

Project Grant Application

McKinney Community Development Corporation FY 2026

MCDC Mission

Staying true to voter intent, we work proactively, in partnership with others, to promote and fund community, cultural, and economic development projects that maintain and enhance the quality of life in McKinney.

Important Information

- Please read the McKinney Community Development Corporation [Project Grant Guidelines](#) before completing this application.
- The Grant Guidelines are available at [McKinneyCDC.org](#) or by emailing Info@McKinneyCDC.org.
- Please submit a request for preliminary review of your project prior to submitting an application. Use the form [Letter of Inquiry](#).

Applications must be submitted via online form and must be submitted no later than 5 p.m. on the deadline date. Incomplete applications will not be eligible for review or consideration by the board.

Project Grants offer support for projects that are eligible for consideration under Sections 501 and 505 of the Texas Local Government Code. These include:

- Projects Related to the Creation or Retention of Primary Jobs
- Horizontal Infrastructure Improvement Projects Necessary to Develop New or Expanded Business Enterprises (water, sewer, utilities, site work)
- Public Parks and Open Space Improvements
- Projects Related to Recreational or Community (city/public access) Facilities
- Professional and Amateur Sports and Athletic Facilities, including Children's Sports
- Destination Entertainment, Tourist and Convention Facilities
- Projects Related to Low Income Housing (60% AMI or lower)
- Mass Transit-Related Facilities or Equipment
- Airport Facilities

Please include the information outlined below to ensure board consideration for funding.

- **Detailed project description**
 - Overall project goals - (e.g., financial impact, new business generated, new demographic reached, efficiency impact, safety and security impact, etc.)
 - Project Timeline (design to completion)
 - Detailed Project Budget
 - Site plan (property plat)
 - Design plans/images

- Projected impact on McKinney's economy
- Projected impact on McKinney's quality of life
- **Financial viability of organization (Please provide the following documentation)**
 - Verification of organization's status (IRS letter of determination, W9, registration with the Secretary of State);
 - Most recent two years of audited financial statements including organization's budget and profit/loss statements (written explanation if audit not available);
 - Organization's funding sources, impact of the project, and how it will lead to new or expanded business, and the organization's financial position.

Project Grant Application Calendar

Cycle I

- Application Deadline: Dec. 30, 2025
- Presentation to MCDC Board: Jan. 22, 2026
- Board Vote and Award Notification: Feb. 26, 2026

Cycle II

- Application Deadline: March 31, 2026
- Presentation to MCDC Board: April 23, 2026
- Board Vote and Award Notification: May 28, 2026

Cycle III

- Application Deadline: June 30, 2026
- Presentation to MCDC Board: July 23, 2026
- Board Vote and Award Notification: Aug. 27, 2026

Organization Information

Organization Name	Heard Natural Science Museum and Wildlife Sanctuary
CEO / Executive Director	John C. Dexter, PhD
Federal Tax I.D.	75-1317961
Incorporation Date	Sunday, June 1, 1969
Mailing Address	1 Nature Place McKinney, TX, 75069
Phone Number	(972) 562-5566

Email	info@heardmuseum.org
Website	heardmuseum.org
Facebook	https://www.facebook.com/ConnectwithNature/
Instagram	https://www.instagram.com/heardmuseum_connectwithnature/
Twitter / X	https://x.com/heardnsm
LinkedIn	https://www.linkedin.com/company/heard-natural-science-museum-&-wildlife-sanctuary

Please provide a detailed narrative about your organization including years established, mission, goals, scope of services, staff, successes, contribution to community, etc.

The Heard Natural Science Museum and Wildlife Sanctuary’s mission is to educate and inspire by connecting people with the natural world. We are the legacy and namesake of local philanthropist Miss Bessie Heard, who envisioned preserving the beauty of the North Texas area for future generations to engage with, learn from, and enjoy. Originally a land purchase of 207 acres, first opened to the public in 1967, the Heard has since expanded into a 289-acre Wildlife Sanctuary, Animal Refuge, Outdoor Education Center, and Museum, bringing over 100,000 yearly visitors closer to nature.

Located in the heart of a rapidly developing urban metroplex, the Heard occupies a unique position in its community. Our mission is ambitious and involves several different approaches to realize its fulfillment. The Heard is proud of the paleontology and zoology exhibits within its Museum building, however, the Heard is not merely a museum. The restoration work the Sanctuary Team conducts on the preserve ensures invaluable ecological benefits to the North Texas area: reducing flood runoff, preserving endangered prairies, and providing crucial resting areas for migratory birds, butterflies, and other insects. Entities such as Texas Parks & Wildlife and the U.S. Fish & Wildlife Service approach the museum as trusted partners when rescued animals are in need of a home, and the Heard is dedicated to the lifelong care of all non-releasable wildlife in the care of Museum staff. All our conservation and preservation efforts are strengthened by our education programs, which deliver comprehensive, engaging, and unique outdoor learning experiences to over 22,000 students every year, raising environmental awareness and respect for nature within the communities of our visiting students.

The Heard is staffed by 19 full-time and 37 part-time team members, organized into the following departments: Sanctuary, Operations, Animal Care, Collections, Development, Marketing, and Administration. Daily tasks at the Heard are complex, diverse, and variable, and involve the care of 75 rescued animals, restoration efforts on Sanctuary grounds, fundraising and stewardship, organization of volunteer contributions, delivering education programs, and providing a safe, educational, and engaging guest experience to all community members who visit the Museum.

In the 59 years the Heard has been operational, the Museum has constantly evolved to meet the demands of the North Texas community, which has in turn supported its continued growth. No other outdoor learning facility in the DFW metroplex can boast the same diversity of nature-related programming the Heard provides.

Select One

Nonprofit - 501(c)3 (Attach a copy of IRS Determination Letter)

IRS Determination Letter for 501(c)3

 MCDC2026_IRSDetermination.pdf

Reminder: To save your progress in the form, you must scroll to the bottom of the form and select 'Save'.

If you do not have a Jotform login, you will need to create one.

Representative & Contact Information

Is the representative information same as above?	No
Representative Completing Application	Sean Kennedy
Title	Grant Writer
Mailing Address	1 Nature Place McKinney, TX, 75069
Phone Number	(972) 884-4209
Email Address	skennedy@heardmuseum.org
Is the contact for communications between MCDC and the organization same as above?	Yes
Are you the property owner?	Yes

Reminder: To save your progress in the form, you must scroll to the bottom of the form and select '**Save**'.
If you do not have a Jotform login, you will need to create one.

Information About Funding Request and Project Costs

Total Amount Requested	72,102.16
Are matching funds available?	No
Have you received or will funding be requested from any other City of McKinney entity (e.g. City of McKinney, MEDC, TIRZ, McKinney Housing & Community Development)?	No
What is the total cost for this Project?	193,235.07
What percentage of Project total will be funded by the applicant?	27
Are matching funds available?	No
Estimated Annual Taxable Sales	220000

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Project Description and Details

Information about the project for which you are seeking funding.

Project / Business Name	Exhibition Hall Renovation Project	
Location of Project	Heard Museum Main Building	
Physical Address	1 Nature Place McKinney, TX, 75080	
Property Size (in acres)	289	
Collin CAD Property ID	2720640	
What kind of project is proposed? (Check all that apply.)	Replacement / repair Multi-phase project New project	
Estimated Date of Project Start Date	Saturday, August 1, 2026	
Estimated Date of Project Completion Date	Thursday, December 31, 2026	
Current Appraised Value of Property	0	
Estimated Appraised Value (post-improvement)	0	
Has the project been competitively bid?	No	

Project Summary / Supplemental Documentation

Provide a comprehensive project narrative and/or attachments that include:

- Overall project goals – (e.g. - financial impact, new business generated, new demographic reached, efficiency impact, safety and security impact, etc.)
- Project Timeline (design to completion)
- Detailed Project Budget
- Site plan (property plat)
- Design plans/images
- Projected impact on McKinney’s economy
- Projected impact on McKinney’s quality of life

Project narrative and/or attachments



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 MCDC2026_GalleryRefresh_NARRATI... .pdf

 MCDC2026_GalleryRefresh_BUGABO... .pdf

Reminder: To save your progress in the form, you must scroll to the bottom of the form and select '**Save**'. If you do not have a Jotform login, you will need to create one.

Structure and Financial Viability of the Organization

Provide the following documentation:

- Business Plan – mission/goals, organizational structure, target customers, product lines, future expansion
- Verification of organization’s status (IRS letter of determination, W9, Secretary of State registration, etc.)
- Most recent two years of audited financial statement including organization’s budget and profit/loss statement
(written explanation if audit not available.)

 MCDC2026_GalleryRefresh_TwoYearA....pdf

 MCDC2026_GalleryRefresh_BUSINES... .pdf

 MCDC2026_GalleryRefresh_HeardW9.pdf

Reminder: To save your progress in the form, you must scroll to the bottom of the form and select '**Save**'. If you do not have a Jotform login, you will need to create one.

Additional Information

Reminder: To save your progress in the form, you must scroll to the bottom of the form and select **'Save'**. If you do not have a Jotform login, you will need to create one.

Checklist for Completed Application

All applicants must submit a complete application with the following attachments and required information as detailed throughout the application to ensure Board consideration for funding.

Procedure

Application completed and submitted prior to deadline (5 p.m. on deadline date)

Application submitted via online form

Organization and Financial Information

Completed all organizational information

Provided organization business plan

Provided documentation of organization’s status (IRS letter, W9, Secretary of State registration)

Provided two most recent years of audited financial statements (budget + profit & loss)

Provided information regarding project funding (e.g. organization’s contribution, other sources)

Specific Project Elements

Type of project (e.g. expansion, new development, repair)

Project description (e.g. goals, impact on organization, impact on McKinney’s economy and quality of life)

Project timeline

Detailed project budget

Site plan and/or property plat

Project designs

Community & Economic Impact

Description of how the project supports new business development or expansion of existing business

Economic impact projections

Benefits to McKinney residents and community quality of life

Presentation to MCDC Board of Directors

Completed applications that are eligible for consideration by MCDC will be presented to the board according to the schedule included on the first page of this application. Presentations will be limited to five (5) minutes followed by time for questions from the Board. **Please be prepared to provide the information outlined below in your presentation:**

- Introductory overview of applying organization
- Project description (e.g. purpose, goals, impact on organization)
- Project timeline
- Summary of project budget
- Site plan and/or property plat, project designs
- Impact of project on McKinney’s economy and/or quality of life

Acknowledgements and Grantee Assurances

- The Project for which financial assistance is sought will be administered by or under the supervision of the applying individual/company.
- The Organization officials who have signed the application are authorized by the organization to submit the application.
- All funds awarded will be used exclusively for the purpose described in this application.
- Applicant owns the land, building or facility where the proposed infrastructure improvements will be made. If the Applicant does not own the land, written acknowledgement/approval from the property owner must be included with the application. The letter must document the property owner is aware of the proposed improvements and use of the property or building; and the property owner has reviewed the project plan and application, approves and supports the efforts of the Applicant.
- MCDC will be recognized as a funder of the Project. Specifics will be agreed upon by applicant and MCDC and included in an executed performance agreement.
- Individual/company representative who has signed the application is authorized to submit the application.
- Applicant will comply with the Grant Guidelines in executing the Project for which funds were awarded.
- Funded projects must be completed within one year of the date the grant is approved by the MCDC board unless an exception is granted.
- Completed Project must be inspected for Code compliance.
- A signed Contractor’s Sworn Statement and Waiver of Lien to Date form must be completed, notarized and provided to MCDC prior to receiving grant funds.
- Property owner will be responsible for maintaining the infrastructure improvements made with funding from Grant for a minimum of ten (10) years.
- A final report detailing the successful completion of the Project will be provided to MCDC no later than 30 days following completion of the Project.

Grant funding is provided on a reimbursement basis subsequent to submission of a reimbursement request, with copies of invoices and paid receipts for qualified expenses.

- Up to 20% of the grant funds awarded may be withheld until a final report on completion of the Project is provided to MCDC.
- Applicant gives permission for the use of Board presentation images and other published event images on MCDC and City of McKinney website and social media content and print/digital publications.
- A performance agreement will be required that may outline requirements for acknowledging MCDC funding support for the project. Additionally, it will contain a provision certifying that the applicant does not and will not knowingly employ an undocumented worker in accordance with Chapter 2264 of the Texas Government Code, as amended. Further, should the applicant be convicted of a violation under 8 U.S.C. § 1324a(f), the applicant will be required to repay the amount of the public subsidy provided under the agreement plus interest, at an agreed to interest rate, not later than the 120th day after the date the MCDC notifies the applicant of the violation.

Applicant Electronic Signature

BY SIGNING THIS APPLICATION, I CERTIFY THAT I AM THE LEGAL OWNER OF THE ABOVE REFERENCED PROPERTY OR THAT I AM AUTHORIZED TO REPRESENT AND ACT ON THE BEHALF OF THE OWNER OF THE ABOVE REFERENCED PROPERTY. I ALSO CERTIFY THAT ALL OF THE INFORMATION PROVIDED HEREON IS ACCURATE AND TRUE SO FAR AS I AM AWARE AND UNDERSTAND THAT I AM LEGALLY RESPONSIBLE FOR THE ACCURACY OF THIS APPLICATION. I FURTHER UNDERSTAND THAT I AM NOT GUARANTEED A GRANT.

Selecting this option indicates your agreement with the above statement.

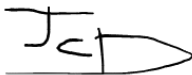
Representative Completing Application



Date

Tuesday, June 30, 2026

Property Owner



Date

Tuesday, June 30, 2026

Notes

- **Reminder:** To save your progress in the form, you must scroll to the bottom of the form and select 'Save'. If you do not have a Jotform login, you will need to create one.

Incomplete applications or those received after the deadline will not be considered.

- A final report must be provided to MCDC within 30 days of the completion of the Project.
- Final payment of funding awarded will be made upon receipt of final report.
- Please use the [Final Report](#) to report your results. A [PDF version](#) is also available.



Exhibition Hall Renovation Project 2026

Project Narrative

Overview:

The Heard Natural Science Museum and Wildlife Sanctuary is requesting support to complete its Exhibition Hall Renovation Project, the culmination of a two-year effort to modernize the Heard's natural science exhibitions. To complete the renovation, the Heard has proposed the installation of a new exhibition, its first in over five years, titled the *Bug Abode*, intended to bring the experience of witnessing the Sanctuary's insect life indoors, providing visitors with an engaging, educational, and visually interesting exhibition of North Texas's native insects. The renovation, including the installation of the Bug Abode, provides the opportunity to address crucial need for long-overdue facility improvements while showcasing important Heard collections. The previous exhibition, the *Shell Room*, ceased generating community interest some time ago and primarily displayed fossils not native to the North Texas region. The proposed work allows for both physical upgrades to the galleries and new regionally relevant specimens and educational content to be delivered to the public simultaneously.

Thus far, much of the Museum's seven galleries have received a refresh, including: the Reptile Gallery, a longstanding and beloved display showcasing many examples of native snake species, all of whom are rescued members of the Heard's Animal Refuge; a modern security camera system has been installed, elevating the standard of safety and security to industry-best practice for all visitors, animals, collections, and staff; a mural printer has been purchased allowing for signage to be easily designed and displayed across the entire Museum; much of the galleries' walls have received fresh coats of paint and the floors have been polished and waxed; several enclosures housing members of the Animal Refuge have received substrate and live plants, improving the resident animal's quality of life; several displays have been added, including a collection of *Megalodon* teeth and *Prototaxites* fossils in the Fossil Gallery; the Shell Room has been deinstalled and objects returned to collections storage, preparing the gallery for conversion into the *Bug Abode*. Renovations completed to date have largely been supported by grants and support from private donors, with the Museum contributing its cost-share in significant hours of Heard staff labor.

Installation of the *Bug Abode*, including production of the insect-specific display cases, repainting of remaining walls, and restoration of the beloved floor murals in the Museum lobby and its multipurpose room, Laughlin Hall, constitute the work remaining of Exhibition Hall Renovation Project, and fall under the scope of requested support from MCDC.

Goals:

The Heard is considered a McKinney institution, a cornerstone of the City's cultural heritage and educational offerings, with a reputation earned over the course of many decades, however, the building has also generated a significant amount of wear in that time. By refreshing the galleries (from appearance to building infrastructure and exhibitions), the following goals will be achieved: the Heard's status as a McKinney cultural destination will be elevated, and both new and repeat visitors will be attracted, contributing to McKinney's ability to draw visitors to the City and the region.

All renovations made to the galleries are intended to provide cohesive, engaging exhibitions that advance the Heard's mission, and we recognize that our status as an important McKinney destination and education institution comes with the responsibility of ensuring the Heard meets its visitors' expectations of a modern museum. Modernized galleries are crucial to improving the Heard's status as the premier museum in McKinney and as a destination that substantively contributes to the growth of our community, as well. **For every \$1 in revenue generated by a museum, \$2.20 is spent in all other economic sectors in the region, including food service, hospitality, recreation, and general contracting, all represented in the City of McKinney ([American Alliance of Museums](#)).**

The past two years have seen a considerable increase in visitation and online engagement for the Heard, and all improvements made to the Museum galleries are intended to meet this growth with modern, engaging exhibitions that ensure visitors leave with rewarding experiences, intent on returning to McKinney. **In FY2026, the Heard will welcome over 120,000 visitors to the Museum in total and is projected to generate over 1.2 million total impressions across all the Heard's social media accounts.** This increase in engagement provides the Heard with an opportunity to maintain the trend of growth in visitation. Attracting both new and repeat visitors to the Museum to effectively educate and inspire children and adults alike is key to Exhibition Hall Renovation Project. The Heard is singular in its offerings, and due to its unique position in the community, repeat visitation accounts for a majority of ticket sales and its robust Membership Program. Operational for nearly 60 years, the Heard has provided environmental science and natural history education to several generations of people; new, cohesive Museum galleries, designed to expose visitors to current science through unusual and unique objects, reward loyal visitors and attract new ones. **A new visitor to the Heard is very often a new visitor to the City of McKinney; in 2025, over 58,000 tickets were sold to visitors who lived more than 25 miles from McKinney.**

Successful completion of the Exhibition Hall Renovation Project's goals will be tracked by demographic data collected through admissions and social media engagement via Altru, the Heard's Client Relationship Management software, and by Project Mockingbird, our partnered marketing and social media firm.

Timeline:

Plans were made for the Exhibition Hall Renovation Project as early as April of 2024, with most of the first year dedicated to fundraising and curatorial design of the proposed improvements. As of June 2026, pending support from MCDC, remaining work for the project is expected to take three months, ending with the opening of the *Bug Abode*. Below is a comprehensive timeline of major events:

Completed

May 2024: Development of overall strategy and plan for the Exhibition Hall Renovation Project

June 2024: Exhibit hall painting begins

May 2025: Curatorial and design for a new Reptile Gallery and refurbished Indoor Animal Ambassador enclosures

June 2025: Completion of Indoor Animal Ambassador enclosure updates

August 2025: Curatorial and design for the reimagined Fossil Gallery

September 2025: Restoration of Fossil Gallery, Installation of *Prototaxites* display; cleaning and reinstallation of Mammoth fossil display; delivery of new Gallery Signage/Object Labels; floors polished

October 2025: Completion of curatorial and case work for Mineral and Taxidermy Gallery updates, including rearrangement, painting, and signage replacement

January 2026: Installation of *Megalodon* teeth display

May 2026: Completion of Reptile Gallery updates

June 2026: Deinstallation of *Shell Room* to prepare for *Bug Abode*

In-Progress

August 2026: Beginning of *Bug Abode* installation, finish case work, painting, and installation of new flooring

September 2026: Completion of floors mural restoration in Laughlin Hall and the Entry Lobby

December 2026: Opening of *Bug Abode* Exhibition, completion of Exhibition Hall Renovation Project

The Exhibition Hall Renovation Project has largely been funded through private philanthropy supplemented by substantial cost-share from the Heard. Fundraising began shortly after the inception of the project in May 2024 and would conclude with the opening of the *Bug Abode*, should MCDC choose to support this project.



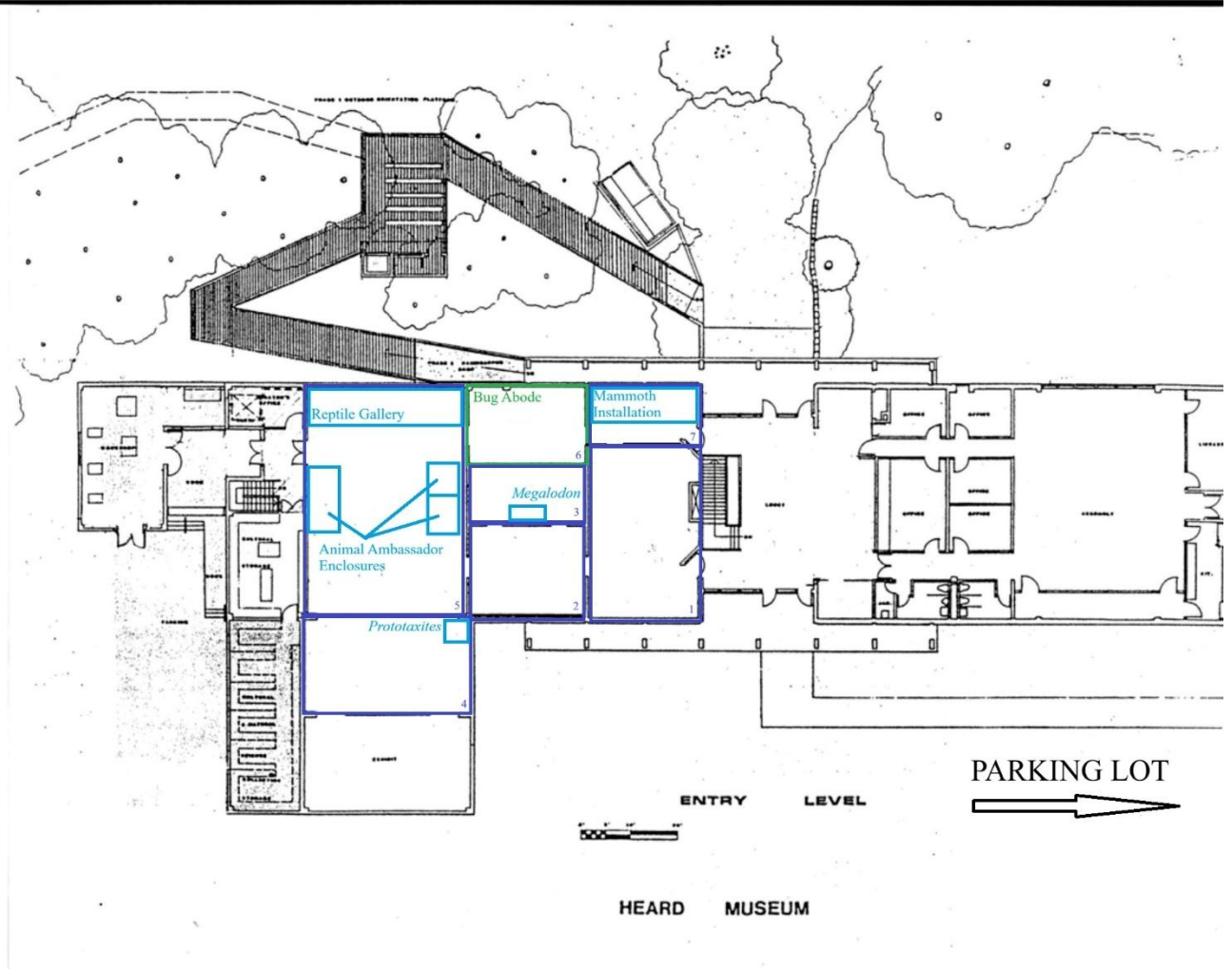
Exhibition Hall Renovation Project 2026

Bug Abode Design Plan

Abstract:

Seeking to finish the Exhibition Hall Renovation Project with a major new offering for its visitors, the Heard Museum has developed its first new exhibit in over five years: the *Bug Abode*, a cohesive, visually interesting, educational, and air-conditioned display of the vibrant, diverse insect life found on the Heard's Sanctuary. Currently, the Heard's vast and intriguing collection of taxidermy insects is not being presented to the public; with MCDC support, the Heard could display these collections in a cohesive, informative manner for the first time, allowing McKinney residents and visitors to engage with collections that have not been seen publicly for decades, if ever. The Heard's Collections Team has curated a vivid, diverse, and comprehensive selection of taxidermy insects, among them a large collection of monarch butterflies, millipedes, and other interesting (and native) species. These specimens will be displayed alongside live insects shown in visually integrated enclosures, demonstrating the various biological features of insect life present on the Sanctuary: natural camouflage; warning coloration; mimicry, among other interesting aspects of insects and arachnids will be shown. This exhibition will allow the Heard to interpret the natural science of the local insect world in new and fun ways for visitors of all ages. All exhibition materials will have a minimal lifespan of three to five years and be installed with ease of rearrangement and relocation possible. Altogether, the *Bug Abode* will take the vibrant insect populations of the Heard's Sanctuary and mirror them in an indoor gallery, to be learned from and investigated in the comfort of our Museum building. The stories told in the gallery will strengthen the educational aspects of visits for both families and students alike.

Design Plans:

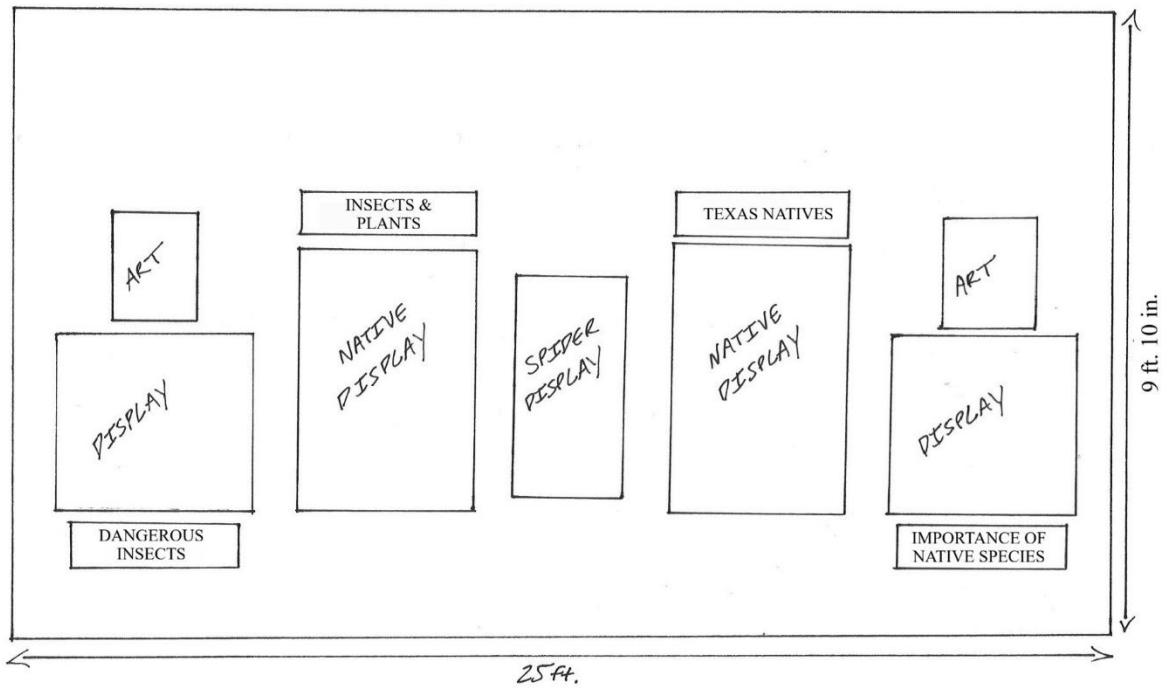


Heard Natural Science Museum & Wildlife Sanctuary

"Bug Abode" Exhibit Mock-Up

INTERNAL
WALL

SOUTH WALL OF
EXHIBIT 6

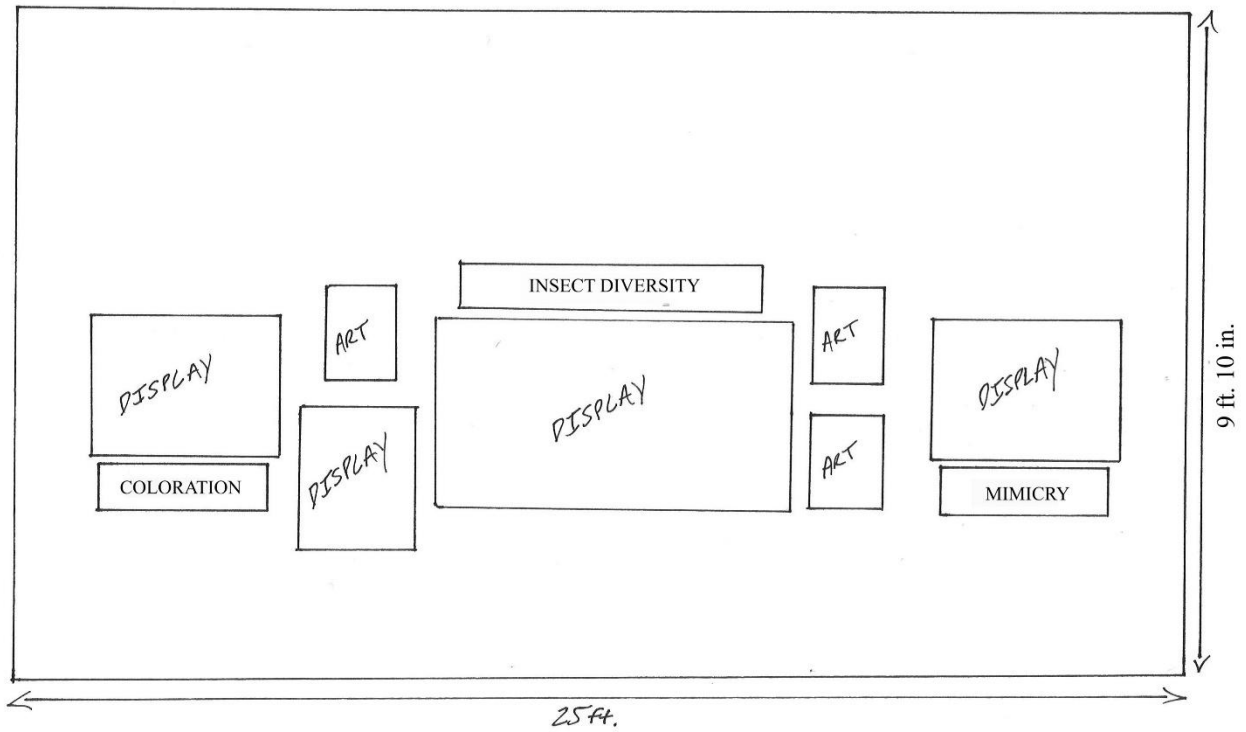


Heard Natural Science Museum & Wildlife Sanctuary

"Bug Abode" Exhibit Mock-Up

EXTERNAL
WALL

NORTH WALL OF
EXHIBIT 6





EXHIBITION HALL RENOVATION

Expense Amount Donor & Amount Heard Cost Share

COMPLETED WORK

Gallery 1: Wildlife Dioramas and History of Museum display

Cabinet with Miss Bess Heard's story (curatorial, cabinet and object cleaning)	\$ 250.00	\$ -	\$ -
Subtotal	\$ 250.00	\$ -	\$ 250.00

Gallery 2: *Plesiosaur Fossil*

Subtotal \$ -

Gallery 3: *Megalodon Teeth*

Acrylic shadowbox	\$ 389.99	\$ -	\$ -
Display cases	\$ 32.99	\$ -	\$ -
Adhesive strips, ref. no. stickers	\$ 23.98	\$ -	\$ -
Staff time [150 hours x 1 employee]	\$ 2,700.00	\$ -	\$ -
Subtotal	\$ 3,146.96	\$ -	\$ 3,146.96

Gallery 4: *Prototaxites* Installation

Pedestal, plaques, and labor	\$ 3,082.00	\$ -	\$ -
Backdrop, artistic licensing	\$ 776.00	\$ -	\$ -
Staff time (design, interpretive planning, labor, and production)	\$ 1,816.00	\$ -	\$ -
Subtotal	\$ 5,674.00	\$ -	\$ 5,674.00

Gallery 5a: Indoor Animal Ambassador Enclosures

Substrate	\$ 128.00	North Texas	\$ -
UVB lighting and heat lamps	\$ 150.00	Giving Day	\$ -
Staff time [8 hours x 2 employees]	\$ 296.00		\$ -
Subtotal	\$ 574.00	\$ 574.00	\$ 574.00

Gallery 5b: Reptile Gallery

Exhibit case design, production, & installation	\$ 15,442.00		\$ -
Glass installation	\$ 2,140.00	Brad and Rena	\$ -
Electrical	\$ 5,892.00	Douglass	\$ -
Misting system	\$ 541.74		\$ -
Staff time [88 hours x 3 employees]	\$ 5,984.00		\$ -
Subtotal	\$ 29,999.74	\$ 30,000.00	\$ -

Gallery 7: Mammoth Reinstallation

Material	\$ 50.00	\$ -	\$ -
Staff time [250 hours x 4 employees]	\$ 4,700.00	\$ -	\$ -
Subtotal	\$ 4,750.00	\$ -	\$ 4,750.00

All Galleries

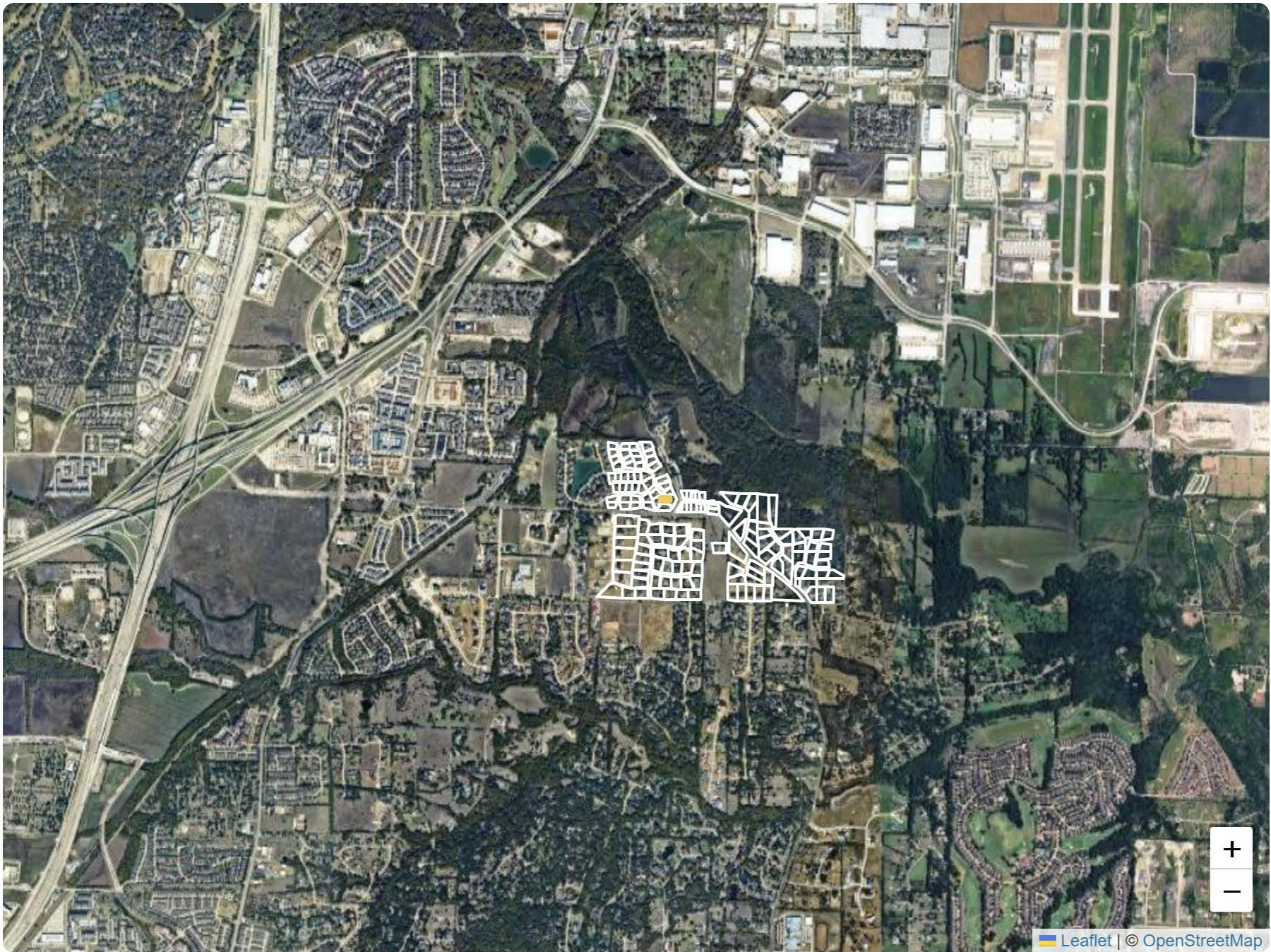
Security Equipment and Installation

Infrastructure upgrades including networking and new cabling	\$ 2,000.00	Hoblitzelle and Fidelity Foundations	\$ -
Cameras and Hardware to support multi-angling recording for 3 weeks of 4K video; installation and configuration	\$ 7,350.00		\$ -
Subtotal	\$ 9,350.00	\$ 9,350.00	\$ -



EXHIBITION HALL RENOVATION

		Expense Amount	Donor & Amount	Heard Cost Share
Gallery Signage & Object Label Printer				
Mural printer	\$	30,000.00	Nina Heard Astin Foundation	\$ -
Staff time [50 hours x 1 employee]	\$	900.00	-	\$ 900.00
Subtotal	\$	30,900.00	\$ 30,000.00	\$ 900.00
Painting and Floor Polishing [All galleries except #6; see below]				
Paint, 12 gallons	\$	420.86	\$ -	\$ -
Rollers, brushes, trays	\$	48.82	\$ -	\$ -
Staff time [32 hours x 3 employees]	\$	2,176.00	\$ -	\$ -
Floor Polisher rental	\$	151.86	\$ -	\$ -
Sanding pads	\$	56.67	\$ -	\$ -
Staff time [32 hours x 2 employees]	\$	1,664.00	\$ -	\$ -
Subtotal	\$	4,518.21	\$ -	\$ 4,518.21
TOTAL PROJECT COST TO DATE		\$ 89,162.91		
Donor Contributed Income			\$ 69,924.00	
Heard Total Cost Share				\$ 19,239.17
IN PROCESS				
Gallery 6: Bug Abode				
Drywall and finishing	\$	779.00	MCDC REQUEST	\$ -
Paint	\$	446.00		\$ -
Lighting and tiling	\$	2,130.00		\$ -
Exhibit fixtures	\$	3,046.00		\$ -
Staff time: curatorial, production [70 hours x 4 employees; 240 hours x 1 employee]	\$	28,400.00		\$ 28,400.00
Subtotal	\$	34,801.00		\$ 28,400.00
Floor Mural Restoration			MCDC REQUEST	
Artist Fee: work must be done after public hours	\$	9,000.00		\$ -
Staff time: security and oversight	\$	850.00		\$ 850.00
Subtotal	\$	9,850.00		\$ 850.00
Remaining Exhibition Hall Improvements				
VCT vinyl flooring	\$	52,000.00	MCDC REQUEST	\$ -
Paint, Rollers, brushes, trays	\$	4,701.16		\$ -
Staff time [40 hours x 3 employees]	\$	2,720.00		\$ 2,720.00
Subtotal	\$	59,421.16		\$ 72,102.16
TOTAL PROJECT COST-ANTICIPATED TO COMPLETE		\$ 104,072.16	\$ 72,102.16	\$ 31,970.00
TOTAL PROJECT COST		\$ 193,235.07	\$ 142,026.16	\$ 51,209.17





Heard Natural Science Museum & Wildlife Sanctuary

Business Plan 2026

The mission of the Heard Natural Science Museum and Wildlife Sanctuary is to **“Educate and inspire by connecting people with the natural world,”** representing a shared vision of **“A future where generation of people live in unity with nature.”** The Heard is poised to substantially advance its role as a significant cultural asset to the City of McKinney and North Texas.

The Heard’s Sanctuary consists of 289-acres that are home to five distinct habitats, including bottomland forest, upland forest, white rock escarpment, wetlands, and the most endangered ecosystem in North America, the Blackland Prairie. Each habitat has a unique ecology, and the Heard’s 6.5 miles of nature trails offers access to all five, providing the North Texas community with beautiful, biodiverse greenspace to engage with, learn from, and enjoy. Accompanying the Sanctuary is an Animal Refuge that houses 75 rescued animals who receive lifelong care, education and public programming that offers field trips, seasonal camps, and a variety of other outdoor education programs to students of all ages, and a Museum that exhibits an array of natural history specimens and artifacts, originally assembled by the Museum’s namesake, McKinney native Bessie Heard. The Heard’s Museum galleries display objects from the Heard’s vast collections and include special exhibitions with content designed to attract visitors from throughout the region into the City of McKinney.

As a private, non-profit organization, the Heard is governed by a volunteer Board of Directors comprised entirely of members who live or work in the community and environs. Its staff, too, all live in the region and are made up of people committed to the mission and to providing an educational and cultural service to the City, thereby contributing to a rich quality of life for residents and employees of local business and regional companies.

The Heard is also fortunate to attract many visitors outside of McKinney from neighboring communities in Collin, Denton, Dallas, and Tarrant counties. In addition, visitors frequently visit from Oklahoma and Arkansas, areas where drive-traffic is most common, as well as from across Texas and the U.S. As its efforts over this year bear fruit, the Heard anticipates growing its visitorship and by doing so, helping to more actively advance people’s understanding of the cultural and educational offerings available in the City of McKinney.

The Heard anticipates its visitorship to grow substantially this year, projecting more than 120,000 total visitors in 2026, up from 100,000 in 2025. Expansions in programming, outreach, and social media marketing, as well as improvements made to Museum facilities and galleries, have made this growth realistic and attainable. The Heard visitorship is comprised primarily of families, students, educators, and adult lifelong learners, many of whom live and work in or near McKinney. The Heard's Event Coordinator attracts individuals seeking distinctive venues for weddings, anniversaries and other special occasions, and members of the corporate and professional communities. Whether for groups with specific interests such as Master Naturalists and birders, or for business presentations or team-building, organizational and association partnerships continue to grow.

This year, the Heard has four overarching goals, designed to further efforts to modernize the Museum and expand access to its visitors, all while maintaining its legacy:

Goal 1: Continue the essential inventory and condition assessment project of the diverse collections containing more than 15,000 objects, artifacts and specimens to ensure that they are displayed, stored, and conserved properly. This huge and painstaking undertaking began two years ago and is core to guiding the development of a Collections Management Plan, future exhibitions, and educational programming for both students and the general public. To date, the Heard's Collections Team have added more than 3,000 objects to a comprehensive, digitized catalogue. With the intent to highlight regional natural history, this project will inform future programming, exhibitions and the Master Plan, which is actively being reimagined and expected to be completed in Fall of 2026.

Goal 2: Continue to refine all education and public programming, to ensure that every visitor can have engaging and participatory learning experiences through programs for students of all ages that support the Texas Education Knowledge Standards in science education (TEKS). In addition, the Heard will work diligently to ensure that public programs for adults, families, and lifelong learners are robust, introducing people to new topics and deepening their understanding of familiar ones. Recently, the Heard has significantly expanded its outreach efforts: since the start of this fiscal year, 101 outreach events have been held offsite, raising awareness of the Museum, its programs, and its mission in communities that had previously been unreachable.

Goal 3:

Continue responsible management and conservation of the trails and the habitats within the Sanctuary, including controlled burns within the Blackland Prairie. The Heard is currently fundraising for the Wetlands Restoration Initiative, a comprehensive project intended to restore the ecological functions of the Sanctuary's wetlands, including: management of flood peak, control of overflow into the Lake Lavon Watershed, and providing crucial resting points for the many species of migratory bird and butterfly that utilize the Heard along migratory pathways. The resumption of as-needed prairies burns, in addition to the Wetlands Restoration Project, represent concentrated efforts to preserve in perpetuity the beauty and ecological health of the Sanctuary's 289-acres.

Goal 4: Continue to increase private philanthropy, diversify revenue sources, and expand the Museum’s sponsorship program to further develop marketing partnerships with the steadily growing McKinney and regional business communities. This fiscal year, the Heard’s Development Team has cultivated an 6% increase in philanthropic giving from FY2024-25 and is dedicated to maintaining this upward trend. Growth in giving is also seen in the number of member households, now totaling over 3,500 and steadily increasing due to improved stewardship practices.

Heard Natural Science Museum
and Wildlife Sanctuary, Inc.

*Independent Accountant's Review Report
and Financial Statements*

Years Ended September 30, 2025 and 2024



BLAND GARVEY
ACCOUNTANTS & CONSULTANTS

INDEPENDENT ACCOUNTANT'S REVIEW REPORT

To the Board of Directors of
Heard Natural Science Museum and Wildlife Sanctuary, Inc.
McKinney, Texas

We have reviewed the accompanying financial statements of Heard Natural Science Museum and Wildlife Sanctuary, Inc., which comprise the statement of financial position as of September 30, 2025 and 2024, and the related statements of financial activity, functional expenses and cash flows for the years then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountant's Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

We are required to be independent of The Heard Natural Science Museum and Wildlife Sanctuary, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review.

Accountant's Conclusion

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

Heard Natural Science Museum and Wildlife Sanctuary, Inc.
Page 2

Bland Garvey, P.C.

Bland Garvey, P.C.

Richardson, Texas

January 16, 2026

HEARD NATURAL SCIENCE MUSEUM
AND WILDLIFE SANCTUARY, INC.
STATEMENTS OF FINANCIAL POSITION
September 30, 2025 and 2024

ASSETS

	<u>2025</u>	<u>2024</u>
CURRENT ASSETS		
Cash and cash equivalents	\$ 157,633	\$ 246,315
Prepaid expenses	91,128	65,735
Inventory	19,785	16,558
Restricted cash and cash equivalents	104,109	174,682
Investments	3,359,890	3,682,278
TOTAL CURRENT ASSETS	<u>3,732,545</u>	<u>4,185,568</u>
PROPERTY AND EQUIPMENT		
Land	2,067,660	1,876,160
Buildings	4,071,166	3,838,372
Equipment and furniture	761,480	657,238
Automotive equipment	271,980	126,735
Exhibits	628,906	586,424
Library	11,814	11,814
Construction in progress	235,255	212,295
	<u>8,048,261</u>	<u>7,309,038</u>
Less accumulated depreciation	5,759,276	5,565,201
	<u>2,288,985</u>	<u>1,743,837</u>
 TOTAL ASSETS	 <u><u>\$ 6,021,530</u></u>	 <u><u>\$ 5,929,405</u></u>

See independent accountant's review report and accompanying notes to financial statements.

HEARD NATURAL SCIENCE MUSEUM
AND WILDLIFE SANCTUARY, INC.
STATEMENTS OF FINANCIAL POSITION
September 30, 2025 and 2024

LIABILITIES AND NET ASSETS

	<u>2025</u>	<u>2024</u>
Accounts payable	\$ 94,832	\$ 21,316
Accrued liabilities	<u>96,354</u>	<u>85,409</u>
 TOTAL LIABILITIES	 <u>191,186</u>	 <u>106,725</u>
 COMMITMENTS AND CONTINGENCIES (Notes L and M)		
 NET ASSETS		
Net assets without donor restrictions	5,367,187	5,097,314
Net assets with donor restrictions	<u>463,157</u>	<u>725,366</u>
 TOTAL NET ASSETS	 <u>5,830,344</u>	 <u>5,822,680</u>
 TOTAL LIABILITIES AND NET ASSETS	 <u><u>\$ 6,021,530</u></u>	 <u><u>\$ 5,929,405</u></u>

See independent accountant's review report and accompanying notes to financial statements.

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
STATEMENTS OF FINANCIAL ACTIVITY
For the Years Ended September 30, 2025 and 2024

	2025			2024
	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	TOTAL	TOTAL
SUPPORT				
Gifts and grants	\$ 95,222	\$ 663,584	\$ 758,806	\$ 475,845
Gifts in-kind	106,994	-	106,994	29,863
Memberships	363,810	-	363,810	315,420
Sale of books and educational items, net of tax	224,509	-	224,509	175,443
Trips and education	395,175	-	395,175	381,050
Fundraising events	172,643	-	172,643	157,327
Admission fees	539,684	-	539,684	411,349
Rental income	19,445	-	19,445	35,833
Other income	4,141	-	4,141	4,134
Total revenue and support before releases	<u>1,921,623</u>	<u>663,584</u>	<u>2,585,207</u>	<u>1,986,264</u>
Net assets released from restrictions through satisfaction of program requirements	<u>925,793</u>	<u>(925,793)</u>	<u>-</u>	<u>-</u>
Total revenue and support	<u>2,847,416</u>	<u>(262,209)</u>	<u>2,585,207</u>	<u>1,986,264</u>
EXPENSES				
Program services	1,859,726	-	1,859,726	1,511,902
Management and general	558,740	-	558,740	386,388
Fundraising	<u>337,637</u>	<u>-</u>	<u>337,637</u>	<u>254,660</u>
Total expenses	<u>2,756,103</u>	<u>-</u>	<u>2,756,103</u>	<u>2,152,950</u>
Change in net assets from operating activities	91,313	(262,209)	(170,896)	(166,686)
NONOPERATING ACTIVITIES				
Investment return, net	<u>178,560</u>	<u>-</u>	<u>178,560</u>	<u>529,308</u>
CHANGE IN NET ASSETS	269,873	(262,209)	7,664	362,622
NET ASSETS AT BEGINNING OF YEAR	<u>5,097,314</u>	<u>725,366</u>	<u>5,822,680</u>	<u>5,460,058</u>
NET ASSETS AT END OF YEAR	<u>\$ 5,367,187</u>	<u>\$ 463,157</u>	<u>\$ 5,830,344</u>	<u>\$ 5,822,680</u>

See independent accountant's review report and accompanying notes to financial statements.

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
STATEMENT OF FUNCTIONAL EXPENSES
For the Year Ended September 30, 2025

	PROGRAM SERVICES	MANAGEMENT AND GENERAL	FUNDRAISING	TOTAL
Cost of goods sold	\$ 99,732	\$ -	\$ 47,211	\$ 146,943
Special programs, events and exhibits	248,155	-	15,407	263,562
Salaries, benefits and taxes	1,000,934	284,923	142,461	1,428,318
Professional fees	(199)	189,049	(28)	188,822
Supplies	15,774	3,784	1,892	21,450
Occupancy	104,416	29,833	14,917	149,166
Equipment maintenance and rental	4,882	1,395	698	6,975
Travel	1,187	339	170	1,696
Conferences and meetings	3,425	979	489	4,893
Advertising and promotions	63,691	2,779	8,710	75,180
Insurance	69,861	19,301	9,651	98,813
Gifts in kind expense	53,497	-	53,497	106,994
Credit card processing fees	29,382	-	29,383	58,765
Miscellaneous	7,315	2,091	1,045	10,451
Total expenses before depreciation	1,702,052	534,473	325,503	2,562,028
Depreciation	157,674	24,267	12,134	194,075
TOTAL EXPENSES	\$ 1,859,726	\$ 558,740	\$ 337,637	\$ 2,756,103

See independent accountant's review report and accompanying notes to financial statements.

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
STATEMENT OF FUNCTIONAL EXPENSES
For the Year Ended September 30, 2024

	PROGRAM SERVICES	MANAGEMENT AND GENERAL	FUNDRAISING	TOTAL
Cost of goods sold	\$ 78,690	\$ -	\$ 35,558	\$ 114,248
Special programs, events and exhibits	144,516	3,907	20,595	169,018
Salaries, benefits and taxes	881,631	188,700	117,938	1,188,269
Professional fees	-	136,672	-	136,672
Supplies	10,955	2,049	1,281	14,285
Occupancy	111,768	24,166	15,104	151,037
Equipment maintenance and rental	4,729	1,022	639	6,390
Travel	2,009	225	141	2,375
Conferences and meetings	2,384	515	322	3,221
Advertising and promotions	38,178	2,363	7,680	48,222
Insurance	40,591	8,278	5,173	54,042
Gifts in kind expense	14,932	-	14,932	29,864
Credit card processing fees	23,740	-	23,740	47,480
Miscellaneous	6,096	1,318	824	8,238
Total expenses before depreciation	1,360,219	369,215	243,927	1,973,361
Depreciation	151,683	17,173	10,733	179,589
TOTAL EXPENSES	\$ 1,511,902	\$ 386,388	\$ 254,660	\$ 2,152,950

See independent accountant's review report and accompanying notes to financial statements.

HEARD NATURAL SCIENCE MUSEUM
AND WILDLIFE SANCTUARY, INC.
STATEMENTS OF CASH FLOWS
For the Years Ended September 30, 2025 and 2024

	<u>2025</u>	<u>2024</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 7,664	\$ 362,622
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities		
Depreciation	194,075	179,589
Unrealized (gain) loss on investments	(93,312)	(450,901)
(Increase) decrease in inventory	(3,227)	26,194
(Increase) decrease in prepaid expenses	(25,393)	(21,449)
Increase (decrease) in accounts payable	73,516	(108,732)
Increase (decrease) in accrued liabilities	10,945	11,081
Net cash provided (used) by operating activities	<u>164,268</u>	<u>(1,596)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of investments	415,700	335,445
Purchase of property and equipment	(739,223)	(141,280)
Net cash provided (used) by investing activities	<u>(323,523)</u>	<u>194,165</u>
CASH FLOWS FROM FINANCING ACTIVITIES	<u>-</u>	<u>-</u>
Net cash provided (used) by financing activities	<u>-</u>	<u>-</u>
NET CHANGE IN CASH, CASH EQUIVALENTS AND RESTRICTED CASH	(159,255)	192,569
CASH, CASH EQUIVALENTS AND RESTRICTED CASH AT BEGINNING OF YEAR	<u>420,997</u>	<u>228,428</u>
CASH, CASH EQUIVALENTS AND RESTRICTED CASH AT END OF YEAR	<u><u>\$ 261,742</u></u>	<u><u>\$ 420,997</u></u>

See independent accountant's review report and accompanying notes to financial statements.

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2025 and 2024

NOTE A – DESCRIPTION OF THE ORGANIZATION

Heard National Science Museum and Wildlife Sanctuary, Inc. (HNSM or Organization) was founded in 1967, by Miss Bessie Heard and was incorporated in 1969, as a non-stock corporation operating as an exempt non-profit organization. The purpose of the Heard Natural Science Museum and Wildlife Sanctuary, Inc. is to provide educational programs emphasizing appreciation of nature and its conservation, to preserve a portion of North Texas land and to preserve, through museum collections, examples of natural history, nature-related art works and memorabilia of the founder. HNSM's objective is not to achieve a profit, but to provide educational programs emphasizing appreciation of nature and its conservation.

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The summary of significant accounting policies of HNSM is presented to assist in understanding the Organization's financial statements. The financial statements and notes are representations of HNSM's management, who is responsible for their integrity and objectivity.

Basis of accounting

HNSM prepares its financial statements using the accrual basis of accounting principles generally accepted in the United States of America (US GAAP), which reflects all significant receivables, payables and other liabilities. These accounting policies have been consistently applied in the preparation of the financial statements.

Basis of presentation

Net assets and revenues, expenses, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets and changes therein are classified as follows:

Net assets without donor restrictions – Net assets available for general use and not subject to donor-imposed restrictions. Net assets without donor restrictions also include the investment in equipment and buildings, net of accumulated depreciation. HNSM's Board of Directors may designate assets without restrictions for specific operational purposes from time to time.

Net assets with donor restrictions – Net assets of HNSM that are restricted by specific donor-imposed restrictions. Some donor-imposed restrictions are temporary in nature that may or will be met, either by actions of HNSM and/or the passage of time. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity.

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2025 and 2024

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Revenues are reported as increases in net assets without donor restrictions unless use of the related assets is limited by donor-imposed restrictions. Expenses are reported as decreases in net assets without donor restrictions. Realized and unrealized gains and losses on investments and other assets or liabilities are reported as increases or decreases in net assets without donor restrictions unless their use is restricted by explicit donor stipulation or by law.

Expirations of donor-imposed restrictions on net assets are reported as reclassifications between the applicable classes of net assets.

Measure of operations

The statement of activities reports all changes in net assets, including changes in net assets from operation and non-operating activities. Operating activities consist of those items attributable to HNSM's ongoing activities. Non-operating activities are limited to financial costs and other activities considered to be of a more unusual or nonrecurring nature.

Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Management also estimates and discloses the amount of contingent assets and liabilities that it considers to be materially significant. Significant estimates include the calculation of depreciation expense. Actual results could differ from those estimates.

Financial instruments

The amounts reflected in the statement of financial position for cash, accounts payable, accrued expenses, and the note payable approximate fair value.

Cash and cash equivalents

HNSM's cash and cash equivalents consists of cash on deposit with banks and all unrestricted highly liquid investments with an initial maturity of three months or less from the date of purchase, except for those amounts that are held in the investment portfolio which are invested for long-term purposes. HNSM uses the indirect method to present cash flows from operating activities. There were no noncash investment and financial activities for September 30, 2025 and 2024.

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2025 and 2024

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Concentrations of credit risk

HNSM derives its revenue from contributions, programs and admission fees. Continued funding from these sources at current levels is dependent upon various factors. Such factors include economic conditions, donor satisfaction and public perception of mission effectiveness and relative importance. HNSM operates entirely within the McKinney, Texas area.

HNSM maintains its cash in bank deposit accounts which, at times, may exceed federally insured limits. At September 30, 2025, HNSM has not exceeded these limits. HNSM has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk on cash and cash equivalents.

Inventory

Inventory of products held for sale are valued at the lower of cost or net realizable value, with cost determined on a first-in, first-out basis. Inventory consisted of merchandise at the Heard Museum Store in the amount of \$19,785 and \$16,558 at September 30, 2025 and 2024, respectively.

Property and equipment

All acquisitions of equipment and all expenditures for repairs, maintenance, renewals and betterments that materially prolong the useful lives of assets are capitalized. Property and equipment is carried at cost or, if donated, at the approximate fair value at the date of donation. Such donations are reported as support without restrictions unless the donor has restricted the donated asset to a specific purpose.

Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as restricted support. Absent donor stipulations regarding how long those donated assets must be maintained, HNSM reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. HNSM capitalizes property and equipment additions that are equal to or greater than \$1,000.

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2025 and 2024

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Equipment is depreciated using the straight-line method over the estimated useful lives of the individual assets. Estimated useful lives are as follows:

	<u>Estimated Useful Life</u>
Land	N/A
Land improvements	10 to 20 years
Buildings	10 to 33 years
Furniture and equipment	7 to 10 years
Vehicles	6 years
Exhibits and display cases	10 years

Depreciation expense amounted to \$194,075 and \$179,589 for the years ended September 30, 2025 and 2024, respectively.

Investments

Equity and fixed income securities and other short-term investments (including cash and cash equivalents) are carried at market value.

The net realized and unrealized gains (losses) in market value of investments are reflected in the accompanying statement of activities.

All investments in marketable securities with readily determinable fair values and all investments in debt securities are valued at their fair value. Fair values are based on quoted market prices. If a quoted market price is not available, fair value is estimated using quoted market prices for similar investment securities.

Net appreciation (depreciation) in the fair value of investments which consists of the realized gains or losses and the unrealized appreciation (depreciation) on those investments, is presented in the statements of activities in accordance with donor restrictions as investment return. Investment return is presented net of investment fees. The actual cost versus the proceeds at time of sale is primarily used to determine the basis for computing realized gains or losses.

Investment securities are exposed to various risks, such as interest rate, market and credit risk. Due to the level of risk associated with certain investment securities, changes may occur in the values of the investments which could materially affect the amounts reported in the statement of financial position.

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2025 and 2024

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Fair value measurements

Fair value is defined as the price that would be received to sell an asset in the principal or most advantageous market for the asset in an orderly transaction between market participants on the measurement date. Fair value should be based on the assumptions market participants would use when pricing an asset. US GAAP establishes a fair value hierarchy that prioritizes investments based on those assumptions. The fair value hierarchy gives the highest priority to quoted prices in active markets (observable inputs) and the lowest priority to an entity's assumptions (unobservable inputs). HNMS groups assets at fair value in three levels, based on the markets in which the assets are traded and the reliability of the assumptions used to determine fair value. These levels are:

Level 1 – Unadjusted quoted prices for identical assets or liabilities in active markets as of the measurement date.

Level 2 – Other observable inputs, either directly or indirectly, including:

- Quoted prices for similar assets in active markets;
- Quoted prices for identical or similar assets in non-active markets;
- Inputs other than quoted prices that are observable for the asset; and,
- Inputs that are derived principally from or corroborated by other observable market data.

Level 3 – Unobservable inputs that cannot be corroborated by observable market data.

Mutual funds, exchange traded funds and fixed income securities are valued at the closing quoted price in an active market. Cash and cash equivalents held within the investment portfolio are carried at cost. The note payable is valued based on quoted market prices for similar issues. HNSM has adopted the provisions of authoritative guidance which defines fair value as the price that would be received to sell an asset or paid to transfer a liability (i.e., the exit price) in an orderly transaction between market participants at the measurement date. The authoritative guidance also establishes a framework for the measurement of fair value and enhances disclosures about fair value measurements.

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2025 and 2024

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Contributions

Contributions received are recorded as net assets without donor restrictions or net assets with donor restrictions, depending on the existence and/or nature of any donor-imposed restrictions. Contributions that are restricted by the donor are reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the contributions is recognized. All other donor restricted contributions are reported as increases in net assets with donor restrictions depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

Contributions of property and equipment are recorded at their estimated fair value at the date of donation. Contributions with donor-imposed stipulations regarding how long the contributed assets must be used are recorded as net assets with donor restrictions; otherwise the contributions are reported as net assets without donor restrictions.

Conditional promises to give, that is, those with a measurable performance or other barrier, and a right of return, are not recognized until the conditions on which they depend are substantially met. Conditional gifts are received prior to the satisfaction of conditions are recorded as refundable advances.

HNSM derived approximately 38% and 26% of its revenue from contributions and special events for the years ended September 30, 2025 and 2024, respectively.

Donated services

No amounts have been reflected in the financial statements for donated services. HNSM pays for most services requiring specific expertise. However, many individuals volunteer their time to perform a variety of tasks that assist HNSM with its operations.

Functional expense allocation

Directly identifiable expenses are charged to program and support services. Expenses related to more than one function are charged to program and supporting services on the basis of periodic time and expense studies. Allocated expenses includes occupancy expense, insurance expense, salaries, benefits and taxes expense, professional fees, supplies expense, equipment maintenance expense, travel expense, conference and meeting expense, advertising and promotions expense and other related expenses.

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2025 and 2024

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Management and general expenses include those expenses that are not directly identifiable with any other specific function but provide for the overall support and direction of the Organization.

HNSM operates various programs which include a wildlife sanctuary restoration and trail system, education and outreach programs, trips, public information, exhibits and collections, and a retail museum store.

The costs of providing programs and other activities have been summarized on a functional basis in the statement of functional expenses.

Accounting for taxes collected from customers

HNSM collects sales taxes from customers in the normal course of business on sales of taxable items from the gift shop. Gross revenues on these sales are shown net of the related taxes collected.

Tax-exempt status

HNSM is a not-for-profit organization exempt from federal income taxes under Internal Revenue Code Section 501(c)(3). Accordingly, no provision for federal income tax has been made. HNSM files the required annual federal informational return for tax-exempt organizations. HNSM has processes presently in place to ensure the maintenance of its tax-exempt status; to identify and report unrelated income; to determine its filing and tax obligations; and to identify and evaluate other matters that may be considered tax positions.

HNSM is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods in progress. HNSM's open tax periods are from September 30, 2022, to September 30, 2025.

NOTE C – LIQUIDITY AND AVAILABILITY OF RESOURCES

The following table reflects the HNSM's financial assets as of September 30, 2025 and 2024, respectively, reduced by amounts not available for general expenditure within one year. Financial assets are considered unavailable when illiquid or not convertible to cash within one year, or because the Board of Directors has set aside the funds for specific reserves as board designated endowments.

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2025 and 2024

NOTE C – LIQUIDITY AND AVAILABILITY OF RESOURCES

HNSM financial assets available within one year of the statement of financial position date for general expenditures are as follows:

	<u>2025</u>	<u>2024</u>
Financial assets at year end:		
Cash and cash equivalents	\$ 261,742	\$ 420,997
Investments	3,359,890	3,682,278
Less amounts not available to be used within one year due to:		
Subject to donor restriction – nature of expenditure	<u>(104,109)</u>	<u>(174,682)</u>
Financial assets available to meet cash needs for general expenditures within one year	<u>\$ 3,517,523</u>	<u>\$ 3,928,593</u>

HNSM's financial assets have been reduced by amounts not available for general use. As part of the HNSM's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due. Although HNSM does not intend to spend from its board designated fund other than amounts appropriated for annual exhibits, amounts from this fund could be made available if necessary.

NOTE D – CASH AND CASH EQUIVALENTS

Cash consists of the following at September 30:

	<u>2025</u>	<u>2024</u>
Cash – without donor restriction	<u>\$ 157,633</u>	<u>\$ 246,315</u>
Total cash – without donor restrictions	157,633	246,315
Cash – with donor restrictions	<u>104,109</u>	<u>174,682</u>
Total cash and cash equivalents	<u>\$ 261,742</u>	<u>\$ 420,997</u>

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2025 and 2024

NOTE E – INVESTMENTS

Investments consist of equities, fixed income funds and publicly traded mutual funds with readily determinable fair market values and are reported at gross fair values.

The Charles Schwab account balances at September 30, 2025 and 2024, are \$1,653,387 and \$1,845,890, respectively, consisting of funds without restrictions of \$1,075,887 funds restricted by the Texas Department of Transportation (TXDOT) of \$102,100 and total unrealized gains of \$475,400 at September 31, 2025 and funds without restrictions of \$1,322,091, funds restricted by the Texas Department of Transportation (TXDOT) of \$302,100 and total unrealized gains of \$221,699 at September 31, 2024.

The LPL Financial account balances at September 30, 2025 and 2024 are \$1,706,503 and \$1,836,388, respectively, consisting of funds without restrictions of \$1,233,662 and total unrealized gains of \$472,841 at September 30, 2025 and funds without restrictions of \$1,836,388 and total unrealized gains of \$229,203 at September 30, 2024.

The investment accounts as of September 30, 2025, were as follows:

	<u>Schwab</u>	<u>LPL</u>
Cash and cash equivalents	\$ 123,681	\$ 81,871
Equities	1,097,901	783,204
Fixed Income	-	841,428
ETFs	<u>431,805</u>	<u>-</u>
Totals	<u><u>\$ 1,653,387</u></u>	<u><u>\$ 1,706,503</u></u>

The investment accounts as of September 30, 2024, were as follows:

	<u>Schwab</u>	<u>LPL</u>
Cash and cash equivalents	\$ 312,163	\$ 25,069
Equities	616,378	986,529
Fixed Income	51,001	824,790
Bond Funds	463,323	-
ETFs	<u>403,025</u>	<u>-</u>
Totals	<u><u>\$ 1,845,890</u></u>	<u><u>\$ 1,836,388</u></u>

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2025 and 2024

NOTE F – FAIR VALUE MEASUREMENTS

The following table sets forth by level, within the fair value hierarchy, HSNM's assets and liabilities at fair value as of September 30, 2025:

	Assets at Fair Value as of September 30, 2025			Total
	Level 1	Level 2	Level 3	
Financial assets				
Cash and equivalents	\$ 467,294	\$ -	\$ -	\$ 467,294
Equities	1,881,105	-	-	1,881,105
Fixed income funds	841,428	-	-	841,428
ETFs	431,805	-	-	431,805
Total investments at fair value	<u>\$ 3,621,632</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,621,632</u>

The following table sets forth by level, within the fair value hierarchy, HSNM's assets and liabilities at fair value as of September 30, 2024:

	Assets at Fair Value as of September 30, 2024			Total
	Level 1	Level 2	Level 3	
Financial assets				
Cash and equivalents	\$ 758,228	\$ -	\$ -	\$ 758,228
Equities	1,602,909	-	-	1,602,909
Fixed income funds	875,790	-	-	875,790
Bond funds	463,323	-	-	463,323
ETFs	403,025	-	-	403,025
Total investments at fair value	<u>\$ 4,103,275</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$4,103,275</u>

NOTE G – NET ASSETS

HNSM maintains its records on a net asset accounting basis in order to ensure observance of the limitations and restrictions placed on the use of its resources. This is the procedure by which net assets for various purposes are classified for accounting and reporting purposes into self-balancing funds according to their nature and purpose.

Net assets without donor restrictions are those funds available for the support of HNSM's programs. Net assets with donor restrictions are those funds restricted by the grantor(s) to be expended only for specific purposes.

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2025 and 2024

NOTE G – NET ASSETS

Net Assets With Restrictions

	<u>2025</u>	<u>2024</u>
Texas Department of Transportation	\$ 102,100	\$ 302,100
Other programs and exhibits	<u>361,057</u>	<u>423,266</u>
Total with donor restrictions	<u>\$ 463,157</u>	<u>\$ 725,366</u>

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purposes or by occurrence of other events specified by donors.

Purpose restrictions accomplished by donor restrictions released:

	<u>2025</u>	<u>2024</u>
Other programs and exhibits	\$ 925,793	\$ 139,578
Total restrictions released	<u>\$ 925,793</u>	<u>\$ 139,578</u>

NOTE H – FUNDRAISING EXPENSE

The ratio of fundraising expense to amounts raised is as follows:

	<u>2025</u>	<u>2024</u>
Gifts and grants	\$ 758,806	\$ 475,845
Gifts in kind	106,994	29,863
Fundraising events	172,643	157,327
Memberships	363,810	315,420
Trips and education	<u>395,175</u>	<u>381,050</u>
Total funds raised	<u>\$ 1,797,428</u>	<u>\$ 1,359,505</u>
	<u>2025</u>	<u>2024</u>
Fundraising expense	\$ 337,637	\$ 254,660
Ratio of fundraising expense to amounts raised	19%	19%

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2025 and 2024

NOTE I – GIFTS IN KIND

HNSM recorded \$106,994 and \$29,863, respectively of contributions in kind that were associated with advertising to various events and exhibits, and for tree care for the years ended September 30, 2025 and 2024, included in support in the statement of activities.

NOTE J – ARTIFACT COLLECTION

HNSM's collection consists of diverse examples of natural history, anthropological, fine art, and taxidermy items. The majority of these items were donated by Bessie Heard from her personal collections. In conformity with the practice followed by many museums, art objects purchased and donated are not included in the statement of financial position. The values of the objects acquired by gift, for which HNSM can make a reasonable estimate, are reported as gifts in the statement of financial activity in the year received. The cost of all objects purchased, together with the value of objects acquired by gift as indicated previously are reported as a separate program expense.

NOTE K – DEFINED CONTRIBUTION PLAN

HNSM has a defined contribution plan pursuant to Section 403(b) of the Internal Revenue Code. Employees who work 1,000 hours or more annually have been eligible to participate in the plan. However, since June of 2011, contributions by HNSM have been suspended as a cost reduction to the Museum, and currently there is no plan to reinstate contributions. The balance in the forfeiture account is \$0, and there were no contributions to the plan for the years ended September 30, 2025 and 2024.

NOTE L – OPERATING LEASES

HNSM has an equipment lease agreement with an original term of forty-eight months. In June 2022, the lease with Pitney Bowes Financial Services was renewed through June 2027 for rent payments of \$422, payable quarterly. Lease expense for the years ended September 30, 2025 and 2024, was approximately \$6,975 and \$6,390, respectively.

HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY, INC.
NOTES TO FINANCIAL STATEMENTS
September 30, 2025 and 2024

NOTE L – OPERATING LEASES

Future minimum rental payments are as follows:

<u>Year Ended September 30,</u>	<u>Amount</u>
2026	\$ 6,832
2027	5,546
2028	<u>422</u>
	<u>\$ 12,800</u>

NOTE M – LAND

Historically, HNSM leased the Camp Smitty facilities from the Camp Fire USA Lone Star Council for \$1 a year under an arrangement that allowed five year lease options to be exercised through 2021. The final lease option ran through June 3, 2021. On July 31, 2013, Camp Fire USA Lone Star sold the land with the lease to Mr. and Mrs. Seal and Mr. and Mrs. Judy, who became the new property owners and from whom HNSM then continued to lease the land with the same lease terms. In 2015, HNSM finalized a transaction with the new property owners, whereby HNSM swapped land with an equivalent value for the land that had been leased by HNSM. In this swap HNSM relinquished the lease option and lease renewal option that would have allowed the organization to lease the land through 2021. HNSM also relinquished adjacent HNSM land to the leaseholders and in return received permanent ownership and deed to the land that the Camp Smitty building was built.

NOTE N – ADVERTISING COSTS

HNSM incurs non-direct advertising costs and has adopted a policy of expensing such costs as incurred. HNSM recorded \$75,180 and \$48,222, respectively, in advertising and promotional expense for the years ended September 30, 2025 and 2024, all of which was expensed as incurred, and approximately 12% and 16%, respectively of which were included in fundraising expense.

NOTE O – SUBSEQUENT EVENTS

HNSM has evaluated and disclosed subsequent events up to and including January 16, 2026, which is the date the financial statements were available for issuance.

INTERNAL REVENUE SERVICE
District Director

DEPARTMENT OF THE TREASURY
1100 Commerce St., Dallas, TX 75242

HEARD NATURAL SCIENCE MUSEUM
AND WILDLIFE SANCTUARY INC
ONE NATURE PL
MCKINNEY, TEXAS
75069

Person to Contact:
Barbara Mitchell

Telephone Number:
(214)767-1162

Refer Reply to:
EP/EO:MC:4940 DAL

Date:
DECEMBER 27, 1993

EIN:
75-1317961

Dear Sir or Madam:

Our records show that HEARD NATURAL SCIENCE MUSEUM AND WILDLIFE SANCTUARY INC is exempt from Federal Income Tax under section 501(c)(3) of the Internal Revenue Code. This exemption was granted DECEMBER 1969 and remains in full force and effect. Contributions to your organization are deductible in the manner and to the extent provided by section 170 of the Code.

We have classified your organization as one that is not a private foundation within the meaning of section 509(a) of the Internal Revenue Code because you are an organization described in section 170(b)(1)(A)(vi).

If we may be of further assistance, please contact the person whose name and telephone number are shown above.

Sincerely Yours,

Barbara Mitchell

EP/EO Correspondence Examiner
Customer Service Section

Go to www.irs.gov/FormW9 for instructions and the latest information.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) Heard Natural Science Museum & Wildlife Sanctuary	
2 Business name/disregarded entity name, if different from above. Heard Museum	
3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. ☐ Individual/sole proprietor ☒ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate ☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. ☐ Other (see instructions) _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____
3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions ☐	
5 Address (number, street, and apt. or suite no.). See instructions. 1 Nature Pl 6 City, state, and ZIP code McKinney, TX 75069	Requester's name and address (optional) _____ _____ _____
7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Social security number

			-			-				
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or

Employer identification number

7	5	-	1	3	1	7	9	6	1
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Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person 	Date 1/2/2020
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they