059			
	g	Noncash contributions included in lines 1a-1f	1g	\$			
	h	Total. Add lines 1a-1f		3,031,354			
	Program Service Revenue	2a	CONTRACT INCOME	Business Code	562000	1,515,803	1,515,803
b							
c							
d							
e							
f		All other program service revenue					
g		Total. Add lines 2a-2f		1,515,803			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		77,265			77,265
	4	Income from investment of tax-exempt bond proceeds					
	5	Royalties					
	6a	Gross rents	6a				
	b	Less: rental expenses	6b				
	c	Rental inc. or (loss)	6c				
	d	Net rental income or (loss)					
	7a	Gross amount from sales of assets other than inventory	7a	(i) Securities 374,818	(ii) Other		
	b	Less: cost or other basis and sales exps.	7b	289,089			
	c	Gain or (loss)	7c	85,729			
	d	Net gain or (loss)		85,729			85,729
	8a	Gross income from fundraising events (not including \$ 32,365 of contributions reported on line 1c). See Part IV, line 18	8a				
	b	Less: direct expenses	8b	43,549			
	c	Net income or (loss) from fundraising events		-43,549			-43,549
	9a	Gross income from gaming activities. See Part IV, line 19	9a				
	b	Less: direct expenses	9b				
	c	Net income or (loss) from gaming activities					
10a	Gross sales of inventory, less returns and allowances	10a					
b	Less: cost of goods sold	10b					
c	Net income or (loss) from sales of inventory						
Miscellaneous Revenue	11a	OTHER INCOME	Business Code		33,114		33,114
	b						
	c						
	d	All other revenue					
	e	Total. Add lines 11a-11d		33,114			
12	Total revenue. See instructions		4,699,716	1,515,803	0	152,559	

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	119,703	119,703		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	4,188	4,188		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	336,406	128,430	134,739	73,237
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	1,527,563	1,313,201	110,826	103,536
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	36,269	25,077	7,002	4,190
9 Other employee benefits	116,529	95,151	9,599	11,779
10 Payroll taxes	233,479	201,369	18,577	13,533
11 Fees for services (nonemployees):				
a Management				
b Legal	21,320		21,320	
c Accounting	36,762		36,762	
d Lobbying				
e Professional fundraising services. See Part IV, line 7				
f Investment management fees	20,612		20,612	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	1,939,713	1,837,140	41,434	61,139
12 Advertising and promotion				
13 Office expenses	74,981	58,217	6,994	9,770
14 Information technology				
15 Royalties				
16 Occupancy	42,338	34,829	4,341	3,168
17 Travel	83,716	57,073	20,785	5,858
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	131,037	117,375	7,345	6,317
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	56,799	56,799		
23 Insurance	14,670	6,198	8,472	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a FIELD SUPPLIES AND MATERIALS	85,375	84,077	655	643
b DUES AND PUBLICATIONS	44,539	15,213	19,027	10,299
c REPAIRS AND MAINTENANCE	20,990	19,907	751	332
d WATER ACQUISITION	16,614	16,614		
e All other expenses	13,880	8,537	5,022	321
25 Total functional expenses. Add lines 1 through 24e	4,977,483	4,199,098	474,263	304,122
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 ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	1,071,310	1	727,888
	2 Savings and temporary cash investments	484,095	2	315,543
	3 Pledges and grants receivable, net	1,332,546	3	1,353,480
	4 Accounts receivable, net	10,888	4	
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	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)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	6,726	9	17,682
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 581,414		
	b Less: accumulated depreciation	10b 447,731		
		131,670	10c	133,683
	11 Investments—publicly traded securities	1,771,666	11	1,861,548
	12 Investments—other securities. See Part IV, line 11		12	
	13 Investments—program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
15 Other assets. See Part IV, line 11	40,830	15	21,157	
16 Total assets. Add lines 1 through 15 (must equal line 33)	4,849,731	16	4,430,981	
Liabilities	17 Accounts payable and accrued expenses	206,500	17	253,773
	18 Grants payable		18	
	19 Deferred revenue	1,013,995	19	803,154
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	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	39,082	25	17,622
	26 Total liabilities. Add lines 17 through 25	1,259,577	26	1,074,549
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here ☒ and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	1,068,814	27	878,382
	28 Net assets with donor restrictions	2,521,340	28	2,478,050
	Organizations that do not follow FASB ASC 958, check here ☐ and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		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	3,590,154	32	3,356,432
33 Total liabilities and net assets/fund balances	4,849,731	33	4,430,981	

Part XI Reconciliation of Net AssetsCheck 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	4,699,716
2	Total expenses (must equal Part IX, column (A), line 25)	2	4,977,483
3	Revenue less expenses. Subtract line 2 from line 1	3	-277,767
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	3,590,154
5	Net unrealized gains (losses) on investments	5	53,294
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 on Schedule O)	9	-9,249
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	3,356,432

Part XII Financial Statements and ReportingCheck 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: ☐ Cash ☒ Accrual ☐ Other If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		X
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both. ☐ Separate basis ☒ Consolidated basis ☐ Both consolidated and separate basis	X	
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	X	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?		X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits		

SCHEDULE A
(Form 990)

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

2024

Open to Public
Inspection

Name of the organization

THE SONORAN INSTITUTE, INC.

Employer identification number

86-0684610

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).)
- 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 **section 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 on 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		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

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

Cat. No. 11285F

Schedule A (Form 990) 2024

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	1,346,121	1,570,737	2,644,722	2,484,527	3,031,354	11,077,461
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	1,346,121	1,570,737	2,644,722	2,484,527	3,031,354	11,077,461
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						3,006,940
6 Public support. Subtract line 5 from line 4						8,070,521

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
7 Amounts from line 4	1,346,121	1,570,737	2,644,722	2,484,527	3,031,354	11,077,461
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	25,941	51,573	86,392	93,641	77,265	334,812
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	138,155	31,313	36,166	37,220	65,479	308,333
11 Total support. Add lines 7 through 10						11,720,606
12 Gross receipts from related activities, etc. (see instructions)						6,639,411

13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐**Section C. Computation of Public Support Percentage**

14 Public support percentage for 2024 (line 6, column (f), divided by line 11, column (f))	14	68.86%
15 Public support percentage from 2023 Schedule A, Part II, line 14	15	70.86%
16a 33 1/3% support test — 2024. 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 — 2023. 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 — 2024. 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 — 2023. 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) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(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) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(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 on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2024 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2023 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2024 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2023 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests — 2024. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

b 33 1/3% support tests — 2023. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

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

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

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

Part IV Supporting Organizations (continued)

	Yes	No
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 on lines 11b and 11c below, the governing body of a supported organization?		
11a		
b A family member of a person described on line 11a above?		
11b		
c A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
1		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <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>		
2		

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>		
1		

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?		
1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s), or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
2		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		
3		

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 (<i>see instructions</i>).			
a ☐ The organization satisfied the Activities Test. <i>Complete line 2 below.</i>			
b ☐ The organization is the parent of each of its supported organizations. <i>Complete line 3 below.</i>			
c ☐ The organization supported a governmental entity. <i>Describe in Part VI how you supported a governmental entity (see instructions).</i>			
2 Activities Test. Answer lines 2a and 2b 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 each of its supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>			
2a			
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <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>			
2b			
3 Parent of Supported Organizations. Answer lines 3a and 3b 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>If "Yes" or "No," provide details in Part VI.</i>			
3a			
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>			
3b			

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):		
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 (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	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 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	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	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required— <i>provide details in Part VI</i>)	5
6	Other distributions (<i>describe in Part VI</i>). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.	8
9	Distributable amount for 2024 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E – Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2024	(iii) Distributable Amount for 2024
1 Distributable amount for 2024 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2024 (reasonable cause required— <i>explain in Part VI</i>). See instructions.			
3 Excess distributions carryover, if any, to 2024			
a From 2019			
b From 2020			
c From 2021			
d From 2022			
e From 2023			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2024 distributable amount			
i Carryover from 2019 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2024 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2024 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2024, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
6 Remaining underdistributions for 2024. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
7 Excess distributions carryover to 2025. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2020			
b Excess from 2021			
c Excess from 2022			
d Excess from 2023			
e Excess from 2024			

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.)

PART II, LINE 10 - OTHER INCOME DETAIL

OTHER INCOME\$308,333

Supplemental Financial Statements

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

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

OMB No. 1545-0047

Open to Public
Inspection

Name of the organization

THE SONORAN INSTITUTE, INC.

Employer identification number

86-0684610

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 (for example, recreation or education)	☐ Preservation of a 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.	
a Total number of conservation easements	2a 1
b Total acreage restricted by conservation easements	2b 1,920.00
c Number of conservation easements on a certified historic structure included on line 2a	2c
d Number of conservation easements included on line 2c acquired after July 25, 2006, 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	1
4 Number of states where property subject to conservation easement is located	1
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 2d 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 FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.	
(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 FASB 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 make significant use of its collection items (check all that apply).

- a** ☐ Public exhibition **d** ☐ Loan or exchange program
b ☐ Scholarly research **e** ☐ Other _____
c ☐ Preservation for future generations

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	1,953,473	1,842,804	1,767,703	2,084,255	1,744,657
b Contributions	1,340	4,000			7,061
c Net investment earnings, gains, and losses	162,650	180,758	156,127	-245,792	394,805
d Grants or scholarships					
e Other expenditures for facilities and programs	72,437	74,089	81,026	70,760	62,268
f Administrative expenses					
g End of year balance	2,045,026	1,953,473	1,842,804	1,767,703	2,084,255

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment _____ %
b Permanent endowment 100.00 %
c Term endowment _____ %
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? ☒ Yes ☐ No
(ii) Related organizations? ☐ Yes ☒ No

b If "Yes" on line 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				
b Buildings				
c Leasehold improvements				
d Equipment		488,674	354,991	133,683
e Other		92,740	92,740	
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))				133,683

Part VII Investments – Other Securities

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

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

Part VIII Investments – Program Related

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

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

Part IX Other Assets

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

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

Part X Other Liabilities

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

1.	(a) Description of liability	(b) Book value
(1)	Federal income taxes	
(2)	LEASE LIABILITIES	17,622
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, line 25, col. (B))		17,622

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

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

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

1	Total revenue, gains, and other support per audited financial statements	1	4,780,682
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	53,294
b	Donated services and use of facilities	2b	4,735
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	43,549
e	Add lines 2a through 2d	2e	101,578
3	Subtract line 2e from line 1	3	4,679,104
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	20,612
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	20,612
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	4,699,716

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	5,014,404
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	4,735
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	52,798
e	Add lines 2a through 2d	2e	57,533
3	Subtract line 2e from line 1	3	4,956,871
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	20,612
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	20,612
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	4,977,483

Part XIII Supplemental Information

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

PART II, LINE 9 - ACCOUNTING FOR CONSERVATION EASEMENTS

NO DISCLOSURE OF THE CONSERVATION HAS BEEN MADE ON THE ORGANIZATION'S FINANCIAL STATEMENTS AS THE EASEMENT DOES NOT PROVIDE ANY FUTURE BENEFIT TO THE ORGANIZATION.

PART V, LINE 4 - INTENDED USES FOR ENDOWMENT FUNDS

THE INVESTMENT EARNINGS FROM THE ENDOWMENT GIFT WILL BE USED FOR GENERAL INSTITUTIONAL SUPPORT.

PART X - FIN 48 FOOTNOTE

THE INSTITUTE'S POLICY IS TO DISCLOSE OR RECOGNIZE INCOME TAX POSITIONS BASED ON MANAGEMENT'S ESTIMATE OF WHETHER IT IS REASONABLY POSSIBLE OR PROBABLE, RESPECTIVELY, THAT A LIABILITY HAS BEEN INCURRED FOR UNRECOGNIZED INCOME TAX POSITIONS. AS OF JUNE 30, 2025, THERE WERE NO UNCERTAIN TAX POSITIONS THAT ARE POTENTIALLY MATERIAL. IN ADDITION, MANAGEMENT IS NOT AWARE OF ANY MATTERS WHICH WOULD CAUSE THE INSTITUTE TO LOSE ITS TAX-EXEMPT STATUS.

PART XI, LINE 2D - REVENUE AMOUNTS INCLUDED IN FINANCIALS - OTHER DIRECT DONOR BENEFITS

\$ 43,549

PART XII, LINE 2D - EXPENSE AMOUNTS INCLUDED IN FINANCIALS - OTHER BAD DEBT EXPENSE

\$ 9,249

SCHEDULE F
(Form 990)

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Name of the organization

Statement of Activities Outside the United States

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

Attach to Form 990.

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

OMB No. 1545-0047

Open to Public
Inspection

THE SONORAN INSTITUTE, INC.

Employer identification number

86-0684610

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 and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☐ Yes ☒ No

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.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
MEXICO					
(1)	1	41	MEXICO FIELD OFFICE	FIELD ACTIVITIES	1,709,747
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					
(8)					
(9)					
(10)					
(11)					
(12)					
(13)					
(14)					
(15)					
(16)					
(17)					
3a Subtotal	1	41			1,709,747
b Total from continuation sheets to Part I					
c Totals (add lines 3a and 3b)	1	41			1,709,747

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

Schedule F (Form 990) (Rev. 12-2024)

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)									
(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 a tax exempt 501(c)(3) organization by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ..

3 Enter total number of other organizations or entities ..

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 the 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 the 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 the 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 the 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 the 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 the Instructions for Form 5713; don't file with Form 990)* ☐ Yes ☒ No

Schedule F (Form 990) (Rev. 12-2024)

Part V Supplemental Information

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

PART I, LINE 2 - PROCEDURES FOR MONITORING THE USE OF GRANT FUNDS
SONORAN INSTITUTE SCREENS APPLICANTS BY USING AN APPLICATION FOR DESCRIBING
THE GRANT REQUIREMENTS AND AVAILABILITY. THE APPLICATION REQUESTS MANY
DETAILS INCLUDING APPLICANT QUALIFICATIONS, EXPECTATIONS, AND FINANCIAL
INFORMATION. SUCCESSFUL APPLICANTS RECEIVE A GRANT AWARD LETTER WHICH
ENUMERATES MAJOR REQUIREMENTS.

PART I, LINE 3 - ACTIVITIES PER REGION

REGION	EXPENDITURES	INVESTMENTS
MEXICO	\$ 1,709,747	\$ 0

Name of the organization THE SONORAN INSTITUTE, INC.
Employer identification number 86-0684610

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 nongovernment 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.

Table with 6 main columns: (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. Rows 1-10 and Total.

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.

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
		35TH ANNIVERSAR (event type)	(event type)	NONE (total number)	(add col. (a) through col. (c))
Revenue	1 Gross receipts	32,365			32,365
	2 Less: Contributions	32,365			32,365
	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	43,549			43,549
	10 Direct expense summary. Add lines 4 through 9 in column (d)				43,549
	11 Net income summary. Subtract line 10 from line 3, column (d)				-43,549

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

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ 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 the name and address of the third party: _____

Name

Address

- 16** Gaming manager information:

Name

Gaming manager compensation \$

Description of services provided _____

☐ Director/officer ☐ Employee ☐ Independent contractor

- 17** Mandatory distributions:
- a** Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? ☐ Yes ☐ No
- b** Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year \$ _____

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

SCHEDULE I
(Form 990)

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public
Inspection

Name of the organization THE SONORAN INSTITUTE, INC. Employer identification number 86-0684610

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.

1	(a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1)	TUCSON BIRD ALLIANCE 300 E UNIVERSITY BLVD STE 120 TUCSON AZ 85705	86-6053779		69,775				
(2)	CITY OF RIALTO 150 SOUTH PALM AVENUE RIALTO CA 92376	95-6000768		10,000				
(3)	INDIO WATER AUTHORITY 83-101 AVENUE 45 INDIO CA 92201	90-0964624		10,000				
(4)	TOWN OF RIDGWAY 201 N RAILROAD RIDGWAY CO 81432	84-6000714		10,000				
(5)	TOWN OF SUPERIOR 124 E COAL CREEK DRIVE SUPERIOR CO 80027	84-0748565		9,290				
(6)	TOWN OF FREDERICK PO BOX 435 401 LOCUST STREET FREDERICK CO 80530	84-6000668		8,138				
(7)								
(8)								
(9)								

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

PART I, LINE 2 - PROCEDURES FOR MONITORING THE USE OF GRANT FUNDS
SONORAN INSTITUTE SCREENS APPLICANTS BY USING AN APPLICATION FOR DESCRIBING
THE GRANT REQUIREMENTS AND AVAILABILITY. THE APPLICATION REQUESTS MANY
DETAILS INCLUDING APPLICANT QUALIFICATIONS, EXPECTATIONS, 501(C)(3) STATUS,
AND FINANCIAL INFORMATION. SUCCESSFUL APPLICANTS RECEIVE A GRANT AWARE
LETTER WHICH ENUMERATES MAJOR REQUIREMENTS. FINAL REPORTS SUMMARIZING THEIR
EFFORTS, RESULTS, AND SPENDING ARE REQUIRED.

SCHEDULE J**(Form 990)**

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Name of the organization

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

OMB No. 1545-0047

**Open to Public
Inspection**

Employer identification number

THE SONORAN INSTITUTE, INC.

86-0684610

Part I Questions Regarding Compensation

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

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

Schedule J (Form 990) (Rev. 12-2024)

Part II

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

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

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

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1	MICHAEL ZELLNER	(i) 163,069	(ii) 0	(iii) 0	3,296	7,146	173,511	0
	CEO	0	0	0	0	0	0	0
2		(i)	(ii)	(iii)				
3		(i)	(ii)	(iii)				
4		(i)	(ii)	(iii)				
5		(i)	(ii)	(iii)				
6		(i)	(ii)	(iii)				
7		(i)	(ii)	(iii)				
8		(i)	(ii)	(iii)				
9		(i)	(ii)	(iii)				
10		(i)	(ii)	(iii)				
11		(i)	(ii)	(iii)				
12		(i)	(ii)	(iii)				
13		(i)	(ii)	(iii)				
14		(i)	(ii)	(iii)				
15		(i)	(ii)	(iii)				
16		(i)	(ii)	(iii)				

Part III Supplemental Information

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

SCHEDULE O
(Form 990)

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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

Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

**Open to Public
Inspection**

Name of the organization

THE SONORAN INSTITUTE, INC.

Employer identification number

86-0684610

FORM 990 - ORGANIZATION'S MISSION

THE SONORAN INSTITUTE'S MISSION IS TO CONNECT PEOPLE AND COMMUNITIES WITH THE NATURAL RESOURCES THAT NOURISH AND SUSTAIN THEM. WE WORK AT THE NEXUS OF COMMERCE, COMMUNITY, AND CONSERVATION TO HELP PEOPLE IN THE NORTH AMERICAN WEST BUILD THE COMMUNITIES THEY WANT TO LIVE IN WHILE PRESERVING THE VALUES WHICH BROUGHT THEM HERE. WE ENVISION A WEST WHERE CIVIL DIALOGUE AND COLLABORATION ARE HALLMARKS OF DECISION MAKING, WHERE PEOPLE AND WILDLIFE LIVE IN HARMONY, AND WHERE CLEAN WATER, AIR, AND ENERGY ARE ASSURED.

FORM 990, PART III, LINE 4A - FIRST ACCOMPLISHMENT
COLORADO RIVER DELTA PROGRAM

OUR VISION FOR THE COLORADO RIVER IS A RIVER THAT FLOWS CONTINUOUSLY TO THE SEA, SUPPORTING BOTH HEALTHY ECOSYSTEMS AND THRIVING COMMUNITIES. THE OVERALL GOAL OF THE PROGRAM IS TO RESTORE A FUNCTIONAL CORRIDOR IN THE COLORADO RIVER DELTA BY CREATING A NETWORK OF RIPARIAN AND ESTUARINE HABITAT SITES THAT WILL SUSTAIN BIODIVERSITY AND FACILITATE CONNECTIVITY OF RIVER FLOWS TO THE ESTUARY. IN FISCAL YEAR 2025, WE EVALUATED PROGRESS TOWARDS ACHIEVING OUR GOALS AND OUTCOMES OUTLINED IN OUR CURRENT FIVE-YEAR STRATEGIC PLAN.

GOAL 1: THE COLORADO RIVER CONNECTS TO THE SEA; WITH WATER FOR BOTH HEALTHY LANDSCAPES AND THRIVING COMMUNITIES. OUR TARGET WAS TO INCREASE SUPPLY OF WATER IN THE COLORADO RIVER TO 220 DAYS OF FLOW PER YEAR. THE BASELINE WAS 147 DAYS IN 2020. IN FY25 WE ACCOMPLISHED AN AVERAGE OF 207 DAYS OF CONNECTIVITY BETWEEN 2020-2024, REPRESENTING 94% OF OUR TARGET.

GOAL 2: RESTORE 2,860 ACRES OF ESTUARINE HABITAT. FROM A BASELINE IN 2021 OF 1,861 ACRES, WE ACHIEVED 5,842 ACRES BY 2025, REPRESENTING 140% OF THE TARGET. FOR LAGUNA GRANDE RESTORATION AREA, OUR TARGET WAS TO RESTORE 779 ACRES. BY 2025 WE ACCOMPLISHED 838 ACRES, REPRESENTING 107% OF OUR TARGET. IN FY25, EIGHT SMALL SITES TOTALING 11.4 ACRES IN LAGUNA GRANDE RESTORATION AREA WERE SELECTED AND PREPARED TO RECEIVE IN CHANNEL FLOWS FROM FEBRUARY TO SEPTEMBER IN 2025 AS PART OF MINUTE 323. WE ALSO MAINTAINED AND ENHANCED 838 ACRES OF RESTORED HABITAT, INCLUDING THE DELIVERY OF APPROXIMATELY 3,200 ACRE-FEET OF WATER FOR IRRIGATION OF RESTORED SITES.

IN TERMS OF INSTREAM FLOWS, WE ACHIEVED THE ANNUAL TARGET VOLUME: DELIVERED 10,382 ACRE-FEET OF TREATED WASTEWATER TO THE HARDY RIVER AND UPPER ESTUARY FOR ENVIRONMENTAL RESTORATION.

AS PART OF THE BINATIONAL AGREEMENT MINUTE 323, WATER DELIVERIES BEGAN ON MARCH 21, 2025, AND CONTINUED THROUGH OCTOBER 3RD. TOTAL VOLUME TO BE DELIVERED WAS 19,482 ACRE FEET OVER THAT PERIOD, AND APPROXIMATELY 70% OF THAT WAS DELIVERED BY JUNE 30, 2025 IN ACCORDANCE WITH THE DELIVERY PLAN. AS THE PREVIOUS YEAR, LONGITUDINALLY CONNECTIVITY WAS APPROXIMATELY 31 MILES PROMOTING THE EXPANSION OF OPEN WATER HABITAT FOR WILDLIFE, AND THE REDUCTION OF SALINITY IN FLOODED AREAS OF THE MAIN CHANNEL AND IN THE UPPER ESTUARY. FEDERAL WATER DELIVERIES SIGNIFICANTLY INCREASED GROUNDWATER LEVELS ALONG 31 RIVER MILES UP TO 1.5 METERS IN SOME AREAS SHOWING SUSTAINED IMPROVEMENTS EVEN AFTER THE WATER DELIVERY PERIOD ENDED.

SCHEDULE O
(Form 990)

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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

Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

Open to Public
Inspection

Name of the organization

THE SONORAN INSTITUTE, INC.

Employer identification number

86-0684610

AS PART OF THE BINATIONAL AGREEMENT MINUTE 323, PREPARED A PLAN TO DELIVER 22,866 ACRE-FEET OF WATER TO THE COLORADO RIVER IN CALENDAR YEAR 2026. THE SELECTED 2026 HYDROGRAPH WILL DELIVER 1.8 M³/S FOR 155 DAYS FROM MARCH 21 THROUGH AUGUST 22, AND IS PROJECTED TO GENERATE FLOWS OF APPROXIMATELY 1 M³/S AT THE UPPER ESTUARY,

COMMUNITY OUTREACH: DURING FY25, WE CONDUCTED A TOTAL OF 15 GUIDED TOURS AT THE LAGUNA GRANDE RESTORATION SITE, REACHING 244 ATTENDEES, INCLUDING LOCAL FAMILIES FROM MEXICALI AND ITS VALLEY, YOUTH FROM HIGH SCHOOLS AND UNIVERSITIES, AND VISITORS FROM OTHER PARTS OF THE MEXICO, USA, AND OTHER COUNTRIES. THROUGH TALKS, WORKSHOPS, EXPOS, AND EDUCATIONAL MATERIALS, WE REACHED AN ADDITIONAL 2,560 STUDENTS AND COMMUNITY MEMBERS WITH TOPICS SUCH AS WETLAND CONSERVATION, BIRD WATCHING, RIVER RESTORATION, COMPOSTING, AND CLIMATE CHANGE. IN ADDITION, OUR ONLINE WASTE MANAGEMENT AND RECYCLING COURSE HAS REACHED 215 STUDENTS TO DATE. THROUGH OUR PARTICIPATION WITH OUR RAISE THE RIVER PARTNERS IN EVENTS SUCH AS THE ANNUAL AGROBAJA EXPO AND RAISE THE RIVER FESTIVAL, AN ADDITIONAL 2,237 MEMBERS OF THE COMMUNITY LEARNED ABOUT THE BENEFITS OF OPEN RIPARIAN HABITAT AND THE IMPORTANCE OF RESTORING RIVERS, WETLANDS, RIPARIAN HABITATS, AND NATIVE SPECIES.

AS PART OF THE WORK OF MEXICALI FLUYE, 31 PUBLIC MEETINGS WERE HELD AS OPEN SPACES FOR COMMUNITY DIALOGUE AND INFORMATION SHARING. APPROXIMATELY 280 RESIDENTS AND LOCAL LEADERS PARTICIPATED IN THESE MEETINGS, LATER BECOMING ACTIVE ALLIES OF THE PROJECT. IN ADDITION, 53 WORKSHOPS WERE CONDUCTED, FOCUSED ON PRACTICAL TRAINING. THESE WORKSHOPS ENGAGED 1,178 COMMUNITY MEMBERS AND 1,002 STUDENTS IN ACTIVITIES SUCH AS TRASH COLLECTION, TREE PLANTING, BIRD WATCHING, WASTE MANAGEMENT TRAINING, WETLAND AND ECOSYSTEM SERVICES EDUCATION, AS WELL AS THE DETECTION AND REPORTING OF ILLEGAL DUMPING.

GOAL 3: THE COLORADO RIVER DELTA HAS PERMANENT PROTECTION. THE ORIGINAL PROPOSAL TO ESTABLISH 70,000 ACRES AS A STATE PROTECTED AREA HAD TO BE RECONSIDERED TO PROVIDE ADDITIONAL TIME FOR BROADER PARTICIPATION FROM THE NATIVE CUCAPAH TRIBE. AIMING TO ENGAGE THE NATIVE CUCAPAH COMMUNITY, THE RAISE THE RIVER ALLIANCE PARTNERS DEVELOPED A SPECIFIC OUTREACH STRATEGY TO PROPERLY ENGAGE THE CUCAPAH. IMPLEMENTATION OF THIS STRATEGY BEGAN IN 2025 AND WILL CONTINUE THROUGH 2026.

MEXICALI FLUYE: IN FY2025 WE CONTINUED IMPLEMENTATION OF ACTIVITIES ALONG THE NEW RIVER, THROUGH OUR MEXICALI FLUYE PROJECT. THE GOAL OF THE MEXICALI FLUYE PROJECT IS TO IMPROVE COMMUNITY QUALITY OF LIFE THROUGH IMPLEMENTING NATURE-BASED SOLUTIONS IN MEXICALI URBAN WETLANDS THAT IMPROVE RIVER'S WATER QUALITY AND THE URBAN LANDSCAPE. FOUR COMMUNITY GREEN CORRIDORS CURRENTLY UNDERGOING REHABILITATION: SOLIDARIDAD, MISIÓN DEL ÁNGEL, EL DORADO, AND CAMINO REAL. WE HAVE COMPLETED REFORESTATION OF 6 HECTARES WITH 741 TREES PLANTED OF NATIVE SPECIES: MESQUITE, POPLAR, AND PALO VERDE. WE REMOVED 2,000 TONS OF WASTE. CLEANING INSIDE AND OUTSIDE THE RIVERBED (CONSTRUCTION DEBRIS, TIRES, MUNICIPAL SOLID WASTE, INVASIVE VEGETATION. WE INSTALLED BASIC INFRASTRUCTURE SUCH AS FENCING, TRAILS, 3 BIRDBATCHING PLATFORMS, IRRIGATION SYSTEM, AND RECREATIONAL AREAS FOR THE COMMUNITY (COMMUNITY GARDEN, SOCCER FIELD, MINI GOLF).

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Supplemental Information to Form 990 or 990-EZ

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OMB No. 1545-0047

**Open to Public
Inspection**

Name of the organization

THE SONORAN INSTITUTE, INC.

Employer identification number

86-0684610

FORM 990, PART III, LINE 4B - SECOND ACCOMPLISHMENT
GROWING WATER SMART PROGRAM:

THE GROWING WATER SMART PROGRAM ADDRESSES THE CHALLENGES OF AN OVER-APPROPRIATED COLORADO RIVER AND SURROUNDING AQUIFERS, AS WELL AS THE IMPACTS OF CLIMATE CHANGE THAT DO NOT LEAVE WATER FOR BOTH HEALTHY LANDSCAPES (ENVIRONMENT) AND THRIVING COMMUNITIES (PEOPLE). THE GROWING WATER SMART PROGRAM, OFFERED IN PARTNERSHIP WITH THE BABBITT CENTER FOR LAND AND WATER POLICY, A CENTER OF THE LINCOLN INSTITUTE OF LAND POLICY, PROVIDES TRAINING AND ASSISTANCE TO COMMUNITIES AND WATER PROVIDERS TO ESTABLISH PLANS, POLICIES AND PROGRAMS THAT CONSERVE MUNICIPAL WATER AND USE IT SUSTAINABLY IN COMMUNITIES ACROSS ARIZONA, COLORADO, CALIFORNIA, UTAH AND THE US-MEXICO BORDER REGION. IN OUR GROWING WATER SMART WORKSHOPS AND FOLLOW-UP ASSISTANCE, AN INTERDISCIPLINARY TEAM OF LAND-USE PLANNERS, WATER PROVIDERS, AND GOVERNMENT OFFICIALS ASSESS THEIR COMMUNITY'S WATER CHALLENGES, AND IDENTIFY AND IMPLEMENT STRATEGIES TO REDUCE WATER DEMAND IN NEW AND EXISTING DEVELOPMENT AND MANAGE WATER SUSTAINABLY AND HOLISTICALLY INTO THE FUTURE.

1. HELD GROWING WATER SMART WORKSHOP IN COLORADO ON SEPTEMBER 9-11, 2024. SIX COMMUNITIES PARTICIPATED: CITY OF FORT LUPTON, TOWN OF MEAD AND LITTLE THOMPSON WATER DISTRICT, CITY OF LAFAYETTE, LARIMER COUNTY, CITY OF FORT COLLINS, AND TOWN OF JOHNSTOWN.

2. HELD GROWING WATER SMART WORKSHOP IN MEXICALI, BAJA CALIFORNIA ON NOVEMBER 11-13, 2024. REGIONAL FOCUS WITH REPRESENTATION FROM MEXICALI, BAJA CALIFORNIA AND IMPERIAL COUNTY, CA.

3. HELD GROWING WATER SMART WORKSHOP IN COLORADO ON APRIL 21-23, 2025. SIX COMMUNITIES PARTICIPATED: CITY OF CORTEZ WITH UTE MOUNTAIN UTE TRIBE, TOWN OF NORWOOD, TOWN OF PALISADE, TOWN OF OPHIR, CITY OF DURANGO, MIDDLE COLORADO WATERSHED COUNCIL

4. HELD GROWING WATER SMART WORKSHOP IN ARIZONA FROM JANUARY 22-24, 2025, IN CLARKDALE. THE FOLLOWING COMMUNITY TEAMS PARTICIPATED: CAMPE VERDE, CHINO VALLEY, CLARKDALE, JEROME, PRESCOT VALLEY, AND YAVAPAI COUNTY.

5. HELD A BORDER GROWING WATER SMART WORKSHOP JUNE 12, 2025, IN DOUGLAS, ARIZONA FOR THE CITIES OF DOUGLAS, ARIZONA, AND AGUA PRIETA, SONORA.

6. WATER AND LAND USE METRICS TECHNICAL ASSISTANCE WITH THE CITY OF THORNTON, COLORADO, AND LITTLE THOMPSON WATER DISTRICT AND OUR CONSULTANT BRENDLE GROUP.

-THE CITY OF THORNTON CREATED A MICROSOFT EXCEL-BASED TOOL FOR INPUTTING WATER DATA AND IRRIGATED AREA DATA. THE TOOL EXPORTS KEY METRICS, INCLUDING AVERAGE ANNUAL WATER USE, AVERAGE IRRIGATION WATER USE, AND (ONLY FOR ACCOUNTS WITH INPUT IRRIGATED AREA DATA) WATER USE INTENSITY.

-LITTLE THOMPSON WATER DISTRICT CREATED A MICROSOFT EXCEL-BASED TOOL FOR INPUTTING WATER DATA AND IRRIGATED AREA DATA. THE TOOL EXPORTS KEY METRICS, INCLUDING AVERAGE ANNUAL WATER USE, AVERAGE IRRIGATION WATER USE, AND (ONLY FOR ACCOUNTS WITH IRRIGATED AREA DATA) WATER USE INTENSITY.

7. HELD 2 GROWING WATER SMART PEER NETWORK WEBINARS:

-DECEMBER 12, 2024: HOW TO MAINTAIN MOMENTUM FOR IMPLEMENTATION OF WATER AND LAND USE POLICIES.

-FEBRUARY 12, 2025: DATA-DRIVEN WATER AND LAND USE PLANNING POLICIES AND

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TOOLS.

8. RESERACHED AND SUBMITTED A REPORT ON HOW TO AND THE IMPORTANCE OF COLLABORATING ACROSS BOUNDARIES FOR WATER RESILIENCE FOR A PEER-REVIEWED JOURNAL.

9. AWARDED 5 TECHNICAL ASSISTANCE GRANTS TO PAST GROWING WATER SMART PARTICIPATING COMMUNITIES:

-YAVAPAI COUNTY, AZ: COUNTY-WIDE STORMWATER MANAGEMENT POLICIES

-TOWN OF JEROME, AZ: WATER RESILIENT STREET SCAPE DESIGN MANUAL

-IMPERIAL COUNTY, CA: NEW WATER ELEMENT IN COMPREHENSIVE MASTER PLAN

-SUMMIT COUNTY, CO: COORDINATION WITH REGIONAL WATER PROVIDERS FOR HOUSING NEEDS ASSESSMENT

-TOWN OF RIDGWAY, CO: RESIDENTIAL LANDSCAPE TEMPLATES FOR TURF CONVERSION PROJECTS.

FORM 990, PART III, LINE 4C - THIRD ACCOMPLISHMENT

SANTA CRUZ RIVER PROGRAM

SONORAN INSTITUTE'S SANTA CRUZ RIVER PROGRAM'S VISION IS FOR A LIVING, FLOWING RIVER THAT IS THE FOUNDATION OF COMMUNITY HEALTH AND PROSPERITY FROM MEXICO TO MARANA.

1. LIVING RIVERS REPORTS WERE LAUNCHED IN 2008, WHEN SONORAN INSTITUTE BEGAN TRACKING CONDITIONS OF THE STRETCH OF THE SANTA CRUZ RIVER IN SANTA CRUZ COUNTY THAT FLOWS YEAR-ROUND. THE EFFORT EXPANDED IN PARTNERSHIP WITH PIMA COUNTRY AND THE REGIONAL FLOOD CONTROL DISTRICT IN 2012, AND THE CITY OF TUCSON IN 2020, TO REPORT ON CONDITIONS IN THE FLOWING REACHES IN PIMA COUNTY. LIVING REPORTS FOR ARE ONLINE AT WWW.SONORANINSTITUTE.ORG. THIS YEAR:

-FOR THE FOURTH YEAR IN A ROW, SONORAN INSTITUTE PUBLISHED OUR LIVING RIVER REPORTS FOR BOTH THE TUCSON AND NOGALES REACHES OF THE SANTA CRUZ RIVER. THE TUCSON REPORT WAS DISTRIBUTED TO NEARLY 12,000 HOUSEHOLDS AND THE NOGALES REPORT WAS DISTRIBUTED TO NEARLY 3,000 HOUSEHOLDS IN DECEMBER 2025 (+1,000 MORE ATTRIBUTABLE TO CROWN FUNDING).

2. OUR 15TH ANNUAL SANTA CRUZ RIVER RESEARCH DAYS SYMPOSIUM TOOK PLACE APRIL 29-30, 2025 WITH A FIELD TRIP ON MAY 1, AT PIMA COMMUNITY COLLEGE'S DOWNTOWN CAMPUS IN TUCSON AND ONLINE AS A HYBRID EVENT. THIS YEAR'S THEME, BUILDING ON SUCCESSES, HIGHLIGHTED THE GROWING MOMENTUM BEHIND RESEARCH, RESTORATION, AND COMMUNITY-DRIVEN WORK ALONG THE SANTA CRUZ RIVER. AS HAS BEEN THE CASE SINCE 2020, WE HAVE CONTRACTED WITH LANGUAGE INTERPRETERS TO PROVIDE OUR IN-PERSON AND VIRTUAL ATTENDEES WITH REAL-TIME ENGLISH-SPANISH TRANSLATION, RESULTING IN BROAD PARTICIPATION FROM BOTH SIDES OF THE BORDER.

-SANTA CRUZ RIVER NATIONAL WILDLIFE REFUGE: IN 2025, THE MULTIYEAR EFFORT TO ESTABLISH THE SANTA CRUZ RIVER NATIONAL WILDLIFE REFUGE CONTINUES TO PROGRESS WITH STRONG REGIONAL COMMITMENT. SINCE 2023, SONORAN INSTITUTE HAS CO-LED THE REFUGE'S GRASSROOTS COALITION, WHICH HAS EXPANDED TO INCLUDE MORE THAN 50 ORGANIZATIONS, COMMUNITY LEADERS, LANDOWNERS, AND ELECTED

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OFFICIALS-ALL WORKING TOWARD PERMANENT FEDERAL PROTECTION FOR THE RIVER CORRIDOR FROM MEXICO TO MARANA. IN 2025, SONORAN INSTITUTE AND THE UNIVERSITY OF ARIZONA EXPANDED ECOLOGICAL STUDIES AND COMMUNITY ENGAGEMENT. A MAJOR MILESTONE WAS REACHED IN EARLY 2025 WITH THE COMPLETION AND U.S. FISH AND WILDLIFE SERVICE APPROVAL OF THE FEDERALLY REQUIRED LANDSCAPE PROTECTION STRATEGY, WHICH OUTLINES THE ECOLOGICAL, CULTURAL, AND COMMUNITY SIGNIFICANCE OF THE PROPOSED REFUGE. SONORAN INSTITUTE IS NOW DRAFTING THE COMPANION LAND PROTECTION PLAN, POSITIONING THE PROJECT FOR RAPID ADVANCEMENT WHEN FEDERAL TIMING ALIGNS.

3. SONORAN INSTITUTE BEGAN ADVANCING TWO MAJOR LINES OF INQUIRY THAT ADDRESS LONG-STANDING CONCERNS IN THE NOGALES REACH OF THE SANTA CRUZ RIVER. THE FIRST CENTERS ON RESTORATION POTENTIAL: IDENTIFYING WHERE ECOLOGICAL RESTORATION IS FEASIBLE ALONG THE EXISTING 15 MILES OF FLOWING RIVER AND EVALUATING OPPORTUNITIES FOR ADDITIONAL RESTORATION SHOULD AN INCREASED OF FLOWS INTO THE SANTA CRUZ RIVER HAPPEN. THE SECOND EFFORT IS AN ECONOMIC ANALYSIS DESIGNED TO QUANTIFY THE VALUE OF THE RIVER-ITS ECOLOGICAL FUNCTIONS, ITS SIGNIFICANCE TO NEARBY RESIDENTS AND VISITORS, AND THE POTENTIAL ECONOMIC BENEFITS ASSOCIATED WITH ADDITIONAL FLOW. TO GUIDE THIS WORK, SONORAN INSTITUTE IS ASSEMBLING AN ADVISORY GROUP OF MUNICIPAL PARTNERS, LANDOWNERS, ACADEMIC EXPERTS, AND COMMUNITY REPRESENTATIVES FROM ACROSS SANTA CRUZ COUNTY. THIS GROUP WILL REVIEW DATA COLLECTED BY SUBCONTRACTING FIRMS EVALUATING CURRENT CONDITIONS AND FUTURE OPPORTUNITIES ALONG THE RIVER CORRIDOR.

4. IMPLEMENTED THE ANNUAL FISH SURVEY ON NOVEMBER 4 & 5, 2024. THE FISH SURVEY HAD STAFF AND VOLUNTEERS SUPPORTING THE PROJECT FROM THE FEDERAL GOVERNMENT, STATE GOVERNMENT, COUNTY GOVERNMENT, THE UNIVERSITY OF ARIZONA, AND FROM PRIVATE ORGANIZATIONS. THE TEAM SURVEYED FISH UP AND DOWN THE SANTA CRUZ RIVER, FROM NOGALES WASH THROUGH MARANA. SURVEYS FOUND 7 SPECIES ACROSS 8 SITES. THE FISH NUMBERS WERE HIGH RELATIVE TO THE PREVIOUS YEAR, EVEN THOUGH TWO SURVEY SITES NEAR NOGALES WERE DRY. GILA TOPMINNOW NUMBERS WERE LOWER IN THE TUCSON AREA THAN PREVIOUS YEAR, THOUGH ARE THRIVING IN THE DOWNTOWN TUCSON SITE.

5. SONORAN INSTITUTE IMPLEMENTED THREE RIVER CLEAN-UP EVENTS:
-OCTOBER 12, 2024 WAS HELD IN PARTNERSHIP WITH TUCSON CLEAN AND BEAUTIFUL AND TOOK PLACE AT THE GRANT ROAD CROSSING IN TUCSON, AZ. THIS EVENT DREW 70 VOLUNTEERS AND REMOVED 1,842 POUNDS OF TRASH.
-THE DECEMBER 14, 2024, DAYS OF CONNECTION CLEANUP IN PARTNERSHIP WITH TUCSON CLEAN AND BEAUTIFUL TOOK PLACE AT ST. MARY'S ROAD AND REMOVED 2,517 LBS. OF TRASH WITH SUPPORT FROM 125 VOLUNTEERS.
-MARCH 15, 2025, DAYS OF CONNECTION CLEANUP WITH TUCSON CLEAN & BEAUTIFUL REMOVED 1,025 LBS. OF TRASH FROM THE SANTA CRUZ RIVER AT VERDUGO PARK IN TUCSON, BRINGING 63 VOLUNTEERS.

FORM 990, PART III, LINE 4D - ALL OTHER ACCOMPLISHMENTS
ONE BASIN PROGRAM

THE ONE BASIN PROGRAM BRINGS PEOPLE WITH COMPETING INTERESTS, WHO SPEAK DIFFERENT LANGUAGES, AND HAVE DIVERSE BACKGROUNDS TOGETHER TO FIND

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EQUITABLE, WORKABLE, EFFECTIVE SOLUTIONS TO ADDRESS WATER CHALLENGES IN THE COLORADO RIVER BASIN. THE GOAL OF THE PROGRAM IS THAT THE COLORADO RIVER IS MANAGED IN A MORE HOLISTIC, INCLUSIVE, AND ADAPTIVE FASHION TO BENEFIT COMMUNITIES AND WILDLIFE.

1. SUPPORTED THE TRIBAL WATER MANAGERS NETWORK WITH WEBINARS AND IN-PERSON MEETINGS PROVIDING TRIBAL WATER MANAGERS WITH PEER-LEARNING OPPORTUNITIES.
2. REFINED PROPOSALS FOR GOVERNANCE OF A BINATIONAL ENDOWMENT FUND FOR THE COLORADO RIVER DELTA.
3. ENGAGED WITH THE CUCUPA ON OPTIONS FOR PERMANENT PROTECTION OF THE COLORADO RIVER DELTA.

FORM 990, PART V, LINE 4B - FINANCIAL ACCOUNTS IN FOREIGN COUNTRIES
MEXICO

FORM 990, PART VI, LINE 11B - ORGANIZATION'S PROCESS TO REVIEW FORM 990 BEFORE THE 990 IS SIGNED AND FILED, IT IS GIVEN TO THE FINANCE/AUDIT COMMITTEE FOR THEIR REVIEW.

FORM 990, PART VI, LINE 12C - ENFORCEMENT OF CONFLICTS POLICY
THE ORGANIZATION REGULARLY MONITORS COMPLIANCE WITH THE CONFLICT OF INTEREST POLICY. MEMBERS ARE REQUIRED TO DISCLOSE ANY POTENTIAL CONFLICTS.

FORM 990, PART VI, LINE 15A - COMPENSATION PROCESS FOR TOP OFFICIAL
IN DETERMINING THE COMPENSATION FOR THE CEO, AND ANY OTHER CHIEF EXECUTIVES, THE BOARD OF DIRECTORS COMPLETED A JOB EVALUATION AND TOOK GUIDANCE FROM A HIRED CONSULTANT WHO PERFORMED COMPENSATION MARKET ANALYSIS FOR THE ORGANIZATION.

FORM 990, PART VI, LINE 19 - GOVERNING DOCUMENTS DISCLOSURE EXPLANATION
DOCUMENTS ARE AVAILABLE UPON REQUEST.

FORM 990, PART IX, LINE 11G - OTHER FEES FOR SERVICES
DESCRIPTION

TOT/PROG SERVICE	MGT & GENERAL	FUNDRAISING
CONSULTANTS		
\$ 484,536	\$ 25,727	\$ 47,547
OUTSIDE SERVICES		
\$ 1,352,604	\$ 15,707	\$ 13,592
TOTAL		
\$ 1,837,140	\$ 41,434	\$ 61,139

FORM 990, PART XI, LINE 9 - OTHER CHANGES IN NET ASSETS EXPLANATION

DIRECT DONOR BENEFITS	\$ 43,549
BAD DEBT EXPENSE	\$ -9,249
EVENT EXPENSES	\$ -43,549
TOTAL	\$ -9,249

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Related Organizations and Unrelated Partnerships

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.

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THE SONORAN INSTITUTE, INC.

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
(1)					
(2)					
(3)					
(4)					
(5)					

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) THE SONORAN INSTITUTE MEXICO, A..C. AVE. GRACIELA 654, COL. RESIDENCIAS MEXICALI MX	CONSERVE	MX	501C3		N/A		X
(2) SANTA LUCIA CONSERVANCY 26700 RANCHO SAN CARLOS RD 77-0411485 CARMEL CA 93923	CONSERVE	CA	501C3	12C	N/A		X
(3)							
(4)							
(5)							

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) Dispro- portionate alloc.?		(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	
(1)												
(2)												
(3)												
(4)												

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
(1)									
(2)									
(3)									
(4)									

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	1a	X
b Gift, grant, or capital contribution to related organization(s)	1b	X
c Gift, grant, or capital contribution from related organization(s)	1c	X
d Loans or loan guarantees to or for related organization(s)	1d	X
e Loans or loan guarantees by related organization(s)	1e	X
f Dividends from related organization(s)	1f	X
g Sale of assets to related organization(s)	1g	X
h Purchase of assets from related organization(s)	1h	X
i Exchange of assets with related organization(s)	1i	X
j Lease of facilities, equipment, or other assets to related organization(s)	1j	X
k Lease of facilities, equipment, or other assets from related organization(s)	1k	X
l Performance of services or membership or fundraising solicitations for related organization(s)	1l	X
m Performance of services or membership or fundraising solicitations by related organization(s)	1m	X
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	X
o Sharing of paid employees with related organization(s)	1o	X
p Reimbursement paid to related organization(s) for expenses	1p	X
q Reimbursement paid by related organization(s) for expenses	1q	X
r Other transfer of cash or property to related organization(s)	1r	X
s Other transfer of cash or property from related organization(s)	1s	X

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) THE SONORAN INSTITUTE MEXICO, A.C.	P	1,709,747	ACTUAL
(2)			
(3)			
(4)			
(5)			
(6)			

Part VI

Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(e) Are all partners section 501(c)(3) organizations?		(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		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
(8)													
(9)													
(10)													
(11)													

Part VII

Supplemental Information.

Provide additional information for responses to questions on Schedule R. See instructions.