bay.org

ANNUAL REPORT 2018-19



Acknowledgments

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 our ambassadors and advisors, especially, Dr.Sylvia Earle, Astronaut Dr. Yvonne Cagle, Dr. Daniel Kammen, Dr. Rick West, Dr. Paul Auerbach, Admiral (Retd.) Conrad Lautenbacher 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[™].

Copyright 2019 © BayEcotarium / bay.org Content: Department Directors Design/Layout: Studio Aqua



CONTENTS



ECOCURRENT NEWSLETTER

BOARD OF DIRECTORS



BEN BLEIMAN Chair



BETHANY PATTEN First Vice Chair



ROSALIND JACKSON Secretary



STEVEN MACHTINGER Treasurer



HARRISON DUNNING



JJ HENLEY



ANGELIQUE TOMPKINS



EDWARD UEBER



DEAN MOREHOUS



KAY CARNEY





ADVISORS/AMBASSADORS



DR. SYLVIA EARLE National Geographic Explorer in Residence Founder, Mission Blue; Deep Ocean Exploration and Research



JOHN GEIGER Chief Executive Officer Royal Canadian Geographical Society

Professor, Energy (UC Berkeley); Goldman School of Public Policy; Dept. of Nuclear Engineering Founding Director, Renewable and Appropriate Program, The Bay Institute



DR. YVONNE CAGLE NASA Astronaut, Johnson Space Center's Space and Life Sciences Directorate Advisor, NASA Flight Opportunities Program



DR. CONRAD LAUTENBACHER Retired Navy Vice Admiral; Former Under Secretary for Oceans and Atmosphere; Eighth Administrator, NOAA



BRIAN BAIRD

DR. PAUL AUERBACH Redlich Family Professor at Stanford University Adjunct Professor of Military/Emergency Medicine at the Uniformed Services University of the Health Sciences



DR. BRUCE CAHAN Founder & CEO, Urban Logic Stanford University



AJAY MADHOK Entrepreneur & Technical Advisor CEO, Inloop; Founder, Equals



TAYLOR SAFFORD President & CEO, PIER 39



SUDHA PENNATHUR Sudha Pennathur LP collections



M.R. RANGASWAMI Founder Chairman, Corporate Eco Forum



DR. BRANDEN BROUGH Deputy Director, Molecular Foundry Lawrence Berkeley National Laboratory



ALEX PANAGOPULOS Founder & CEO Forward Ships



Octavia, the Giant Pacific Octopu Enteroctopus dofleini

EXECUTIVE LEADERSHIP



GEORGE JACOB President & CEO



PAUL NAKAMOTO Vice President Guest Services



CATHY TOLENTINO Director, Tourism Development & Event Services



VICKI DE WITT Executive Assistant



JAZ CARIOLA Director, Guest Services



MELISSA SCHOUEST Director, Animal Care



GARY BOBKER Director, The Bay Institute



CHRIS LOW Director, Life Support Systems & Facilities



BRAXTON CAHILL Controller



CLIFFORD GOODWILL Director, Studio Aqua



ELLEN G. DOW, PhD Curator of Education and Outreach Services



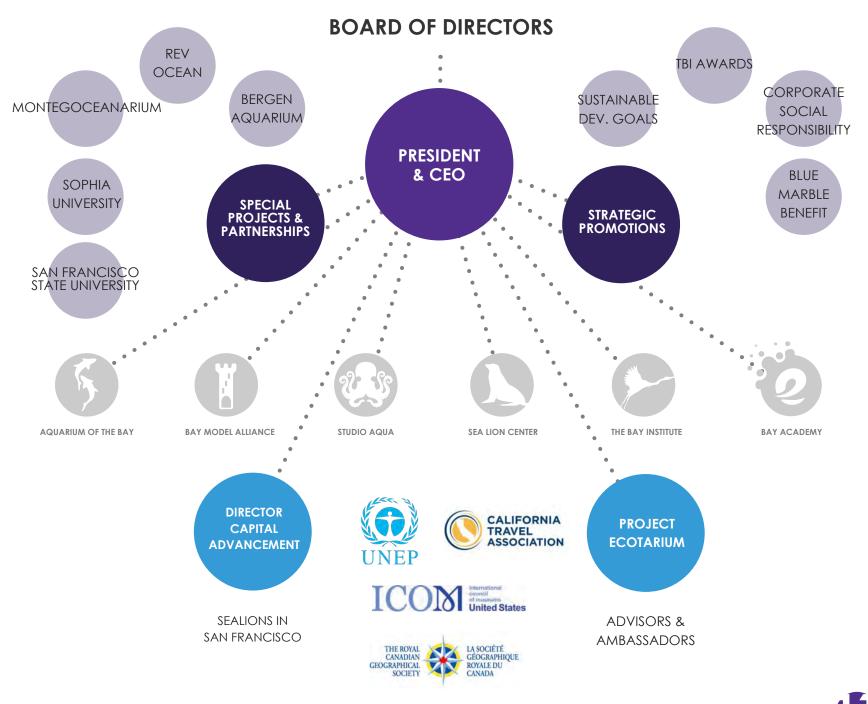
REBECA KAPLAN Director, Institutional Advancement (Capital)



DAYNE BUDDO, PhD Director, Bay Academy

ORGANIZATION CHART







MESSAGE FROM CHAIR, BOARD OF DIRECTORS

November 25, 2019

Dear Friends:

From tourism trends to forest fires, the Bay Area has seen impact of climate change in more ways than imaginable. As we look to the future, the number one priority for us is the build a grass roots movement to address environmental concerns even as we explore new solutions and ocean Hope-Spots. For the past two years we have been working with a French team of architects and other international experts to design the first Climate Resilience Museum in the United States here in San Francisco. This \$260 million landmark initiative would be an invaluable asset to the city and the world of climate literacy.

The project BayEcotarium would be a transformation of the non-profit Aquarium that has served millions of visitors in the last 23 years from PIER 39 on the Embarcadero, including 70,000 children who avail free education programs each year. With the creation of the new facility, we would like to embrace the mission of FREE education to ALL children who will be the voices of climate advocacy and earth-justice in the future. As we work with our communities and universities to strengthen the movement, we look to corporate social responsibility of some of the leading firms in the world aligned with the UN driven Sustainable Development Goals 13, 14 and 17.

The Aquarium offers a lens into the health and habitat of the San Francisco Bay and the marine life it holds. Your continued support and contributions go a long way in realizing our mission of enabling climate conversations and ocean conservation as it impacts an ecosystem from Sierra to the Sea and beyond.

Sincerely,

Ben Bleiman

Chair, Board of Directors, BayEcotarium San Francisco Entertainment Commissioner







MESSAGE FROM PRESIDENT & CEO

November 25, 2019

Dear Members, Patrons and Friends:

2019 has been an exciting and eventful year in the history of BayEcotarium. Following the unveiling of the vision for the \$260 million Climate Resilience and Ocean Conservation Living Ecotarium graced by the former Second Lady of the United States, Dr. Jill Biden in October of 2018, the initiative gained support at local, regional, national and international levels.

In January, we partnered with the NorCAL MLK Jr. Foundation to celebrate the first Black History Month—Sankofa Days—at the Aquarium with hundreds of guests and school children. In the months that followed we hosted over 80 events at the Aquarium including Film & Lecture series, programs and workshops. With exhibits in the Bay Lab getting upgrades, proposals are underway to develop new exhibits on sea level rise and San Francisco's Sea Wall. Under the watchful eye of the Animal Care team, we successfully bred and shipped baby wolf eels to aquaria around the world, and initiated California's largest public STEAM education initiative, which will culminate in January 2020.

With a staggering 130 presentations to engage the Bay Area communities on one of the greatest existential challenges faced by the planet, the master-plan to establish the transformative BayEcotarium was submitted to the City Planning as part of the preliminary Permit Application process. We hosted the former President of Kiribati His Excellency Anote Tong atop Salesforce Tower in July with 230 CEOs from the Bay Area to hold Climate conversations. As the Aquarium celebrated its 23rd Anniversary, the Blue Marble Benefit honored the Bay Institute Award recipients with 300 guests in attendance.

Our international initiatives have taken progressive steps to partner with Sophia University, University of Hawaii and Bergen University we are continuing dialog with the Caribbean region in establishing satellite oceanariums in multiple locations, as we look to the New Year ahead!

Stay tuned. Stay Connected.

George Jacob President & CEO, BayEcotarium

Board of Directors, ICOM-USA Board of Directors, ICOM-ICTOP Board of Directors, Cal-Travel PAC Fellow, Royal Canadian Geographical Society

Chief Advisor, UN Environment (Caribbean) Climate Museum Initiatives

EXECUTIVE SUMMARY

2019 came with its challenges, especially on the Embarcadero, which saw dwindling visitor numbers and a dip in the Chinese and Korean tourism sectors in the double digits, forcing many businesses to close or rethink their investment hours. The Aquarium held steady through the ups and downs and our 23rd year in operations saw the lowest numbers on expenses, leanest number of staff and the maximum number of Group Sales in the history of the institution. Much of this was attributed to targeted marketing, visually powerful messaging and compelling social media content that had a direct impact on visitor engagement. The year began with extending community partnership including the first ever celebration of lack History month—Sankofa Days—jointly with NorCAL Martin Luther King Junior Foundation and the YMCA. Thousands of children and adults participated in drumming, workshops, aquarium visits and presentations.

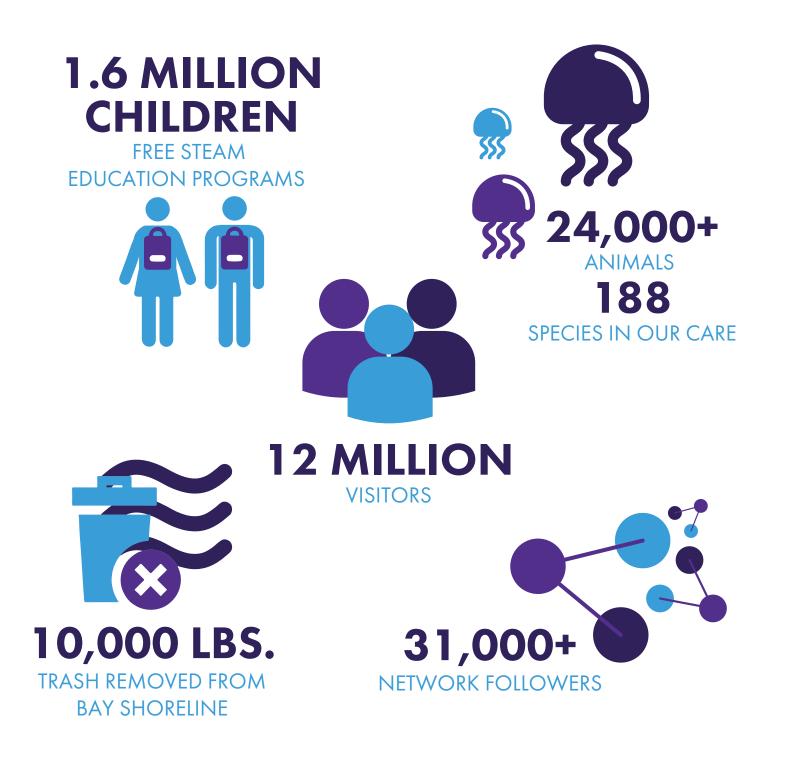
The year also saw the conclusion of our stewardship at the Eco Center Park, Heron's Head which we operated for the last three years for the SF Port Commission. With resources freed up from the ongoing engagement, we launched Studio Aqua to address the internal design needs of the Aquarium, the Sea Lion Center, the Bay Model, Bay Academy and the BayEcotarium, as well as offering our design expertise and services to other environmental non-profits in the Bay Area. Wor ing jointly with a jury from SF Travel, SF Environment, Golden Gate Parks Conservancy and PIER 39, we initiated the Sea Lions in San Francisco project, the largest public STEAM (Science, Technology, Engineering, Art, and Mathematics) program in California. Inviting 30 artists to paint six-foot tall sea lions with environmental messaging, the project commemorates 30 years since the sea lions arrival

at K-Docks on the pier. The program would officially launch in January 2020 with a bid to break the world record for the largest number of statues in one cluster.

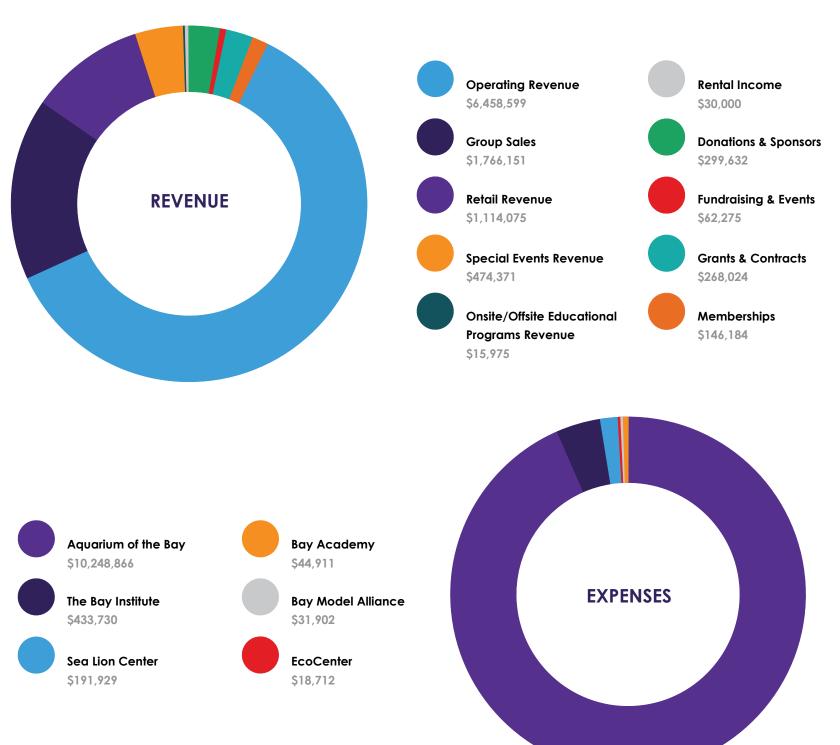
Our international work gained traction in British Virgin Islands, Jamaica, Grenada, Japan, Norway, Greece, Spain and Italy, where we are in various stages of protracted dialog on collaborative projects. With new leadership at Institutional Advancement, Academic Engagement and Curatorial teams, the volume of grant writing saw an increase by 100 percent. In July we held a unique climate conversation with 230 CEOs from Silicon Valley atop Salesforce Tower to hear the former President of Kiribati His Excellency Anote Tong as his Island nation faces an existential threat creating the world's first climate refugees with sea-level rise. The 27th TBI awards were held at the second Blue Marble Benefit in September at the Aquarium of the Bay, with new exhibits in the Bay-Lab. The Life Support System received much needed upgrades and the Aquarium acquired two new animals in their collection, with our team successfully breeding and shipping wolf eels to institutions as far as South Africa! Our staff participated in seminars and summits in Los Angeles, Dallas, New York, Washington DC, Toronto, Tokyo, Santa Barbara, San Diego and Grenada, to name a few. Our President & CEO was honored with the Louis Kamookak Medal by the Royal Canadian Geographic Society for his lifetimes dedication to creating museums and institutions of higher societal purpose—becoming the fifth recipient following President Jimmy Carter and Sir David Attenborough.

The coming year brings new promises of hope and our continued ability to meet the challenges facing our mission-aligned mandate.

OUR MISSION IS ENABLING CLIMATE RESILIENCE AND OCEAN CONSERVATION GLOBALLY, WHILE INSPIRING ACTIONABLE CHANGE LOCALLY, BY PROTECTION AND PRESERVATION OF SAN FRANCISCO BAY AND ITS ECOSYSTEMS, FROM SIERRA TO THE SEA[™]. **39 YEARS OF ACHIEVEMENTS**







*Financial numbers include estimates for Q4 2019





AQUARIUM OF THE BAY







ANIMAL CARE

In 2019, the Animal Care department continued successful efforts to maintain the high standards of care of our living collection and the exhibits showcasing them. The Department began and completed many projects inside the Aquarium, performed many vital and interesting veterinary and animal health procedures, and continued efforts to expand our relationships and collaborations with other institutions and agencies, as well as embarking upon a significant research project.

Inside the Aquarium, the department successfully bred several species of animals in captivity, such as Pacific Spiny Lump Suckers and Brown Sea Nettles. This provided the Aquarium with animals to display and to give to other institutions. These breeding efforts enable us and other institutions to showcase and inspire conservation for marine life while lowering the impact upon the wild populations.

One of the charismatic animals in our collection, a female tope shark, suffered a significant injury this year and the department embarked upon a concerted recovery effort using novel techniques. The animal underwent a series of five surgeries and is now completely healed and healthy in our offshore exhibit. Outside the Aquarium, the department began to collect data for the multiinstitutional project to tag, sample and better understand the seven gill shark, a native species of the SF Bay. Collecting over 50 individuals this year and collaborating with the Oregon Coast Aquarium and the Monterey Bay Aquarium, The Animal Care department is leading this collaboration to study this species in the long-term.

Animal Care has had a successful year executing the department acquisition and disposition goals. More than 20 captive-raised wolf eels and over 200 captive-raised jellies were sent to other institutions where they are now on exhibit. The department collected or acquired over 200 jellies, 450 invertebrates, 125 fish (and over 7 thousand anchovies). In total, we acquired 8,500 animals and released/ surplussed approximately 250 animals.

1. A diver participates in our underwater pumpkin carving event

2. Our Chincilla in Touch The Bay exhibit

3. The newly arrived Anchovy School

Aquarium of the Bay Staff Photo 2019

-

Ser of



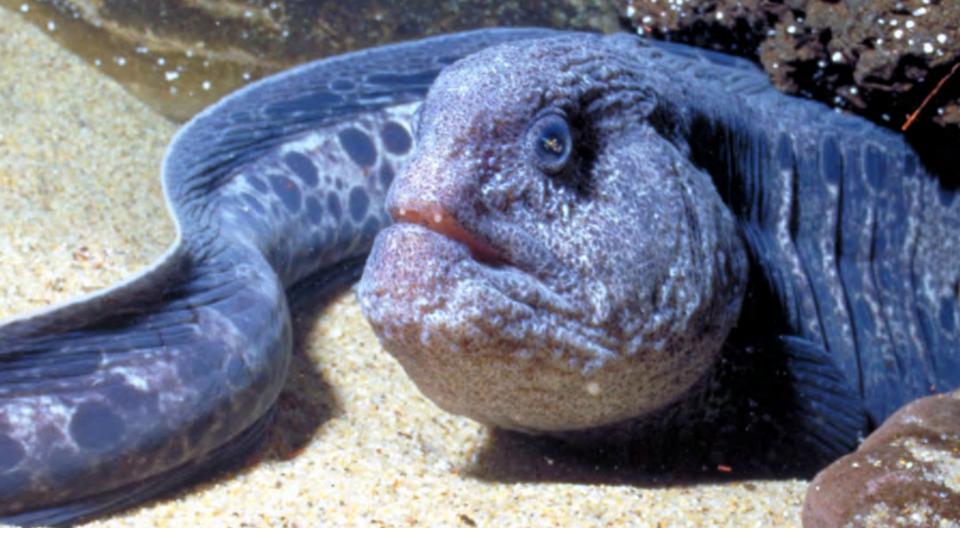
HIGHLIGHTS

- This year, the Aquarium successfully raised 8 Pacific Spiny Lump suckers and more than 1,500 Brown Sea Nettles. The department shipped more than 600 of these Sea nettles to almost a dozen other Aquariums. The captive-raised wolf eels (born in 2018) continued to grow and about 20 eels were shipped to other institutions in 2019.
- A new collaborative research project on the R/V Mike Reigle began. The Animal Care

Department formally launched data collection to acquire baseline data for the sevengill Shark, *Notorhynchus cependianus*. In the first year, over 50 individuals were collected, tagged and sampled.

 Our terrestrial collection grew and now includes a California ground squirrel and a cape porcupine. The squirrel was rescued from the Woolsey fire in 2018 when she was just a few weeks old. After being cared for at a rehab facility she was deemed non-releasable and needed a permanent home.





Visitors will have the opportunity to learn about this native species in our Bay Lab gallery.

• The Cape Porcupine is the newest mammal to come to the Aquarium. She was born at the San Diego Zoo Safari Park in February of 2019. She is getting use to her surroundings and developing relationships with her training team. As her training program develops, she will be used for public presentations in the Bay Lab gallery. As our new ambassador animal, Porcupines are instantly recognizable, large charismatic mammals that are exotic and exciting for many guests.

 Ambassador animals, those that the public can directly see and interact with can be critical for developing awareness of and activism for environmental conservation. Scheduled presentations of ambassador animals are always popular, and are a value-added opportunity to encourage guests to stay in the Aquarium for longer, similar to our public feedings and educational talks.

Baby wolf eels swim amongst themselves. A wolf eel rests at the Aquarium's floor





AQUARIUM OF THE BAY





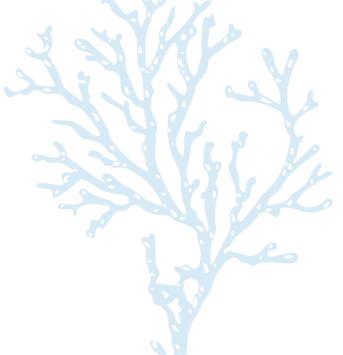


- Innovative medical procedures performed on one tope shark with a significant wound. This nearly 6-foot long shark was successfully removed from the Sharks of Alcatraz exhibit for surgery 5 times this year. Each procedure was a department-wide effort lasting several hours, and these procedures and techniques have not been performed on this species before. With each surgery, Dr. Spangenberg and the department utilized new techniques and processes, and the department will use the knowledge gained to further both our ability to respond to emergencies and share this knowledge with other institutions.
- We completed the first successful invitro-fertilization and culture of Brown Sea Nettles in the Aquarium's history. This advancement in our culturing program resulted in more than 1000 Brown Sea Nettles now on display in the Go With The Flow gallery and several other institutions around the country. This culture also resulted in significant cost savings for the Department, as we no longer need to collect and ship this species for this year, or years to come.

9. A team effort to ultrasound a female bat ray to determine whether she was pregnant. Meghan Holst, Kevin McEligot and the Marine Mammal Center veterinarian

10. Noel Fong and Marissa Hartley practice putting on emergency survival gear as part of a training for the research vessel

11. Fin clips are also acquired for genetic analysis to assess the genetic health of the sevengill population





A volunteer diver, Manuel Mangrobang, feeds strawberry anemones

Sologe Class

Bryan Tom and Noel Fong in a free contact training session with the River otters.



14. Feliciajo Andaya and diver, Chip Fong, at work in AOTB tunnels

15. Aquarium of The Bay enhanced animal collection with a California ground squirrel

16. A team effort to ultrasound a female bat ray to determine if she was pregnant





F

AQUARIUM OF THE BAY





GUEST SERVICES

Guest Services focused a lot on team growth. We continue to struggle with hiring staff, but maintain a great team overall. We provided wage increases this summer for the entire team, which was a great boost. Along with the wage increases and promotions of a new Manager and Assistant Manager within our team, this has created a new dynamic, which staff has taken well to.

We had a combo sales contest with Blue and Gold Fleet from May 25-September 2, 2019. Blue and Gold Fleet sold 969 combos with us and we sold 1,910 combos of Aquarium of the Bay and a Blue and Gold Fleet Bay Cruise. Our prize will be a celebration between the two organizations, put on by our Events team.

This winter we will be focusing on our upsells, customer service training and further team growth.



HIGHLIGHTS

Lauryn Lahr, HR Volunteer and Social Media Coordinator, was selected as one of the recipients of the 2019 Cal Travel Summit's Emerging Leader Awards. The award is presented to tourism professionals age 30 and under who demonstrate leadership initiative in California's Tourism industry. This is the second year in a row inwhich a representative from Aquarium of the Bay to receive this award.

- Brought on Juix, a portable charging company, was introduced to us in the Fall. We currently have 2 charging units, one located in the Aquarium and one in our pier retail store.
- Jojuan Corbin has been with Aquarium of the Bay since 2017 as Guest Services Stock Supervisor and was recently promoted to the Guest Services Assistant Manager. Lauren Estabrook-Ramirez has been with us since 2011 and has progressed from Associate, to Supervisor, to Assistant Manager, and now she is our Guest Services Manager.
- Lauren Estabrook-Ramirez, Guest Services Manager, and Patrick Doran, Associate Director of IT, were able to attend the UGM Conference in Cincinnati Ohio, and brought back some great ideas. we had a visit from our Account Manager and one of their product engineers, during which they met with multiple departments and created a road map for our ticketing system that is a tool for all of our department.

- 17. Guests experience the touch pool
- 18. Moon jellies at Aquarium of the Bay

19. Leopard sharks swim among large sea kelp

20. Guests exploring the tunnels. Adding custom music to the Aquarium tunnels enhances guest experiences

21. A newly wrapped ticket booth helps attract more guests to the Aquarium

QUARIUM OF THE BAY

21.







MARKETING & PROMOTIONS

- Aquarium of the Bay was featured in China on the program KID VIP where George Jacob was interviewed in the Aquarium's tunnels. The program was part of Visit California's KIDAFORNIA Promotion Program.
- The front of the Aquarium got an update with new graphics on the pump room doors, which is always a favorite of guests to take photos in front of.
- As part of Black History Month, bay. org Board Member Angelique Tompkins worked with Aquarium staff to create Sankofa Days, a celebration of Black History Month. Families from the Bayview Hunters Point Community and communities throughout San Francisco participated in a weekend of music, arts and culture.
- Aquarium of the Bay hosted six bay clean ups with the Golden Gate Parks Conservancy and the National Park Service. More than 380 volunteers picked up 1,099 pounds of trash and over 7,000 cigarette butts at the San Francisco Maritime National Historic Park.
- In celebration of the 30th anniversary of the arrival of sea

lions at PIER 39, the Aauarium commissioned 30 life sized sea lion statues to be painted by locals. More than 148 artists submitted entries to paint 30 sea lion statues. In January 2020 the 30 statues will be exhibited along the San Francisco Waterfront and throughout the city. Along with 3,000 mini sea lion statues that are being painted by PIER 39 and Aquarium of the Bay guests throughout the year, we hope to break the Guinness World Record for the most statues in one location, San Francisco.

Social Media was a big success for Aquarium of the Bay this year. New videos were created and posted on all our social media channels, greatly increasing our following. Our Facebook followers grew by 120% and our Instagram followers went from 190 to over 10,000 in a six months. Social media helped promote Aquarium ticket sales and during our peak summer months, social media was selling just over \$1,000 a day in A quarium tickets.

22. A drum lesson takes place at the Aquarium's entrance

23. Our team hands out promo materials to guests

24. Kids in line for Sankofa merchandise

25. The 2019 SANKOFA Sustainability Award was given to honoree and speaker Carl Anthony





AQUARIUM OF THE BAY







SALES & EVENTS

- The Aquarium was honored to host IBM as the grande finale of the IBM Think Conference on February 14th. In partnership with other businesses and in conjunction with PIER 39, the Aquarium was closed off for over 10,000 guests. At one of the largest venues at PIER 39 guests enjoyed cocktails and strolling around the Aquarium as well as live music performed by live musicians in the Farallon Room and Touch the Bay. Staying warm on a rainy evening, the Aquarium was a hit with our visitors.
- Dignitaries and presenters from all over the world discussed sustainable seafood practices and next steps to help protect endangered fisheries. Aquarium of the Bay was proud to host the Tides Foundation sponsored event for the Future of Fish Feed. New and exciting information was discussed about sustainable seafood practices and what we can do to protect fisheries endangered through unsustainable practices. Guests enjoyed food from a variety of sustainable seafood companies, plant based seafood alternatives, and beer and wine.
- Congressman Jared Huffman held his free and open to the public

round-table on the Magnuson-Stevens Act and federal fisheries management at Aquarium of the Bay's Farallon room on October 7th. This panel discussion with experts and stakeholders provided a detailed examination of current and future challenges in federal fisheries management.

- On September 20th we hosted hundreds of guests at the annual Blue Marble Benefit. This year it was held at Aquarium of the Bay complete with dancing, music, sustainable seafood and unique entertainment.
- George Jacob, President & CEO of Aquarium of the Bay received the 2019 Royal Canadian Geographical Society's Louie Kamookak Medal, joining the likes of former President Jimmy Carter and Sir David Attenborough.
 - 230 corporate executives from the San Francisco Bay Area gathered atop Salesforce Tower to hear from former President of Kiribati, His Excellency Anote Tong. Speaking at the event, Anote Tong expressed concerns while pointing to the dangers of inaction and regulatory capture of policy-makers or sea levels rise. Faced with the notion of 'climate refugees', he stated the need for awareness and action. Hawaii Senator Kalani English also spoke at the event.

Guests in the tunnels at Blue Marble are in awe at the wonders above them.

TOUR & TRAVEL

2019 was a busy year with 65 new contracts and 64 San Francisco Bay Area Corporate and Tourism trade-shows. Additionally, there were 25 Familiarization tours including: Japan, Korea, India, South American, United Kingdom, Australia, Singapore, Malaysia and Germany. 26. Harmann Group outside the Aquarium

27. Kids enjoy story time during a birthday hosted at the Aquarium

28. Animal encounters are popular with birthday parties at the Aquarium



Geographic

George Jacob awarded The Royal Canadian Geographical Society's Kamookak Medal

Museum expert recognized for transformative work in cultural institutions and leadership on the ambitious Bay Ecotarium project in San Francisco



Goorge Jacob President and CEO of San

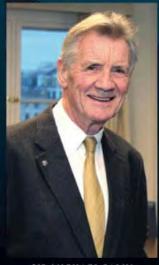
in







THE ONLY 5 MEDALS AWARDED OUTSIDE CANADA









SIR MICHAEL PALIN

ALEX TREBEK



CEO RECEPTION CEO RECEPTION CONSERVATION

DUARIUM

OPENING REMARKS

Suzanne DiBianca Executive Vice President, Corporate Relations & Chief Impact Officer

salesforce



the first of its kind living museum dedicated to climate resilience and ocean conservation.

George Jacob President & CEO





America's Got Talent Top 5 Finalist

RSVP

By invite only, please RSVP by July 8.

Call: 415.262.4727 Email: vicki@bayecotarium.org

EVENT DETAILS

Date: July 17 Time: 6:00PM - 9:00PM

Location: Salesforce Tower, 415 Mission Street, San Francisco, CA 94105

Business Casual



SALESFORCE TOWER; OHANA FLOOR

Above; Senator of Hawaii, J. Kalani English speaks on topics of climate change *left*; Salesforce Climate and Ocean Conservation event flyer

(opposite page) top left; Steve Machtinger welcomes the former President of Kiribati. top right; Former President of Kiribati His Excellency Anote Tong with Barbara Page of Anthropocene middle right; President of Kiribati, Tong with Senator of Hawaii, English. bottom; The team takes a moment to take in the view from atop the Salesforce tower







29. Education specialist Colleen Noland teaching kids about ocean acidification on Hallowee

30. Interpretive specialist Hannah Plett getting ready for the snake encounter on Halloween

31. BayMobile makes an impact with its bold design

32. Interpretive specialist Anne Baker engaging guests during a presentation in the tunnels

EDUCATION

Under the leadership of Ellen Dow, the Education department has been growing in the past several months. She comes from Florida International University in Miami as a recent PhD in Biology, focusing on chemical sensing in corals and science engagement. We also hired a new K-12 Program Coordinator, Alice Pederkoff, a former teacher at Washington High School in San Francisco Unified School District and additional Specialists for development of K-12 programming and public programs.

The Education Department is running our K-12 programs, and we are working toward capacity for daily operations and all programs. Public presentations and talks have been updated, re-vamped or re-written by Interpretive Specialists. Education continues to hold Morning Huddles (the Muddle) to focus on group morale and address special events and activities. Specialists meet monthly to discuss their projects and development for both K-12 and public programming. Our team has also created Educator projects to continue working on improving our knowledge-base as a team and resources for programs delivered to the public.









AQUARIUM OF THE BAY







HIGHLIGHTS

- We hosted public programming themed events throughout the year including Sea Lion Anniversary, Go Green in March, Marine Mammal May, Shark Week, and Halloween.
- Watershed Wednesday was introduced this year. This summer monthly education event is centered around the San Francisco Bay Watershed and engaged Aquarium guests through craft, artifacts, presentations, and a watershed model in the Farallon Room. This year's highlights were river otters, salmon and beavers.
- Education has been involved with running social media accounts.
 Since June, Aquarium of the Bay has gained over 1,000 followers on Instagram and increased the average number of likes/shares by 80-90% on all platforms.
- Community outreach events, including Presidio Teacher's Night, Sharktoberfest at Crissy Field, and Support for Families early open in spring and Halloween party.
- We served 366 schools from 9 Bay Area counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano

and Sonoma. We provided 95 Title 1 schools with free K-12 programs during the 2018-19 school year. A total of 11,298 K-12 students participated in the Aquarium and Sea Lion Center programs during the 2018-19 school year.

33. Animal Care Volunteer are always so happy to lend a hand

34. Interpretive specialists Gita Levet and Anne Baker in their Halloween costumes

35. Yoga with Sharks takes place in the Aquarium's tunnels

RETAIL

The Retail Department has been arowing with two new members to the team. Paul Atkinson was hired as Retail Store Manager and Kiran Bedi was hired as Retail Buyer. Paul has a wealth of retail and buying experience from Whole Foods and Kiran immediately hit the ground running by sourcing new vendors and purchasing new products for the 30th Anniversary of Sea Lions at PIER 39. Additionally, we are ordering new merchandise for the Aquarium store with brand new in-house designs from the graphics team. Victoria McQueary was promoted to Assistant Manager from her position of Stockroom Coordinator. The plan for 2020 is to convert the Retail 2 space into a shop focused on the sea lion anniversary. This renovation will include new graphics and a complete redesign of the space. We continue to look for and bring in new products to improve the store and retail sales.

HIGHLIGHTS

• The fish tank in Retail 2 was removed to make room for more product and so that the cash desk can be relocated to the south side. This move will create more space for product and create better sightlines for staff working the shop.

- Brand new sea lion merchandise designs were made by our in-house graphics team. The graphics are being applied to tote bags, t-shirts, hoodies, jackets, mugs, water bottles and more!
- New designs for the Aquarium store will debut in early 2020 with fun and colorful geometric designs of fish, bat rays, sharks and sea lions.

New retail merchandise designs

SEA LIONS

SAN FRANCISCO

SEA LIONS





AQUARIUM OF THE BAY







FACILITIES

Chris Low has been the Facilities Department Director for over 20 years. His background prior to working at the Aquarium was in the maritime industry and he is an honorably discharged veteran of the United States Coast Guard.

The Department had many accomplishments this year while maintaining a tight budget. Many of these accomplishments were achieved by a strong committed facilities team, working closely with other departments, and utilizing professional volunteers recruited by Stuart Cameron (Associate Director of the Department). The Facilities team visited other local institutions this year to meet colleagues and get a broader view of life support systems. They also participated in workshops provided by vendors to hone in their skills in plumbing and motor controls.

The Facilities and Life Support Systems team is dedicated to the continued success of the organization by supporting other departments to achieve their goals.

36. Extending the South wall of the event space to accommodate new painting by Kimberly Webber

37. A new main life support recirculation pump

38. Refreshed Discover the Bay exhibits

HIGHLIGHTS

- A real time water quality monitoring system was installed by GF Signet. This system enables us to monitor incoming water from the San Francisco Bay prior to it entering our exhibit tanks to make sure it meets all the water quality parameters. We acquired this equipment at no cost, as we are providing GF Signet with a a beta site for testing equipment.
- We replaced all sprinkler heads in the building (due to a recall). This was done for the cost of materials only as labor was provided by a certified sprinkler technician (volunteer) and Department staff.
- W provided all staff with safety training and drills (active shooter, fire safety, fire extinguisher, earthquake and person down medical emergencies).
- We installed two new FYBROC main life support system pumps on Tunnel Two(T2). We now have swapped out half of our existing pumps with new pumps.
- We repaired the 18" main T2 drain valve. This enables us to isolate the T2 exhibit from our pump manifold system.

HUMAN RESOURCES

The HR Department was relaunched with the hiring of Lauryn Lahr, Human Resources, Volunteer, and Social Media Coordinator. Since January, the Department has focused on maintaining compliance while developing bay.org's future through strategic hiring. Previously decentralized HR functions have been unified to ensure consistency and accuracy, and the new hire process, regardless of department or seniority level, is now developed to be consistent. The HR Department also focused on building relationships with the community through outreach to local colleges, attending regional trainings, and becoming involved in several Bay Area non-profit volunteer and HR groups. The volunteer program continues to be successful, with more than 50 active volunteers who were celebrated in April as part of Volunteer Appreciation Week.

HIGHLIGHTS

 Lauryn Lahr, HR, Volunteer and Social Media Coordinator, was selected as one of the recipients of the 2019 Cal Travel Summit's Emerging Leader Awards. The award is presented to tourism professionals age 30 and under who demonstrate leadership initiative in California's tourism industry. This is the second year in a row in which a representative from Aquarium of the Bay received this award.

- 41 new volunteers were introduced to the Aquarium's volunteer program, ranging from SCUBA divers to Sea Lion Center interpreters.
- Highlighting its status as an industry leader, bay.org launched a formalized internship program in summer of 2019, offering paid internships to students and recent graduates. Since the launch of the program, two interns have been hired as full-time employees, and new internship programs are being developed across departments.
- Harassment training, now required by law for all California employees and managers, was completed for all managers well ahead of the 2020 deadline and continues to be completed ahead of schedule for employees.
- 39. Lauryn Lahr receiving Leader award
- 40. Lauryn Lahr in Shark costume at job fair
- 41. Chris Low informs staff of safety protocols













STUDIO AQUA

Our goal is to grow Studio Aqua in 2020 into a design studio driven by the growing gap in climate and ocean messaging. Studio Aqua is uniquely positioned to work in tandem with, and offer services to, the other 5 branches of the BayEcotarium (bay.org) including Aquarium of the Bay, The Bay Institute, Bay Model Alliance, Sea Lion Center and the Bay Academy. These relationships allow the Studio to capitalize on the BayEcotarium's organizational structure, promoting dialogue between designers, researchers, educators and other environmental leaders. Studio Aqua offers design services to clients including aquariums, zoos, museums and those interested in agua-themed endeavors from exhibits to art installations. Core services of the studio include: branding, graphics, presentation decks, merchandise, design and corporate collaterals. The Studio includes a variety of professional skillsets including interior design, graphic design, exhibit design, and video editing.

HIGHLIGHTS

- The Team worked to reinvigorate the Aquarium's Touch the Bay Gallery. This included redesigning and replacing the Animal IDs and wrapping the existing casework in colorful wave-patterned vinyl. This project transformed the look of the gallery right before our Blue Marble Benefit.
- Two new wall murals were installed including "I Sea Eyes" and "The First Underwater Selfie". These murals took advantage of underutilized space within the gallery.
- The stairs at the front of the Aquarium were decorated with an exciting riser vinyl of a blue background with vibrant green pods from the BayEcotarium logo.
- New Window vinyls explaining the various divisions of bay.org and a preview of the BayEcotarium design were installed in the Otter Exhibit, taking advantage of existing space to clarify our message.
- 42. Bay Ecotarium Window signs
- 43. I Sea Eyes Wall
- 44. New benches and wall graphics
- 45. Animal ID signs and enclosure wraps



ENTRANCE GETS EXTERNAL ENHANCEMENTS.

TT

KIUM

CALIFORNI

5

45.

DR.

Our BayEcotarium pods help direct patrons up our steps to the Aquarium's entrance





SEA LION CENTER







SEA LION CENTER

Education continues to run the Sea Lion Center, including programs and presentations daily, along with special events. Forty-four hands-on education programs from Aquarium of the Bay were run at the Sea Lion Center, serving over 1,350 students during the 2018-2019 school year. All programs align to Next Generation Science Standards, including Between the Tides, Sensational Sea Lions and Salmon.

HIGHLIGHTS

- Sea Lion talks have been updated and improved, including accompanying PowerPoints.
- In partnership with PIER 39, the 29th Annual Anniversary of the arrival of sea lions to K-Dock was celebrated. Guests participated in special public presentations at the Center and walking tours along the pier provided by education staff.
- The Center greeted over 100,000 guests in 2019 to interact with Educators and enjoy activities and presentations.

- We recorded a daily average of 30 to 400 sea lion neighbors at K-Dock, reflective of sea lion mating season. Educators work with The Marine Mammal Center to monitor the health of sea lions at K-Dock.
- The Center has begun preparing for the 30th Anniversary alongside PIER 39, including facilitating the STEAM project of 3,000 Mini Sea Lions for the public and staff to paint.

46. A Sea Lion discussion engages an audience and highlights K-Docks importance to the pier

47. Sea Lion Center prepares for a presentation to grade school children

48. Toyota, the sea lion skeleton donated to us by the Marine Mammal Center



Children engage in Sea Lion Center program

S

49.

00

1

49. Real California sea lion bone specimens donated to the Sea Lion Center by the Marine Mammal Center

BAY

50. Interpretive specialist Kentaro Cavey giving a presentation to the public at the Sea Lion Center

51. The plankton station at the Sea Lion Center, where guests can look at daily samples of Bay water under a microscope



51.

50.

hy Are Prey Abu







THE BAY INSTITUTE







THE BAY INSTITUTE

The Bay Institute (TBI) is the policy, research and advocacy arm of bay. org. TBI's scientists and policy experts work to protect and restore the Bay estuary's endangered fish and wildlife; secure the flows, physical habitat, water quality and other conditions necessary to support a healthy estuarine ecosystem; and promote sustainable water management policies and projects.

SAN JOAQUIN RIVER RESTORATION

TBI's long-term investment in overseeing the implementation of the historic 2006 agreement to restore flows and fisheries to the long dewatered stretches of the San Joaquin below Friant Dam continued to pay off in 2019. Adult spring-run Chinook salmon returned to the river to spawn, completing the river-oceanriver life cycle for the first time in over 70 years, and by mid-November over 200 redds depressions dug by females to protect their eggs were detected. TBI scientist Peter Vorster's work with the federal River Restoration Program was critical in ensuring the on-going implementation of the agreement and the goal of restoring a self-sustaining salmon population.

ENVIRONMENTAL REGULATIONS

Building on last year's successful effort to increase freshwater flows from San Joaquin Valley rivers to the Delta, in 2019 TBI continued its long-term and intensive initiative to win new, more protective requirements from the State Water Board for how much flow must be released from the Sacramento Valley into the Delta, and from the Delta into San Francisco Bay to support fish miaration and estuarine habitat. TBI scientists analyzed a set of proposed "voluntary agreements" between water districts and state agencies that would provide very little new water or habitat for the environment and worked to develop a science-based alternative for the environmental community that would fully protect species and habitats. TBI also worked to educate decision-makers and the public about the Trump Administration's efforts to weaken current protections for Chinook salmon, Delta smelt and other species listed as endangered, and about the need for the State of California to provide a safety net for these species when the federal aovernment adopts the new, weaker protections in 2020.

ECOLOGICAL SCORECARD

TBI's pioneering approach to evaluating the health of the San Francisco Bay estuary and the status of efforts to protect and restore it were the basis for the current quadrennial State of the Estuary Report sponsored by a partnership of state, federal and local agencies. TBI scientists Bill Bennett, Greg Reis, Jon Rosenfield and Peter Vorster analyzed recent data and prepared the sections on fishery and water use indicators for the 2019 update of the Report. The team also drafted a new TBI report, The Year in Water 2018/2019, summarizing hydrology and water management over the last two years, which is scheduled for release at year's end.

52. Chinook Salmon (endangered) in the San Joaquin River

53. SF Bay Delta Estuary

- 54. 2019 "State of the Estuary" report
- 55. Delta Smelt (endangered)

56. California Brown Pelican (endangered)

57. San Francisco Bay, Satellite View

WATER RESILIENCE PORTFOLIO

TBI, which has long championed reforms in how California manages its water resources in order to better protect aquatic ecosystems and make water use more sustainable, welcomed Governor Gavin Newsom's April 2019 executive order calling for the development of a "water resilience portfolio" that could meet the state's needs in the face of climate change.

TBI Program Director Gary Bobker worked with the One Water Network, a coalition of environmental. conservation and Delta interests to draft a comprehensive set of recommendations regarding water rights for the environment, criteria for prioritizing investments, urban and agricultural water efficiency and flood and aroundwater management that was submitted to the state in August. He also participated as an invited speaker at a public workshop on the subject of water resilience held by the California Water Commission in September.











THE BAY INSTITUTE



Felicia Marcus 2019 Bay Hero Award

27TH TBI AWARDS

TBI's annual awards event was held this year at bay.org's Blue Marble Benefit. TBI's Bay Hero Award went to Felicia Marcus for her career in state, federal and local government and the nonprofit sector promoting sensible and durable solutions to California's environmental water conflicts, culminating in her successful effort as State Water Board chair to require, for the first time, all water users in the Bay Area watershed to contribute to improving Bay-Delta water quality conditions.

A Lifetime Achievement Award was presented to independent consultant Barry Nelson for his effective and creative advocacy over many years in the service of restoring San Francisco Bay, advancing more rational approaches to water management, and opposing environmentally harmful policies and projects.







Barry Nelson 2019 Lifetime Achievement Award 58. Blue Marble and TBI Awards Ceremony presented at the Aquarium of the Bay

59. Award recipients outside the Aquarium before the Blue Marble Benefit. From Left to Right: George Jacob, Steve Machtinger, Barry Nelson, Angelique Tompkins, Ed Ueber, Felicia Marcus, Taylor Safford, Denise Rasmussen, and Dean Morehous





BAY MODEL ALLIANCE





The Bay Model and the Bay Model Visitor Center form a research and education facility built by the U.S. Army Corps of Engineers. Inside is one of the most fascinating scientific tools you'll ever see: a working hydraulic model of San Francisco Bay and the Sacramento-San Joaquin River Delta systems that simulates tides, currents, and sediment movemen the Bay Model is used by scientists and engineers.

What makes the model special is that its pipes and hydraulics make it a real simulation of the water environment of San Francisco Bay and the Delta. The analog model is used to simulate the effects of everything from oil spills to upstream dams, and from water diversions to floods caused by global warming. The Bay Model visitor center provides a variety of public events and educational programs each month.

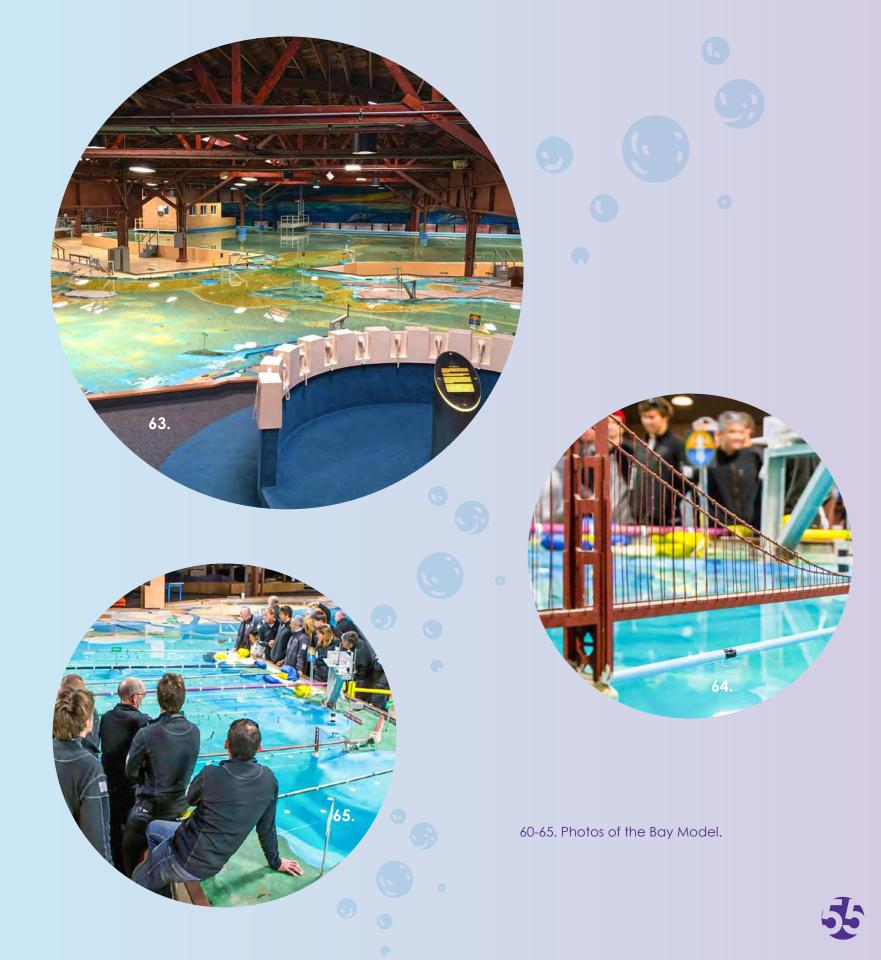
The location provides for a stunning venue for of special events and presentations. Tours are available for groups with advanced reservations, and can be tailored to the technical sophistication of the group. The Corps of Engineers also makes the Visitor Center available to scientific and educational groups for meetings and seminars. bay.org assists in retail and merchandise as part of the alliance.

Top: Outgoing LTC Travis Rayfield US Army Corps of Engineers with incoming LTC John Cunningham with President and CEO George Jacob **Bottom:** Reviewing Aquarium transformation model.



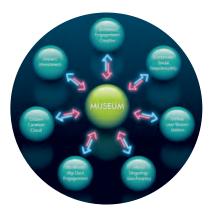








BAY ACADEMY



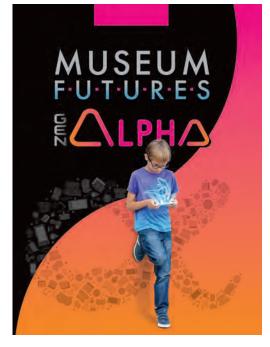


PUBLICATIONS

With generation alpha, the museum profession will undergo a radical transformation in cognitive learning and externalities impacting public institutions of higher societal purpose. This screen-age generation relies on highly curated content delivered at lightning speed with many influences competing for direct and indirect attention. The museum goer of the future would seamlessly engage everything from the building to the business.

The need for adaptation of evolving multimedia platforms will spur an exponential shift in museum curricula, museum practice, and museum design of the future. Everything from cloud computing to citizen curator to big data to Internet of Things will fundamentally change and irreversibly impact museums in unimaginable ways.

The book Generation Alpha was designed by our Studio Aqua team with major contributions to its overall design by Brian Harris.









COMMEMORATING

foreword **George Jacob**











(opposite page) top left; Coastal clean up crew took part in picking up garbage along our coast *middle*; Aquarium staff at a IBM event. **bottom left**; San Francisco Mayor London Breed with President and CEO George Jacob **bottom middle**; Aquarium of The Bay, George Jacob leads EarthX panel discussion in Dallas.

top right; George Jacob, President and CEO; Grenada hosts 26 GCF Summit left; George Jacob, President and CEO delivers the plenary on opening night, November 14, 2019 at Sooryagarh Palace, jaisalmer right top; Former President of Kiribati, His Excellency Anote Tong, Board member Angelique Tompkins, Senator Kalani English and President and CEO George Jacob at Salesforce Tower, July 17, 2019 right bottom; Dr. Lonnie Bunch, Secretary, Smithsonian institution at ICOM Kyoto 2019



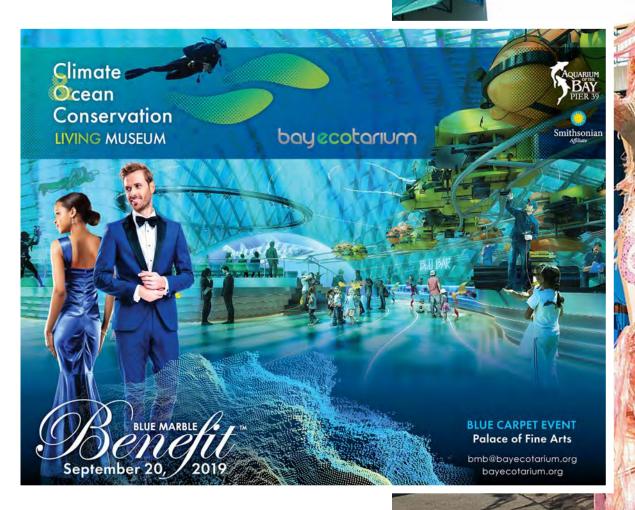




BLUE MARBLE BENEFIT

AQUARIUM

1



BMB ad in the Nob Hill Gazette





Entertainers outside of the Blue Marble Benefit on the blue carpet

George Jacob speaking at the Blue Marble Benefit

6





LION

68.

Î

30,000 NETWORK FOR

LLION

Certificate of Special Congressional Recognition Felicia Marcus



BLUE MARBLE BENEFIT

- 66. Acrobatic performance artist contorts above guests
- 67. Blue Marble carpet at Aquarium entrance
- 68. Felicia Marcus accepts 2019 Bay Hero Award from Edward Ueber
- 69. Guests enjoy refreshments on the Aquarium patio
- 70. George Jacob and Angelique Tompkins discuss future plans while enjoying the evening
- 71. Aquarium of The Bay volunteers prepare for the evening's events







BLUE MARBLE BENEFIT

72. Live music performances played throughout the night

73. Our staff took a moment to unwind after all the hard work preparing for the event

74. Aquarium employees helped promote the evening auctions with brochures

75. Blue Marble guest dress for the special occasion

76. Attendees take a moment to enjoy the Aquariums tunnels





-RIVER-









"I hope for your help to explore and protect the wild ocean in ways that will restore the health and, in so doing, secure hope for humankind. Health to the ocean means health for us."

DR. SYLVIA EARLE

Ocean Elder, National Geographic Explorer-in-Residence, Former Chief Scientist NOAA and Time Magazine First Hero for the Planet, 1998 Advisor and Ambassador, BayEcotarium



"Thank you for making SPACE for our future."

ASTRONAUT DR. YVONNE CAGLE MD, PHD NASA Astronaut, Retired Colonel USAF Space and Life Sciences Directorate, Lyndon B. Johnson Space Center Advisor and Ambassador, BayEcotarium

bayecotarium







-



"Environment Education is potential set in motion. The vision for BayEcotarium is exceptional and will accelerate a generational movement for our Blue Marble."

> DR. JILL BIDEN Former Second Lady of the United States.

"We envision a landmark environmental edifice dedicated to climate literacy and ocean conservation The BayEcotarium is our future and the future is now. BE the movement™"

> GEORGE JACOB M.Tech., MMS., D.H. FRCGS President & CEO, BayEcotarium Board of Directors ICOM USA Chief Advisor UN Environment on Climate Museums (Caribbean)

ecosuchesis: 040 Hulle

CLIMATE RESILIENCE AND OCEAN CONSERVATION LIVING MUSEUM



Our mission is enabling climate resilience and ocean conservation globally, while inspiring actionable change locally by protection and preservation of the San Francisco Bay and its ecosystems, from Sierra to the SeaTM

Bay.org dba the BayEcotarium is the largest non-profit watershed conservation organization in San Francisco with six institutions and a staff of 200, united under one mission to protect and conserve the Bay Area ecosystems. Human impact, pollution, climate and environmental changes have put a strain on the ecological balance, prompting advocacy and awareness towards preserving the natural environment for future generations. While the Bay Institute has been addressing environmental policy and field conservation initiatives for the last 39 years, the Smithsonian Affiliated Aquarium on the historic PIER 39 celebrates its 23rd anniversary this year. After decades of serving millions of visitors, it is long overdue for an upgrade.



The tectonic \$260 million transformation of bay.org to the first of its kind Climate/Living Museum and Aquarium in the United States, is poised to position San Francisco on the world-map of climate literacy and STEAM Education. With cutting edge exponential technologies, inventive and innovative test-beds for architectural sustainability, launch station for Deep Ocean Submersible research, observation decks for the sea lions, ocean conservation initiatives, and exhibit



The capital project includes the purpose-built facility and the intelligent landscape with outdoor embedded educational elements that offer donor/sponsorship opportunities at various levels.

- Lead Gift and Dedicated Name for BayEcotarium \$60 million
- Ocean Research and Event Space
- \$30 million \$10 million

Wetland Eco-park

simulations developed with The Bay Institute scientists, this would be a highly visible international institution on a 4 acre public eco-park dedicated to the mission of conserving, preserving, and saving the bay. An international team of experts came together to generate a Master Plan aimed at transforming San Francisco as a destination of climate resilience and a beacon of environmental movement.

IMPACT

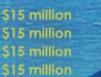
- Projected 2.4 million Annual Visitors/250+ million Virtual Visits worldwide and e-learning programs
- FREE Education Programs for 250,000 Children
- Estimated \$1 billion economic impact on Tourism, Hospitality and allied sectors
- 1000 New Direct/In-Direct Jobs
- Positioning San Francisco as a global destination for Climate Resilience and Environment Sustainability

FEATURES

- The Ohlone Way: Indigenous Environmental Stewardship
- Biomimetic façade with micro-algae/Biomimicry
- Enhanced aquarium experience/4 acres of free public access eco-park
- Immersive Climate Encounters and Scenario simulations
 Deep Ocean Research Launch and Learn facility
- Artificial Intelligence Driven Citizen Science Pods
- Clean Tech, Nano-Tech, Solutions Based Research
 and Prototypes
- 1.5 Million Gallons and 30,000 Animals/ Diverse Aquatic Species

MULTI-DISCIPLINARY EXHIBITS

- Interactive Aquarium
- Climate Resilience
- Conservation Movement
- Research Lab/Bay Academy





GENERATION BLUE ENDOWMENT

Gen Blue endowment sustains operational viability of the BayEcotarium and encourages legacy to strengthen the mission of conserving and preserving the Bay Area ecosystems and the watershed from Sierra to the Sea[™]

Endowed Directorship

\$5 million

2019 DONORS

Over \$100,000

The Campbell Foundation

\$25,000 to \$99,000

NFWF Big Bus Tours MSB Cockayne Fund Inc. Alaska Airlines Ben Hammett

\$10,000 to \$24,999

The J. Varel Trust DTD San Francisco Estuary Institute Trout Unlimited Steven N. and Susan Machtinger PIER 39 Ltd. Partnership Alcatraz Cruises, LLC (Hornblower) Contra Costa County PG&E Foundation

\$5,000 to \$9,999

Benevity Blue & Gold Fleet Dean and Lilla Morehous CityPass, Inc. Harrison C. Dunning Harney & SonsTea Corp. Reuben, Junius & Rose,LLP San Francisco Bar Pilots Association Sausalito at Festival Foundation UnionBank Foundation







































\$2,500 to \$4,999

Tyler Hofinga John Hanley East Bay Community Foundation Marsh & McLennan Insurance Agency LLC Port of SF

\$1,000 to \$2,499

Friends of the Festival AAA Via Schwab Charitable - The Schmitz-Fromherz Family Fund Reggie Regino Bullitt Environmental Science Associates Ben Bleiman Pat Murphy Y & H Soda Foundation

\$250 to \$999

- Danford Foundation Dustin Brown Justin Klueger Angelique Tompkins Christopher Lane Floating Homes Association James Anderson James McGrath
- Jim Anderson

John Lavine Laura Wais McBain Associates Paul Auerbach Roger Kaufman Rosemary Akey Sara Heintzelman/Joshua Anderson Tony Keyser Travis Becker Walt Shubin Cassandra Jew John Alter Judy Murphy Ronnie Cohen Beastly Threads LLC Antonio Richmond Brian Harris Sea Trek Patrick Doran Barry Nelson Carlos Sandoval Ekaterina Bakhmutova Jennifer Shaw Lynn Kaplan Martha Davis Mary Selkirk Meg Ruxton



Randall Scott Rosalind Jackson Warner Chabot Warner Chabot BMB Ticket Yee Thway

\$249 and Below

Arjun Devgan Bryan Garber Charlie O'Connell Debbie Mansfield Gaylyn Tovar In Memory of Elsie Carr Jackson Wallace Lisa Micheli Marcus Hall Stephen Johnson Fidelity Charitable Gift Fund Mor Hirsh Ready SF Salesforce.org DonorsChoose.org Brady Radovich David Behar Elisabeth Micheli Genevieve Mora Howard Gilbert Jennifer Clary

Jerome Espiritu John Lin Jose Setka Meagan Devine Monty Schmitt Network for Good Roberta Borgonova Santa Cruz Fly Fisherman Stuart Siegel Woody Gilliland Katiann Murillo Amazon Smile Don Lorenzen Aleece Carson George VanArsdale Patagonia.org Lodi Unified School District Fair Oaks Elementary School Chris Muglia

2019 NEW MEMBERS

Paulette Abt Jane Aceituno Amarnath Acharya Jhannet Acosta Raymond Agosto Armando Aguilar Joyce Aguon Ankit Ahuja Aygul Akhmadeeva Yugandhar Akkaldevi Yasemin Aksu Darcie Alaba Madeline Alas Camilo Alcantara Barlas Alizai Barkett Almaklani Susan Altman Arthur Ambarik Maria Ambriz Carolina Anderson Amy Anderson Summer Anderson Val Anderson Ted Annan Siddardha Annapragada Vania Aquino Paula Arnold Alexander Arnoldy Francis Arrastic Mahmoud Assaf Shinyoung Aum Nail Aung Calgary Avansino Salvador Aviles Hyun Bae

Cami Baer Zuzana Balajadia Anthony Balantakbo Anna Balta Adrienne Bamford Sophie Barbier Francesca Barelia Kristen Barge-Charlson Abraham Barragan Arieth Barredo-Rossi Martha Barrios Ana Barrios **Thomas Bartlett** Joerg Bashir Barbara Bates Brendan Beazley Jessica Becker Tina Beeson Ercan Bektas Lisa Belyavski Benla Bennett Susan Bernhard Marcus Berry Bianca Beverina Mark Bieniasz Eric Biggs Phillip Blackman Sarah Bland Kristina Blatter Sebastiaan Boer Tina Boets Nathan Boley Somayeh Bolourchin Jacqueline Bos Kelly Boutwell

Garry Bowlin Christine Brady Magan Branco Manav Brar Brandy Brown Sofka Brown Lexy Bruensteiner Galina Brykov Ashley Bunnett Olga Bykova Philippe Callot Joana Camarena Anna Candee Pan Pan Cao Malcom Card Gormley Raul Cardera Elizabeth Carney Christina Carroll Sean Carroll Braeden Carter Matthew Castillo Catherine Castro Mirna Castro Joe Cera Christy Chantel Tara Chargualaf Le Chau Jamie Chavarria Aurora Chavez Cristyne Chavez Robert Chen Alfa Chen Dan Chernikoff Stephanie Chevalier Jen Chhun



Stephanie Chin Dal Lae Chin Anna Ching Kenney Chiu Hyunchol Cho Angela Christian Jayne Chu Minh Chung Elisa Cinelli Cassandra Cisneros Andrew Clark Denise Clarke Gina Cloney Tracy Combs Meghan Concannon Ma Corazon Condalor Al Cook Elizabeth Coolbrith John Cornet Mercedes Cortinas Andrew Costiniano Chris Creel Carolyn Crist Kathleen Crowley Hasina Crump Vicente Cruz Jordan Cruz Amanda Cruz Allison Cuevas Jeremy Cummings Thea Cummings Jeremy Dahan Sachiko Danish Brian Dansby Vanessa Ann Davisson

Mindy Day Esau De Leon William De Leon Sathiya Jothi Deemadaayalan Tessa Dela Cruz Cherelle Dela cruz Sonia Delasantos Javier Deleon Christing Delfin **Edwiges Demello** Will Demster Lili Deng Lance Denmon Mercy Descallar Nicole Despins Cassandra Detamore Monica Diaz Toan Diep Brett Dietz Yarig Diez Anthony Djedi Rachel Dodds Sowmya Dola Victor Dominguez Frank Door Donica Dordek Laurie Dotson Julie Doupe Kevin Drake Kristina Drobot Yasmeen Drummond Jian Du Krishna Mohan Dubbaka Tiffany Dunbar Garret Dunn

Duane Dunn Akilah Dunn Jacqueline Dyson Joyce Edralin Dom Eduardo Ann El Demery Vernon Elardo Caitlin Elliot Marvin Esplana Daniel Esrobar Benjamin Faber Honggu Fan Houfu Fan Bao Fang Todd Farmer Yamy Fernandez Michael Ferroni Gabrielle Feuersinger Anastasia Feygina Margaret Fivian Karen Flores Floridalma Flores Patrick Fong **Glynnis Fowler** Amber Franks Wende Frost Christopher Fuchs Ramani Gadde Makaio Galacaac Caitlin Gale Anita Gambhir Sonia Gandiaga Enny Gani Evelyn Gani Jing Gao



Helen Gao Rocio Garcia Miquel Garcia Yaira Garcia Tamara Garcia Vanessa Garcia John Garcia Flores Nicole Gardner Siobhan Gardnes Blanca Garza Mikayil Gasimov Alban Gasser Amit Gaud Alyssa Gerber Shearer Andrea Gerola Lailanie Geronimo **Beverley Gibbs** Mary Gillis Diana Giove Meital Glam Volk Cherilynn Glimp Craig Godfrey Jamie Goloyugo Hector Gomez Jesus Gomez Xiaokui Gong Laura Gonzalez Gabriela Gonzalez Carlos Gonzalez Sean Gonzalez Laura Gonzalez Amanda Gonzalez Daisy Gonzalez Pedro Gonzalez Maria Gonzalez Salcedo Ebony Grant-Singh Laura Gray Ally Grayson Tyler Greene Jeff Gressard Vadim Gritsak April Groll Lorah Gross Elmer Guerrero Claudia Guinovart Gaurav Gulati Sridhar Gundra Volkan Gurel Joe Gutierrez Kourtney Guvara Anis Ha Phoebe Ha Jordan Hagaman Billy Hall Jenna Halsey Ronette Hamilton Ji Young Han Reza Handley-Namavar Ted Hannig James Hanson Shaney Hardeman Cori Harral Masly Harsono Rebecca Hatley Abdelati Hawwari Jennifer Heerdink William Hellman Dominic Henri Brooke Henriksen Tonya Heredia

Ana Hernandez Amber Hernandez Rosa Hernandez Stephanie Hesse Kayla Hile Sergio Hinojosa Will Hinton Bryan Hirayama David Hlopak Ellis Hoag Wayne Hoang Kathleen Hoefer Joshua Hoffman Margie Hollister Frankie Hong Doug Hood Michaela Hopkins Katharine Horwitz Ryan Houseman **Delvonne Howard** Juliana Hoyos Jane Hsieh-Fiore Huijuan Huang Dong Mei Huang Susana Huerta Davy Huffman Reina Hugh Shane Hulse Tzuting Hung Tzuting Hung Mahmood Hussain Ruth Ibarra Adam Idone Kortney Igoe Cindy Ikegami



Mehgr Prasad Ivaturi Arpith Jacob Srinivas Jakka Sam Jamieson Destiny Jamison Mark Jansen Sophie Jasper Manana Javey Angela Jefferson Robin Jew Lijuan i Maria John Jeremy Johns Sarah Johnson Jaime Johnson Kyomi Jones Sam Joseph Khwaja Joya Jung Jun Matt Kamigawachi Dayna Karappilli Tammy Karnan Rupinder Kaur Harpreet Kaur Mackenzie Kawanara Crystal Keeling Stephanie Keenan Katherine Keeter Evelyn Kennedy Kanika Kenneth Nicole Kenney Chadd Kenney Linda Kenny Adil Khan Angela Khani

Viney Khokar James Kim Vinny Kim Zhi Kitahara Magdalena Kleuser Heinrich Victoria Knoblock Jessica Koehler Choltichakorn Konawalik Rainie Kong Alyssa Koral Feroz Korimbocus Jessica Kornblum Lakshmi Kothamasu Phani Kottapalli Louis Krasenics Yury Krytsyn Anil Kumar Angel Lacour Melanie Lacy Kusters Ellyn Lahr Amit Laknaur Sarah Landau Noeleen Lang Christopher Langerman-Toves Jefferson Lao Suzeth Lara Jerry Larcade Nina Lavorini Mariana Lazaro Jessica Lazos Linda Le Uyen Le Jin Lee Stella Lee Jaesoo Lee

Hyun Lee Anson Lee Xe Lee Pahoua Lee Ya-wen Lee Satoko Lekomtsev Aleks Leligdowicz Jessica Leon Gil Leong Nlikolaj Leschly William Leung Katie Levine Courtney Lewis Hao Li Ang Li CarolineLin Feng Lin Sean Lin Steve Lin Eduardo Lira-Cruz Anna Little Angelique Little Songqi Liu Chang Liu Vicente Llopis Del Loflin Kimberly Logan Ann Lombos Maya Lonchar Leah Lopez Alexandria Lopez Conchita Lopez Nahila Lopez Manuel Lopez Lorena Lopez Rivera Marlene Lozano Violeta Luchev Marisol Lopez Luna Steve Lund Elena Luneva Sean Luo Matasebya Lyons Angelica Lyubich Tiantian Ma Hai Yan Ma Abdulkarem Maali Michal Maciejewski Heidi Macy Andrew Madaj Maria Magana Akansha Mahadule Charles Malloy Tatiana Mamani Christian Manalana Elizabeth Manash Deysi Mancia Joan Maniago Jill Mannering Jessica Manning Daniel Mansfield Maria Mantilla Hsiao Mao Zain Magsood Tom Maracek Jessica Margetich Tara Marino Joel Mark Benjamin Martin Alex Martinez **Rich Martinez**

Griselda Martinez William Martin-Gill Thomas Martino Vidya Martis Jessica Marwig Rodrigo Masangya Brian Mathesen Ajith Mathew Perry Matlock John Matthews Kyaw Maung Katie Mavromatis James Mayfield Breanne Mayhew Christian McClellan Nicole McCleskey Andrea McCreary Tobin McDaniel Thomas Mcdonagh Alexandra McDowall Matthew McElwain Tim McFarlane Emily McGrath David McIntosh David McIntosh Miira McKee Katy McNeil Elizabeth McRice Diane Mead David Meehan Alejandrina Mejia Emily Mejstrik Lissi Mela Melquiades Mendez Zaira Mendoza

Rigoberto Mendoza Joy Meng Alexandria Merz Lauren Metheney Robert Meyer Alex Meyer **Kristine Meyers** Adilene Meza Alara Miller Jessica Miller Rubina Mirza Marisol Montaluo Jackie Monterrosa Viridiana Morales Maria Morales + Cristin More Enri Moreno Matthew Morgan Sharon Moses Jane Muigai Kate Mulvey Tamara Muniz Marissa Muniz Onate Rosario Munoz Melissa Munoz Brittany Murphy Talitha Murray Anbarin Nabil Kavi Nathan Charlene Naughton Nelu Nedelea Lauren Nejad Keith Nesbit Adam Nesicolaci Tuan Nghiem



Chi Nguyen Tiffani Nguyen Shuichiro Nishioka Naser Noor Kasey Nordvik Stacy Norgaard Keyanna Norman Ajit Oak Alex Offermann Sarah Okuh Lily Olalia Don Olmstead Osadion Omoregbee Jennifer O'Neill-cha Jennifer Onweller David Orson Stacey Ortiz saad Donald Ostrander Renee Paau Erin Pace Anastasia Pacheco Eva Paddila Amir Pakzadian Da Jia Pan Anirban Pande Gaia Paola-Vazquez Aaron Pardini Sara Paredes Jason Parker Nicholle Patrick George Paul Tyler Pearson Kyoko Pena-Robles **Reshma Pendleton** Jing Peng

Julie Perez Gabriela Perez Suarez Alvarez Linda Perine Elizabeth Perla **Timofey Petelin** Kelcea Peterson Christian Pineiro Tiago Pinto Leticia Pitayo Sophia Plessier Cesar Pomajulca Dane Pompa Sai Vijayanand Ponduru AnnaPoporia DaisyPorres GregPowell **KylePowell** Berthel Puzon Xin Qi Jiawen Qin Pankaj Raghuvanshi Vladimir Raguindin Bhavana Rahate Viklesh Rai Serena Ramirez Guillermo Ramirez **Tiffany Ramirez** Salvador Ramos Robert Ramos Ashley Rasmussen Joelle Rauh Sheetal Reddy Martin Reeves **Robin Reines** Kristian Michael Reiter

Lupita Reveles Melissa Reves Aimee Richard Sheryl Rimando Cassandra Rivera Valerie Roberts Jackson Rodriguez Rosie Rodriguez Fernando Rodriguez Alisha Roeder Jennifer Roeder Teresa Rojas Melissa Roleder Luis Romero Aaron Rosselle Julio Ruelas Kirsten Ruiz Elizabeth Ruman Stacey Sachs Ali Sadat Nia Saefong Cheng Saephan Khae Saephan Richard Saikhamkong Sahi Sait Tiffany Sakaguchi Tanya Salas Gustavo Salas Louis Samcecs Aaron Sampson Jamie Samuel Marixa Sanabria Jennifer Sanchez Clarisa Sanchez Aguilasocho Ranjit Sandhu



Melissa Sandler Daria Sandler Arlene Sandoval Katheryn Sani Narciso Santor Joelda Santos Gladys Sarzuelo **Resyl Savang** Douglas Sayuk Jamila Scales Michelle Scattergood April Schaffer Doris Schioberg Matthew Schneiderman Tristyn Schou Sarah Score Sandy Scott Chelsey Seabrook Dawn Selvas Ponkumar Senthurpandi Vicky Seol Hajara Shabbir Malika Shahari Syeda Shah-Cruz Ratika Sharma Marissa Shaw Anami Sheppard Rajashekar reddy Sheri Tina Shi Kozue Shimabukuro Ann Shiu Amanda Short Inphaphon Sidara Christina Silva Barbara Silverberg

Dina Simone Ashley Simpson Amarjit Singh Jasmeet Singh Sanjogita Singh Sharifa Siti-Bolton Karthike Sivasubramanian lan Skreen Kathleen Smart Kevin Smith Nicole Smith Kyle Smith Lois Smith Sonia Smith Linda So Marie Sonan Steven Song Ming Song Isabella Sonnenberg Alexy Sorokim Kati Spitz Satish Srininsan Adrian Sta Catalina Chayanna Steenhard Wendy Stefaniak Robin Steffensen Kenneth Stevens Chelsea Stewart Cristiane Storfner Rebecca Strauss **Evelyn Stringer** Weifeng Su Karthik Subbian Elena Sukhovnina Blaise Sunseri

Shaun Supanich Joy Sutjandra Natalya Svirgun Shanee Swindle Robert Sylvia Phaymany Syvongxay Matthew Szymankowski Gabriel Tafoya Mahdieh Taher Mohammad Tahir Honkia Tam George Tan Mei-Ling Tan Mario Tapia **Robert Taylor** Monica Taysing-Lara llianna Tebow Toan Thai Hannah Thai Samidha Thakral Francis Thaler Whitney Thornburg Kualani Thorne Cynthia Thorp Ye Tian John Tiemeyer Jessie Tientcheu Christopher Tillman Sundeep Tiyyagura Tina To Melissa Toboni Brooke Toczylowski Nozimakhonim Tojumatova Rie Tokui Lisa Tonga-San Juan



Phuong Ton-Nu Felipe Torres Randy Torres Erika Torres Laura Towle Tuyen Tran Max Tran Tuongvan Tran Danh Trinh Tiffani Tu Christopher Tucker Nicole Tufts Sharae Turner Irfan Tusneem Alexander Tyler Vanessa Udell Gunther Umar John Paul Uy Eugene Vakulenko Alicia Valenzuela Leenaja Vallero Thirlemalai Valliappan Frits Vanderlinden Sasidhar Vanga Stephanie Vann April Vargas Eduardo Vargas Alejo Vargas Gaia Vazquez Bill Velasquez Aaron Velo Gerald Verbeck Silvia Vergani **Rina Viacrucis** Rosa Villegas

Erika Visger Maria Vivar Deelah Voelz Fred Waldman Catherine Wallace Joanne Walsh Abby Walsh Ruijie Wang Yin Wang Elaine Wang Wenchao Wang Juliette Warren Beata Warrington LeAnna Washington Covetney Wassensee Aaron Waters James Weatherly Feng Yan Wei Emily Weissenberger Ken Wetmore Shireen Wetmore Jeff Wheaton Wendy Whelan Charmaine White Yee White Brigitta Whiting Brian Wiest Nisha Williams David Williams Catalina Wilmers Rebecca Wilson Miranda Wilson Chris Winder Kyla Winton Artur Wlodarski

James Wong Mei Wong Oren Wool Anna Wooldridge Matthew Wright Jirayu Wu Fang Wu Xing Wu Shalayne Wyatt Andrew Wyeth Elizabeth Wyler Crystal Yan Jieying Yang Mike Yarza Calvin Yee Wenpeng Yin Edom Yirdaw Kayla Yuen Alex Zablotskiy Andrey Zabolotnyy Elizabeth Zakariaei Basma Zaky Blanca Zaragoza Yuchi Zhang Lan Zhao Shandong Zhao Yining Zheng RuiMing Zheng Runmeng Zhou Ethan Zhou Yunfan Zhu Liqin Zhu Huiying Zhu Yan Zhuang Katlin Zimmer





APPENDIX A AUDIT REPORT 2018

bay.org

Financial Statements and Independent Auditors' Report

December 31, 2018

DECEMBER 31, 2018

TABLE OF CONTENTS

INDEPENDENT AUDITORS' REPORT	Page No. 1-	2
STATEMENT OF FINANCIAL POSITION December 31, 2018		3
STATEMENT OF ACTIVITIES AND NET ASSETS		
Year ended December 31, 2018		4
STATEMENT OF FUNCTIONAL EXPENSES		
Year ended December 31, 2018		5
STATEMENT OF CASH FLOWS		
Year ended December 31, 2018	6-	-7
NOTES TO FINANCIAL STATEMENTS		
Year ended December 31, 2018	8-1	18

Barlow & Hughan LLP

1182 MARKET STREET, SUITE 400 SAN FRANCISCO, CA 94102-4922 TELEPHONE (415) 522-2490

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, 2018, the related statements of activities and net assets, functional expenses, 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 responsibly 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 auditor 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, 2018, 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.

Substantial Doubt about the Organization's Ability to Continue as a Going Concern

The accompanying financial statements have been prepared assuming that the Organization will continue as a going concern. As discussed in Note 10 to the financial statements, the Organization is currently in breach of certain covenants it has made under a bank letter of credit agreement and, as a result, has stated that substantial doubt exists about its ability to continue as a going concern. Management's evaluation of this event and conditions and management's plans regarding those matters are also described in Note 10. The financial statements do not include any adjustments that might result from the outcome of this uncertainty. Our opinion is not modified with respect to this matter.

Barlow & Hughan UP

June 25, 2019

STATEMENT OF FINANCIAL POSITION

DECEMBER 31, 2018

ASSETS

CURRENT ASSETS			
Cash	\$	464,660	
Accounts and other receivables		312,974	
Grants and pledges receivable		18,800	
Gift shop inventories		55,896	
Short-term investments		39,543	
Prepaid loan fees, deposits and other assets	_	154,731	
	1	,046,604	

NON-CURRENT ASSETS	
Property and equipment - Pledged, net of depreciation	5,884,686
Cash restricted for loan payments	603,744
Construction in progress	160,976
Prepaid loan fees	115,315
Other assets	75,367

\$7,886,692

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES	
Accounts payable	\$ 618,053
Accrued expenses	346,382
Current portion of notes payable	520,000
Deferred income	22,146
	1,506,581
NON-CURRENT LIABILITIES	
Notes payable	3,730,000
	5,236,581
NET ASSETS WITHOUT DONOR RESTRICTIONS	
Funds available for operations	2,450,426
Board designated fund	44,627
	2,495,053
NET ASSETS WITH DONOR RESTRICTIONS	
Purpose restricted	136,258
Time restricted	18,800
	155,058
	2,650,111
	\$7,886,692
D 1 0 TT 1	

See notes to financial statements. & Hughan LLP CERTIFIED PUBLIC ACCOUNTANTS

STATEMENT OF ACTIVITIES AND NET ASSETS

YEAR ENDED DECEMBER 31, 2018

	Without Donor Restrictions	With Donor Restrictions	Total
	negoractions	neberreeromb	
REVENUES			
Operating revenues			
Ticket sales	\$ 8,875,211		\$ 8,875,211
Contracts	199,698		199,698
Other	231,801		231,801
	9,306,710		9,306,710
Gift shop revenues			
Sales	1,490,557		1,490,557
Cost of sales	(682,758)		(682,758)
	807,799		807,799
Public support		\$179,850	482,096
Special event			
Revenues	328,856		328,856
Expenses	(326,200)		(326,200)
	2,656		2,656
Net assets released from restrictions	in all	NEW LOCK	
Satisfaction of purpose	140,858	(140,858)	
Expiration of time restrictions	119,200	(119,200)	
	260,058	(260,058)	
	10,679,469	(80,208)	10,599,261
EXPENSES			
Program services			
Exhibits	7,801,390		7,801,390
Education programs	1,408,222		1,408,222
Field restoration and conservation	740,365		740,365
Support services			
Management and general	1,281,262		1,281,262
Fundraising	480,288		480,288
	11,711,527		11,711,527
EXCESS OF EXPENSES OVER REVENUES FROM			
OPERATIONS	(1,032,058)	(80,208)	(1,112,266)
OTHER INCOME	in the second		
Interest and other	4,547		4,547
Net realized and unrealized losses			
on investments	(44,190)		(44,190)
EXCESS OF EXPENSES OVER REVENUES	(1,071,701)	(80,208)	(1,151,909)
NET ASSETS - Beginning of year	3,566,754	235,266	
NET ASSETS - End of year	<u>\$ 2,495,053</u>	\$155,058	<u>\$ 2,650,111</u>
The second second is a second s			

See notes to financial statements.

Barlow & Hughan LLP

CERTIFIED PUBLIC ACCOUNTANTS

STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED DECEMBER 31, 2018

	Program Services		
	Exhibits	Education Programs	Field Restoration and Conservation
Employment costs	\$3,397,163	\$1,112,382	\$545,179
Rent	960,546	and the first of the	
Depreciation	840,283		
Utilities	549,279	4,495	
Professional fees	129,280	57,294	92,628
Contract services	384,319	16,290	2,564
Operating expenses	354,474	61,749	329
Advertising	282,890	56,036	17,773
Travel	162,364	32,819	36,618
Administration	160,225	2,386	523
Information Technology	168,469	23,533	13,793
Office	97,888	32,199	28,080
Repairs and maintenance	163,227	1,034	
Insurance	130,940	7,195	2,878
Interest			
Amortization			
Taxes and licences	20,043	810	
	\$7,801,390	\$1,408,222	\$740,365

See notes to financial statements.

M	anagement		
	nd General	Fundraising	
\$	842,480	\$225,549	\$ 6,122,753
	19,603	111111111	980,149
	17,149		857,432
			553,774
	83,104	80,626	442,932
	30,961	6,411	440,545
		10,874	427,426
	514	38,138	395,351
	4,249	58,355	294,405
	79,134	487	242,755
	17,022	18,142	240,959
	9,344	38,828	206,335
			164,261
	2,936	2,878	146,827
	138,368		138,368
	36,398		36,398
_			20,853
\$:	1,281,262	\$480,288	\$11,711,52

STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2018

CASH FLOWS FROM OPERATING ACTIVITIES		
Cash received from visitors and customers	\$11,616,231	
Cash paid to employees and suppliers	(11,454,669)	
Cash paid to other organizations for their portion	11-14-1-14-1-1-14-	
of sales of combined ticket packages	(663,002)	
Cash received from contributions and grants	683,344	
Interest paid	(121,906)	
Interest received	832	
Net cash provided by operating activities	60,830	
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property and equipment	(195,978)	
Construction of property, improvements and exhibits	0.011.010	
in progress	(160,976)	
Purchase of investments	(3,529)	
Proceeds from sale of investments	1,054	
Net cash used for investing activities	(359,429)	
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayments of notes payable	(502,718)	
NET DECREASE IN CASH	(801,317)	
CASH - Beginning of year	1,869,721	
CASH - End of year	1,068,404	
LESS CASH SEPARATELY CLASSIFIED AS RESTRICTED	603,744	
UNRESTRICTED CASH - End of year	\$ 464,660	
SUPPLEMENTAL DISCLOSURE OF NON-CASH ACTIVITIES		
Cost of construction in progress placed in service		
during the year	190,990	
Value of in-kind contributions used for operations		
and fundraising	60,697	
Value of donated securities included as public		
support revenue	1,054	

See notes to financial statements.

Barlow & Hughan LLP

CERTIFIED PUBLIC ACCOUNTANTS

-7-

STATEMENT OF CASH FLOWS (Continued)

YEAR ENDED DECEMBER 31, 2018

RECONCILIATION OF EXCESS OF EXPENSES OVER REVENUES TO NET CASH PROVIDED BY OPERATING ACTIVITIES

Excess of expenses over revenues	\$(1,151,909)
Items not requiring (providing) cash:	
Depreciation	857,432
Amortization	36,398
Net realized and unrealized losses on investme	ents 5,443
Loss on disposition of property and equipment	41,469
Non-cash donations	(1,054)
Decreases (increases) in assets:	
Accounts and other receivables	(73,708)
Grants and pledges receivables	151,739
Gift shop inventories	14,626
Prepaid loan fees, deposits and other assets	15,332
Increases (decreases) in liabilities:	
Accounts payable	126,039
Accrued expenses	31,079
Deferred income	7,944
NET CASH PROVIDED BY OPERATING ACTIVITIES	\$ 60,830

See notes to financial statements.

Barlow & Hughan LLP

CERTIFIED PUBLIC ACCOUNTANTS

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

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:
- <u>Aquarium of the Bay</u> 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;
- <u>Sea Lion Center</u> 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. The Organization ceased its participation in this activity in February 2019;
- 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.

-8-

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

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 dated August 2016. Under FASB ASC Topic 958, bay.org reports information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions, and net assets with donor restrictions, based upon the existence or absence of donorimposed restrictions. If restrictions imposed by the donor are not satisfied by the end of the current year or if the funds have not been received by year end, then the income will be recognized to be with donor restrictions. Net assets without restrictions include funds separately designated by the Board of Directors.
- The Organization also reports changes in net assets according to two classes of activities: revenues and expenses attributable to the Organization's ongoing operating activities; and other income from investments and activities considered to be unrelated to the Organization's recurring operating activities.

-9-

YEAR ENDED DECEMBER 31, 2018

- 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES Continued
 - 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.

Investments

Short-term investments are stated at market value. They are comprised of marketable securities. At December 31, 2018 the cost of the investments was \$48,269. Income from investments is presented net of investment fees.

Board Designated Fund

This is wholly comprised of a board designated endowment fund whose goal is to accumulate up to \$1,000,000 in aggregate value. It received \$5,000 in contributions and had no expenditures during 2018.

Gift Shop Inventories

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

Accounts and Other Receivables

The Organization believes that as of December 31, 2018, all uncollectible accounts have been written off, and the allowance for credit losses 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:

			Years
Machinery			3-5
Furniture	and	fixtures	3-5
Exhibits			10
Buildings	and	improvements	19

Construction in Progress

Construction in progress at December 31, 2018 was comprised of the Bay Ecotarium project and various leasehold improvements not placed in service as of the end of the year.

CERTIFIED PUBLIC ACCOUNTANTS

YEAR ENDED DECEMBER 31, 2018

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

Compensated Absences

Accumulated paid time off is accrued when earned. As of December 31, 2018 the liability for employees for compensated absences was \$163,800. The liability for compensated absences was included among the accrued expenses of the Organization.

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 \$38,895 by management for the support of it's programs. These gifts-in-kind were recorded as public support and program expenses in the accompanying financial statements.
- The Organization received donated food and beverages, entertainment and event materials, and equipment valued by Management at \$21,802 in connection with an annual special event. These items were recognized as special events revenue 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.

YEAR ENDED DECEMBER 31, 2018

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

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, 2018 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's informational returns are subject to examination by federal and state taxing authorities.

Expense allocation by Function

The financial statements report certain natural categories of operating expenses that are attributable to more then one program or supporting function.

The expenses were allocated on the following basis:

Employment Costs Rent Depreciation Utilities Professional Fees Contract Services Operating Expenses Advertising Travel Administration Information Technology Office Repairs & Maintenance Insurance Interest Amortization Taxes and Licenses

Time and Effort Square Footage Square Footage Resources Time and Effort Time and Effort Effort and Resources Resources Time and Effort Effort Time and Effort Effort and Resources Effort and Resources Effort and Square Footage Resources Resources Effort

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

2. CASH

The cash balance as of December 31, 2018 was comprised of the following:

Interest-bearing accounts	\$ 610,609
Non-interest-bearing accounts	424,335
Cash on hand	33,460
	1,068,404
Less restricted cash	603,744
	\$ 464,660

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. LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

The cash and other financial assets at December 31, 2018 that will be available for general use consist of the following:

Cash	\$1,068,404
Accounts and other receivables	312,974
Grants and pledges receivable	18,800
Marketable securities	39,543
	1,439,721
Less restricted cash (Note 2)	603,744
Less cash needed to fulfil donor	
restricted purposes	136,258
	\$ 699,719

Of the cash, receivables and investments that make up the Organization's financial assets as of that date, \$603,744 of cash was classified as a long-term asset as described in Note 2. In addition, \$136,258 of cash received from donors will be needed for satisfying purpose restrictions and cannot be used for general expenditures. All receivables are considered collectible within the next twelve months, do not have donor-imposed purpose restrictions, and are considered available for general expenditures.

The Organization has a goal to maintain financial assets on hand to meet its normal monthly operating expenses. The Organization has a policy to structure its financial assets to be available as its general expenditures, liabilities and other obligations come due.

YEAR ENDED DECEMBER 31, 2018

4. PROPERTY AND EQUIPMENT

The property and equipment on December 31, 2018 consisted of the following:

Building situated on leased premises	\$ 7,999,173
Leasehold improvements	1,535,892
Exhibits	1,522,037
Furniture and office equipment	901,636
Operating equipment	364,483
Other	267,427
	12,590,648
Less accumulated depreciation	6,705,962
	\$ 5,884,686

The building and all improvements will revert to the lessors upon the conclusion of the leases as described in Note 5.

5. 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 separate rent payments.
- The current term of these leases expires in March 2024. The Organization has the option to renew the leases for various periods through December 2028, and the leases may be subject to further renewals.
- The Organization leased office space from the Port of San Francisco at Pier 35. The lease provided for monthly base rental charge of \$8,241. This lease ended in June 2018 and the Organization moved out of this space.
- The Organization leased storage space from the Port of San Francisco at Pier 26. The lease provides for monthly base rental charge of \$1,909. This lease ended in January 2019, and the Organization moved out of this space. Barlow & Hughan LLP

CERTIFIED PUBLIC ACCOUNTANTS

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

- 5. COMMITMENTS AND CONTINGENCIES Continued
 - The Organization also leased the premises occupied by the Heron's Head Park EcoCenter from the City and County of San Francisco. The lease required nominal lease payments and ended in February 2019.
 - The Organization rents office space on a month-to month basis under a sublease agreement with Alliant International University. As of December 2018 the monthly rent was \$33,000. This agreement is expected to expire in October 2019.
 - Total rent expense for the year ended December 31, 2018 was \$980,149. 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
2019	\$401,909
2020	400,000
2021	400,000
2022	400,000
2023	400,000

- 6. NOTES PAYABLE
 - In connection with the purchase of the assets of the Aquarium, the California Infrastructure and Economic Development Bank (the Bank) issued Variable Rate Revenue Bonds in the aggregate amount of \$6,500,000. The proceeds from these bonds were loaned to the Organization.
 - Under the terms of the agreement with the Bank, the Organization is required to make annual payments to a custodial bank through 2025 which will be used to retire the bonds, as well as maintain required segregated cash reserves and other specified levels of current and total net assets. During the period the bonds are outstanding the Organization also pays interest at a variable rate and other loan fees to the custodial bank which administers the loan on behalf of the Bank.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

- 6. NOTES PAYABLE Continued
 - The Organization also has a letter of credit arrangement with another bank in an amount equal to the amount outstanding under the agreement with the Bank. Under this letter of credit agreement, the Bank would be able to draw on this letter of credit arrangement to satisfy the total amount outstanding under the note should the Organization not make timely payments on the note. This letter of credit arrangement also requires that the Organization maintain segregated cash reserves and other specified levels of current and total net assets. This letter of credit arrangement expires in June 2020.
 - During the year ended December 31, 2018, the Organization paid \$138,000 in interest and fees under the terms of the note and the arrangements with the custodial bank and the bank with which it has the letter of credit arrangement.
 - The note is 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 was repayable in monthly installments of \$2,454 including interest at 6.75%. The note was secured by the leasehold improvements and was repaid in full during 2018.
 - The minimum principal payments due during the next five years under these notes are:

ş	520,000	
	545,000	
	575,000	
	605,000	
	635,000	
1	,370,000	
\$4	,250,000	
		545,000 575,000 605,000

As discussed in Note 10, the Organization is currently in breach of certain covenants made to the bank with which it has the letter of credit agreement.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

7. NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions at December 31, 2018 were comprised of grants and pledges 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 received but which included restrictions	
not fulfilled	\$136,258
Grants and pledges not received	18,800

\$155,058

8. PENSION PLANS

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.

9. CONCENTRATIONS OF CREDIT RISK

- The Organization maintains cash balances at financial institutions which are insured by the Federal Deposit Insurance Corporation. At December 31, 2018 the Organization had uninsured deposits with banks totaling approximately \$608,000 which included deposits against which there were outstanding checks.
- At December 31, 2018 the Organization had marketable securities listed on national exchanges valued at \$39,543 subject to market fluctuation.
- 10. UNCERTAINTY REGARDING THE ORGANIZATION AS A GOING CONCERN
 - As of June 30, 2018 the Organization became in breach of certain covenants made as part of an agreement with the bank which issued a letter of credit guaranteeing the Organization's borrowings under a bank loan, which as of that date had outstanding borrowings of \$4,250,000. It has remained in breach of those covenants since that date. The covenants require that the Organization's modified revenues as defined in the agreement remain at a specified level in relation to the payments due to the bank during the following year; and that the Organization maintain a specified level of current assets in relation to its current liabilities, as both amounts are defined in the agreement.

-17-

Barlow & Hughan LLP

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

10. UNCERTAINTY REGARDING THE ORGANIZATION AS A GOING CONCERN - Continued

- Under the terms of the letter of credit agreement, as of the end of any calendar quarter during which the Organization is in the breach of any of the covenants, the bank may require that all amounts outstanding under the bank loan be immediately due and payable in full to the bank which had issued the letter of credit, so that it can pay in full the amounts outstanding under the bank loan. The bank has formally waived this right with regard to the breach of these covenants for each of the quarters ended through June 30, 2019.
- Management believes that the decrease in revenues and cash flows was partially attributable to a general decline in tourism in San Francisco, which was partially attributable to poor weather and local wildfires, which resulted in poor air quality throughout the Bay Area; and also from additional matters which resulted in a substantial decrease in its public support. Management has adopted plans to attempt to increase its revenues from ticket sales, programs, contracts, and projects; it has also increased its efforts to acquire additional public support in the form of grants, sponsorship and additional contributions.
- However, if the Organization remains in breach of the terms of the letter of credit agreement, and the bank does not continue each quarter to waive its rights under the agreement to require immediate payment of all amounts due under the bank loan, then the Organization will not be able to continue as a going concern.

11. 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.

.....













Former President of Kiribati, Anote Tong, Keynotes CEO Summit atop Salesforce Tower: Urges Climate Action

Anote Tong pointed to the dangers of inaction and the importance of rising above our political and personal differences.

Read More







The Bay Institute





Sea Lion Center

Studio Aqua

Bay Academy





ASSOCIATION OF ZOOS AQUARIUMS

