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bay institute
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bay aquarium
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bay sea lion center
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bay model alliance
- 

bay academy
- 

bay ecopark





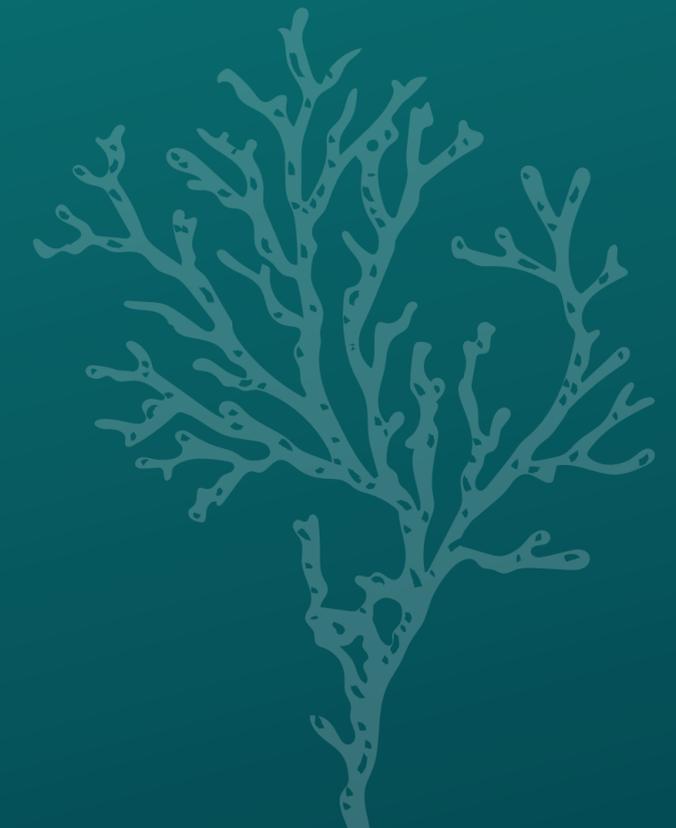
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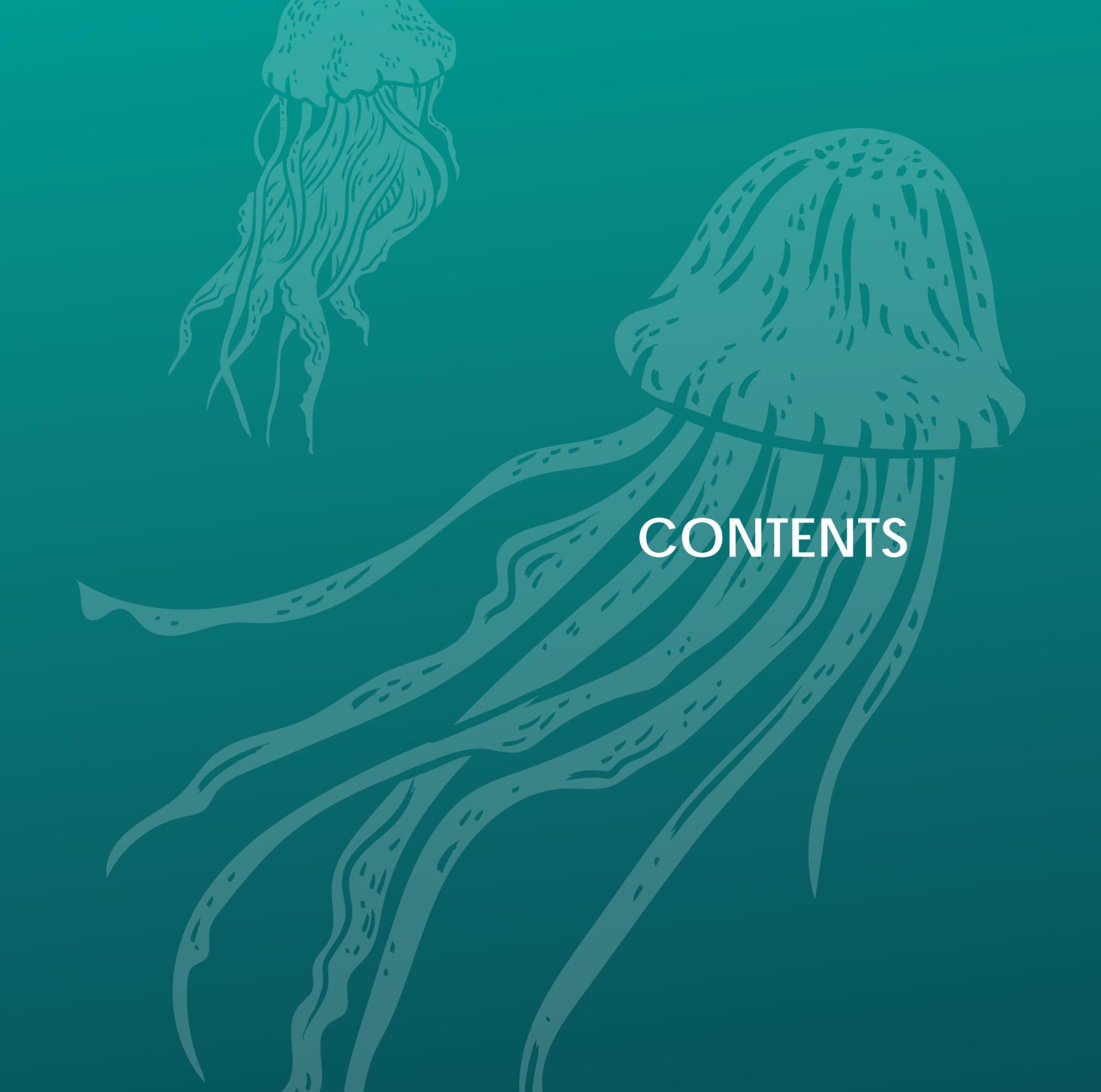
We are grateful for the support of our Board of Directors, members, donors, patrons and sponsors who enable us to deliver our programs, operations, outreach and educational initiatives serving Bay Area communities and beyond. We acknowledge and greatly appreciate the encouragement and advice from Julie Packard, Executive Director and Vice Chair of Board of Trustees at the Monterey Bay Aquarium. We would also like to thank Dr. Sylvia Earle, Dr. Yvonne Cagle, Dr. Daniel Kammen, Dr. Rick West, Ms. Mary Case, and the many others, who have shown a deep commitment to our mission of protecting and preserving the Bay watershed, from the Sierra to the Sea.

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Content: Department Directors

Design/Layout: Emma Fanning





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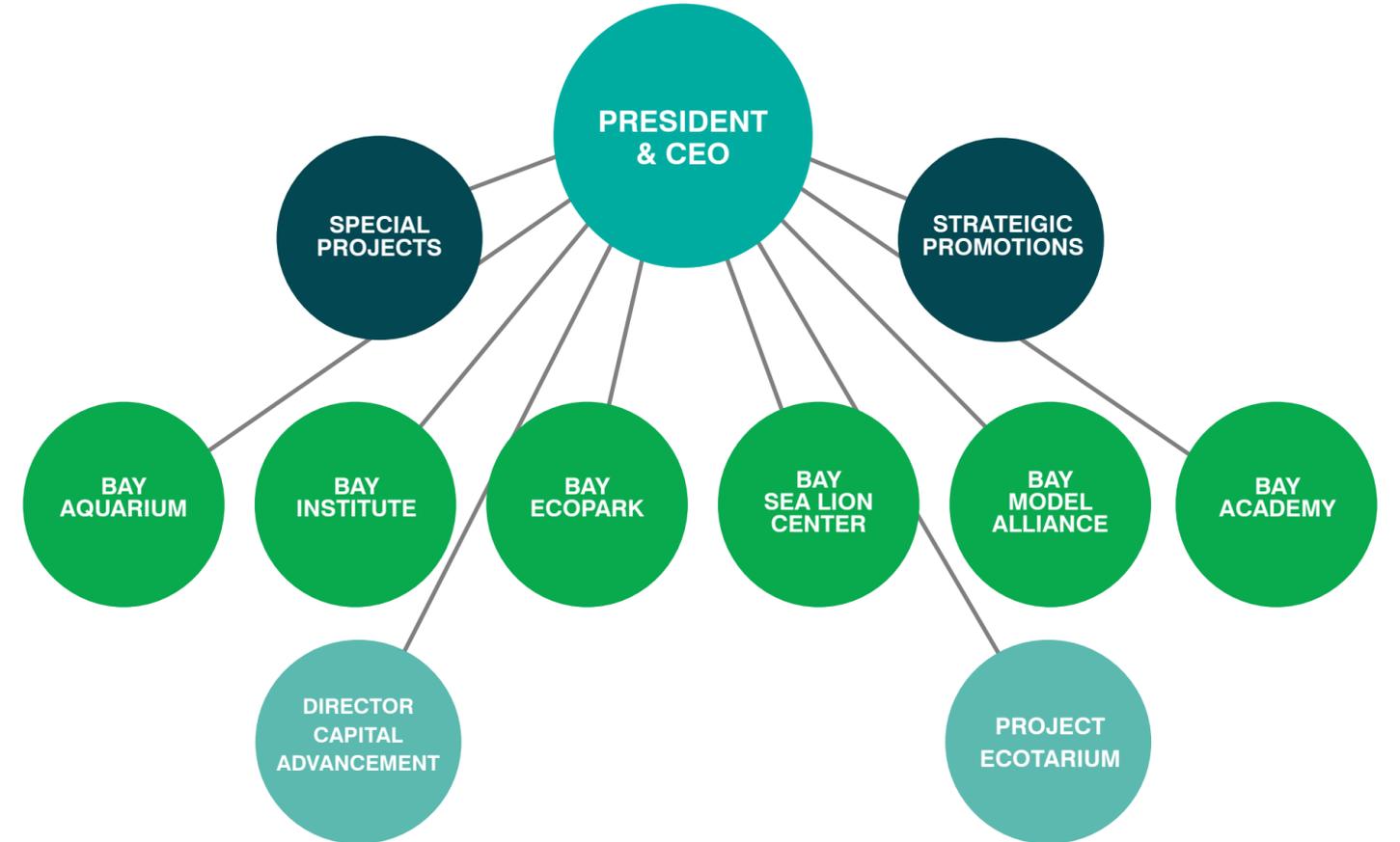
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Director, Rivers & Delta Program



CHRIS LOW
Director, Life Support Systems & Facilities

ORGANIZATION CHART

BOARD OF DIRECTORS





MESSAGE FROM CHAIR, BOARD OF DIRECTORS

November 25, 2017

Dear members and patrons,

This year brought great uncertainty for the future of the environment and our beloved Bay. Fortunately at bay.org, we have only strengthened our resolve to defend the San Francisco Bay and its watershed from the Sierra to the sea with renewed vigor. Below are some highlights and key milestones.

After a year-long international executive search process, 2017 ushered in new leadership for bay.org. The institution gained significant traction, with carefully executed strategic initiatives each quarter, aimed at long-term sustainability. Our organizational priorities were aligned with our mission to inspire a movement that protects and preserves the fragile Bay ecosystems.

Two board retreats enabled capacity building, consensus on our future direction, and conception of the Bay Ecotarium. The new Ecotarium will be an amalgam that offers an experiential meta-narrative to climate change, the first of its kind anywhere in the world. With AZA re-accreditation, Smithsonian Affiliation and a growing international advisory board, the coming year will bring new landmark announcements that have significant impact on our state's and nation's ability to address climate change challenges.

Sincerely,

Ben Bleiman
Chair, Board of Directors, bay.org

Entertainment Commissioner
City of San Francisco



MESSAGE FROM PRESIDENT & CEO

November 25, 2017

Dear Members, Patrons and Friends,

This year has unified our mission under the new brand Ecotarium, by consolidating environmental initiatives under the six divisions that form bay.org. Along with gaining AZA re-accreditation and Smithsonian Affiliate status, we implemented organizational changes to optimize resources and reduce redundancies. Our offices at Pier 35, PIER 39 and storage at Pier 26 all underwent significant transformation, positively impacting work performance. At the same time, the building exterior was transformed through new signage, wall murals, colors and ticket booth changes.

The Aquarium of the Bay has engaged new and broader audiences by introducing QR codes for multilingual exhibit experiences, installing the Ocean Pioneers, adding Virtual Reality and Augmented Reality exhibits, and revamping retail and Sea Lion Center facilities. Some of our year's highlights include new field research, influential environmental advocacy and litigation, and important academic publications. We have also made significant improvements in our communications, with the launch of a new website, a new quarterly newsletter, and digital blogs and bulletins.

Our master planning and envisioning progressed rapidly this year, culminating in a comprehensive 200-page dossier that presents our vision for a world-class, climate change focused aquarium experience. The new Ecotarium has the potential to become a national landmark in years to come. Collaborations, partnerships and cooperation with universities, NGOs and sister organizations, has steadily improved and strengthened our ability to seek long-term funding and project engagement.

We are on the cusp of a tectonic shift in the months and years ahead.

Stay tuned. Stay connected.

George Jacob
President & CEO, bay.org

Board of Directors, ICOM-Canada
Board of Directors, ICOM-ICTOP
Fellow, Royal Canadian Geographic Society



EXECUTIVE SUMMARY

As an amalgam of six institutions, bay.org dba the Bay Ecotarium works to protect and preserve the San Francisco Bay watershed, the largest estuary on the West Coast of the U.S. Over the years, human impact and environmental changes have damaged and stressed the Bay watershed. To address these challenges, the Ecotarium uses the diverse resources of its six institutions, who variously specialize in advocacy, education, outreach, and research.

The Bay Ecotarium has had a transformative year as it plans a significant shift in its organizational priorities in both the short- and long-term. The most obvious change is a transition from our old moniker, bay.org, to our new name, the Bay Ecotarium. Our rebranding will help solidify our common purpose and position us to lead the Bay watershed conservation movement. A wide range of other initiatives have been rolled out in quick succession to strategically reallocate resources, optimize revenue and increase efficiency, while limiting redundancies across departments. As an organization, we also invested in strengthening collaborative partnerships, memberships, and accreditations to ensure we are aligned with professional industry standards.

The Aquarium of the Bay was re-accredited by the Association of Zoos and Aquariums (AZA) after a comprehensive site review, detailed documentation of animal care practices and an interview in New Mexico early this year. The Aquarium shortly thereafter became the first aquarium in California to gain Smithsonian Affiliate status. The Ecotarium also revived its professional memberships in the AAM, CAM, ASMD, ICOM, Association of Science and Tech Centers (ASTC) and the WMA.

Outreach efforts this year have included consolidating multiple donor and member databases, as well as launching a quarterly newsletter called Eco-Current in both print and online formats. A new, multilingual website for the Ecotarium was developed in the fourth quarter, amalgamating and unifying the nine previous domains. Institutional collaborations continue to be developed with partners such as the Marine Mammal Center, UC Berkeley, mediaX at Stanford University, Academy of Art University, San Francisco State University, SF Travel, Port Commission, U.S. Army Corps of Engineers and others. The Ecotarium also solidified its long-standing relationship with our patron Dr. Sylvia Earle's company, DOER Marine, by signing a Memorandum of Understanding. This resulted in the long-term loan of Ocean Pioneers statues to the Aquarium.

We have made a number of improvements to our facilities and infrastructure this year, with much needed interior and exterior improvements at Pier 39, Pier 35 and Pier 26. The Farallon Room was enhanced to be able to accommodate and host more events, and the BayMobile van, Aquarium signage, ticket booths, retail outlets, merchandize and the Sea Lion Center all underwent significant renovations. Our events this year have included the 25th Bay Institute Awards, held at the Bay Model in May, and BaySplash at the EcoCenter at Heron's Head Park in October. Aquarium exhibits were enhanced this year with a new QR-code based, multilingual audio tour, the first of its kind in our region. Augmented Reality and Virtual Reality displays further added to the immersive experiences that visitors can now have at the Aquarium.

Many of these exciting improvements will continue to be unveiled in 2018, but the changes this year have greatly improved visitor numbers, visitor experiences and public visibility of the important work that we do to protect, restore and inspire conservation of the Bay watershed.



OUR MISSION IS TO PROTECT, RESTORE, AND INSPIRE CONSERVATION OF SAN FRANCISCO BAY AND ITS WATERSHED, FROM THE SIERRA TO THE SEA

2017 AT A GLANCE

800+
VOLUNTEERS
COMMITTED



7,000+
HOURS OF SERVICE



INCLUDING 799 TITLE 1 STUDENTS



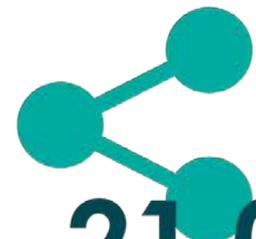
24,000+
ANIMALS
186
SPECIES
IN OUR CARE



700,000+
VISITORS TO ALL OUR DIVISIONS



1,165+LBS.
TRASH REMOVED FROM BAY SHORELINE

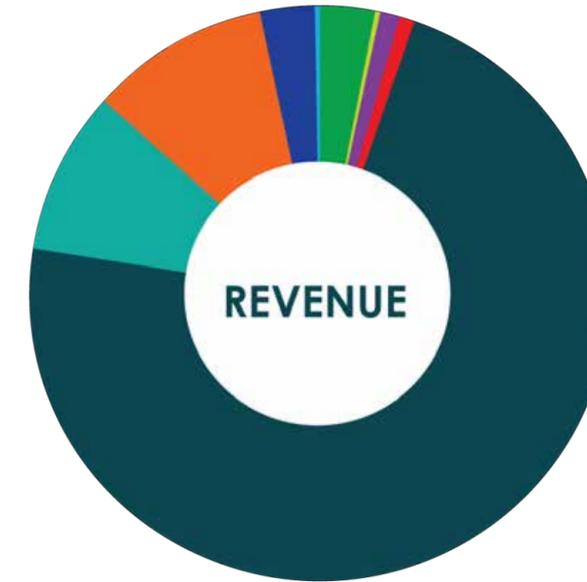


21,000+
FOLLOWERS IN OUR
NETWORK



- AQUARIUM OF THE BAY**
\$9,656,549
- BAY ACADEMY**
\$120,000
- THE BAY INSTITUTE**
\$780,971
- SEA LION CENTER**
\$85,772
- ECOCENTER**
\$205,743
- BAY MODEL**
\$30,027
- BOND/DEBT PAYMENT**
\$761,258

- MEMBERSHIPS**
\$93,790
- GRANTS/CONTRACTS**
\$127,282
- FUNDRAISING EVENTS**
\$61,172
- DONATIONS/SPONSORSHIPS**
\$363,103
- SAVINGS, BRANDING & MASTERPLANNING**
\$250,000



- OFFSITE PROGRAM REVENUE**
\$24,670
- SPECIAL EVENT REVENUE**
\$326,261
- RETAIL REVENUE**
\$1,157,507
- GROUP SALES REVENUE**
\$1,023,189
- OPERATING REVENUE**
\$8,227,043



AQUARIUM OF THE BAY

Located on the historic San Francisco waterfront at PIER 39, the Aquarium is home to more than 20,000 marine animals including local species of sharks and rays, secretive octopus, hypnotic jellyfish, sparkling anchovies, frolicking river otters, and many more.

A variety of San Francisco Bay living habitats house the diverse animal collection, including walk-through tunnel exhibits, transparent touch pools, and a bubbling mountain stream. We use the Bay habitat to shine a local lens on global environmental challenges such as climate change, ocean pollution, and habitat loss.

Over the last 21 years, nearly seven million guests have visited the Aquarium, including more than 100,000 local K-12 students who visited free of charge. By connecting guests with native marine animals in engaging ways, we nurture transformative and emotional connections that inspire conservation actions.

The Aquarium is a Smithsonian Affiliate, accredited by the Association of Zoos & Aquariums (AZA) and certified as a Green Business by the city of San Francisco.

VISITOR NUMBERS

Total attendance: 491,185
Paid attendance: 465,131

HIGHLIGHTS

21st Anniversary

In 1996, Aquarium of the Bay opened its doors as “Underwater World” to an eager public. Over the course of its 21-year history, the Aquarium has hosted almost seven million visitors including more than 100,000 Bay Area children on free STEM-related educational visits.

First California Aquarium to Gain Smithsonian Affiliate Status

In June, the Aquarium received the prestigious Smithsonian Affiliate Status, making it one of only three institutions in San Francisco and the only dedicated aquarium in the state of California to be honored as such. The collaboration with the Smithsonian will give both organizations new opportunities to share scholarship about our natural world and the many forces that shape it.

Established in 1996, Smithsonian Affiliations is a national outreach program that develops long-term collaborative partnerships with museums, educational, and cultural organizations to enrich communities with Smithsonian resources. The long-term goal of Smithsonian Affiliations is to facilitate a two-way relationship among Affiliate organizations and the Smithsonian Institution to increase discovery and inspire lifelong learning in communities across America.

AZA RE-ACCREDITATION

On March 28, the Association of Zoos & Aquariums (AZA) announced the



renewal of Aquarium of the Bay's accreditation. Accreditation by AZA signifies that the Aquarium is providing the best animal welfare and care possible, and that as a proven leader in wildlife conservation, it is among the best zoos and aquariums in the world.

EDUCATION

HIGHLIGHTS

- ★ 28,911 K-12 students participated in Aquarium and Sea Lion Center education programs.
- 🐟 15 Discover the Bay Hybrid Ferry programs, 15 sleepover programs, and 2 Homeschool Days.
- 🌀 343 instructor-led programs and 242 self-guided classroom group tours.
- 🐟 Growth of collaborative partnerships including— ChangeScale, the Marin Science Pathway, and the SFUSD Pathway Programs.
- ★ Participation in outreach events including the Presidio Teachers' Night, the California Science Teachers' Association annual meeting, and The North Bay Science Festival.
- 🐟 Curriculum updated to better support the Next Generation Science Standards and reflect most up-to-date teaching best practices.

PROJECT WATERS

Now in its third year, Project WATERS (Watershed and Trout Education for Regional Stewardship) reaches 17 teachers and 739 students with multi-touch programming focused on watershed health. Funded by the National Oceanic and Atmospheric Administration's Bay Watershed Education and Training (B-WET) program, Project WATERS helps teachers and students gain a greater appreciation and understanding of local aquatic ecosystems.

The core of this program is participation in the California Department of Fish and Wildlife's Trout in the Classroom program, which helps students set up an aquarium in their classroom, receive young rainbow trout, and observe the fish as they hatch and develop. The experience may culminate in a field trip to a local stream or river where the fish are released.

BAY PREDATORS

In April, over 2,000 Aquarium guests engaged in hands-on science experiments and activities while learning about what it takes to be a predator. Three of the Aquarium's predators – sharks, river otters, and octopuses – were each highlighted for one week through fun and engaging activities.

During Shark Week, guests participated in activities like shark tagging, while Otter Week included a water

conservation demonstration and the chance for visitors to make their own watershed and to learn about the keen hunting skills and adaptations of river otters. Highlights of Octopus Week included daily squid dissections and ink-block printing in the Bay Lab.

TURTLES, SHARKS AND OCEANS

Throughout the year, the Aquarium highlights unique species and conservation issues through special events and activities. In 2017, these included Turtle Week, Shark Week, World Oceans Week, International Save the Vaquita Day, and the city-wide Summer of Love promotion, which the Aquarium used to inspire guests to show love for the ocean.

In May, in conjunction with the Association of Zoos & Aquariums' Saving Animals from Extinction (SAFE) campaign, the Aquarium of the Bay led a program to educate visitors about endangered and threatened turtle species for Turtle Week. During the week, the Aquarium collected additional donations for the San Francisco Zoo Western Pond Turtle conservation project. Activities included a special exhibit of turtle specimens, courtesy of WildCare in San Rafael, a "tag-a-turtle" game to learn about the importance of sea turtle research conservation, and special turtle feedings and encounters with the Western Pond Turtle and the Red Footed Tortoise in the BayMobile.

To celebrate World Oceans Week in June, we helped over 100 guests each day learn about the impacts of plastic debris on our oceans. They also had the chance to upcycle an old t-shirt into a reusable bag. Special presentations were given throughout the month on topics ranging from "Marine Predators and the Ghosts Below" to "Albatross Bolus Dissection."

July brought Shark Week, which was similarly highlighted through presentations to over 1,000 visitors entitled Shark Bites, Shark Eggs, Jurassic Shark, and Shark Wrangling.

INTERNSHIPS

The Bay Ecotarium reached out to the Academy of Art University, San Francisco State University, University of California, USC Berkely, and Stanford University, extending up to seven internship programs through the year with specializations ranging from Education, Outreach, E-Learning Services, Exhibit Development and Multimedia, Science Communications, and Research Data Analysis. These are programs with 3-4 month durations that can be tailored to meet any academic credit requirements from respected university programs.



EXHIBITS

AUGMENTED AND VIRTUAL REALITY EXHIBITS ARRIVE

On August 11, Aquarium of the Bay launched San Francisco's first Augmented Reality (AR) wall and its first Virtual Reality (VR) film experience at a press and sponsor premiere. Both the virtual and augmented reality exhibitions provide new ways to engage guests on topics such as the effects of climate change in an interactive way.

The AR interactive experience was sponsored by Big Bus and developed by London-based INDE BroadcastAR. Featuring three different themes – The Ocean Adventure, The Arctic Explorer, and Back to the Jurassic – the images are projected onto a 20-foot screen facing guests as they reach out and attempt to touch the projected images of whales, dolphins, walrus, polar bears, penguins, seals, or a multitude of dinosaurs superimposed with their own image. This experience provides a fun photo opportunity and great story for visitors to share with friends.

Along with the AR experience, the Aquarium launched an immersive and award-winning VR experience called *The Click Effect* about the secret language of whales and dolphins. The film is based on the internationally acclaimed book *Deep* by James Nestor who explores free diving and human connection to oceans. It takes visitors

on a free-dive with marine scientists to swim with and learn about the secret language of dolphins, pilot whales, and giant sperm whales. Created by veteran filmmaker Sandy Smolan and presented by Annapurna Pictures and Within, *The Click Effect* has become one of the most successful VR experiences to date. In 2016, it was featured at the Sundance Film Festival and Tribeca Film Festival, among others, and won the prestigious Lumiere Award for Best VR Documentary.

OCEAN PIONEERS

Early this year, the Bay Ecotarium entered into a memorandum of understanding with DOER Marine, partnering with renowned scientist and National Geographic Explorer in Residence, Dr. Sylvia Earle. Twelve Ocean Pioneer statues are now on exhibit at Aquarium of the Bay.

Created by sculptor Vikqur, the Ocean Pioneers were on display at the Google campus, on loan from Mission Blue. The statues represent some of the best-known global ocean explorers and advocates including Jacques-Yves Cousteau, Lloyd Bridges, Jean-Michel Cousteau, and of course Sylvia Earle.

Carved of granite, the busts weigh over 1,500 lbs. each and are on display at the Aquarium. Each statue is accompanied by an iPad with background information about the explorer's contributions to ocean conservation and discovery. The iPads



are mounted in tamper-proof cases attached to custom-built stanchions. We anticipate converting other existing analog signage to digital displays such as these in the near future.

EXHIBIT UPGRADES AT AQUARIUM OF THE BAY AND SEA LION CENTER

Following the addition of Exhibit Technician Evan Barbour to the team, many repairs have been made to the Aquarium and the Sea Lion Center. These included fixing damages, addressing wear and tear, upgrading technology, and adding new exhibit elements, including signage.

RESTORATION OF WHITE SHARK AND SEA LION MODELS AT THE SEA LION CENTER

As the Sea Lion Center was transformed to create office space for Education staff and more teaching space for naturalists, the massive white shark model (dubbed Bite Head) and the six sea lion models were treated to a restoration of their surface treatments. Bite Head, who at one point was housed outside, had suffered significant damage including graffiti and not a small amount of bird droppings. Previous attempts to match the original paint of the model had made the problem areas even larger. The sea lion models also had a facial makeover, with their whiskers straightened or replaced.

LIFE SUPPORT

Aquarium of the Bay's main life support systems have been in continuous operation for over 22 years and much of the original equipment is still in use. The main life support system components are (6) 25 HP recirculating pumps, (1) 80-ton rotary chiller, (12) high-pressure Stark sand filters, (4) 10 HP ozone booster pumps, (2) ozone generators, (1) raw water draft line w/a 7.5 HP pump, (2) foam fractionator filters, and (2) ozone contact chambers, plus multiple valves.

Upgrading and replacing this now aging life support system has been a key focus for the Aquarium in 2017. A consultant was hired to conduct a comprehensive audit of the life support system, which helped the Directors of life support and animal care devise a phased maintenance plan including both replacement and upgrades to the existing system.

The first major project was the replacement of media in the Stark high pressure sand filtration system. The project had to be done in stages between October – December so that it did not negatively impact the Aquarium's aquatic animals.

In addition, the Aquarium has started to retire the main life support system recirculation pumps. The original Ingersol Dresser 25 HP pumps are being gradually replaced with industry standard Fybroc pumps, which will

stand up better to salt water because they have fewer metallic components. The Fybroc pumps are also more energy efficient, reducing the Aquarium's carbon footprint and reducing operating costs. The first 25 HP pump was replaced in November, along with a smaller 10 HP pump, and funding is currently being sought to replace the remaining five 25 HP pumps.

In 2018, we will continue these upgrades by replacing our four ozone booster pumps with new Fybroc pumps and installing a new ozone filtration system. We are also working to secure funding for this project, which is projected to cost approximately \$250,000.

ANIMAL CARE

WELCOMING A NEW OTTER

In April, the Aquarium welcomed a new, 11-month-old river otter called Tahoe. Born in captivity at the Oakland Zoo, Tahoe joined our three other resident otters – Shasta, Baxter and Ryer – in the Aquarium's North American River Otter Gallery.

Tahoe spent several months adjusting to his new Aquarium home before appearing in the exhibit. During this time, Aquarium biologists used a technique called free contact training, which eliminates all barriers between the handlers and the animals and thus requires a deep level of trust. This allows the biologists to track the otters' health and will also make veterinary check-ups much easier in the future.

In the San Francisco Bay watershed, river otters (*Lontra canadensis*) live along the banks of rivers and streams in the mountains, as well as in man-made canals and reservoirs. They live in creeks running through small towns and in the marshes of the Bay Delta.

Although populations are now stable in California, a century ago, river otter populations were declining due to water pollution, habitat degradation, and a fur trade. The hunting and trapping of river otters is no longer allowed in California, and regulations to improve water quality and estuarine habitat have allowed river otter populations to recover. The return of river otters to the San Francisco Bay estuary reminds us of what is possible with ongoing commitments to a healthy watershed.

OCTAVIO ARRIVES

A new giant Pacific octopus (*Enteroctopus dofleini*) named Octavio was placed on exhibit in June, just in time for Cephalopod Week. Octavio came to us from the Vancouver coast and currently weighs 8.1 lbs.

Giant Pacific octopuses are highly intelligent and can recognize humans that they frequently come in contact with by jetting water or changing their body texture. Because of this intelligence, they require significant enrichment activities to avoid boredom. Aquarium of the Bay offers them a wide variety of puzzles and challenges to keep them busy and having fun!



Aquarium of the Bay works with local fishermen to rescue octopuses that have been accidentally caught in crabber's nets. Although octopuses dine on a wide range of seafood including clams and other mussels, they have a particular hankering for crabs. This often leads to the clever animals using crabber's nets as a hunting and hiding ground.

CREATING SUSTAINABLE SEAFOOD

The Animal Care Department has been working with an exciting new company to help take the pressure off overfished oceans. Finless Foods is an early-stage biotechnology company whose mission is to develop and mass manufacture seafood sustainably, using scientific cellular agriculture technologies. Their products will provide a cost-effective and healthier alternative to conventionally caught and farmed seafood. Based here in San Francisco, Finless Foods is re-defining sustainable seafood, helping fish populations, and reducing the amount of chemical pollution we consume in seafood.

Animal Care is helping this new company by providing fresh fish samples whenever a fish at the Aquarium dies from natural causes. Finless Foods takes fresh cells from the fish and they hope to one day be able to culture these cells to grow their own fish meat in the lab. These techniques are still being developed, but it is a unique opportunity for the Ecotarium to contribute to a more sustainable future for our oceans.

GUEST SERVICES AND RETAIL

This year, the Operations, Guest Services, and Retail Departments underwent significant structural and leadership changes. In March, we appointed an Interim Director of Operations (Erin Chalk), followed in August by a new manager and buyer (Hanne Larsen), and two assistant managers (Gabriel Canchola and Lauren Estabrook-Ramirez).

To better utilize our resources, provide full-time employment opportunities, and enhance visitor experiences, Guest Services, Retail, and our Promotions Ambassadors joined forces by amalgamating into one department. This merger has resulted in elevated brand awareness, consistencies in not-for-profit and partner messaging, and development of cross-departmental training opportunities.

Aquarium of the Bay's retail stores are making exciting changes to the merchandise offered to provide a variety of sustainable, eco-friendly, and locally produced items. We are moving away from petroleum-based products as much as possible and offering more reusable, recycled, and educational products. We are supporting local businesses and artists from the Bay Area and West Coast region, by stocking art made from upcycled wood pallets, marine-life themed paintings and prints, and jewelry made of recycled glass, fabric, and precious metals. Our apparel line now includes shirts made from single-use plastic water bottles

(6.5 bottles per shirt, in fact!), outerwear made from 85% recycled materials, and designs that are unique to our Aquarium. We are even incorporating apparel with recycled content into staff and volunteer uniforms.

Joining San Francisco's celebrations of the 50th anniversary of the Summer of Love, Aquarium of the Bay tipped its proverbial hat to the festivities with our "Meet Octavio" campaign. The Retail Department welcomed Octavio the giant Pacific octopus by introducing a colorful tie-dye inspired line of merchandise in our gift shops, including water bottles, shirts, patches, and pins, as well as creating a new uniform piece. To highlight an educational message associated with 'flower power,' we also featured local artisan honey to showcase the importance of pollinators like honey bees.

This year the Aquarium launched a new offsite retail venture with Hudson Group at San Francisco International Airport, with our retail merchandise currently on display in the Discover SFO store. A joint bid with the Hudson Group for a new retail space in the International Terminal was successful and will give us another important space to promote our attractions and mission.

Enhancing guest experiences and accessibility are always front-of-mind for the Aquarium of the Bay. Recognizing the cultural diversity of our guests, the Aquarium this year introduced new audio tours in five languages: English,

Spanish, Japanese, Korean, and Mandarin. Working with our partner Citcon, we have also implemented a new platform that enables us to accept payment via WeChat and Alipay, two leading mobile applications in Asia, to make it easier for guests from that region to use our facilities. Furthering our commitment to accessibility, it is our hope that the audio tour will offer people with visual impairments a new way to experience the Aquarium. We are also in the process of developing other exciting and innovative ways for people with various disabilities to explore and learn about the Bay watershed in the near future – watch this space!

In October, the San Francisco Bay Area experienced devastating wildfires, and to help support our community, the Aquarium extended complimentary general admission for three days to those affected by the fires. Utilizing our networks, we were able to reach thousands of supporters and ultimately 251 guests were able to take up this offer, which represents over \$5,500 of in-kind support.

Finishing touches are being applied to our new online Ecostore on the bayecotarium.org website. The Ecostore will feature a broad selection of seasonal and unique items, many of which won't be available in our brick-and-mortar stores. In addition, tickets to the Aquarium and partner venues may be purchased here.



Here is a sneak peek at some of the exciting things to come in 2018:

- ★ New hours of operation.
- 🐟 Accessibility enhancements to the Aquarium guide map.
- 🌀 Additional languages offered for the audio tour.
- 🐟 New experiences and easier online booking.
- ★ More opportunities to give back to the Bay.
- 🐟 New branded merchandise.
- ★ Addition of WeChat and AliPay options.

SALES AND EVENTS HIGHLIGHTS

- ★ An upgrade to our ticketing system now offers direct API connection to all Tour Companies throughout the world for live and direct bookings.
- 🐟 Farallon Room opened for meetings and events without disruption of Aquarium guests and daily operations.
- 🌀 New tour operators contracted to sell and promote Aquarium tickets.
- 🐟 Aquarium's visibility enhanced through new and stronger client relationships.
- ★ More familiarization tours conducted with prospective clients and site inspection visits.

This year the Sales and Events team held 50 private events, 95 site inspections, and 160 familiarization tours. Sales and Events will exceed its revenue goals for the sixth consecutive year by approximately \$125,000, which represents an increase of 24% from last year.

Increased revenue is the result of all aspects of sales including Groups, Tour & Travel and Events. In the Groups market, youth and social groups from throughout the San Francisco Bay Area increased because of eblasts, special offers, and outside sales. The Tour & Travel segment also increased due to consistent sales calls, tradeshow, eblasts, familiarization

tours and relationship building. Events sales increased through networking at organizational functions, site inspections, ebcasts, and Google Ad buys.

2017 TOURISM TRADESHOWS

California Association of Directors of Activities (CADA) – San Diego, CA

Go West Summit - Reno, NV

Active America China - Portland, OR

International Pow Wow (IPW) – Washington, D.C.

Meeting Planners International (MPI) - San Francisco, CA

National Tour Association (NTA) - San Antonio, TX

Student Youth Travel Association (SYTA) - Albuquerque, NM

Sales Missions

China - Taipei, Beijing, Shanghai

Travel Trade Sales Presentations

SFTA New York Tour Operator/ Media Tradeshow

SFTA Agent Kai - Los Angeles, CA

Bay Area Corporate Tradeshows

8x8 Inc. - San Jose

24/7 - San Jose

Accuracy - Sunnyvale

Aerohive - Milpitas

Ariat - Union City

BD Biosciences - San Jose

Boston Properties - San Francisco

Brocade - San Jose

Cavium - San Jose

Counsyl - South San Francisco

Dupont - Palo Alto

EPPNA - San Jose

Euclid - San Francisco

GAP - San Francisco

Genentech - South San Francisco

Genentech - Vacaville

Gigamon - Santa Clara

Golden Gate University - San Francisco

Hitachi - San Jose

HR Star - South San Francisco

IDT - San Jose

Infinera - Sunnyvale

Informatica - Redwood City

ITT Leisure Fair - Monterey

JLL - San Francisco

Jones Lang LaSalle - San Francisco

Levi Strauss - San Francisco

Marqeta - Oakland

OSI Soft - San Leandro

Oyster Point Vendor Fair - South San Francisco

Quotient - Mountain View

Pacific Commons - Fremont

Polycon - San Jose

Renasas - Santa Clara

Riverbed - Sunnyvale

Riverbed - San Francisco

Rubric - Palo Alto

Service Now - Santa Clara

Silicon Image - Sunnyvale

SJSU - San Jose

SMTC - Fremont

St. Mary's College - San Francisco

Symantec - Mountain View

Synnex - Fremont

Tanium - Emeryville

TeraRecon - Foster City

Twitter - San Francisco

WDC - Fremont

WDC - Milpitas

WDC - Great Oaks, San Jose

WDC - Rue Ferrari, San Jose

Western Digital - Fremont

Western Digital - San Jose

WL Butler - Redwood City



STRATEGIC PROMOTIONS UNVEILING REGION'S FIRST QR-CODE AUDIO TOURS

Visitors to the Aquarium of the Bay can now learn more about the Bay watershed using their smartphones, thanks to the first QR-code audio tour system available in the region. The new VUTAG QR-code system will expand the Aquarium's ability to engage with the 10 million visitors that come to Pier 39 annually. Available in five languages – English, Spanish, Japanese, Korean and Mandarin – the new system takes visitors on a fascinating journey underwater in the San Francisco Bay.

QR-code audio technology is widely used by international travelers, especially from Asia. To use the technology, visitors simply scan the QR barcodes located near exhibits throughout the Aquarium using their smartphones. The 11 barcode stops bring to life San Francisco Bay's unusual marine creatures and diverse aquatic ecosystems.

The technology creates opportunities for the Aquarium to not only increase visitor numbers, but also to enhance visitor experiences. The audio tours will improve their engagement with exhibits and help them understand the importance of the Bay watershed.

The Aquarium's QR-code audio tours are being featured at the National Tour Association Convention's Travel Exchange Conference in December.

PUBLIC TRANSPORTATION PROMOTIONS

This year the Aquarium of the Bay launched a new promotional campaign, with advertisements evenly distributed across the city's public transportation network, including F line streetcars, cable cars, and Muni buses. This campaign will run through December and will highlight the Aquarium's snow days with the river otters.

NASA ASTRONAUT DR. YVONNE CAGLE BECOMES BAY.ORG AMBASSADOR

Dr. Yvonne Cagle became an ambassador for the Bay Ecotarium in May 2017. Dr. Cagle, an astronaut with NASA, is known for her groundbreaking work in preserving historic NASA space legacy data, while simultaneously galvanizing NASA's leadership in global mapping, sustainable energies, green initiatives and disaster preparedness. She considers Novato her hometown and the Bay Area her home, and as such is excited to aid us in our protection and conservation initiatives.

MULTILINGUAL WEBSITE LAUNCHED

The many websites associated with the Bay Ecotarium and its six institutions went through a major overhaul in August. The nine sites were consolidated and relaunched as bayecotarium.org, a



MARKETING CAMPAIGNS

PUBLIC TRANSPORT PROMOTION MUNI BUSES AND F-LINE



SPRING



SUMMER



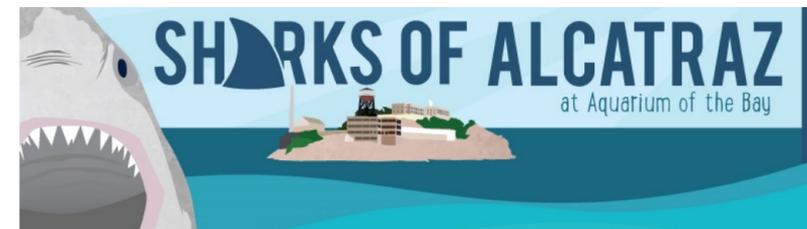
FALL



WINTER



SHARKS OF ALCATRAZ



single, responsive, and multilingual site. The new website has features such as an interactive events calendar, an Ecostore, and dynamic ticketing. Having information on all six institutions will make it easier for visitors to find information and events. All old URLs automatically redirect to www.bayecotarium.org.

EMINENT VISITORS TO THE AQUARIUM

The new plans underway at the Bay Ecotarium have attracted the attention of several prominent public figures this year. Former Secretary of the Interior, Honorable Bruce Babbitt, paid a visit to the Aquarium of the Bay in August. Mr. Babbitt has championed environmental causes throughout his career. His notable achievements include creating the National Landscape Conservation System during his tenure at the department of the Interior, leading the environmental litigation department at law firm Latham & Watkins, and serving as a trustee of the World Wildlife Fund. During his tour of the Aquarium, Mr. Babbitt met with the Ecotarium's CEO and senior staff to discuss the various threats to the Bay and its watershed and how best to protect this precious resource.

In October, Vice Admiral Conrad Lautenbacher, a retired three-star U.S. Navy Vice Admiral, also visited the Aquarium to discuss future plans for expansion. Following his 40 years

of service in the Navy—including commanding Naval Forces in Riyadh during Operation Desert Storm—Vice Admiral Lautenbacher served as Under Secretary of Commerce for Oceans and as the 8th Administrator of the National Oceanic and Atmospheric Administration (NOAA) from 2001 to 2008. Prior to that, he was President and Chief Executive Officer of the Consortium for Oceanographic Research and Education (CORE), now known as the Consortium for Ocean Leadership.

Vice Admiral Lautenbacher has extended his ocean leadership and support to the Aquarium as it expands the existing facility at PIER 39. While touring the Aquarium, Vice Admiral Lautenbacher noted, "This is an ideal place to educate about the San Francisco Bay's ecosystems to a large number of visitors who arrive here from different countries."

Founder of the Anthropocene Institute, Barbara Paige, visited the Aquarium to learn more about our conservation strategies and longterm development plan.

AQUAPALOOZA

Aquarium of the Bay hosted Aquapalooza on October 14. Over 100+ people attended the party and enjoyed drinks, small bites, and music as they explored the Bay's rich marine life in the Aquarium's captivating underwater tunnels. Aquarium of the



Bay's Naturalists were on hand to introduce the guests to live sevengill sharks, adorable river otters, and other Bay area animals.

INSTITUTIONAL ADVANCEMENT

NEW RESEARCH VESSEL HONORS OCEAN ADVOCATE

Mike Reigle, who tragically passed away last year, was an ocean advocate and wanted to devote his life to environmental and humanitarian charities. In a wonderful way to honor Mike's dream, his family has generously donated funds to purchase a new research vessel for the Ecotarium. His family could not think of a more fitting memorial for which the aquarium is forever grateful.

The research vessel has been named the RV Mike Reigle in honor of its patron, and it will enable Aquarium biologists to conduct tag-and-release studies of sevengill sharks and to collect other native Bay Area marine wildlife for exhibits.

According to Mike's Father, John Reigle, the *RV Mike Reigle Legacy Project* is a wonderful way to allow Mike's dream to live on. Mike's family can't think of a more fitting memorial and we are forever grateful for all who help to make it possible.

GRANTS

The Ecotarium received fifteen grants in 2017 for a variety of conservation efforts including student internships at the EcoCenter, stopping dams to protect California's rivers and wildlife, Bay and river restoration, our annual film and lecture series, shoreline cleanups, and Aquarium of the Bay education programs such as the BayMobile's climate change program.

DEVELOPMENT EVENTS

On March 3, a VIP reception was held at the Aquarium of the Bay called "Shabbat at the Aquarium: Unplugged" in celebration of the National Day of Unplugging. Guests were asked to put their phones to sleep and experience an evening of appetizers, cocktails, acoustic music, challah service and animal encounters. About 200 guests took part, venturing under the San Francisco Bay by exploring the Aquarium's tunnel exhibits.

September 27: The Ecotarium hosted several Hispanic, African and other small chamber of commerce directors for a tour of the Aquarium of the Bay and cocktails on the Terrace overlooking the bay.

October 19: the Aquarium of the Bay hosted about 50 San Francisco Chamber Young Professionals and the SF Up Leadership Committee to celebrate Halloween with a networking evening

overlooking the San Francisco Bay. The group enjoyed a special, inside look at the Aquarium's many fascinating animals.

HUMAN RESOURCES VOLUNTEER ENGAGEMENT

Volunteer engagement is essential to the Ecotarium's mission to protect, restore, and inspire conservation of the San Francisco Bay watershed. In addition to providing much needed support for our animal care, education, and administrative staff, volunteers are our biggest advocates and spread our vision for watershed conservation.

The purpose of our volunteer program is to deepen the connection of individuals and organizations to the Ecotarium and our mission through meaningful volunteer experiences. The program also aims to broaden our base of supporters, to extend our ability to protect and inspire conservation, and to strengthen a culture of watershed conservation. We are committed to engaging a diverse population of individuals, community groups, and corporations in our volunteer program to achieve our mission. Ultimately, we aim to harness a wide variety of expertise to raise the awareness of our mission, expand our community of champions, support fundraising, and otherwise support our conservation efforts.

The Ecotarium currently has 65 long-term volunteers in areas ranging across animal care, diving, education, photography, marketing,

and development. Volunteers have committed 7,000 hours of service to our organization and its conservation activities. They have been a crucial part of numerous events including Bay Splash (40 volunteers), Coastal Cleanup Day (200 volunteers), Earth Day Cleanup (100 volunteers), Martin Luther King Day Cleanup (75 volunteers), The Bay Institute Awards (5 volunteers), and World Ocean Day (100 volunteers).

In addition, this year 753 corporate volunteers assisted the Ecotarium in beach cleanups and wetland restoration activities. The following companies engaged in corporate volunteer programs:

- Airbnb
- Chegg
- Google
- Levis
- LinkedIn
- Lyft

Human Resources offered and/or sponsored the following Professional Development and Training sessions for Ecotarium staff in 2017, including:

- ★ AZA Zoo School for Managers (three managers from different departments attended this school in Wheeling, West Virginia).
- 🐡 AB 1825 (California's Sexual Harassment Training for supervisors and other senior staff)
- 🌀 Safety Week, including workshops on Fire Safety, Earthquake Safety, and Injury and Illness Safety.



- 🐟 CPR Training for volunteers and staff.
- 🐡 Decoding Disability and Leave Laws.
- 🌀 Managing 101: Fostering Excellence and Avoiding Pitfalls.
- 🐟 Active Shooter Training.

In addition, Human Resources offered and/or sponsored these community events:

- ★ Job fairs and community events at over 15 local colleges and universities.
- 🐡 San Francisco Martin Luther King Health and Wellness Fair.
- ★ SF Community Housing Corp career seminar at Aquarium of the Bay for 50 students ages 9-17 years.

BOARD RETREATS

The Board of Directors met twice during the year for strategic retreats to deliberate on the future of the Ecotarium and to set the course for short-term prudence with a long-term vision. Open discussions touched on issues including the mission statement, branding, finance, organizational restructure, collaborations, and capacity building.

The first retreat was held in March 2017 at the Marine Mammal Center in Tiburon. It allowed the Board to get to know the new President & CEO, George Jacob, and to gain insights into his portfolio and approach to leadership. The Board agreed at this

meeting to move forward on three critical fronts:

- ★ the adoption of the Bay Ecotarium as the organization's new brand and sole proprietorship name (DBA);
- 🐡 consensus on the new vision and capital enhancement of the Aquarium; and,
- 🌀 investment in rapid concept development and Master Planning for a new Bay Ecotarium facility at PIER 39.

The second board retreat was held in Los Angeles in September 2017. The purpose of this trip was to visit three institutions in different stages of their lifecycles. The first visit was a detailed discussion with President & CEO Terry Karges at the newly transformed Petersen Automotive Museum. This was followed by a visit to the construction site of the Academy of Motion Picture Arts and Sciences for a discussion with their Executive Director, Kerry Brougher. Finally, the Board met with Michael Govan, Executive Director of the Los Angeles County Museum of Art, who shared his vision for a billion-dollar art district expansion project that is currently in the advanced stages of fund-raising and planning for capital advancement.

The site visits and conversations provided the Board with valuable information on what to expect as the new Bay Ecotarium unfolds, and in particular:

- ★ A first glimpse into the 360° animation of the Bay Ecotarium project, which will become a landmark destination;
- 📄 A 200-page Master Plan Dossier titled *Ecosynthesis: Our Future*, was developed in a record-breaking 24 weeks with 1900+ hours of work; and,
- 🌀 A discussion of the next steps in community engagement, capacity building, and fundraising.

Both the present and the past board chairs Ben Bleiman, and Steve Machtinger along with President & CEO, bay.org, met with the owners of Pier 39 and their executive leadership to apprise them of the longterm vision for the Aquarium. This was met with a positive response and a pledge to work together in realizing this objective in the near future.







SEA LION CENTER

Overlooking K-Dock in the marina adjacent to PIER 39, the Sea Lion Center interprets the colony of wild California sea lions now permanently established in this unusual urban location. The Center provides free educational programming on the natural history of California sea lions and the environmental threats they face.

California sea lions have always lived in the San Francisco Bay, especially during the winter months when they hunt for schools of herring and anchovies. However, after the 1989 San Francisco earthquake, sea lions began hauling out on K-Dock and they stayed there. The animals discovered that the docks are easier to haul out on than rocky shorelines, and that they didn't have to move when the tides rose and fell. And, since the new location was less exposed to predators and provided easy access to food in the Bay, the docks became a thriving sea lion haunt and a very popular visitor attraction.

VISITOR NUMBERS

Total attendance (including K-Dock): 1,000,000+

CENTER GETS A FACELIFT

The Sea Lion Center at PIER 39's K dock underwent a remodel in July so that it can more effectively provide free education and interpretation to millions of visitors each year. The remodel included reformatting the space to build a better and larger educational area and to include offices for the Aquarium's education staff. A new interactive video exhibit was installed, as well as a mural that was produced in cooperation with students from the Academy of Art University.

NEW CLASSROOM PROGRAMS

The Sea Lion Center is offering schools three new educational program options in the 2017-2018 school year:

- ★ Bay Explorers (Kindergarten): Using their scientist skills, students explore our very own San Francisco Bay and the amazing animals that live in it.
- 🦁 Have to Have a Habitat (1st – 3rd Grade): Students explore the habitats of San Francisco bay and the amazing animals that live here.
- 🌀 Shark Exploration (3rd – 5th Grade): Students explore the amazing world of sharks, the top predator of San Francisco Bay.

In addition, all Sea Lion Center curricula have been updated to better support the Next Generation Science Standards and reflect the most up-to-date teaching best practices.



NEW AMBASSADOR VOLUNTEER PROGRAM

This summer, the Sea Lion Center began a new Ambassador Volunteer program to increase guest engagement. The Ambassadors, who each work four hours per week for a six-month period, will be trained to talk with visitors about the animals and their conservation.

HIGHLIGHTS

- ★ Over 3,760 students visited the Sea Lion Center in 2017 for educational programs.
- 🦁 On February 9th, the Sea Lion Center was certified as a Green Business by the San Francisco Department of the Environment.
- 🌀 In January, the Sea Lion Center celebrated the 27th anniversary of the arrival of the sea lions in collaboration with PIER 39. Over 700 guests participated in special walking tours and presentations, and PIER 39 merchants generously hosted donation boxes and raised funds for the Center's education programs.
- 🐟 As part of the Planet Blue Hullabaloo celebration in September, the Center held special presentations on marine debris to raise awareness about International Coastal Cleanup Day.







The Bay Institute is the science, research, environmental policy, and advocacy arm of the Bay Ecotarium. Working in centers of political and economic power, from Sacramento to Los Angeles to Washington D.C., the Bay Institute advocates for the environmental, water management, and economic policies necessary to ensure the health of the greater San Francisco Bay watershed.

The Bay ecosystem covers nearly 40% of California's land area. Nearly half of the surface water in California starts as rain or snow that falls in this area, and on average over half of that water is diverted for use on farms, in homes, and in factories. The remaining water flows downstream through the largest inland delta, the largest brackish water marsh, and the largest estuary on the American west coast.

To understand and preserve this vital natural resource, in 1981 the Bay Institute pioneered an innovative approach to understanding the Bay's health that examined the entire Bay-Delta estuary and watershed as a single, interdependent ecosystem. Today, this holistic approach is accepted as conventional wisdom.

The Bay Institute is dedicated to using a combination of scientific research, political advocacy, and public education to restore the entire San Francisco Bay watershed that drains from inland waterways to San Francisco Bay and on to the open ocean.

RIVERS AND DELTA PROGRAM

In 2017, The Bay Institute (TBI) doubled down on efforts to block the Brown Administration's ill-designed proposal, known as "California WaterFix," to build two giant tunnels to export even more water from the Delta (on average over half the water that would naturally flow through the Delta to San Francisco Bay is already diverted). TBI challenged in court the endangered species permits that state and federal agencies issued for the plan, as the state's own analyses indicate that WaterFix would lead to extinction of native fish like smelt and Chinook salmon.

TBI also educated decision-makers and the media about the economic and environmental costs of the project. Even some of the major water districts that would receive water from the tunnels were convinced to oppose the plan in its current form. As the year draws to a close, TBI staff are preparing technical testimony for critical hearings before the State Water Board in 2018.

TBI also worked with the State Water Board to improve the first new water quality standards for the estuary in over 20 years. A final decision on the first phase of setting the new standards is expected in 2018. As part of this process, TBI prepared the environmental community's most comprehensive technical analysis of the state's proposal for how much water should flow from the San Joaquin Valley into the Delta, which falls far short of the amount needed to restore declining



salmon populations and prevent water quality problems. Building on that analysis, TBI developed clear and measurable salmon restoration targets for San Joaquin Valley rivers in collaboration with federal and state fishery agencies. Staff then modelled protective flow regimes that meet the salmon restoration targets while minimizing impacts to Valley agriculture.

COAST AND OCEAN PROGRAM

A highlight for TBI's Coast and Ocean Program in 2017 was the publication of a national report entitled *Sustainable Finance Options for U.S. Marine Protected Areas* (MPA). The report was widely distributed in the U.S. and Europe, and it was the subject of a national webinar delivered to 135 people around the country.

In February, TBI participated in the Golden Gate Marine Protected Areas Collaborative at a Statewide MPA Summit. The Summit was held in partial response to recommendations made during TBI's April 2016 Action Summit called "Golden State Waters: San Francisco Bay and the World Ocean." The Summit resulted in the signing of a statewide charter for the 14 MPA Collaboratives and funding to support local involvement.

TBI's support for marine protected areas was also strengthened through the participation of the Ocean

Program's Director, Brian Baird, on the Marine Protected Areas Federal Advisory Committee. The Committee is composed of 20 experts from around the country who provide advice regarding marine protected areas to the Secretary of Commerce and the Secretary of the Interior. The members are appointed by the Administrator of the National Oceanic and Atmospheric Administration (NOAA).

In August, Brian also became President of the Coastal States Stewardship Foundation (CSSF), which promotes science-based decision making and improved stewardship of coastal and ocean resources. The Foundation serves as fiscal sponsor for nearly all of the multi-state regional ocean-planning efforts around the country.

TBI was invited to give expert testimony to a Congressional Hearing in August on President Trump's Executive Order 13795, which instructed the Secretary of Commerce to conduct a review of all National Marine Sanctuaries and Monuments for potential offshore oil and gas production. TBI provided compelling economic data developed by the National Ocean Economic Project to demonstrate the substantial value of these areas for coastal recreation and tourism.

Film and Lecture Programs in 2017 included five well-attended events on Bay watershed conservation:

★ February 15th, [Climate Change, Sea-Level Rise, and the California Coast](#), Dr. Gary Griggs

🐟 March 15th, [Tides: The Science and Spirit of the Ocean](#), Jonathan White

🌀 April 19th, [Sea Otters: How Lawsuits and Oil Spills Have Replaced Spears and Guns](#), Kim Steinhardt

🐟 July 26th, [How Saving San Bruno Mountain Saved the Bay - Citizen Involvement and Science Prevails](#), Dr. David Nelson

★ October 26th, [The Edge, The Pressured Past and Precarious Future of California's Ocean](#), Kim Steinhardt and Dr. Gary Griggs

BAY RESTORATION PROGRAM

In the face of rapidly rising sea levels, interest in TBI's horizontal levee model of wetland restoration continues to grow. Planners from Marin County to the Don Edwards National Wildlife Refuge are including horizontal levees in their wetland restoration designs. The Oro Loma-Castro Valley Sanitary District has led the effort with the first-ever experimental horizontal levee project. TBI helped promote public awareness of the project by organizing a briefing for government planners and by presenting the Sanitary District with our 2017 Bay Hero Award. The increased interest in horizontal levees coincided with the launch of the Resilient by Design Bay Area Challenge, an effort funded by the Rockefeller Foundation to encourage innovative designs that would help Bay Area communities adapt to sea level rise. Resilient by Design has tasked ten

expert teams to develop adaptation strategies by late Spring 2018. Heavy emphasis has been placed on using restored wetlands to reduce the impacts of shoreline flooding. The Oro Loma Horizontal Levee project has featured prominently in briefings.

In August 2017, TBI's Director of the Bay Restoration Program, Marc Holmes, retired after 19 productive and influential years. Marc began his career in 1987 fighting large-scale development proposals in wetlands, legal victories that set the stage for large-scale wetland restoration. Marc worked on many other precedent-setting legal cases, and in the mid-1990s, Marc represented The Bay Institute in major initiatives to acquire restorable wetlands that were still at risk. Recognizing that Bay-wide restoration could only succeed in collaboration with many partners, Marc served on the San Francisco Bay Habitat Joint Venture from its inception until his retirement, helping the organization bring greater political attention, and funding, to Bay restoration efforts.

Marc describes his two most gratifying experiences as working with the citizen volunteers who organized and revolted against business-as-usual destruction of Bay wetlands (exemplified by the Citizens Committee to Complete the Refuge and many others); and second, encountering the Federated Indians of Graton Rancheria as adversaries in the field, and then watching in amazement as they became unlikely allies to make the Sears Point tidal marsh restoration a reality.







ECOCENTER PARK AT HERON'S HEAD

Designed to meet the needs of underserved Bayview-Hunters Point communities in southeast San Francisco, the EcoCenter at Heron's Head Park is a unique educational facility that combines environmental education, experience-based learning and habitat restoration.

As a living classroom and drop-in visitor center, the EcoCenter demonstrates how environmental resources can be used to promote human and ecosystem health, as well as strong local economic growth. To enhance community-building, the EcoCenter offers elementary school through college educational programming, internships for youth and young adults, tours, seminars, workshops, and other activities.

Located by the Bay in one of San Francisco's last wild landscapes, the EcoCenter is also a model for green building and sustainable resource use. It was certified in 2013 by the U.S. Green Building Council (USGBC) as Platinum, the highest possible rating according to the Leadership in Energy and Environmental Design (LEED) standards. It is also the first Zero Net Energy Building in San Francisco.

VISITOR NUMBERS

Total attendance: 6, 328

HIGHLIGHTS

- Science Saturday participants: 1,293
- Number of volunteers: 547
- Pounds of trash removed from cleanups: 858.5
- K-12 students reached: 915 (Tier 1 schools = 672)

INTERNSHIP PROGRAM

During the 2017 spring semester, two interns from City College of San Francisco's (CCSF) Sustainability 91 course developed environmental education public programs for the EcoCenter. Generously funded by the City of San Francisco Community Challenge Grant, the interns received college credit while gaining paid work experience in environmental education, native plant restoration, and community engagement around sustainable building and environmental justice.

Thanks to additional funding, the EcoCenter was able to expand its internship program to include San Francisco State University (SFSU) and increased representation from local high schools. The EcoCenter supported eight paid summer interns, six of whom were from the local Bayview community. This shows the important, deep connections that the EcoCenter is forging with the community and the role that locals are now playing in all of the EcoCenter's activities. The summer interns' final project was part of a



city-wide restoration project for the pipevine swallowtail butterfly (*Battus philenor*). The students researched the restoration work being conducted at the San Francisco Botanical Garden and then used native plants to create butterfly habitat around the EcoCenter.

The eight fall interns – also from CCSF, SFSU and local high schools – are continuing this project by creating signage for the habitat that will also explain how wastewater is recycled and used for irrigation. The interns are working with a biologist from the California Academy of Sciences as well as professional designers who are graduates of the California College of the Arts. Interns also learn formal and informal job skills from EcoCenter staff and other professionals at partner organizations.

NEW MARINE DEBRIS EDUCATION PROGRAMS

The EcoCenter's new marine debris education programs, called "Trash Talk," help K-12 students learn about how trash ends up in the Bay and how it affects resident plants, animals, and people. The California Coastal Commission Whale Tail Grant provided \$30,000 in funding to support the development of four new curricula for different age groups. The programs are being piloted in 2017-18 with classes from 15 local schools. The programs are notable in being "two-touch," meaning they involve both a visit to the EcoCenter and a program at the

school, including a citizen science trash pick-up project.

SCIENCE SATURDAYS

The EcoCenter's Science Saturdays are popular, all-age events that include hands-on activities ranging from park restoration and plastic debris cleanups, to climate change science experiments, healthy cooking and eating demonstrations, and citizen science field trips.

Highlights from this year's Science Saturdays included an open studio event, where two City College of San Francisco interns, Tidjiane Dabokemp and Edward Wang, presented their capstone projects. Tidjiane, who just completed his first year at CCSF studying biology, presented a fun, fact-filled program and nature walk focusing on the native plants and insects living in Heron's Head Park. Edward, who has a passion for geology and engineering, gave an overview of how the EcoCenter's alternative wastewater treatment system cleans water without chemicals by using processes borrowed from nature.

Also popular were the two Bioblitz events, conducted in association with the California Academy of Sciences. Bioblitzes gather scientists, citizen scientists, land managers, and others to find and identify as many different species as possible in a short period. Bioblitzes not only help land managers build a species list for their

park and provide invaluable data for researchers, they also highlight the incredible biodiversity of the Bay Area. The EcoCenter's two Bioblitzes were held on April 1 at Pier 94 (also in collaboration with Golden Gate Audubon Society) and on June 24 at Heron's Head Park (part of Snapshot Cal Coast, a statewide initiative to document coastal biodiversity).

BAYSPLASH 2017

Our most popular Science Saturday, the annual BaySplash celebration, was held on October 7 with a special guest appearance by the Bay Ecotarium's Ambassador, NASA Astronaut Dr. Yvonne Cagle.

Dr. Cagle spoke with the community about the importance of science, technology, engineering, arts, and math (STEAM) subjects and generously signed autographs.

The event attracted over 400 people, including 45 volunteers and 25 community partner organizations. EcoCenter Community Impact Awards were presented to Literacy for Environmental Justice (top STEAM organization), Isaiah Simpson from Urban Ed Academy (youth leader), and Tyra Fennell from Imprint.City (top STEAM educator).

NEW ADVISORY COMMITTEE MEMBERS

The EcoCenter's Advisory Committee greatly expanded its reach this year, with many community organizations and groups now represented. The new members include:

- Allegra Madsen, NOW Hunters Point
- Cheryl Thornton, District 10 community development grassroots organizer
- Jessica Campos, Wu Yee Children's Services
- Marlene Harris, San Francisco Housing Development Corporation
- Maya Rodgers, Bayview HEAL Zone
- Mike Yoshioka, City of Dreams
- Sara Brissenden-Smith, formerly Habitat for Humanity

The EcoCenter has submitted two proposals to the Port Commission seeking additional funding to extend the hours of operation as well as increase the capacity of staff and resources. Ongoing discussions have also addressed the need to develop the Park with environmentally friendly interpretive signage.







BAY MODEL ALLIANCE

Operated by the Bay Ecotarium in collaboration with the U.S. Army Corps of Engineers, the Bay Model is dedicated to providing free, accessible waterfront education focused on the San Francisco Bay and the Sacramento-San Joaquin River Delta System. The showcase, which opened in 1957, is located in Sausalito.

The Bay Model visitor center's educational focus is the geography, topography, ecology, and natural history of the Bay. A spectacular, 1.5-acre hydraulic model of the Bay and the Sacramento-San Joaquin River Delta System is the highlight of the Center. As visitors walk through the three-dimensional model, they experience an extraordinary view of the complete watershed. The dynamic nature of the model allows visitors to observe tidal action and visualize currents and eddies as they naturally occur in the Bay, rivers, tributaries, and Delta.

The learning center also features a variety of inspiring exhibits and programs to encourage guests to better understand San Francisco Bay and its watershed. For example, the *From the Mountains to the Sea* exhibit features floor-to-ceiling interpretive murals depicting the San Francisco Watershed from the Cascade/Sierra Nevada Mountains to the Pacific Ocean. An interactive 3D, fiber-optic map graphically demonstrates the origins of California's water, while touchable exhibits on watershed plants and animals invite self-discovery

through guided and self-guided tours. The visitor center also houses the only exhibit on Marinship, one of the country's most important shipyards during World War II that shaped California's social and economic history.

VISITOR NUMBERS

Total attendance: 90,000+

HIGHLIGHTS

- 80 school groups with 2,290 students
- 38,000 attendees at special events

TBI AWARDS

The Bay Model hosted The Bay Institute's 25th Annual Award Ceremony on May 18th, 2017. Brian Baird, head of TBI's Oceans Program, and Ecotarium Board member Harrison Dunning shared Master of Ceremonies duties. The TBI awards honor individuals who have demonstrated exceptional commitment to our mission to protect, restore, and inspire conservation of the San Francisco Bay watershed. The 2017 recipients were:



Lifetime Achievement Award: Fred Keeley, Former Speaker pro Tempore, California Assembly



Carla Bard Bay Education Award: Doris Sloan, Ph.D., Retired Adjunct Professor, Department of Earth and Planetary Science, UC Berkeley



Harold Gilliam Award for Excellence in Environmental Reporting: Matt Weiser, journalist and Contributing Editor, Water Deeply



Bay Hero Awards: Oro Loma Sanitary District and Castro Valley Sanitary District Board of Directors; Oro Loma Horizontal Levee Design and Engineering Team

75TH ANNIVERSARY OF MARINSHIP

This year marked the 75th anniversary of Marinship, a 210-acre shipyard that attracted more than 75,000 workers to Marin County during World War II. With the onset of WWII, a major shipyard was hastily constructed on the northern waterfront and operated 24/7 until September 1945. It produced 93 Liberty Ships and tankers for the war effort, or approximately one every 13 days.

The Bay Model is the only visitor center with an exhibit dedicated to Marinship, which was developed as a collaborative effort between the Bay Model and the Sausalito Historical Society. The Bay Model Visitor Center is located in a building that served as a shipyard warehouse during the war. To celebrate this important anniversary, the Bay Model has been involved with a number of events, including walking tours focusing on life in the shipyards during the war, the resulting social changes in Marin County, and the construction of the iconic Liberty Ships.



A number of talks throughout the year also highlighted the importance of Marinship to California's history. For example, in June history professor and Convener of the California Studies Seminar at UC Berkeley, Dr. Charles Wollenberg, gave a talk on the role of Marinship in the "Second Gold Rush" and the huge social and demographic changes that resulted.

Land and Water



EXIT

Welcome Aboard!
The Orange SCOPE





BAY ACADEMY

As the newest institution in the Ecotarium, the Bay Academy was created this year to promote an appreciation, understanding and support for the Ecotarium's science and advocacy work to highlight global environmental issues using the local lens of the San Francisco Bay watershed.

Our focus is two-fold. First, the Bay Academy works to forge internal connections among the Ecotarium's institutions to promote dialogue and collaboration. Second, we work to promote the Ecotarium's science and advocacy work to external stakeholders through various outreach approaches such as newsletters, reports, blogs, educational resources, exhibits and more.

The Bay Academy aims to have the following four key impacts:

- ★ To encourage all employees to act as ambassadors for the Ecotarium's science and advocacy work, by encouraging increased internal communication across the institutions.
- 🐼 To create synergies among the Ecotarium's six institutions by fostering increased dialogue and communication.
- 🌀 To extend our educational envelope beyond our physical venues to improve stakeholders' appreciation and support for Bay watershed protection.

- 🐟 To maintain and enhance the Ecotarium's reputation for preeminent science-based advocacy.

MANDATE

The Bay Academy is the Bay Ecotarium's youngest institution, formed this year. Its mission is to promote an appreciation, understanding and support of the Bay Ecotarium's science and advocacy work to highlight global environmental issues using the local lens of the San Francisco Bay watershed.

The Bay Academy's objectives are both inwardly and outwardly focused. It forges internal connections among the Ecotarium's constituent institutions by promoting dialogue between researchers, policy experts, educators, and other staff. It also promotes the Ecotarium's science and advocacy work to improve external stakeholders' understanding of the San Francisco Bay watershed, and the important role the Ecotarium plays in protecting and restoring these systems.

The Bay Academy is designed to capitalize on the Ecotarium's organizational structure, which is unique amongst Bay-focused organizations in that its six constituents specialize variously on advocacy, education and outreach, and science. This combination of expertise presents a unique opportunity to both drive membership, donations, philanthropic, and corporate support through promotion of the Ecotarium's mission,



as well as to use its venues to engage a diverse audience on Bay watershed science and advocacy issues. The Bay Ecotarium's institutions are engaged in a wide range of important science and advocacy projects, and the Bay Academy's role is to integrate these efforts and showcase them effectively to our internal and external stakeholders. Doing so will build support for the Ecotarium and its mission.

The Bay Academy emphasized the Ecotarium's unique point of difference: our ability to shine a local lens on global environmental issues. Although many organizations, museums and aquaria discuss critical global environmental issues such as biodiversity conservation, climate change, water supply limitations, and habitat protection, no other institution uses the San Francisco Bay as the context in which to illustrate them.

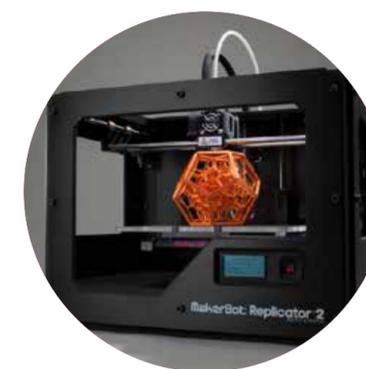
OBJECTIVES

The Bay Academy's goal is to promote the Bay Ecotarium's mission by having the following impacts:

- ★ Improve internal communication so all employees can act as ambassadors for the science and advocacy work occurring across the Ecotarium's institutional partners.
- 🐼 Create synergies among the Ecotarium's partners by fostering increased dialogue and collaboration.

- 🌀 Extend the Ecotarium's educational envelope beyond physical venues to improve stakeholders' appreciation for and understanding of Bay watershed protection. This includes engaging visitors before and after their visits, and engaging underserved groups that have been unable to access our resources previously.

- 🐟 Maintain and enhance the Ecotarium's reputation for preeminent science-based advocacy.



IMPACT

In 2017, the Bay Academy developed a strategic plan that includes a number of new communication and education initiatives, some of which have already been started and others of which will be rolled out over the coming months. Some of these projects include: A newsletter titled Eco-Current was launched in 2017 and will be published every two months both in hard copy and online, with an increased focus on our science and advocacy work across all six institutions.

- ★ A new blog/vlog section on our website will be coming in early 2018. We are currently developing an editorial calendar for the blog and a catalog of interesting and informative stories about the important work our organization does. The blog will enable us to tell longer, more detailed stories than the newsletter and it will be linked to our other social media.
- 🐢 A new podcast is also under development and will be launched early next year. The podcast will answer questions generated by visitors to our facilities and to our website and social media. No matter what your burning question about the Bay watershed might be, the Bay Academy will find an expert to answer it.
- 🌿 The Bay Academy will bring together the science and communication experts within the Bay Ecotarium to better integrate

science communication across the organization and to increase the consistency of our external messaging.

- 🐟 We will be finding new and innovative ways to improve science interpretation at the Aquarium, EcoCenter, Bay Model, and Sea Lion Center. The goal is to use digital media (e.g., iPads, an app) to provide new and fresh content and to highlight the Ecotarium's cross-cutting science and advocacy work.
- ★ A set of pre- and post-visit educational resources on estuaries was piloted with two K-1 school groups taking self-guided tours of the Aquarium. We also piloted a new virtual fieldtrip platform for school groups at the EcoCenter focused on wetlands.
- 🐢 Having archived The Bay Institute's many reports and publications, we are currently compiling them into a new online, searchable database that will be available in early 2018.
- 🌿 Working with TBI, the Academy will help expand their film and lecture series to create collaborations with other organizations and a video archive for online viewing.





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The background is a solid teal color. On the left side, there is a large, stylized illustration of a fish, possibly a salmon, rendered in a lighter shade of teal with a dotted pattern. On the right side, there are two large, white, curved shapes that resemble stylized waves or abstract forms, overlapping each other and the fish illustration.

APPENDIX A

AUDIT REPORT 2016

bay.org
Financial Statements and
Independent Auditors' Report
December 31, 2016

Barlow & Hughan LLP
CERTIFIED PUBLIC ACCOUNTANTS

BAY.ORG
DECEMBER 31, 2016
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Barlow & Hughan LLP
CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

BOARD OF DIRECTORS
BAY.ORG
SAN FRANCISCO, CALIFORNIA

We have audited the accompanying financial statements of BAY.ORG (a nonprofit public benefit corporation), which comprise the statement of financial position as of December 31, 2016, the related statements of activities and net assets and cash flows for the year then ended, and the related notes to the financial statements.

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.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

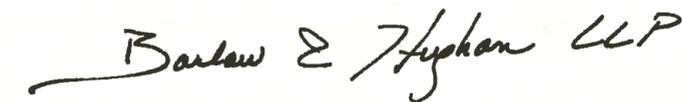
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of BAY.ORG as of December 31, 2016, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matter

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The schedule of functional expenses on page 16 is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.



San Francisco, California
May 15, 2017

BAY.ORG
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2016

STATEMENT OF ACTIVITIES AND NET ASSETS
YEAR ENDED DECEMBER 31, 2016

ASSETS	
CURRENT ASSETS	
Cash	\$ 1,914,639
Accounts and other receivables	184,612
Short-term investments	106,720
Grants receivable	1,240
Gift shop inventories	71,700
Prepaid loan fees and other assets	<u>230,835</u>
	2,509,746
NON-CURRENT ASSETS	
Property and equipment - Pledged, net of depreciation	6,804,163
Cash restricted for loan payments	566,037
Prepaid loan fees	188,112
Construction in progress and other assets	<u>34,675</u>
	<u>\$10,102,733</u>
LIABILITIES AND NET ASSETS	
CURRENT LIABILITIES	
Accounts payable	\$ 313,657
Accrued expenses	330,168
Current portion of notes payable	757,158
Deferred income	<u>20,230</u>
	1,421,213
NON-CURRENT LIABILITIES	
Pension liability	101,070
Notes payable	<u>4,752,097</u>
	<u>6,274,380</u>
UNRESTRICTED NET ASSETS	
Funds available for operations	3,643,026
Board designated fund	<u>37,167</u>
	3,680,193
RESTRICTED NET ASSETS	
Temporarily restricted	<u>148,160</u>
	<u>3,828,353</u>
	<u>\$10,102,733</u>

See notes to financial statements.

Barlow & Hughan LLP
CERTIFIED PUBLIC ACCOUNTANTS

	Unrestricted	Temporarily Restricted	Total
REVENUES			
Operating revenues			
Ticket sales	\$ 9,220,378		\$ 9,220,378
Contracts	321,990		321,990
Other	<u>208,395</u>		<u>208,395</u>
	9,750,763		9,750,763
Gift shop revenues			
Sales	1,826,081		1,826,081
Cost of sales	<u>(806,810)</u>		<u>(806,810)</u>
	1,019,271		1,019,271
Public support	<u>555,520</u>	\$113,625	<u>669,145</u>
Special event			
Revenues	277,234		277,234
Expenses	<u>(138,605)</u>		<u>(138,605)</u>
	138,629		138,629
Net assets released from restriction	<u>280,565</u>	<u>(280,565)</u>	
	11,744,748	<u>(166,940)</u>	<u>11,577,808</u>
EXPENSES			
Program services			
Exhibits	6,522,451		6,522,451
Education programs	1,975,028		1,975,028
Field restoration and conservation	1,277,990		1,277,990
Support services			
Management and general	714,245		714,245
Fundraising	<u>490,109</u>		<u>490,109</u>
	10,979,823		10,979,823
EXCESS OF REVENUES OVER EXPENSES FROM OPERATIONS	764,925	(166,940)	597,985
OTHER INCOME (EXPENSE)			
Interest and other income	22,311		22,311
Loss of disposition of equipment	<u>(8,645)</u>		<u>(8,645)</u>
EXCESS OF REVENUES OVER EXPENSES	778,591	(166,940)	611,651
NET ASSETS - Beginning of year	<u>2,901,602</u>	<u>315,100</u>	<u>3,216,702</u>
NET ASSETS - End of year	<u>\$ 3,680,193</u>	<u>\$148,160</u>	<u>\$ 3,828,353</u>

See notes to financial statements.

Barlow & Hughan LLP
CERTIFIED PUBLIC ACCOUNTANTS

STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31, 2016

CASH FLOWS FROM OPERATING ACTIVITIES	
Cash received from visitors and customers	\$12,733,011
Cash paid to employees and suppliers	(10,855,478)
Cash paid to other organizations for their portion of sales of combined ticket packages	(878,094)
Cash received from contributions and grants	721,637
Interest paid	(113,040)
Interest received	<u>2,755</u>
Net cash provided by operating activities	<u>1,610,791</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Construction of property, improvements and exhibits	(118,481)
Proceeds from sale of investments	111,475
Purchase of property and equipment	(86,315)
Purchase of investments	(68,980)
Investment in construction in progress	<u>(6,549)</u>
Net cash used for investing activities	<u>(168,850)</u>
CASH FLOWS FROM FINANCING ACTIVITIES	
Repayments of notes payable	<u>(693,783)</u>
NET INCREASE IN CASH	748,158
CASH - Beginning of year	<u>1,732,518</u>
CASH - End of year	2,480,676
LESS CASH SEPARATELY CLASSIFIED AS RESTRICTED	<u>566,037</u>
UNRESTRICTED CASH - End of year	<u>\$ 1,914,639</u>
SUPPLEMENTAL DISCLOSURE OF NON-CASH ACTIVITIES	
Cost of construction in progress placed in service during the year	\$ 2,442
Value of in-kind contributions used for operations and fundraising	70,342
Value of securities distributed to pension plan participant	(94,108)

See notes to financial statements.

STATEMENT OF CASH FLOWS (Continued)
YEAR ENDED DECEMBER 31, 2016

RECONCILIATION OF EXCESS OF REVENUES OVER EXPENSES TO NET CASH PROVIDED BY OPERATING ACTIVITIES	
Excess of revenues over expenses	\$ 611,651
Items not requiring (providing) cash:	
Depreciation	785,824
Amortization	37,232
Loss on disposition of equipment	8,645
Net realized and unrealized gains on investments	(6,159)
Decreases (increases) in assets:	
Gift shop inventories	8,257
Grants receivable	6,860
Accounts and other receivables	81,690
Prepaid loan fees, deposits and other assets	(27,668)
Increases (decreases) in liabilities:	
Accounts payable	95,944
Accrued expenses	73,199
Deferred income	13,203
Pension liability	<u>(77,887)</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>\$1,610,791</u>

See notes to financial statements.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

History and Operations

bay.org (the Organization) is a nonprofit public benefit corporation incorporated in 2008 under the laws of the State of California. During 2014 the assets and activities of the Bay Institute of San Francisco were merged into the Bay Institute Aquarium Foundation, which then changed its name to bay.org to reflect the larger scope of its activities.

The mission of the Organization is to protect, restore, and inspire conservation of San Francisco Bay and its watershed, from the Sierra to the sea. The Organization achieves its mission and programs through its five divisions:

Aquarium of the Bay is located at PIER 39 in San Francisco. Throughout its 50,000 square foot building, the Aquarium provides a window to the Bay that reveals its distinctive ecosystems and seeks to educate and inspire preservation;

The Bay Institute is the leader in protecting and restoring the watershed which drains into San Francisco Bay. The Bay Institute develops and leads research, education, and advocacy programs to preserve the watershed which includes Suisun Bay, San Pablo Bay, San Francisco Bay and the Sacramento and San Joaquin rivers and their tributaries;

Sea Lion Center is located on PIER 39 in San Francisco. It provides free interpretive and educational programs about the sea lions and their history at PIER 39 and in San Francisco Bay;

EcoCenter at Heron's Head Park is a facility located near Bayview Hunter's Point in San Francisco. The facility is an educational research center and serves as a model for green building, sustainable resource use, environmental justice, and experiential learning for the students and teachers of the San Francisco Unified School District;

Bay Model Alliance provides a comprehensive learning center by showcasing a working hydriodic model of the San Francisco Bay and Sacramento - San Joaquin river delta system.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

Major programs of the Organization are:

Exhibits are open 364 days a year and display more than 30,000 local marine animals in specially designed galleries that focus on local marine habitats and concepts and commitment to the preservation and care of the animals on exhibit;

Education programs for over 20,000 students, teachers and chaperones annually from schools within the nine Bay Area counties at the Aquarium, the Sea Lion Center, the Bay Model, the EcoCenter, and at schools throughout the Bay Area;

Field restoration and conservation. The San Francisco Bay has been altered drastically from the pristine estuary that existed in the 1800's. One of the main goals of bay.org is to expand and accelerate the effort to protect and restore many of the wetlands that were drained. Furthermore the Organization employs policy expertise to promote reforms in the way California manages its water supplies and protects the ecological values of the San Francisco Bay-Delta estuary and its watershed.

Basis of Presentation

Financial statement presentation follows the recommendations of the Financial Accounting Standards Board (FASB) in its Accounting Standards Codification (ASC) Topic 958 Not-For-Profit Entities. Under FASB ASC Topic 958, bay.org reports information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets, based upon the existence or absence of donor-imposed restrictions. The Organization had no permanently restricted net assets at the beginning or at the end of the year. Income is recognized as temporarily restricted if restrictions imposed by the donor are not satisfied by the end of the current year. Unrestricted net assets include funds separately designated by the Board of Directors.

Ticket sale revenues are recognized when redeemed for admission to the Aquarium. The Organization participates in various combined ticket packages with other local attractions. The Organization recognizes as revenue only its portion of these combined packages.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2016

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

Investments

Short-term investments are stated at market value. They are comprised of marketable securities. At December 31, 2016 the cost of the investments was \$106,159.

Gift Shop Inventories

Inventories are stated at the lower of market or cost determined by the first-in, first-out method.

Accounts and Other Receivables

The Organization believes that as of December 31, 2016, all uncollectible accounts have been written off, and the allowance for doubtful receivables is zero.

Property and Equipment

Property and equipment are stated at cost. Depreciation of property and equipment is provided using the straight-line method using the following estimated useful lives:

	<u>Years</u>
Machinery	3-5
Furniture and fixtures	3-5
Exhibits	10
Buildings and improvements	19

Construction in Progress

Construction in progress was comprised of a new exhibit at the Aquarium not placed in service as of the end of the year.

Compensated Absences

Accumulated paid time off is accrued when earned. As of December 31, 2016 the liability for employees for compensated absences was \$146,057. The liability for compensated absences was included among the accrued expenses of the Organization.

Barlow & Hughan LLP

CERTIFIED PUBLIC ACCOUNTANTS

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2016

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

Deferred Income

Deferred income was comprised of advance admission tickets sold but not redeemed and prepayments for services not yet performed as of the end of the year.

Donated Goods and Services

A number of volunteers have donated significant amounts of their time to the Organization. These donated services are not reflected in the financial statements since they do not meet generally accepted criteria for recognition as contributed services.

During the year bay.org received gifts-in-kind valued at \$7,494 by Management for the support of its programs. These gifts-in-kind were recorded as public support and program expense in the accompanying financial statements.

The Organization received donated food and beverages, entertainment and event materials, and equipment valued by Management at \$62,848 in connection with the annual special event. These items were recognized as special events revenues and special event expenses in the accompanying financial statements.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Income Tax Status

The Organization qualifies as tax exempt organization under Section 501(c)(3) of the Internal Revenue Code and is therefore generally exempt from income taxes. Income taxes are payable, however, on revenue from sources unrelated to its tax exempt purpose. There was no such revenue during the year. The Organization's policy is to record interest and penalties as income taxes. For the year ended December 31, 2016 there were no such amounts incurred or recorded in the financial statements. In addition, the Organization has not taken an unsubstantiated tax position that would require provision of a liability under ASC 740, "Income Taxes." The Organization informational returns are subject to examination by federal and state taxing authorities.

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CERTIFIED PUBLIC ACCOUNTANTS

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2016

2. CASH

The cash balance as of December 31, 2016 was comprised of the following:

Interest-bearing accounts	\$2,013,367
Non-interest-bearing accounts	427,249
Cash on hand	<u>40,060</u>
	2,480,676
Less restricted cash	<u>566,037</u>
	<u>\$1,914,639</u>

Under the terms of its bank loan, the Organization is required to maintain segregated cash balances from which it may not draw funds until the loan is fully repaid. This restricted cash is classified as a long-term asset based on the repayment terms of the loan.

3. PROPERTY AND EQUIPMENT

The property and equipment on December 31, 2016 consisted of the following:

Building situated on leased premises	\$7,999,173
Leasehold improvements	1,316,272
Exhibits	1,520,238
Furniture and office equipment	775,396
Operating equipment	204,124
Other	<u>66,824</u>
	11,882,027
Less accumulated depreciation	<u>5,077,864</u>
	<u>\$6,804,163</u>

The building and all improvements will revert to the lessors upon the conclusion of the leases as described in Note 4.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2016

4. COMMITMENTS AND CONTINGENCIES

The Organization leases the site on which it operates the Aquarium from unrelated parties under operating leases. Under the principal lease agreement, rent is payable to the Port of San Francisco annually, calculated at 4% of adjusted gross revenues or \$150,000, whichever is greater.

A sublease agreement with PIER 39 provides for a base rental charge of \$250,000 per year plus 2% of gross earned revenue above \$11,850,000.

Concurrent with the sublease arrangement with PIER 39, the Organization also leases the Sea Lion Center at PIER 39. The lease does not provide for rent payments.

The current term of these leases expires on March 31, 2019. The Organization has the option to renew the leases for various periods through December 31, 2028, and the leases may be subject to further renewals.

The Organization leases office space from the Port of San Francisco at Pier 35. The lease provides for monthly base rental charge of \$8,161. It expires on June 30, 2018 and may be subject to renewal.

The Organization leases storage space from the Port of San Francisco at Pier 26. The lease provides for monthly base rental charge of \$1,855. It expires October 30, 2017 and may be subject to renewal.

The Organization also leases the premises occupied by the Heron's Head Park EcoCenter from the City and County of San Francisco. The lease requires nominal lease payments and expires in February 2019.

Total rent expense for the year ended December 31, 2016 was \$786,048. The following, is a schedule of future minimum lease payments for the succeeding five years under operating leases with initial or remaining lease terms in excess of one year:

Year Ending December 31,	Amount
2017	\$521,856
2018	469,599
2019	400,000
2020	400,000
2021	400,000

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2016

5. NOTES PAYABLE

In connection with the purchase of the assets of the Aquarium, the California Infrastructure and Economic Development Bank issued Variable Rate Revenue Bonds in the aggregate amount of \$6,500,000. The bond proceeds were loaned to the Organization.

Under the terms of the agreement with the Economic Development Bank, the Organization is required to make annual payments to a custodial bank through 2025 which will be used to retire the bonds. During the period the bonds are outstanding the Organization will also pay interest at a variable rate and other loan fees to the custodial bank which administers the loan on behalf of the Economic Development Bank. During the year ended December 31, 2016, the Organization paid \$96,942 in credit fees and interest and made principal payments of \$450,000. The principal balance on this note at December 31, 2016 was \$5,215,000.

During 2009 the Organization borrowed \$4,000,000 from a private foundation in order to finance the acquisition of the assets of the Aquarium. The note is repayable in annual installments of \$200,000 plus interest at 2%; the remaining principal is due in July of 2017. Interest expense on this note during the year ended December 31, 2016 was \$6,000. The principal balance on this note at December 31, 2016 was \$200,000.

Both notes are secured by the leasehold interests and other assets of the Organization.

During 2013, the Organization borrowed \$124,660 to finance an elevator modernization on its premises. The loan is repayable in monthly installments of \$2,454 including interest at 6.75% with the last payment due in April 2018. Interest expense on this note during the year ended December 31, 2016 was \$3,484. The principal balance on this note at December 31, 2016 was \$35,484. The note is secured by the leasehold improvements.

At December 31, 2016 the Organization had an outstanding unsecured loan payable to a former board member in the amount of \$58,770. The loan is repayable on demand and bears interest at 5%. Interest expense and principal payments on this loan during the year ended December 31, 2016 were \$4,676 and \$17,824 respectively.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2016

5. NOTES PAYABLE - Continued

The minimum principal payments due during the next five years under these notes are:

2017	\$ 757,158
2018	502,097
2019	520,000
2020	545,000
2021	575,000
Thereafter	<u>2,610,000</u>
	<u>\$5,509,255</u>

6. TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets at December 31, 2016 were comprised of grants which had not been received by year end and grants which had been received but had one or more restrictions which were unsatisfied at year end. These amounts are summarized as follows:

Grants not received	\$ 1,240
Grants received but which included restrictions not fulfilled	<u>146,920</u>
	<u>\$148,160</u>

7. PENSION PLAN

The Organization has established a qualified retirement plan under section 403(b) of the Internal Revenue Code. The Organization does not make any contributions under this plan. The plan is managed by an outside consultant.

The Organization has also established a retirement plan under section 457 of the Internal Revenue Code for some of its employees. Contributions to the plan by bay.org are entirely at the discretion of the Board of Directors. For the year ended December 31, 2016 the Organization contributed \$17,500 to this plan. The assets of the plan are included among the assets of the Organization. The pension liability recorded by the Organization equals the cumulative employer and employee contributions net of withdrawals and adjusted by the change in fair value the plan assets. The change in fair value of the plan assets increases or decreases the pension liability and is not part of the revenues or expenses of the Organization. For the year ended 2016 the value of the plan assets decreased by \$20,216.

BAY.ORG

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2016

8. CONCENTRATIONS OF CREDIT RISK

The Organization maintains cash balances at financial institutions which are insured by the Federal Deposit Insurance Corporation. At December 31, 2016 the Organization had uninsured deposits with banks totaling approximately \$1,972,000 which included deposits against which there were outstanding checks.

At December 31, 2016 the Organization had marketable securities listed on national exchanges valued at \$106,720 subject to market fluctuation.

9. SUBSEQUENT EVENTS

In preparing the financial statements, the Organization has evaluated events and transactions for potential recognition or disclosure through the date the financial statements were available to be issued.

ADDITIONAL INFORMATION

BAY.ORG
 SCHELE OF FUNCTIONAL EXPENSES
 YE ENDED DECEMBER 31, 2016

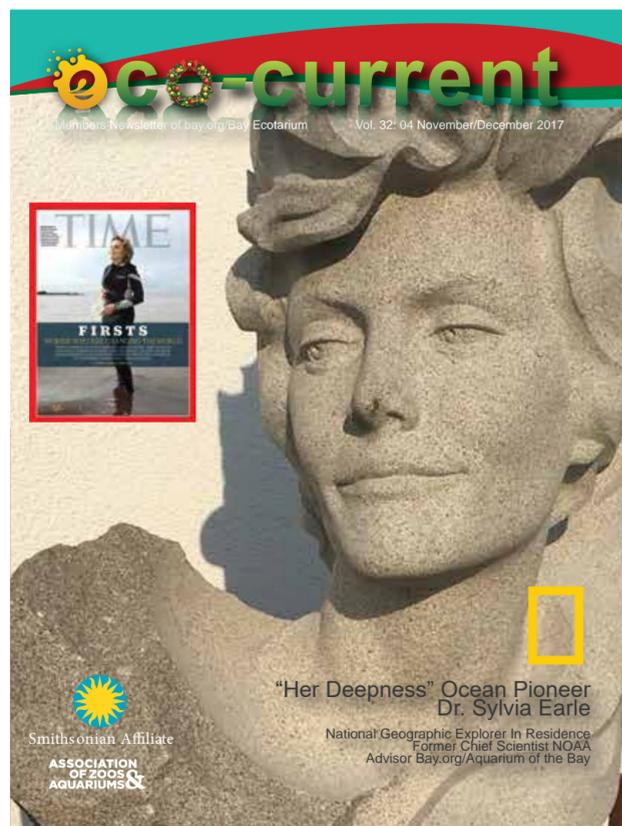
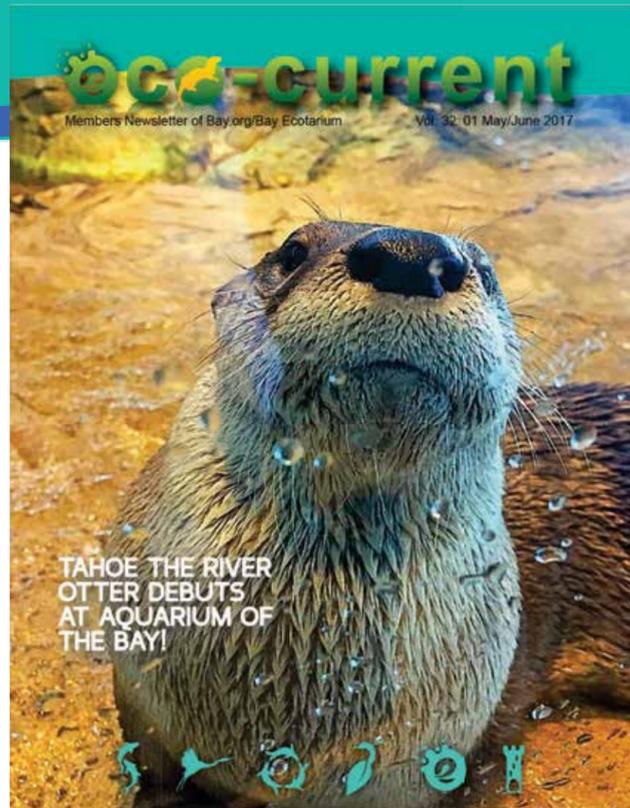
	Program Services			Support Services		Total
	Exhibits	Education Programs	Fid Restoration a Conservation	Management and General	Fundraising	
Employment costs	\$2,964,055	\$1,537,774	\$ 926,836	\$384,052	\$384,691	\$ 6,197,408
Depreciation	770,107			15,717		785,824
Advertising	175,655	126,522	92,988		2,364	397,529
Animal and exhibits support	311,895	80,475	25,867		16,031	434,268
Rent	770,327			15,721		786,048
Utilities	501,137	2,473				503,610
Office	323,933	63,731	62,959	4,484	55,515	510,622
Insurance	129,763	7,130	2,852	2,910	2,852	145,507
Administration	178,434	6,641	936	53,139	1,639	240,789
Contract services	165,302	10,957	2,351	2,351	2,350	183,311
Repairs and maintenance	148,884	1,318				150,202
Interest				128,893		128,893
Professional fees	75,492	137,245	162,455	29,000	23,921	428,113
Taxes and licenses	7,467	762	746	746	746	10,467
Professional consultants			40,000			40,000
Amortization				37,232		37,232
	<u>\$6,522,451</u>	<u>\$1,975,028</u>	<u>\$1,277,990</u>	<u>\$714,245</u>	<u>\$490,109</u>	<u>\$10,979,823</u>

See notes to financial statements.



APPENDIX B

ECOCURRENT 2017



SPRING AQUARIUM RE-ACCREDITED BY THE AZA

On March 28, 2017 the Association of Zoos & Aquariums (AZA) announced the renewal of accreditation to Aquarium of the Bay. This accreditation means the Aquarium is upholding rigorous standards and top-notch animal care. "Accreditation by AZA signifies that Aquarium of the Bay is providing the best animal welfare and care possible," said AZA President and CEO Dan Ashe. "As a proven leader in wildlife conservation, it is among the best zoos and aquariums in the world."



GARY ARABIAN AND TEAM VISIT ECO CENTER PARK AT HERON'S HEAD

Gary Arabian, Executive Vice President (Advisory and Transaction Services) of CBRE visited the EcoCenter at Heron's Head Park with his team to get a tour of the facility, its education programs, and outreach activities. They spent time understanding the operations of this sustainable green building followed by discussions with Board Chair Ben Bleiman, Angelique Tompkins, and Bay Ecotarium President & CEO George Jacob on future directions and prospects of creative collaboration.



TAHOE DEBUTS AT AQUARIUM OF THE BAY

Tahoe, who recently celebrated his first birthday in February, joined AOTB's

popular and loveable river otters, Shasta, Baxter, and Ryer on April 14, 2017. He has been fitting in perfectly since his arrival. When he's in the mood to romp and play, he'll seek out Baxter or Ryer, who are known to be quite rambunctious. When he's ready for a nap however, he knows to cuddle up to Shasta, the expert napper. Visit the Aquarium to meet this adorable addition to the family.

25TH ANNUAL TBI AWARDS ANNOUNCED

The Bay Institute's 25th Annual Award Ceremony is occurring on May 18, 2017, at the Bay Model in Sausalito. The awards honor individuals who have demonstrated exceptional commitment to help protect, restore, and inspire conservation of San Francisco Bay and its watershed, from the Sierra to the Sea. For more information and tickets visit: www.bay.org/awards. The 2017 Recipients are as follows: Fred Keeley, Former Speaker pro Tempore, California Assembly (Lifetime Achievement Award), Doris Sloan, Ph.D., Retired Adjunct Professor Dept. of Earth and Planetary Science, UC Berkeley (Carla Bard Bay Education Award), Matt Weiser, Journalist, Contributing Editor Water Deeply (Harold Gilliam Award For Excellence In Environmental Reporting), Oro Loma Sanitary District and Castro Valley Sanitary District Board of Directors, the Oro Loma Horizontal Levee Design and Engineering Team (Bay Hero Award).

BEACH CLEAN-UP ON EARTH DAY

We like to think of every day as Earth Day, but on April 22, 2017 bay.org/Bay Ecotarium celebrated this special day with two coastal cleanups. Held at Aquatic Park and the EcoCenter at Heron's Head Park, these events brought out a dedicated force of volunteers to pick up everyday items like straws, wrappers, cigarette butts, and other plastic trash from harming our ecosystem.

The Cleanup by the Numbers

- 585 Cigarette buds
- 227 lbs of trash picked up
- 162 volunteers
- 50 shotgun shells

AQUARIUM HOSTS SAN FRANCISCO CONCIERGES

Led by Cat Tolentino, Director of Sales and Events and her team, the Aquarium hosted the SF Concierges in a fun-filled expo amid sharks, playful Otters, sting rays and jellies. An estimated 400 guests enjoyed food and wine from local restaurants and mingled with tour operators and vendors from the tourism industry.

With live music, raffle draws and gate prizes, the event was a success both for the travel industry concierges and the Aquarium as a must-see destination in San Francisco as it celebrates its 21st birthday!

SUMMER

ANNUAL AWARDS HONOR CONSERVATION HEROES

The Bay Institute's 25th Annual Award Ceremony took place on May 18, 2017 to honor individuals who have demonstrated exceptional commitment to protect, restore, and inspire conservation of San Francisco Bay and its watershed, from the Sierra to the Sea. The evening's recipients included Fred Keeley, Doris Sloan, Matt Weiser, the Oro Loma Sanitary District and Castro Valley District Board of Directors, and the Oro Loma Horizontal Levee Design and Engineering Team.

DR. SYLVIA EARLE MEETS WITH BAY.ORG/BAY ECOTARIUM'S MASTER PLANNING TEAM

On May 8, 2017, the team developing the new master plan for bay.org/bay ecotarium met with the legendary Dr. Sylvia Earle at her company DOER in Alameda. The team was treated to a tour her facility before discussing the importance of deep ocean research and brainstorming future collaborations.

AQUARIUM OF THE BAY TURNS 21!

In 1996, Aquarium of the Bay opened its doors as "Underwater World" to an eager public. Over the course of its 21-year history, the aquarium has undergone many changes including its name change to Aquarium of the Bay in 2002 and into a not-for-profit in 2004.



EIGHT GRANTS AWARDED TO BAY.ORG/BAY ECOTARIUM

Thus far, a total of eight grants have been awarded to bay.org/bay ecotarium in 2017. The grants provide funding for a variety of our conservation efforts including EcoCenter at Heron's Head Park internships, stopping dams in California to project rivers and wildlife, bay and river restoration, film and lecture series, shoreline clean ups, and Aquarium education programs. Many thanks to these generous sponsors: City of San Francisco Community Challenge Grant, Public Utilities Commission, Patagonia, Leavens Foundation, California Coastal Commission, Craigslist, Natural Fish and Wildlife Foundation, and the Resources Legacy Fund.

JAMES REDFORD TO FILM A BAY.ORG/BAY ECOTARIUM DOCUMENTARY

James Redford, son of the revered Robert Redford, will be filming a documentary about the development and launching of bay.org/bay ecotarium's master plan. James has strong ties to environmentalism and ocean conservancy and understands the importance of the conservation work we do.

BAY.ORG/BAY ECOTARIUM BESTOWED A NEW RESEARCH VESSEL

Mike Reigle, who tragically passed away last year, was an ocean

advocate and wanted to devote his life to environmental and humanitarian charities. In honor of his life and philanthropic desires, Mike's family has generously donated funds to purchase a new research vessel for bay.org/bay ecotarium. The research vessel, aptly named RV Mike Reigle, will enable Aquarium biologists to conduct in-depth studies of sevengill sharks and other native Bay Area marine wildlife on collection trips. "The RV Mike Reigle Legacy Project is a wonderful way to allow Mike's dream to live on. Mike's family can't think of a more fitting memorial than the "RV MIKE REIGLE," and we are forever grateful for all who help to make it possible." – John Reigle (Mike's Father)

FALL

BAYSPLASH COMING TO ECOCENTER ON OCT 7!

Join us on October 7th for a fun and FREE day of science, arts, music, food, and celebration for the Bay. Our second annual BaySplash is a STEAM based (Science, Technology, Engineering, Arts, and Mathematics) event that revolves around three pillars: community revitalization, environmental justice, and urban sustainability; encompassing the past, present, and future of the community in which the EcoCenter serves. It will be a day filled with fun and education for all ages.

FORMER US INTERIOR SECRETARY BRUCE BABBITT VISITS

Former Secretary of the Interior, Bruce Babbitt, paid a visit to the Aquarium of the Bay on August 6th. During his tour of the aquarium, Mr. Babbitt met with President & CEO of Bay Ecotarium, George Jacob as well as The Bay Institute staff Marc Holmes and Jonathan Rosenfield. They discussed various threats to the Bay and its watershed and how best to protect this precious resource. Secretary Babbitt was given an overview of the 2020 strategic plan.

GET UP CLOSE WITH ORCAS IN AUGMENTED REALITY

Aquarium of the Bay launched San Francisco's first augmented reality wall on August 11th at a press and sponsor premiere. This interactive experience, sponsored by Big Bus, provides guests with a new and exciting way to interact with Arctic animals. Simulated images of animals are projected onto a screen, where guests appear to play with polar bears, penguins, seals, and more. This experience provides a fun photo opportunity and great story to share.

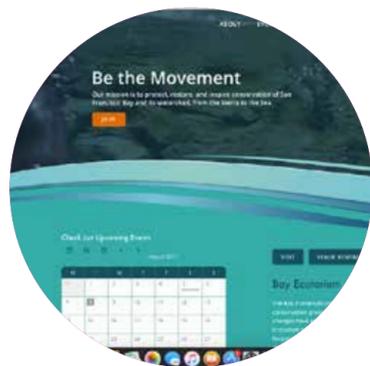
DEEP DIVE WITH WHALES AND BE MESMERIZED WITH VIRTUAL REALITY

The first VR film experience at Aquarium of the Bay was launched along with the AR experience at a press and sponsor premiere on August 11th. The award-

winning documentary was created by veteran filmmaker, Sandy Smolan and best-selling author James Nestor, who in 2016 shot 'The Click Effect'. Released in 2016, by the New York Times, 'Click Effect', about the secret language of whales and dolphins, has become one of the most successful VR experiences to date. The film takes you on a free-dive down to 100 feet in the depths of the ocean to swim with dolphins, pilot whales, and giant sperm whales. In 2016, it was featured at the Sundance Film Festival, Tribeca Film Festival, among others, and won the prestigious Lumiere Award for Best VR Documentary.

OCEAN PIONEERS ARRIVE

Through Bay Ecotarium's partnership with the renowned Dr. Sylvia Earle, National Geographic Explorer in Residence and former director of NOAA, 12 Ocean Pioneer statues are now on exhibit at Aquarium of the Bay. Originally designed for Google to promote their Google Ocean product, the busts are on loan to the aquarium from Dr. Earle's company, DOER (Deep Ocean Exploration Research). The statues represent some of the best-known global ocean explorers and advocates including Jacques-Yves Cousteau, Lloyd Bridges, Jean-Michel Cousteau, and of course Sylvia Earle. Made of granite, the busts weigh up to 1,500 lbs each and can be seen throughout the third floor of the Aquarium.



MULTILINGUAL WEBSITE LAUNCHED

The many websites of bay.org/Bay Ecotarium went through a major

overhaul in August. The eight sites were consolidated and relaunched as bayecotarium.org, a single, responsive, and multilingual site. This new website has several features such as an interactive events calendar, an Ecostore, and dynamic ticketing. Having all six institutions' information on one site will make it easier to find information and events for all of the many things Bay Ecotarium does. If you don't remember the new url, don't fret, all the old websites will be redirected to www.bayecotarium.org

WINTER

BAY.ORG AMBASSADOR DR. SYLVIA EARLE ON TIME MAGAZINE COVER

Our Ambassador and Advisor, Dr. Sylvia Earle, is featured on the cover of the latest edition of TIME Magazine as part of a special project entitled "Firsts: Women who are Changing the World," which profiles 46 women who have shattered the glass ceiling. Dr. Earle led the first all-female team of aquanauts, scientists who lived underwater for two weeks of the US Virgin Islands. She has served as National Geographic Society Explorer-in-Residence, chief scientist at NOAA, and founder and president of Mission Blue. She has nearly 30 honorary

degrees, more than a hundred national and international honors, and more than 190 publications. She has lectured in more than 80 countries, appeared in hundreds of radio and television productions, led more than 100 expeditions, and logged more than 7,000 hours underwater, setting undersea depth records. Her granite statue as an Ocean Pioneer is on display at the Aquarium.

AUGMENTED REALITY DINOSAUR EXHIBIT OPENS

Developed by INDE, Back to the Jurassic offers guests of Aquarium of the Bay an opportunity to experience nine different animated dinosaurs: caulkicephalus, neovenator, polacanthus, iguanodon, valdosaurus, t-rex, raptors, and diplodocus. Pose with a polacanthus or plesiosaur then share your photos on social media via Twitter or Facebook before you leave (#dinosaurs, #augmentedreality). This interactive experience, sponsored by Big Bus, provides guests with a unique way to interact with ancient reptiles, as well as a fun photo opportunity. Simulated dinosaur images are projected onto a screen, where guests appear to play with these creatures from the past.

TREE LIGHTING CEREMONY

The Aquarium of the Bay and our partners at PIER 39 are brightening up the holiday season this year with the biggest tree lighting ceremony on the

waterfront. Enjoy the Aquarium's winter décor of Arctic marine mammals and a great view of the tree lighting from our balconies. It will be a magical afternoon on Sunday, November 19, when special guests from Southern California's Disneyland Resort stop by for singing, dancing and family fun. There will be a lively countdown at 6PM to light the colossal 60-foot tree, dazzling the waterfront with a spectacular array of lights. The event is free and open to the public (weather permitting).

OTTER SNOW DAYS

Our river otters offer Aquarium guests a special interactive experience, and we want to make sure they feel as comfortable as possible in their home-away-from-home. So how do we make sure Shasta, Baxter, Ryer and Tahoe are experiencing climates that they would find in their natural habitat? We add snow! Thanks to our generous partners at A. Larocca Seafood, we will enhance the otters' enclosure with some frozen fun this holiday season. Each Wednesday in December, the otters will be able to romp and wrestle in a winter wonderland. If you want to see them tumbling and gliding through the snowflakes, be sure to get here early. That snow won't last long with all that slipping and sliding.

QR CODE DRIVEN AUDIO TOUR

With English, Spanish, Japanese, Korean, and Mandarin options, the new QR code driven audio system is being monitored by MTraveler. It is capable of tracking which languages

and stops are used the most during the visitor experience at the Aquarium. MTraveler will shoot a video at the Aquarium for at the National Tour Association Convention, Travel Exchange in December, where they are doing a demo for attractions and convention/visitors bureau using Aquarium of the Bay as the example. To help expand the program, visitor surveys are also being conducted at the Sea Lion Center by students from Academy of Art University.

BAYVIEW COMMUNITY HONORS ENVIRONMENTAL LEADERS AT BAYSPLASH 2017

While naval jets flew overhead for Fleet Week on October 7th, the annual BaySplash celebration awarded environmental leaders and encouraged youth in the Bayview-Hunters Point community to live more sustainably. In attendance was bay.org Ambassador, NASA astronaut Dr. Yvonne Cagle, who generously signed autographs and spoke with the community about the importance of STEAM (Science, Technology, Engineering, Arts, and Math). The event attracted 300 attendees, along with 45 volunteers and 25 community partners. EcoCenter Community Impact Awards were granted to the top organization, youth leader, and educator who have excelled in STEAM in the Bayview-Hunters Point community. Awardees include the organization Literacy for Environmental Justice; Urban Ed Academy student, Isaiah Simpson; and informal educator, Tyra Fennell from Imprint.City.



SPRING 2018

THE BAY INSTITUTE CHALLENGES STATE'S APPROACH TO DELTA MANAGEMENT

On average, over half the water that would naturally flow into and through the Delta to San Francisco Bay is diverted, threatening the estuary habitat and the many plants, animals and people that depend on it. Several government proposals are threatening to increase this diversion even further, and The Bay Institute (TBI) is working hard to ensure this doesn't happen.

The State Water Board is currently conducting the first serious review of Bay water quality standards in over 20 years, starting with how much water must flow from the San Joaquin Valley into the Delta. In its comprehensive technical analysis of flow needs in the San Joaquin and Delta, TBI has shown that the flow levels needed to restore declining salmon populations and prevent water quality problems are much higher than what the Board is proposing. Instead, working with fishery agencies and others, TBI has developed clear and measurable salmon restoration targets for San Joaquin Valley rivers, and identified the protective flow regimes that the Board should adopt to meet these targets while minimizing impacts on Valley agriculture.

TBI has also doubled down on another project called "California WaterFix" which would build two giant tunnels to export even more water from the Delta. The state's own analyses indicate that

WaterFix could lead to the extinction of native fish like smelt and Chinook salmon. TBI filed suit to challenge the endangered species permits that state and federal agencies issued for the plan. Now, TBI is preparing expert technical testimony on the project's environmental impacts for critical hearings on the project that will be held by the State Water Board in 2018.

Our success is made possible with the support of diverse partners throughout the greater Bay Area. Join our community and help us dramatically expand our advocacy, policy, research, conservation, restoration, and education programs. Your donation has a direct impact as 88 cents of every dollar donated went directly to conservation programs. To donate, visit <https://bayecotarium.org/donate/>.

NEW RESEARCH VESSEL HONORS OCEAN ADVOCATE

Mike Reigle, who tragically passed away last year, was an ocean advocate and wanted to devote his life to environmental and humanitarian charities. In honor of his life and philanthropic desires, Mike's family has generously donated funds to purchase a new research vessel for the Ecotarium. The research vessel has been named the RV Mike Reigle in honor of its patron, and it will enable Aquarium biologists to conduct tag-and-release studies of sevengill sharks and to collect other native Bay Area marine wildlife for exhibits.

John Reigle, Mike's father, says, "The RV Mike Reigle Legacy Project is a wonderful way to allow Mike's dream to live on. Mike's family can't think of a more fitting memorial and we are forever grateful for all who help to make it possible."

THE LUMPSUCKERS ARE COMING!

The Aquarium's cutest new arrivals are 15 baby Pacific spiny lumpsuckers (*Eumicrotremus orbis*), which will be on display as early as February. Indigenous to rocky reefs of the Pacific Northwest, these animals were bred and raised at the Steinhart Aquarium.

Their cryptic lifestyle means they are difficult to see in the wild, so the Aquarium is the perfect place to check out these adorable creatures. Lumpsuckers are also ecologically very important, as they have a critical role in the food web as detritus feeders.

TWELVE YEARS OF CLEAN UPS RID BEACHES OF 7,000 POUNDS OF TRASH

Twelve years ago, the Aquarium of the Bay held its very first cleanup in celebration of International Coastal Cleanup Day. Since then we have worked hard to increase our stewardship of the Bay

environment, and our cleanups have increased from one per year to eight, with hundreds of volunteers helping to remove trash from beaches before

it has a chance to become marine debris. This year we have a goal of reaching 7,000 pounds of trash removed from our shorelines! Join us at our next cleanup on January 15 to help us achieve this momentous goal.



STEINHART INSTITUTE
MUSEUM FOUNDATION

THANKS

David and Lucile Packard Foundation
Richard and Rhoda Goldman Fund

William and Ruth Hammett
Steven and Susan Machtinger

Morrison & Foerster, LLP

Institute Board of Directors and Staff

Marin Community Foundation

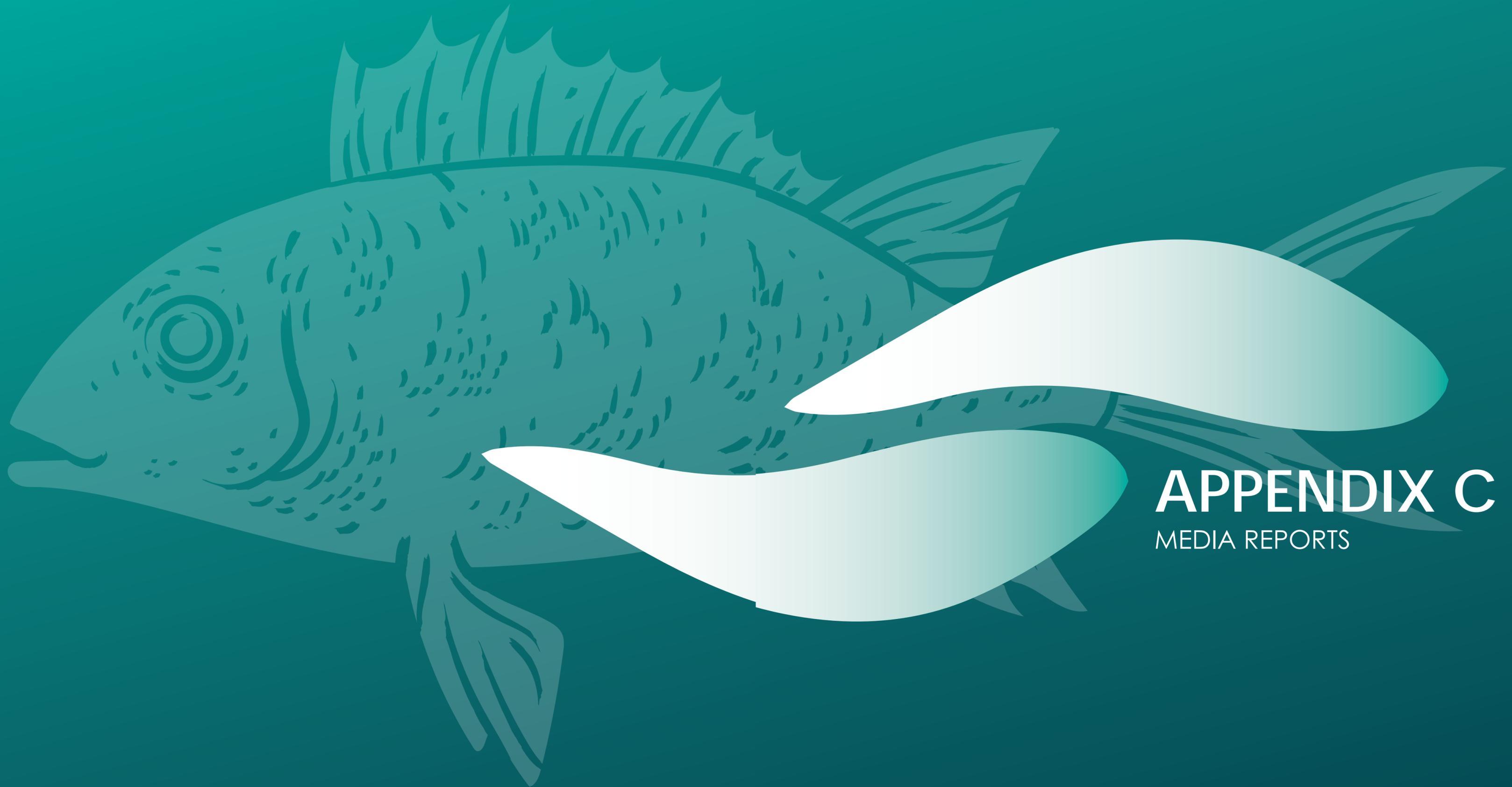
Ogilvy Public Relations Worldwide

Dean Witter Foundation

Honors who supported the Capital Campaign to join
the Bay with the Bay Institute as a non-profit science,
education and conservation center for the community.

By you, we are creating an enduring legacy for
the Bay. It will ensure to protect, restore and
conservation of the Bay and its watershed,
from the Sierra to the sea.





APPENDIX C

MEDIA REPORTS

PUBLICATIONS

ANIMAL CARE

Ketchum, James, Peter A. Klimley, Christina J. Slager. Movements of Sevengill Sharks, *Notorynchus cepedianus* in San Francisco Bay. In preparation for publication.

Sharks in Captivity: The Role of Husbandry, Breeding, Education, and Citizen Science in Shark Conservation. 2017. Michael Grassmann, Bryan McNeil and Jim Wharton In: Shawn E. Larson and Dayv Lowry, editors, *Advances in Marine Biology*, Vol. 78, Oxford: Academic Press, 2017, pp. 89-119. ISBN

Testing olfactory cues underlying foraging and plastic ingestion in a marine forage fish, the Northern Anchovy (*Engraulis mordax*). 2017. Matthew S. Savoca, Michael McGill, Christina J. Slager. *Proceedings of the Royal Society B*. Print ISSN: 0962-8452 Online ISSN: 1471-2954

THE BAY INSTITUTE

The Bay Institute et al. 3/16/17. Comments to the State Water Resources Control Board regarding the Revised Draft Substitute Environmental Document for Phase 1 of the Update of the Bay-Delta Water Quality Control Plan.

The Bay Institute et al. 11/9/17. Comments to the State Water Resources Control Board regarding input to inform the development of the Program of Implementation for the Phase 2 Update to the Bay-Delta Water Quality Control Plan.

The Bay Institute et al. 11/9/17. Comments to the State Water Resources Control Board regarding the Final Phase 2 Scientific Basis Report.

Natural Resources Defense Council, The Bay Institute and Defenders of Wildlife. 11/30/17. Opening statement, witness testimony, exhibits, witness qualifications, list of exhibits, and identification of witness panels and scheduling of witness testimony for the California WaterFix Petition Hearing.

Op-ed: Jon Rosenfield (TBI) and Ian Wren (SF Baykeeper), "Federal protections for the Bay estuary are disappearing", *Sacramento Bee*, March 13, 2017 <http://www.sacbee.com/opinion/op-ed/soapbox/article137990193.html>

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Story: "San Francisco pitches plan for future of California rivers" <http://www.sfchronicle.com/news/article/San-Francisco-pitches-plan-for-future-of-11008052.php>

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Story: "Rescuing the flood-threatened Feather River salmon" <http://www.sfchronicle.com/food/article/Rescuing-the-flood-threatened-Feather-River-salmon-10976099.php>

Story: "Releasing water at Oroville Dam a lingering problem" <http://www.sfchronicle.com/bayarea/article/Releasing-water-at-Oroville-Dam-a-lingering-10941922.php>

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California DFW issues permit to kill endangered salmon & smelt in Delta Tunnels. Aug 2. *Elk Grove News*. <http://www.elkgrovenews.net/2017/08/california-dfw-issues-permit-to-kill.html>

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Battle Looms as California Moves to Dedicate More Water to Fish. July 17. *Water Deeply*. <https://www.newsdeeply.com/water/articles/2017/07/17/battle-looks-as-california-moves-to-dedicate-more-water-to-fish>

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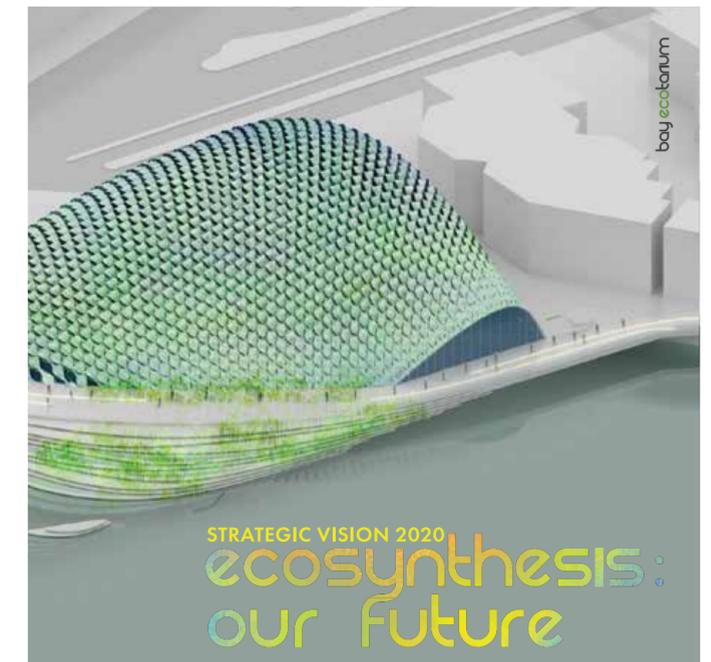
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Reis, Gregory J., Howard, Jeanette, Rosenfield, Jonathan A. (2017). Checking assertions with data: untangling factors that constrain water exports from the San Francisco Bay estuary. Manuscript submitted for publication.

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Vision 2020
Project Bay Ecotarium
Hardcover Book

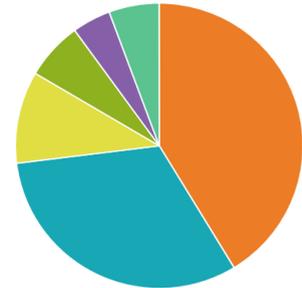
AQUARIUM OF THE BAY RECEIVES PRESTIGIOUS SMITHSONIAN AFFILIATE STATUS

Pickup

Overview

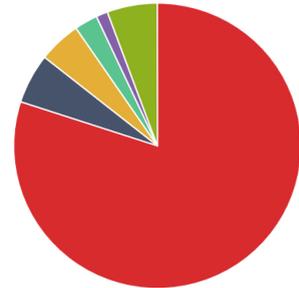
TOTAL PICKUP	230	TOTAL POTENTIAL AUDIENCE	87.9M
Exact Match	228 Postings	Exact Match	87.9M Visitors/Day
Twitter	2 Tweets	Twitter	59.4K Followers

Total Pickup by Source Type



- Newspaper (95/41.3%)
- Broadcast Media (73/31.7%)
- News & Information Service (24/10.4%)
- Online News Sites & Other Influencers (15/6.5%)
- Blog (10/4.3%)
- Other (13/5.7%)

Total Pickup by Industry



- Media & Information (184/80.0%)
- Financial (13/5.7%)
- Travel & Leisure (11/4.8%)
- Retail & Consumer (6/2.6%)
- Environment (3/1.3%)
- Other (13/5.7%)

Traffic

Overview

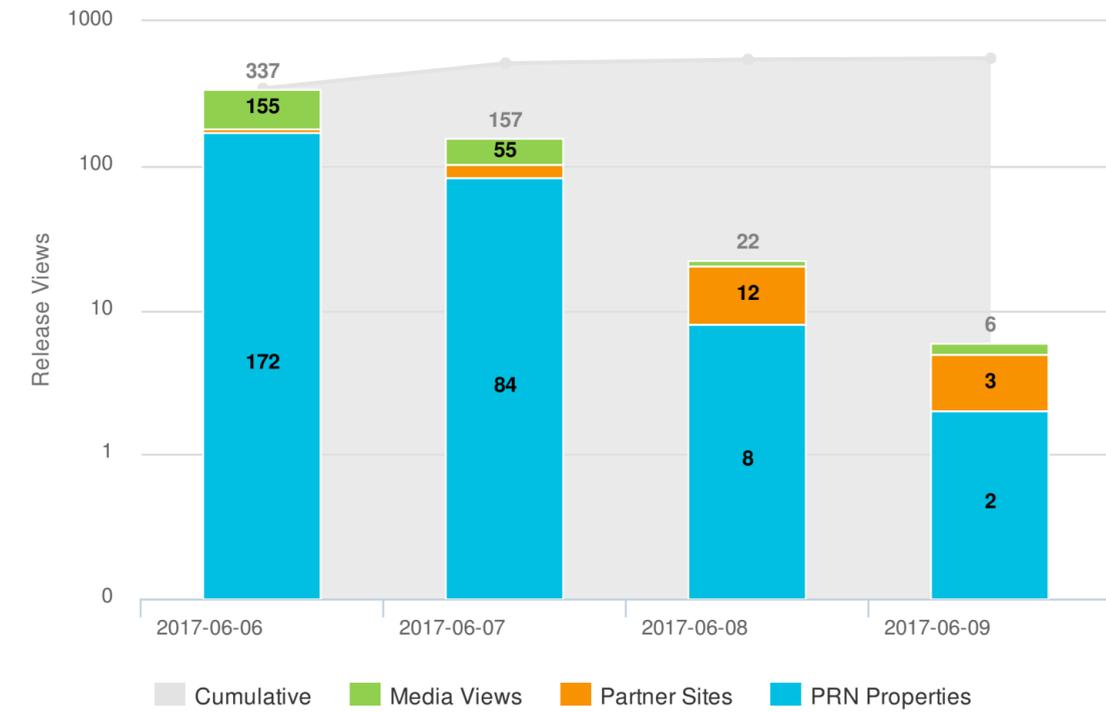
Total Release Views & Web Crawler Hits **4.3K**

RELEASE VIEWS	538	MULTIMEDIA ENGAGEMENTS	0	WEB CRAWLER HITS	4K
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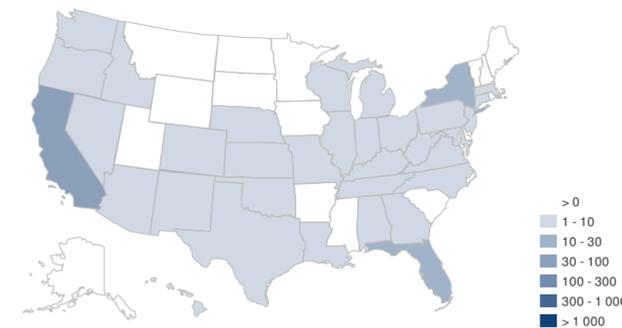
Media	213 views
Public Views	325 views
Partner Sites	43 views
PR Newswire Channels	282 views

Release Views

Release Views Over Time



Views by state



Views by country

