

# Return of Organization Exempt From Income Tax

**2015**

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

▶ Do not enter social security numbers on this form as it may be made public.

▶ Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

**A** For the 2015 calendar year, or tax year beginning July 1, 2015, and ending June 30, 2016

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

**C** Name of organization **Ducks Unlimited, Inc and Affiliates Proforma**  
 Doing business as  
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite  
**1 Waterfowl Way**  
 City or town, state or province, country, and ZIP or foreign postal code  
**Memphis, TN 38120**

**D** Employer identification number  
**13 - 5643799**

**E** Telephone number  
**901 - 758-3825**

**G** Gross receipts \$ **323,910,837**

**F** Name and address of principal officer: **Earl Grochau**  
**1 Waterfowl Way, Memphis, TN 38120**

**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

**J** Website: ▶ **ducks.org**

**K** Form of organization:  Corporation  Trust  Association  Other ▶

**L** Year of formation: **1937** **M** State of legal domicile: **DC**

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b>	Briefly describe the organization's mission or most significant activities: <b>Ducks Unlimited, Inc. conserves, restores, and manages wetlands and associated habitats for North America's waterfowl. These habitats also benefit other wildlife and people.</b>		
	<b>2</b>	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	<b>3</b>	Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	<b>0</b>
	<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>0</b>
	<b>5</b>	Total number of individuals employed in calendar year 2015 (Part V, line 2a)	<b>5</b>	<b>612</b>
	<b>6</b>	Total number of volunteers (estimate if necessary)	<b>6</b>	<b>56,170</b>
	<b>7a</b>	Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	<b>2,788,482</b>
<b>b</b>	Net unrelated business taxable income from Form 990-T, line 34	<b>7b</b>	<b>0</b>	
<b>Revenue</b>	<b>8</b>	Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b> <b>198,162,476</b>	<b>Current Year</b> <b>207,789,444</b>
	<b>9</b>	Program service revenue (Part VIII, line 2g)	<b>0</b>	<b>0</b>
	<b>10</b>	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<b>6,106,640</b>	<b>2,266,178</b>
	<b>11</b>	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<b>21,319,520</b>	<b>21,893,372</b>
	<b>12</b>	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<b>225,588,636</b>	<b>231,948,994</b>
<b>Expenses</b>	<b>13</b>	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	<b>15,993,976</b>	<b>13,815,447</b>
	<b>14</b>	Benefits paid to or for members (Part IX, column (A), line 4)	<b>0</b>	<b>0</b>
	<b>15</b>	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	<b>55,537,865</b>	<b>58,051,253</b>
	<b>16a</b>	Professional fundraising fees (Part IX, column (A), line 11e)	<b>561,324</b>	<b>515,286</b>
	<b>b</b>	Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>28,949,823</b>		
	<b>17</b>	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	<b>126,243,366</b>	<b>131,144,385</b>
	<b>18</b>	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	<b>198,336,531</b>	<b>203,526,371</b>
<b>19</b>	Revenue less expenses. Subtract line 18 from line 12	<b>27,252,105</b>	<b>28,422,623</b>	
<b>Net Assets or Fund Balances</b>	<b>20</b>	Total assets (Part X, line 16)	<b>Beginning of Current Year</b> <b>207,484,297</b>	<b>End of Year</b> <b>239,129,863</b>
	<b>21</b>	Total liabilities (Part X, line 26)	<b>30,880,053</b>	<b>43,205,925</b>
	<b>22</b>	Net assets or fund balances. Subtract line 21 from line 20	<b>176,604,244</b>	<b>195,923,938</b>

**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: Earl H. Grochau CFO/CAO Date: \_\_\_\_\_  
 Type or print name and title

**Paid Preparer Use Only**

Print/Type preparer's name: \_\_\_\_\_ Preparer's signature: \_\_\_\_\_ Date: \_\_\_\_\_ Check  if self-employed PTIN: \_\_\_\_\_  
 Firm's name ▶ \_\_\_\_\_ Firm's EIN ▶ \_\_\_\_\_  
 Firm's address ▶ \_\_\_\_\_ Phone no. ▶ \_\_\_\_\_

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No

**Part VIII Statement of Revenue**

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

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1a</b>	Federated campaigns . . . . .	<b>1a</b> 228,888				
	<b>b</b>	Membership dues . . . . .	<b>1b</b> 21,587,405				
	<b>c</b>	Fundraising events . . . . .	<b>1c</b> 26,975,857				
	<b>d</b>	Related organizations . . . . .	<b>1d</b> 635,039				
	<b>e</b>	Government grants (contributions)	<b>1e</b> 89,098,519				
	<b>f</b>	All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b> 69,263,736				
	<b>g</b>	Noncash contributions included in lines 1a-1f: \$	38,922,947				
	<b>h</b>	<b>Total.</b> Add lines 1a-1f . . . . . ▶	207,789,444				
<b>Program Service Revenue</b>	<b>2a</b>	Business Code					
	<b>b</b>						
	<b>c</b>						
	<b>d</b>						
	<b>e</b>						
	<b>f</b>	All other program service revenue . . . . .					
	<b>g</b>	<b>Total.</b> Add lines 2a-2f . . . . . ▶	0				
<b>Other Revenue</b>	<b>3</b>	Investment income (including dividends, interest, and other similar amounts) . . . . . ▶	1,133,607		(56,455)	1,190,062	
	<b>4</b>	Income from investment of tax-exempt bond proceeds ▶					
	<b>5</b>	Royalties . . . . . ▶	2,380,357			2,380,357	
	<b>6a</b>	Gross rents . . . . .	(i) Real				
			(ii) Personal				
	<b>b</b>	Less: rental expenses					
	<b>c</b>	Rental income or (loss)					
	<b>d</b>	Net rental income or (loss) . . . . . ▶					
	<b>7a</b>	Gross amount from sales of assets other than inventory	(i) Securities	29,413,734	6,339,246		
			(ii) Other				
	<b>b</b>	Less: cost or other basis and sales expenses . . . . .	29,599,514	5,020,895			
	<b>c</b>	Gain or (loss) . . . . .	(185,780)	1,318,351			
	<b>d</b>	Net gain or (loss) . . . . . ▶	1,132,571			1,132,571	
	<b>8a</b>	Gross income from fundraising events (not including \$ 26,975,857 of contributions reported on line 1c). See Part IV, line 18 . . . . .	<b>a</b> 31,832,701				
	<b>b</b>	Less: direct expenses . . . . .	<b>b</b> 30,299,937				
<b>c</b>	Net income or (loss) from fundraising events . . . . . ▶	1,532,764			1,532,764		
<b>9a</b>	Gross income from gaming activities. See Part IV, line 19 . . . . .	<b>a</b> 42,079,978					
		<b>b</b> 27,041,497					
<b>c</b>	Net income or (loss) from gaming activities . . . . . ▶	15,038,481			15,038,481		
<b>10a</b>	Gross sales of inventory, less returns and allowances . . . . .	<b>a</b>					
<b>b</b>	Less: cost of goods sold . . . . .	<b>b</b>					
<b>c</b>	Net income or (loss) from sales of inventory . . . . . ▶						
Miscellaneous Revenue		Business Code					
<b>11a</b>	Advertising	511120	2,844,937		2,844,937		
<b>b</b>	Miscellaneous Revenue	451211	96,833			96,833	
<b>c</b>							
<b>d</b>	All other revenue . . . . .						
<b>e</b>	<b>Total.</b> Add lines 11a-11d . . . . . ▶		2,941,770				
<b>12</b>	<b>Total revenue.</b> See instructions. . . . . ▶		231,948,994	0	2,788,482	21,371,068	

**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

<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>		(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 . . . . .				
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 . . . . .	13,815,447	13,815,447		
4	Benefits paid to or for members . . . . .				
5	Compensation of current officers, directors, trustees, and key employees . . . . .	3,294,452	667,437	2,072,944	554,071
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 . . . . .	39,970,168	28,111,964	1,632,547	10,225,657
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . .	4,367,313	2,980,220	266,833	1,120,260
9	Other employee benefits . . . . .	7,495,232	5,367,089	82,847	2,045,296
10	Payroll taxes . . . . .	2,924,088	2,017,693	155,177	751,218
11	Fees for services (non-employees):				
a	Management . . . . .				
b	Legal . . . . .	259,591	12,650	229,582	17,359
c	Accounting . . . . .	218,772		218,772	
d	Lobbying . . . . .				
e	Professional fundraising services. See Part IV, line 17 . . . . .	515,286			515,286
f	Investment management fees . . . . .				
g	Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.) . . . . .	2,496,050	1,511,335	203,592	781,123
12	Advertising and promotion . . . . .	1,015,324	270,566	455	744,303
13	Office expenses . . . . .	3,596,078	2,173,674	265,962	1,156,442
14	Information technology . . . . .	3,383,596	1,929,944	191,822	1,261,830
15	Royalties . . . . .				
16	Occupancy . . . . .	2,464,755	1,719,406	324,434	420,915
17	Travel . . . . .	4,561,090	1,933,754	257,293	2,370,043
18	Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .				
19	Conferences, conventions, and meetings . . . . .	130,165	114,914	15,251	
20	Interest . . . . .	16,390	10,719	5,671	
21	Payments to affiliates . . . . .				
22	Depreciation, depletion, and amortization . . . . .	2,229,760	2,141,659	69,364	18,737
23	Insurance . . . . .	596,317	376,358	75,301	144,658
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a	Habitat Development	73,319,208	73,319,208		
b	Postage and Shipping	4,659,654	2,257,310	22,864	2,379,480
c	Premiums	3,634,616			3,634,616
d	Conservation Easements	26,103,838	26,103,838		
e	All other expenses Printing and Other	2,459,181	1,594,695	55,957	808,529
25	<b>Total functional expenses.</b> Add lines 1 through 24e	203,526,371	168,429,880	6,146,668	28,949,823
26	<b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input checked="" type="checkbox"/> if following SOP 98-2 (ASC 958-720) . . . . .	19,698,000	8,864,000		10,834,000

**Part X Balance Sheet**

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

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash—non-interest-bearing . . . . .	2,432,300	<b>1</b>	5,321,336
	<b>2</b> Savings and temporary cash investments . . . . .	20,195,388	<b>2</b>	29,229,888
	<b>3</b> Pledges and grants receivable, net . . . . .	58,348,806	<b>3</b>	67,173,748
	<b>4</b> Accounts receivable, net . . . . .	922,222	<b>4</b>	1,413,437
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L . . . . .		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L . . . . .		<b>6</b>	
	<b>7</b> Notes and loans receivable, net . . . . .		<b>7</b>	
	<b>8</b> Inventories for sale or use . . . . .	4,982,204	<b>8</b>	3,660,859
	<b>9</b> Prepaid expenses and deferred charges . . . . .	809,865	<b>9</b>	1,305,096
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	<b>10a</b> 95,647,282		
	<b>b</b> Less: accumulated depreciation . . . . .	<b>10b</b> 25,373,947	<b>10c</b>	70,273,335
	<b>11</b> Investments—publicly traded securities . . . . .	52,755,511	<b>11</b>	59,516,820
	<b>12</b> Investments—other securities. See Part IV, line 11 . . . . .		<b>12</b>	
	<b>13</b> Investments—program-related. See Part IV, line 11 . . . . .		<b>13</b>	
	<b>14</b> Intangible assets . . . . .		<b>14</b>	
	<b>15</b> Other assets. See Part IV, line 11 . . . . .	1,224,667	<b>15</b>	1,235,344
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .	207,484,297	<b>16</b>	239,129,863	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses . . . . .	13,129,445	<b>17</b>	12,359,191
	<b>18</b> Grants payable . . . . .		<b>18</b>	
	<b>19</b> Deferred revenue . . . . .		<b>19</b>	
	<b>20</b> Tax-exempt bond liabilities . . . . .		<b>20</b>	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D . . . . .		<b>21</b>	
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L . . . . .		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .		<b>23</b>	4,500,000
	<b>24</b> Unsecured notes and loans payable to unrelated third parties . . . . .		<b>24</b>	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D . . . . .	17,750,608	<b>25</b>	26,346,734
	<b>26 Total liabilities.</b> Add lines 17 through 25 . . . . .	30,880,053	<b>26</b>	43,205,925
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets . . . . .	67,220,750	<b>27</b>	63,927,885
	<b>28</b> Temporarily restricted net assets . . . . .	90,218,589	<b>28</b>	103,245,318
	<b>29</b> Permanently restricted net assets . . . . .	19,164,905	<b>29</b>	28,750,735
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds . . . . .		<b>30</b>	
	<b>31</b> Paid-in or capital surplus, or land, building, or equipment fund . . . . .		<b>31</b>	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds . . . . .		<b>32</b>	
<b>33</b> Total net assets or fund balances . . . . .	176,604,244	<b>33</b>	195,923,938	
<b>34</b> Total liabilities and net assets/fund balances . . . . .	207,484,297	<b>34</b>	239,129,863	