



the bay institute



aquarium of the bay



sea lion center



bay model alliance



bay academy



ecocenter at heron's head park





Acknowledgements

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™.

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Sudha Pennathur LP collections



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GREEN
BUSINESS
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OF 2009
AQUARIUM

bay ecotarium
BE the movement™

Smithsonian Affiliate

Marine of the Bay
Sea Life Institute



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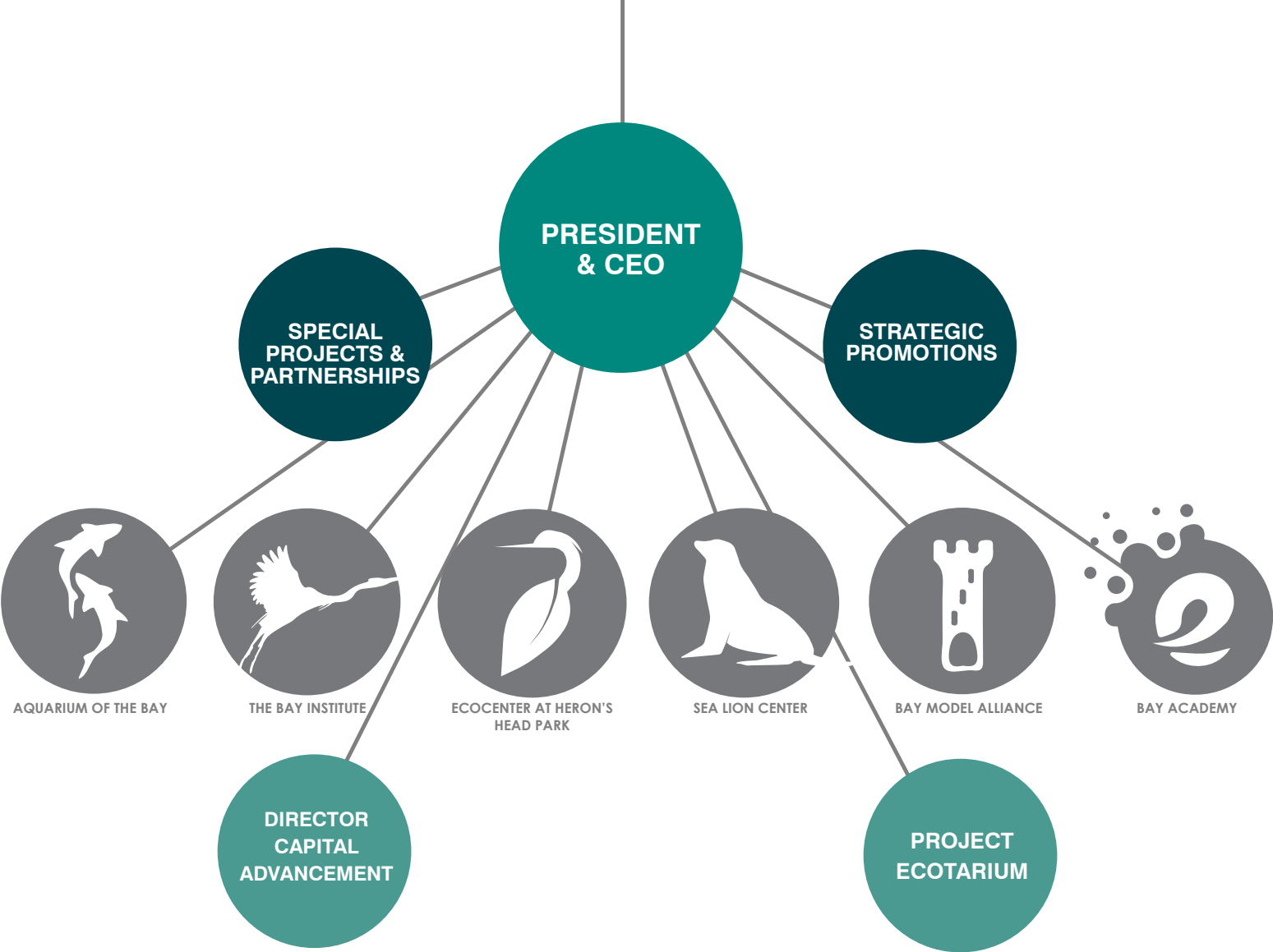
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Interim Controller

ORGANIZATION CHART

BOARD OF DIRECTORS





MESSAGE FROM CHAIR, BOARD OF DIRECTORS

November 26, 2018

Dear friends, patrons and sponsors,

As the Aquarium of the Bay continues to work with its partners in ensuring the delivery of our mission critical tasks, tourism trends and weather conditions have been challenging for meeting visitor numbers, despite stellar performance from our dedicated staff and delivery of our mission.

It is all the more reason to look to the future of making a difference with maximum impact. October 5, 2018 was a historic day for Bay.org and its six affiliate branches that have served the Bay Area communities and visitors from around the world for nearly four decades.

After two years of intense creative thought, we were pleased to unveil the vision to transform the AZA accredited and Smithsonian affiliated Aquarium of the Bay at PIER 39, into an extraordinary beacon of hope for climate resilience and ocean conservation.

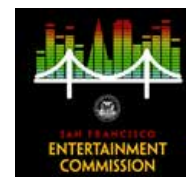
This generational milestone would directly impact Environmental, Educational and Economic Sustainability. Your continued support strengthens our collective resolve in realizing this dream, so vital to the future our fragile planet - the Blue Marble.

We were honored that Dr. Jill Biden, Former Second Lady of the United States graced this evening with the key note address with Dr. Sylvia Earle delivering opening remarks. The journey continues.

Sincerely,

Ben Bleiman
Chair, Board of Directors, bay.org

Entertainment Commissioner
City of San Francisco





MESSAGE FROM PRESIDENT & CEO

November 26, 2018

Dear Members, Patrons and Friends,

Last year, we invested in consolidating our mission and six branches under Bay Ecotarium.

This year, marked the beginning of a new era in transforming our mission to a **Movement**.

Even as we continued to implement internal reforms, restructure and re-investment in infrastructure and exterior curb appeal, we were able to look beyond our limitations to embrace a new vision, vital to protecting, preserving and inspiring conservation of the Bay and its ecosystems from Sierra to the Sea. Relocating to One Beach Street, we established our corporate offices across the street from the Aquarium, bringing together, our entire team of Directors and senior managers to one location for the first time in 22 years. The Farallon room doubled its capacity and bandwidth in accommodating events, Film and Lecture series.

Pop-up exhibits on banning straws, new ticketing software, web-site functional enhancements, improved data-base for outreach. Partnerships and collaborations, marked rapid shift in our ability to engage wider audiences.

October 5, 2018 marked the historic unveiling of a \$200 million initiative to establish the world's first Climate and Ocean Conservation Living Museum. Graced by the former Second Lady of the United States, Dr. Jill Biden and 'Her Deepness' Dr. Sylvia Earle, the evening brought together 260 guests from around the world in solidarity for what faces our planet today with a message of hope and resilience.

As we look to 2019, our collective resolve has never been greater to make the impossible, possible.

Stay tuned. Stay connected.

George Jacob
President & CEO, bay.org

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

EXECUTIVE SUMMARY

While we focused on re-branding and consolidating the six operational branches under a unified mission last year, 2018 witnessed the unfolding of our strategic vision in the creation of the Bay Ecotarium. Bay.org dba the Bay Ecotarium works to protect and preserve the San Francisco Bay watershed, the largest estuary on the West Coast of the United States.

This year has seen increased memberships, participation in programs, event bookings, added circulation of the eco-current newsletter and forging of national and international partnerships ranging from on-going dialog with Green Climate fund, exploring feasibility of satellite climate literacy modules with Grenada and Jamaica in the Caribbean to planning traveling exhibits with organizations in Australia and Norway, to name a few. Consolidating multiple donor and member databases, as well as launching Aquarium dedicated web-portal, ARES and other ticketing systems and back-end support for donations and event bookings. The expanded Farallon room has been a great addition to the Aquarium where we were able to host many of the Global Climate Action Summit 2018 convened by Governor Jerry Brown followed by the Annual Meet for the California Coastal Commission with Supervisor Aaron Peskin.

For the first time in the 22 year history of the Aquarium and the organization, we were able to secure a working office space for all the staff across the street from 2 Beach Street into the historic One Beach location. This has since yielded a positive spike in improving productivity, efficiency and working relationships amongst staff.

Leading up to the Blue Marble Benefit, we delivered a staggering 100 presentations to various community organizations, neighborhood groups, and allied institutions, to share with them our masterplan for the enhancement and transformation of the Aquarium to the first of its kind climate and ocean conservation living museum. This yielded in over 55 letters of support ranging from San Francisco State University to UC Berkeley to Stanford Media X, to name a few.

October 5, 2018 marked a historic evening as we unveiled the vision for the first of its kind climate and ocean conservation living museum- the Bay Ecotarium. The event was graced by the former Second Lady of the United States, Dr. Sylvia Earle and many other luminaries and dignitaries from around the world with the Chair of Bay Conservation Development Commission BCDC, Zachary Wasserman taking the stage to unequivocally support this landmark institution.

The event also released the 20th Anniversary Edition of the seminal book *Sierra to the Sea*, authored by environmental scientists from the Bay Institute lead by Program Director Gary Bobker. Many of these exciting developments will continue to unfold in the coming years, as we explore sustainable growth trajectories for the greater good of the environment and our symbiotic relationship and responsibility in preserving the ecosystems from the [Sierra to the Sea™](#).

**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 SEA™.**

2018 AT A GLANCE

185

VOLUNTEERS



700,000+

VISITORS TO ALL OUR DIVISIONS



1,273+LBS.

TRASH REMOVED FROM BAY SHORELINE

1,500+

STUDENTS PARTICIPATED IN
STEM EDUCATION PROGRAMS



24,000+

ANIMALS

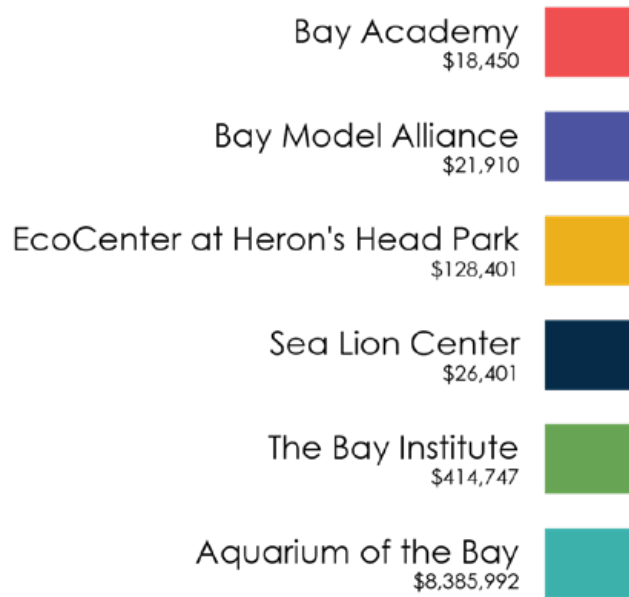
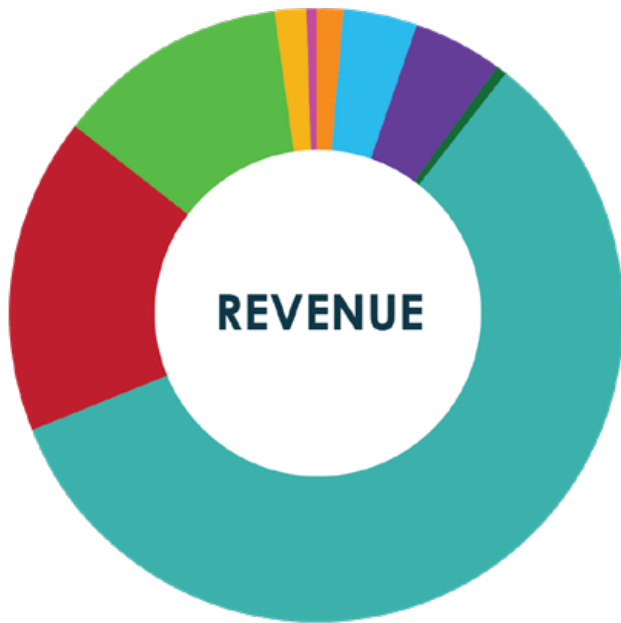
186

SPECIES
IN OUR CARE



30,000+

NETWORK FOLLOWERS





AQUARIUM OF THE BAY



NEW RESEARCH VESSEL HONORS OCEAN ADVOCATE

Mike Reigle, who tragically passed away last year, was an ocean advocate and wanted to devote his life to environmental and humanitarian charities. In honor of his life and philanthropic desires, Mike's family has generously donated funds to purchase a new research vessel for the Ecotarium. The research vessel has been named the RV Mike Reigle in honor of its patron, and it will enable Aquarium biologists to conduct tag-and-release studies of sevengill sharks and to collect other native Bay Area marine wildlife for exhibits. John Reigle, Mike's father, says, "The RV Mike Reigle Legacy Project is a wonderful way to allow Mike's dream to live on. Mike's family can't think of a more fitting memorial and we are forever grateful for all who help to make it possible."



TWELVE YEARS OF CLEANUPS RID BEACHES OF 7,000 POUNDS OF TRASH

Twelve years ago, the Aquarium of the Bay held its very first cleanup in celebration of International Coastal Cleanup Day. Since then we have worked hard to increase our stewardship of the Bay environment, and our cleanups have increased from one per year to eight, with hundreds of volunteers helping to remove trash from beaches before it has a chance to become marine debris. This year we have a goal of reaching 7,000 pounds of trash removed from our shorelines! Join us at our next cleanup on January 15 to help us achieve this momentous goal.



AQUARIUM CELEBRATES CHINESE NEW YEAR

The Aquarium of the Bay celebrated the Lunar New Year, Year of the Dog, February 16 – 18. Friday's event began with a tribute to former Mayor Lee by announcing the creation of the Edwin M. Lee Environmental Award, which will be given on an annual basis to an outstanding high school senior who has shown leadership in environmental issues focused on Bay conservation. The award-winning student will receive a scholarship and a summer internship at Aquarium of the Bay. Traditional dance performances, Tai Chi demonstrations, children's school presentation, and lion dances marked the occasion throughout the weekend.

TAPPING THE SOUTH KOREAN MARKET

Our travel and tourism team explored new prospects and alliances with South Korea tour operators. New partnerships are being forged following the meetings on site to tap into a market segment previously unexplored. Negotiations were led by Cat Tolentino, Director of Tourism Development and Event Services

DOUGLAS MORTON CREATES MUSIC MAGIC!

Aquarium of the Bay took the first steps in expanding the guest experience by creating music sound tracks for its galleries and tunnels. Produced by the famed composer Douglas Morton, who created the four music CDs for Monterey Bay Aquarium, he has created music for several aquariums.







Visitors walk through the tunnels while listening to custom created music sound tracks that both relax and mesmerize. Douglas Morton's inspiring music for aquariums has immersed millions of people in the underwater worlds and his virtual instrument design has been used by composers and producers across the globe and heard on thousands of albums, television shows and feature films.

GREEN CLIMATE FUND PARTNERSHIP

Aquarium of the Bay CEO met with the Executive team at the Green Climate Fund in Incheon, Korea early this year. The on-going discussions have crystallized into a Memorandum of Understanding that would enable on-going long-term partnership between bay.org and the GCF on a range of programs focused on awareness generation, creating exhibits on environmental sustainability for the developing world, and working together on online learning modules through Bay Academy and its outreach efforts. Javier Manzanares, Dr. Kilaparti Ramakrishna, Howard Barnsey, Jessica Jacob and other team members contributed to the discussions.



EXPANDED EVENT SPACE ATTRACTS CORPORATE MEETINGS

The Farallon Room Event Space expansion is now complete allowing for the Aquarium to host events for up to 100 guests with many times the number spreading into the tunnels and other galleries. Most recently,



the Aquarium hosted the Genentech event with many more lined up for the upcoming Global Climate Summit and beyond leading up to the Holiday Party Season.

SENATOR MIKE MCGUIRE VISITS AQUARIUM

Senator Mike McGuire hosted a hearing to discuss Dungeness crab season and the issue of whale entanglement at the Aquarium yesterday, "Climate change is not going away. The Pacific Ocean is sick and we are suffering." In the end, Sen. McGuire advocated for allocating more state funds to both protect the whales and the crabbing fleet. Over 100 people attended the senate hearing.

EDUCATION

Our skilled educators work to engage both young and old in Science, Technology, Engineering, and Math (STEM) education through multitude of K-12 school and public programs.

- 11,592 K-12 students participated in the Aquarium and Sea Lion Center programs during the 2017-2018 school year.
- 172 schools served from 9 Bay Area counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma.
- 88 Title 1 schools served

Discover the Bay Hybrid Ferry Program: The Hybrid Ferry Program is an immersive, three-hour learning

experience. During the program, students cruise San Francisco Bay aboard the Hornblower Hybrid, the nation's original hybrid-powered ferry boat, and learned about different facets of Bay science at onboard, interdisciplinary, Next Generation Science Standards aligned learning stations. As students rotate through the different on-board stations, they learned about Bay habitats and the effects of climate change. Education staff facilitated 15 Hybrid Ferry programs during the 2017-2018 school year.

SLEEPOVER PROGRAM

Guests were introduced to hands-on science activities then spend the night in our two 150-foot tunnels with the sharks, rays, skates and 20,000 other animals overhead. This year, 12 groups experienced this underwater adventure.

PROJECT WATERS PROGRAM

Through the Project Waters Program, students picked up over 324 pounds of trash from their school campuses and neighboring parks. Participation in outreach events including Presidio Teachers' Night, Bay Splash, and Greater Farallones National Marine Sanctuary's Sharktoberfest. Advancing collaborative partnerships including – The Marin Science Pathway, For the Love of Water and Wildlife (FLOW), Shark Stewards, SFUSD Pathway Programs, National Marine Sanctuaries,

California Marine Protected Areas Collaborative's, Nature in the City and Support for Families with Disabilities.

CETACEAN CELEBRATION

Our first annual Cetacean Celebration was hosted at the Aquarium July 4-8, 2018. During the week-long event, Education staff engaged with guests on topics including whale sounds, whale evolution and the plight of the Vaquita species. Over 200 guests attended these presentations. We also had many wonderful partners come and provide additional outreach opportunities to our Aquarium guests. Our partners included: San Francisco Whale Tours, The Marine Mammal Center, The Greater Farallones National Marine Sanctuary, Golden Gate Cetacean Research, and California Whale Rescue.

SHARK WEEK

Our Annual Shark Week event was held July 22-29, 2018. During the week-long event, Aquarium visitors had the opportunity to learn more about sharks with a variety of hands-on experiences. Guests explored shark eggs and teeth as well as learned about how local researchers study sharks in the wild. Over 760 guests attended presentations and activities.

AQUARIUM HOSTS CALIFORNIA COASTAL COMMISSION

The mission of the California Coastal Commission is to protect, conserve,





restore, and enhance environmental and human-based resources of the California coast and ocean for environmentally sustainable and prudent use by current and future generations. The Commission holds monthly public meetings of three to five days in length in different locations throughout the state. The Commission meetings provide an opportunity for the Coastal Commissioners to take public testimony and to make permit, planning, and other policy decisions.



Prior to each meeting, Commission staff collects and analyzes information pertinent to meeting agenda items and prepares written staff reports with recommendations for Commission action. Huntington Beach to amend the certified Local Coastal Program (both Land Use Plan and Implementation Plan) to incorporate the Windward Specific Plan Oceanside request to extend the 60-day time limit for Commission action for up to one year on request by the City of Oceanside to amend its Implementation Plan to consolidate coastal and inland base zoning districts. San Diego Port District to amend its certified Port Master Plan to allow for the construction of a 57-ft. high, 10,000-person capacity, 160,583 sq.ft. performance and event venue, including outdoor stage, acoustic shell, sloped synthetic lawn and concession facilities, as well as park and promenade improvements at Embarcadero Marina Park South, adjacent to the bay in downtown San Diego.



OCTOPUS AND FRIENDS GALLERY GETS A FACELIFT, LUMPSUCKERS ARRIVE

In-water testing on the new collection boat, R/V Mike Reigle, was completed and the boat was officially christened and launched. The boat has been used to collect jack smelt and plainfin midshipmen which are currently on display. The Sandy Seafloor exhibit was dismantled, cleaned and restocked with additional seafloor species. Approximately 5000 new anchovies were added to the Discover the Bay, the Nearshore Tunnel and the Sharks of Alcatraz exhibits. Chameleon gobies went on display in the Trash Tank and Bottom of the Bay.

Spring was in the air: The Pacific spiny lumpsuckers, the wolf eels and the Pacific chorus frogs laid eggs in their exhibits. A new giant Pacific octopus was placed on display in the Nearshore Tunnel. The quarterly Dive Safety Board meeting was held, two staff members attended the 2018 Regional Aquatics Workshop at the New England Aquarium, and all staff completed their annual CPR training. Animal Care focused on collecting animals for display during the summer months. Using the new boat RV Mike Reigle, staff collected skates, pipefish and jack smelt. Anchovies were added to the Discover the Bay cylinder and the Sharks of Alcatraz exhibit. A new mural with leopard sharks replaced the existing old mural outside the aquarium stairwell. The Octopus and Friends Gallery has been upgraded with new







rock work, and a new condensation-free tank has been installed just in time for the debut of the spiny lumpsuckers. Aptly named for its strong sucker disk, this orb-shaped fish uses the disk to anchor itself to rocks, kelp, and eelgrass. While these small but cute creatures are a popular presence at birthday parties in Japan, they are also great pest managers on salmon farms because they consume the sea lice that tend to proliferate in the pens.

TOM EDDINGTON DONATES \$150,000 WHALE PAINTING TO THE AQUARIUM

Painted by Taos based artist Kimberly Webber, the 15x6 ft. painting titled OCEAN'S CALL is to scale and the actual size of a new born baby Humpback whale. Her works on rice paper can be described as contemporary symbolist paintings revolving around the liminal space of dreams, deep memory, and the beauty in nature. Birth of new life is a celebration of the divine feminine in all its incarnations. She also uses her medium to raise awareness for endangered animals through their continual representation in her work. With her unique fusion of Eastern and Western art styles, Webber's paintings have been featured in solo exhibitions all over North America, Europe, and the Middle East. Each painting is designed to uplift, activate and empower the viewer. Over a hundred guests including START TREK celebrity Jennifer Nash, gathered in the Farallon Room for the unveiling of this painting and

to hear Kimberly speak on her inspired process of working on the "Ocean's Call".

EXHIBITS

Significantly upgraded the White Shark exhibit in Discover the Bay. New photographs and map were added, and graphic copy was updated; updated electronic signage for the Sandy Seafloor exhibit. Designed, produced and installed new Behind-the-Scenes tour signage. A magnifier was also added to the Pacific spiny lumpfish exhibit. Sourced visual elements for the new offices at 1 Beach Street, including murals, a bubble wall and furniture. Assisted with the install of graphic elements. Exhibits continued repairing and upgrading Aquarium exhibits as well as working on the design and construction of various projects. Exhibits researched and wrote copy, designed, fabricated in-house and installed a small pocket exhibit about the Skip the Straw movement and the perils of microplastic pollution. The installation was in conjunction with the Pier-wide anti-straw campaign. Exhibits refreshed the look of the Retail Two lobby area. This project is ongoing and will ultimately include fresh paint, new signage and the installation of a new wall mural. The Western Pond Turtle in Bay Lab was emptied and drained so repair broken and stained rock work. Significant effort was devoted to enhancing the Bay Ecotarium building model, including constructing a stand, sourcing acrylic, painting and adding





additional faux vegetation and other props.

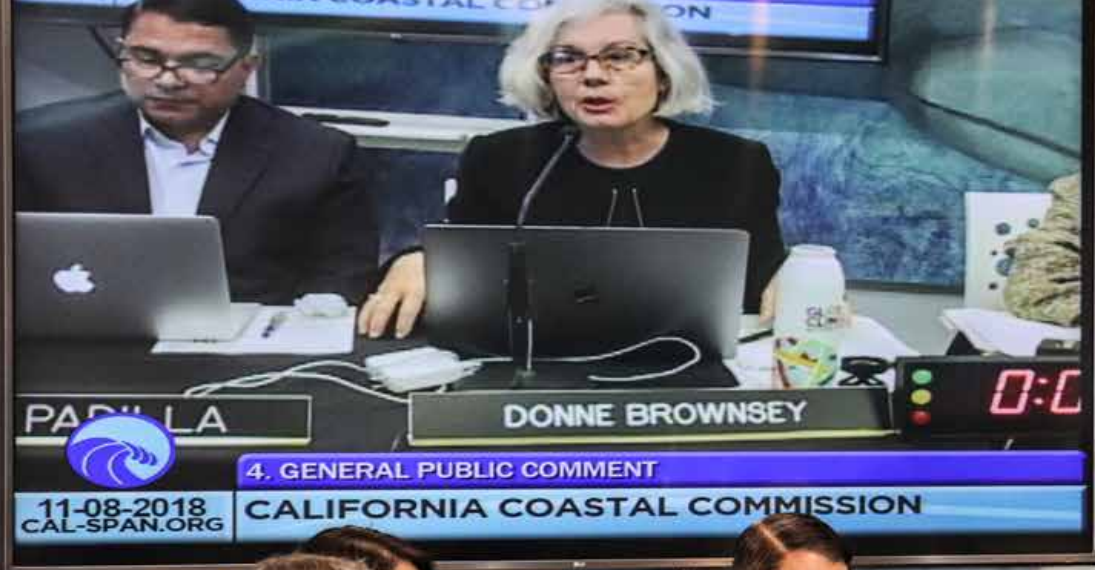
AQUARIUM OF THE BAY IS GROWING JELLIES

In early March the Aquarium acquired 80 captive-bred juvenile White Spotted jellies, *Phyllorhiza punctata*, from AZA accredited Ripley's Aquarium of the Smokies. The largest ones have a bell about the size of a penny but will grow to have bells the size of a baseball or larger. In the ocean, these jellies become accidental travelers often adhering to the hulls of ships in the polyp stage and can be sucked up in the ballast water of large vessels in their brief free-swimming stage. While native to the South West Pacific, from Australia to Japan, it is an invasive species that has been documented as far away as Brazil. Stay tuned for when they will be put on exhibit. The Aquarium also has a large quantity of juvenile Moon jellies, *Aurelia aurita*, cultured in-house by biologist Mike McGill. Overabundant moon jellies indicate an unbalanced ecosystem because they thrive in nutrient rich polluted water. While Moon jellies are plentiful, plastic bags in the ocean can look like jellies to animals that depend on these creatures for food. Thousands of turtles and birds die each year after swallowing indigestible wads of plastic mistaken for jellies. Picking up plastic on the beach and near storm drains can make a difference. Adult Moon jellies can be seen in our Go with the Flow exhibit.



GUEST SERVICES AND RETAIL

Jazmin Cariola was hired as Director of Guest Services. She is a San Francisco native and comes from 10 years of tourism background here locally in San Francisco. The department has continued holding monthly meetings with all Guest Services staff (Associates, Supervisors, Managers) in order to focus on group morale, sales goals, Guest Service expectations, and/or training. The training program protocol has also been reworked. New employees now shadow the Front Desk, retail, and booth locations to create an understanding of how the department operates before being tasked with making sales and cash handling. They are also given dedicated time to tour the aquarium and are assigned Education programs to sit in on in order to build working knowledge of what guests can anticipate once inside as well as venture out to our attraction partners throughout the city to learn about the product they upsell. Guest Services has also renewed the commitment to improving Otter Donations.





SALES & EVENTS

This year the Sales & Events team held 31 private and 23 in-house events, 101 site inspections, and 152 familiarization tours. Sales and Events exceeded 2017 revenues due to tradeshows, international sales missions, sales calls and relationship building. New events website, eblasts and Google ad buys.

- Farallon Room expansion allows for more meeting space and now weddings.
- New and existing tour operators contracted which has increased revenues.
- Tourism Greeters have assisted with increased revenues and remain top ten in redemptions.
- Merchant relations has increased.
- Familiarization tours have given more exposure to Aquarium and more business.
- 26th TBI Awards
- Five Climate Change Summit meetings
- Bay Splash III
- Blue Marble Benefit
- 2.5 Coastal Commission Meetings
- San Francisco Travel PBX Event
- Legislative Hearings –Fisheries & Aquaculture
- Largest India Receptive Tour Operator in US

- Tour & Travel continues to increase revenue compared to 2017
- Tourism Greeter coupon redemptions remains at top 10 overall redemptions
- Merchants relations have increased in 2018 to 71 vs barely 23 in 2017

TOUR & TRAVEL

Over 60 new wholesale contracts in 2018 from tradeshows and sales calls resulting in approximately

- \$1.65 million in revenue
- Go West Summit Tradeshow
- Active America China Tradeshow
- International Pow Wow Tradeshow
- Sales Calls to NYC, Korea, and LA

45 CORPORATE AND LOCAL TRADESHOWS

- IMEX, Las Vegas
- Levi Strauss, San Francisco
- Jones Lang LaSalle
- No. CA Concierge Association (NCAA)
- Symantec, Mountain View
- Marsh and McLennan, Walnut Creek
- Siemens, San José





- Dominican University, San Rafael
- Xilinx Corporation, San José
- Bar Architects, San Francisco
- Glu Mobile, San Francisco
- Concierge Tour - The Bay Model, Sausalito
- The Tech Museum of Innovation, San José
- Quotient Health Fair, Mountain View
- Meriwest Credit Union, San José
- Palo Alto Networks, Santa Clara
- Pacific Biosciences, Menlo Park
- HR Star Event, South San Francisco
- Audentes Therapeutics, San Francisco
- eHealth, Mountain View
- Gigamon, Santa Clara
- Tides Health & Lifestyle, -San Francisco
- Hudson Properties/Tech Mart First Annual Vendor Fair, Santa Clara
- Genentech, Brisbane
- Logitech/Pacific Research Center, Newark
- San José State Employee Benefits & Services Fair, San José
- Counsyl-Myriad Health Fair, South San Francisco
- DuPont Health Vendor Fair, Palo Alto
- St. Mary's College Vendor Fair, Moraga
- Riverbed Vendor Fair, San Francisco
- Hitachi Vantara Vendor Fair, Santa Clara
- Riverbed Vendor Fair, Sunnyvale
- Boston Scientific Vendor Fair, San José
- Shockwave Medical, Fremont
- ServiceNow Health & Lifestyle Expo, Santa Clara
- San José Earthquakes Vendor Fair, San Jose
- Tanium Health & Lifestyle Expo, Emeryville
- Renesas Electronics America, Inc., Milpitas
- Machine Zone, Palo Alto
- Golden Gate University Health & Lifestyle Expo, San Francisco
- Silicon Valley Community Foundation Vendor Fair, Mountain View
- Genentech, Vacaville
- Sales Force, San Francisco
- Twitter, San Francisco
- Facebook, Menlo Park

MEMBERSHIPS

New Members: 513

Renewing Members: 308





LIST OF PARTNERSHIPS

2018 Signed Contract

Delta Tours
Hotel Beds
365 Tickets
America China Connections
Ares Travel
Beijing Fusion International Service
Best Day Travel Group
Booking.com
Ceetiz
D3 Travel
Destination Americas
Destination Center
Destination Coupons
Educational Tours
Entertainment Benefits group
EWT Travel
Expedia
Extranomical Tours
Focus Travel
G2 Travel
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Get Your Guide
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MODE Tour
New Yorker Travel
Norwegian Cruises
Sam Ho
Samho Travel
Segyero Travel
Supervacations
Team America





STRATEGIC PROMOTIONS CONSISTENT BRAND

This year, the Aquarium of the Bay worked to brand all of its materials to have the same “look and feel.” Our information brochure, our promotional banners, our tradeshow booth all have the same messaging and look to give Aquarium of the Bay consistent branding.



UNION SQUARE VISITORS CENTER

In partnership with BigBus San Francisco, Aquarium of the Bay launched a new Union Square Visitors Center in the Hilton Union Square Hotel. Graphics on the outside of the building as well as a display inside the building, along with Aquarium of the Bay ticket sales have created a new sales outlet for Aquarium of the Bay.

SAN FRANCISCO TRAVEL PARTNERSHIP

Aquarium of the Bay and San Francisco Travel, our official destination marketing organization created a new partnership in 2018. Aquarium of the Bay Staff met with media in the UK, New Zealand, Australia, as well as Los Angeles and San Francisco. Media stories and coverage was well received with one story being picked up by Virgin Australia Airlines with an Aquarium of the Bay article appearing on the video screens on the backs of all Virgin Australia seats flying during the month of July 2018.

BANNERS

In 2018 we created promotional banners for special events and discounts that created awareness and offered a new way to promote discount offers.



**San
Francisco
Travel**



MARKETING CAMPAIGNS



AQUARIUM OF THE BAY PIER 39

felices fiestas

happy holidays

Joyeuses fêtes!
Schöne Feiertage!
¡ Felices fiestas navideñas !
Glada Helgdagar

Bay Ecotarium and our six institutions send you very best wishes for happy holidays and a peaceful New Year filled with positive change.

AQUARIUM OF THE BAY PIER 39

ENGAGE EDUCATE EXPERIENCE

MEET THE RIVER OTTERS

North American river otters are the most playful residents in the Aquarium. Watch them swim, romp and waddle. Experience the otter feeding and learn about their basket free housing.

SEA LION CENTER

Add a fun visit to the Sea Lion Center at the end of PIER 39 above K-Deck. Nutrition will tell you the tale of these local legends.

www.aquariumofthebay.org/visit

GIFT STORE

Dive into unique Aquarium of the Bay merchandise and other Bay-related gifts at the Aquarium of the Bay Gift Store. Find unique creations from local artists.

BOOK AN EVENT

Host an event at Aquarium of the Bay and create a lasting impression. With unique, interactive spaces that feature everything from hot air balloon models floating overhead to an open-air native garden, occasional chaparral, a living wall and the large Fossilium Room, it's the perfect setting for a reception, dinner, or film screening.

Call - 415.923.5326
Email - events@bay.org
aquariumofthebay.org/book

Free WiFi, aquarium public password: server04

BECOME A MEMBER

Become a member and enjoy year-round access to the shows, talks, tours, and culture. Join the Aquarium community in celebrating life in the Bay with exciting exhibits, events, lectures, seasonal programs, and more. Includes gift store discounts and special member programs.

www.aquariumofthebay.org/membership

AUDIO TOURS

Audio tours in multiple languages are available throughout the Aquarium. Simply scan the code and listen.

About us 

AUGMENTED REALITY

Use the only smart, fun augmented reality experience in San Francisco where guests can "touch" images of various sea creatures including whales, dolphins, walrus, polar bear, penguins, and more.

- Back to the Jurassic
- Ocean Adventure
- Arctic Explorer

*Requires device that supports AR technology









SEA LION CENTER



Over 1,300 students participated in hands-on education programs at the Sea Lion Center during the 2017-2018 school year. These Next Generation Science Standard (NGSS) aligned programs included Between the Tides, Sensational Sea Lions and Salmon!

NEW PLANKTON VIEWING STATION

A larger and more interactive plankton station was set up in the Sea Lion Center. With the help of knowledgeable education staff, this new station encourages guests to explore the world of plankton.



SEA LION ANNIVERSARY

In January, the Sea Lion Center in partnership with PIER 39, celebrated the 28th annual anniversary of the arrival of the sea lions to K-dock. Over 1200 guests participated in public presentations in the center and special walking tours provided by education staff.

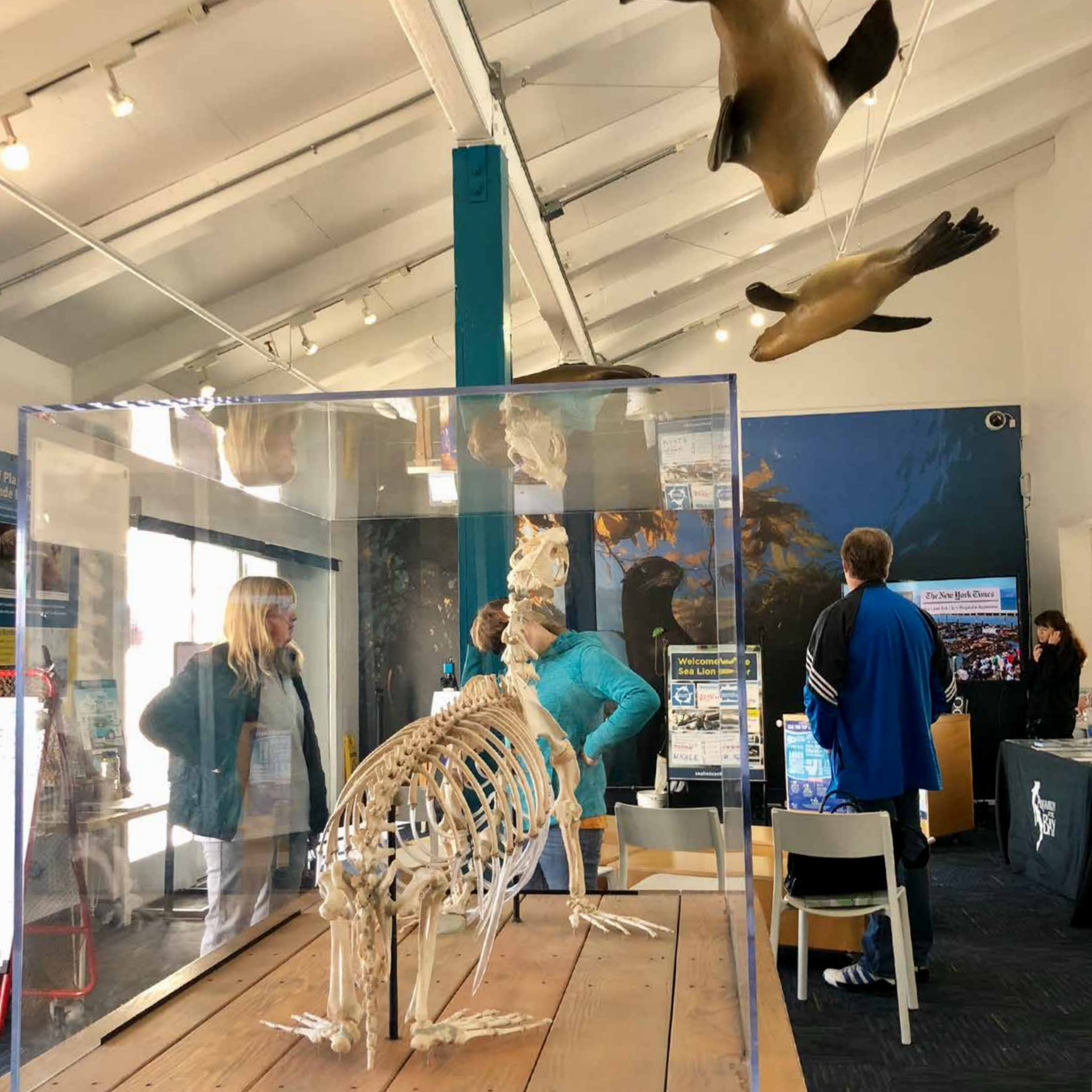
In partnership with PIER 39, Aquarium of the Bay and the Sea Lion Center hosted several additional events over the summer.

- A press event was held in the Sea Lion Center on World Oceans Day, June 6th. The event featured speakers: Taylor Safford CEP of PIER 39, San Francisco Supervisor Katy Tang, Aquarium of the Bay CEO George Jacob and Jackie Nunez Founder of the Last Plastic Straw. Pier 39 and

Aquarium of the Bay were honored at the City Hall by the Board of Supervisors with a Certificate/Commendation stemming from the initiative to ban plastic straws from Pier 39 restaurants and the AOTB taking the initiative to screen the film "Straws" in conjunction with a newly installed pop-up exhibit on plastic pollution. The motion was moved by Supervisor Katy Tang who congratulated President and CEO George Jacob, PIER 39 VP of marketing, Kathy Paver, and Director, Sue Muzzin.

- The documentary STRAWS was shown at 1:30 p.m. every weekend at the Sea Lion Center through Labor Day weekend.
- PIER 39 installed a pledge wall at the Sea Lion Center, so visitors of all ages can post their individual commitment to the Skip the Straw effort.

The California Academy of Sciences recently received an accession of more than 6,000 skulls from the Raymond Bandar collection. In November, Aquarium of the Bay was selected as one of the educational organizations to receive a portion of this collection. The Aquarium acquired many specimens, including the mandible (lower jaw), scapula and pelvis of a California sea lion, a vertebra of a Gray whale and many more unique artifacts. These exciting new additions to our collection will be mounted and displayed in the Sea Lion Center for school groups and guests to experience firsthand.









THE BAY INSITUTE



RESTORING THE SAN JOAQUIN RIVER

In a historic milestone in the implementation of our settlement agreement with the federal government and water users to restore fisheries and flows to the mainstem San Joaquin River, the second largest river in the state, in fall 2017 spring-run Chinook salmon successfully spawned below Friant Dam for the first time in 60 years, and again in fall 2018. A small number of wild and planted juvenile salmon also successfully migrated downstream to the Delta this year. Thousands of Pacific lamprey emerged as well from the river gravels to migrate downstream, again for the first time in over half a century. Staff from the Bay Institute (TBI) worked closely with the River Restoration Program and the Restoration Administrator to oversee the implementation of the settlement agreement, including flow releases to support anadromous fish spawning and migration.



IMPROVING FISHERY AND WATER QUALITY REGULATIONS

TBI petitioned the Federal Energy Regulatory Commission to require higher flow releases from the Don Pedro Project on the Tuolumne River, and worked with a coalition of environmental and fishing groups to win support from San Francisco's elected officials for improved flows from its Hetch Hetchy Project on the Tuolumne. More than 80% of the river's flow is diverted in most years. These



initiatives complement TBI's larger effort as a technical and policy leader of the environmental community's engagement with the State Water Board to secure improved flows from San Joaquin Valley rivers to the Sacramento-San Joaquin Delta, in order to rebuild and maintain Chinook salmon populations and provide adequate water quality to support aquatic habitat downstream in the Bay estuary.

ADDRESSING EXPENSIVE AND ENVIRONMENTALLY HARMFUL WATER PROJECTS

Instead of increasing ecologically vital flows to San Francisco Bay, the proposed California WaterFix project would construct two giant tunnels under the Delta to siphon even more water from the Bay's watershed. TBI's Lead Scientist submitted an extensive technical analysis of the project to the State Water Board and then spent several days testifying in permit hearings before the Board regarding how the project would accelerate the trend toward extinction of several Bay-Delta fish species and exacerbate water quality conditions that facilitate toxic algal blooms.

TBI staff also took the lead in analyzing applications to the California Water Commission to secure Proposition 1 funding for Sites Reservoir in the Sacramento Valley and Temperance Flat Dam on the San Joaquin River, submitting written comments and testifying at Commission hearings

on negative impacts to fish and wildlife that were not accounted for in the applications. The Commission subsequently authorized only \$171 million of public money toward Temperance Flat's estimated \$2.7 billion cost and \$900 million toward the projected \$5.1 billion cost of Sites.

PROMOTING SUSTAINABLE WATER MANAGEMENT

In addition to opposing harmful projects, TBI actively works to promote environmentally sound, economically efficient water management alternatives. As manager of the Water Efficiency Trust, TBI awarded funds to sustainable landscaping and water efficiency projects in the North Bay fire recovery areas, East Bay low-income communities, and the Santa Ana River watershed. TBI also worked with the California Water Efficiency Partnership to publish a Watershed Approach to Sustainable Landscaping guidebook.

FROM THE SIERRA TO THE SEA – TWENTY YEARS LATER

TBI's 1998 report, *From the Sierra to the Sea*, was the first – and remains the only – comprehensive ecological history of the San Francisco Bay estuary and its watershed, documenting how the system functioned before European settlement, how large-scale changes in land and water use over the last 150 years altered that system, and how native species and habitats responded. This year, TBI published a

special, hardcover 20th anniversary edition of *From the Sierra to the Sea*, with a new foreword by noted environmental writer John Hart and a new afterword by TBI staff detailing how the Bay and its watershed have changed in the 20 years since the report's original publication.

THE BAY INSTITUTE CHALLENGES STATE'S APPROACH TO DELTA MANAGEMENT

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

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





Joaquin Valley rivers, and identified the protective flow regimes that the Board should adopt to meet these targets while minimizing impacts on Valley agriculture.

TBI has also doubled down on another project called "California WaterFix," which would build two giant tunnels to export even more water from the Delta. The state's own analyses indicate that WaterFix could lead to the extinction of native fish like smelt and Chinook salmon. TBI filed suit to challenge the endangered species permits that state and federal agencies issued for the plan. Now, TBI is preparing expert technical testimony on the project's environmental impacts for critical hearings on the project that will be held by the State Water Board in 2018.

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

TUOLUMNE RIVER ADVOCACY

The Bay Institute (TBI) aims to win new regulations that ensure the right flow, salinity, and other conditions to restore the Bay-Delta estuary and its endangered species and habitats. It

is critical that each of the rivers in the watershed contributes enough water to support a healthy ecosystem.

In January TBI petitioned the Federal Energy Regulatory Commission (FERC), which licenses hydroelectric dam operations, to set higher flow requirements for the Don Pedro Project on the Tuolumne River, the largest river in the San Joaquin Valley - and the primary source of San Francisco's water supply. In most years over 80% of the Tuolumne's natural runoff is diverted before it can flow to the estuary. Consequently, dam operators are not in compliance. As part of FERC's relicensing of the Tuolumne's major dams, TBI scientists submitted detailed recommendations for minimum instream flows and reservoir storage levels, thus allowing Chinook salmon populations that spawn on the Tuolumne to flourish and enough water to flow downstream to support Bay-Delta habitats. A decision is expected later this year.

BETTER WATER MANAGEMENT ADVOCACY

This is the year when California makes the biggest decisions about building new water storage and conveyance systems in decades. The Bay Institute (TBI) is putting resources into trying to prevent the sort of past bad water management investments in massive dams and thousands of miles of canals that led to large-scale habitat destruction and helped drive native



fish and wildlife species to the brink of extinction. The State Water Resources Control Board is considering the Brown Administration's permit application to construct and operate twin tunnels to move Sacramento River water under the Delta to the giant federal and state pumping plants. TBI Lead Scientist Dr. Jonathan Rosenfield presented expert testimony in April on the likely environmental impacts of the tunnels proposal, including how they could worsen an already untenable situation for endangered smelt and salmon. Currently the California Water Commission is evaluating whether and which new surface and groundwater storage projects should receive public funding.

TBI Program Director Gary Bobker will present testimony in May 2019 to demonstrate how the claims of environmental benefits of the two biggest dam proposals – Sites Reservoir and Temperance Flat Dam—have been inflated, and their potential negative impacts ignored. In cases of both the tunnel and the dam, more environmentally friendly and economically efficient ways to expand the state's water supply are available.

CYNTHIA KOEHLER DELIVERS KEYNOTE AT 26TH ANNUAL TBI AWARDS CEREMONY

On June 28th, The Bay Institute held its 26th Awards Ceremony at the Bay Model Visitor Center. Since 1992, The Bay Institute has recognized individuals

who have helped improve and inspire conservation of the San Francisco Bay-Delta Estuary and its watershed, from the Sierra to the sea. Each year, The Bay Institute honors these individuals with awards in three categories: education, reporting, and extraordinary accomplishment. Cynthia Koehler is Recipient of the 2013 The Bay Institute Bay Hero Award, executive director of the Water Now Alliance and member of the Marin Municipal Water District board of directors.

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Carla Bard Education Award

This award was created in 1992 to honor those who have significantly increased the public's understanding of and concern for the San Francisco Bay-Delta Estuary. A former Board Member of The Bay Institute, Bard was a champion of clean water, wetlands preservation, and wild rivers, and was considered a state-wide leader on water issues.

Awarded for illuminating complex resource economics issues of California water use, and for separating myth from reality in looking at topics such





**Carla Bard
Education Award**

Jeffrey Michael, Ph.D.
University of the
Pacific

as the agricultural economy and water supply management and infrastructure.

Harold Gilliam Award for Excellence in Environmental

Reporting: Harold Gilliam, for whom the award is named in 1999, was a former columnist for the San Francisco Chronicle and the author of numerous books who encouraged generations of Californians to think more deeply about our natural heritage.



Harold Gilliam Award for Excellence in Environmental Reporting

Chris Austin
Maven's Notebook

Awarded for creating and running the Maven website that provides comprehensive coverage of water issues, helps map and explain complex management processes, and provides a venue where a diversity of viewpoints is expressed.

Bay Hero Award

Created in 2011, the Bay Heroes Award honors those whose significant efforts have led to increased protection and restoration of the San Francisco Bay-Delta Estuary. Publicizing the threats to the Bay ecosystem is key in addressing these concerns and restoring the health of the Bay-Delta Estuary.



Bay Hero Award

Whitney Dotson
EBRPD Board Member

Awarded for his long record of activism at the intersection of conservation, environmental justice, and water, and especially for protecting the wetlands of the East Bay shoreline. Recipient of the The Bay Institute's 2013 Bay Hero Award, executive director of the Water Now Alliance and member of the Marin Municipal Water District board of directors.



**Keynote
Speaker**

Cynthia Koehler



The Bay Institute's 26th Awards Ceremony

Date: Thursday, June 28, 2018, 5:30-8:00pm

Where: The Bay Model Visitor Center, Sausalito

www.bayecotarium.org

Since 1992, The Bay Institute has recognized individuals who have helped improve and inspire conservation of the San Francisco Bay-Delta Estuary and its watershed, from the Sierra to the Sea™. Each year, The Bay Institute honors these individuals with awards in three categories: Education, Environmental Reporting, and Extraordinary Accomplishment.

Our mission is to protect, restore, and inspire conservation of San Francisco Bay and its watershed, from the Sierra to the Sea™





THE BAY INSTITUTE'S
26th Annual
Awards Ceremony



Our mission is to
protect, restore,
and inspire
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San Francisco Bay
and its watershed,
from the
Sierra to the Sea™



THE BAY INSTITUTE







ECOCENTER AT HERON'S HEAD PARK



The EcoCenter at Heron's Head Park won the California Association of Museum's Secretary's Award for Excellence in Sustainability. This competition recognizes the outstanding achievements in sustainability for California museum projects in two areas: public education, or internal operations projects. The competition is the joint project of the sponsors, the California Association of Museums (CAM) and the California Natural Resources Agency. The EcoCenter received the award for the EcoCenter Internship Program. This program empowers local youth in the Bayview community to carry on sustainability practices. The unique program facilitates active learning of solar photovoltaic systems, wastewater treatment and management, living roofs, native plant landscaping; preparing the intern cohort with the appropriate skill-sets.

On Saturday September 22, 2018, hundreds of neighborhood residents and beyond, gathered to celebrate the third annual BaySplash STEAM (Science, Technology, Engineering, Arts and Math) event. Twenty-five community partners, including the Exploratorium, joined staff and volunteers in providing an excellent day of science and exploration. This year's recipient of the Community Impact Award was the Young Community Developers and Hunters Point Family, in recognition of their work to educate and empower the

community through EPA Certification Programming which trains young people in the area of hazardous waste removal and construction, placing them at the forefront of connecting community to opportunity, to positively impact the environment. In addition, Susie Wasserstrom from Friends of the Urban Forrest received the Educator Award for her tireless efforts within the neighborhoods of District 10.

BIOBLITZ PROMOTES CITIZEN SCIENCE AT ECOCENTER

On June 16 the EcoCenter will be partnering with California Academy of Sciences to host a bioblitz. Bioblitzes are gatherings of scientists, citizen scientists, land managers, and families, all working together to find and identify as many different species as possible. The bioblitz will not only help the EcoCenter build a species list and atlas for the surrounding area, it will provide invaluable data for researchers, and highlight the incredible biodiversity in this part of the Bay Area.

ECOCENTER INTERN GRADUATION

In December, the EcoCenter Fall 2017 internship program concluded with a special Science Saturday event. Interns showcased their two capstone projects – one focused on habitat restoration to support the California pipevine swallowtail and the other a debut of the EcoCenter's California kingsnake climate change ambassador. Family

and friends then joined us for a graduation ceremony to celebrate the interns' hard work. Special thanks to our program funders: San Francisco Public Utilities Commission and Community Challenge Grant.

ECOCENTER RECEIVES 2018 SECRETARY'S AWARD FOR ENVIRONMENTAL EXCELLENCE

The EcoCenter at Heron's Head Park is located in San Francisco's Bayview Hunters Point neighborhood (BVHP) and serves youth from this area. BVHP is an ethnically and racially diverse working-class neighborhood. The area has been identified as one of five Bay Area "extreme poverty" neighborhoods. Social, economic, and environmental ills present in the 1950s remain to this day, including: racial segregation and discrimination, substandard housing, poor air quality, dumping of toxics, deteriorating infrastructure, the heavily polluted Hunters Point Naval Shipyard, and high levels of poverty, crime, and violence. Per capita income is less than half that of the rest of San Francisco and 39 percent of residents live in low-income households (as determined by the San Francisco Department of Public Health). BVHP sits in a low-lying area along San Francisco Bay that was built up by artificial fill, adding climate change to the list of threats the area faces.

"A heartfelt congratulations to the EcoCenter at Heron's Head Park for receiving this prestigious award

for outstanding achievement in sustainability," said Kimberly Brandon, President of the San Francisco Port Commission. "The EcoCenter's unique internship program provides hands-on jobs for students in the Bayview Hunters Point community while educating them about environmental sustainable systems, environmental justice and empowering young people to maintain sustainable programs in our community."

"We are always proud when a Port tenant and partner receives honorable recognition for the great work they do for San Francisco's waterfront," said Elaine Forbes, Executive Director of the Port of San Francisco. "We are especially proud when a partner connects a Port resource to our City's diverse communities and gives it meaning. The EcoCenter and the students participating in the sustainability programs are an inspiration to us all."

The EcoCenter is a certified LEED-Platinum environmental education center and one of the first and finest examples of sustainable building technologies, demonstrating integration of sustainable water conservation and management strategies, renewable energy, and alternative wastewater treatment systems in San Francisco. The EcoCenter is operated by Bay.Org- the largest watershed conservation group in the Bay Area with 6 branches





including the Smithsonian Affiliated Aquarium of the Bay, Bay Institute, Bay Academy, Sea Lion Center and the Bay Model, with a unified mandate of inspired conservation of the Bay Area ecosystems from the Sierra to the Sea. "The 2018 Secretary's Award is well-deserved by the EcoCenter. The EcoCenter is an invaluable resource in the San Francisco community because they provide our youth with much needed opportunities to become engaged in advocating for environmental justice," said President of San Francisco Board of Supervisors, Malia Cohen. The EcoCenter Internship Program in 2017 offered paid internships to college and high school students interested in sustainability studies. The design of the EcoCenter Internship Program both facilitated students' exposure to green careers without requiring a high-level science background and provided an ongoing link to professionals pursuing the content of the job training information. Working scientists, EcoCenter staff, and Community College of San Francisco (CCSF) professors were integral to the program.



"With 59 interns graduating since inception, we are deeply committed to serving the neighborhood communities through internships and skill development programs, we are honored and humbled by CAM's recognition of our continuing work," said George Jacob, President & CEO, Bay.Org.



ECOCENTER WINS \$100,000 CITY OF SF GRANT

The EcoCenter has received a Community Challenge Grant for the EcoCenter Internship Project: Adopt-a-Plot Community Garden. This project will employ and train Bayview Hunters Point (BVHP) high-school and college-aged youth to engage their community to install a new native plant community garden space within Heron's Head Park and launch an Adopt-a-Plot volunteer program in BVHP. Local residents will work alongside EcoCenter interns in habitat restoration and "adopt-a-plot" by committing to ongoing maintenance alongside EcoCenter staff during regular volunteer days. The greening project will transform an area overgrown with weeds and dumped trash into a community-maintained garden.

LEADING WATERSHED EDUCATION PROGRAMS IN BAY AREA CLASSROOMS

Spring is Project W.A.T.E.R.S. season at schools across San Francisco. Project W.A.T.E.R.S. (Watershed and Trout Education for Regional Stewardship) is an in-depth, months long dive into learning about local watersheds and building connections with local wildlife, in partnership with California Department of Fish and Wildlife's Trout in the Classroom Program. Project W.A.T.E.R.S. fosters strong connections to local watersheds and the extraordinary animals with whom we share them. Students get to watch

their trout grow from egg to alevin (newly spawned trout still carrying the yolk) to fry, before releasing them into Lake Merced. The Aquarium also collaborates with partners from other organizations to lead students in outdoor science activities and service learning experiences to foster scientific curiosity and watershed stewardship. These programs provide students with tools to become the next generation of environmental stewards. Aquarium of the Bay provides this educational experience to San Francisco schools free of charge, including all necessary tank equipment, brought by the BayMobile, a traveling aquarium that brings sea creatures and the Aquarium's team of talented educators. This school year, Aquarium of the Bay is sponsoring 23 classrooms throughout San Francisco, thanks to funding provided by NOAA's B-WET grant program.

- Received an SFPUC Project learning Grant for the EcoCenter Internship Program
- Received a Community Challenge Grant for the EcoCenter Internship Program. Interns will work through the end of 2019 to develop and install a community garden in Heron's Head Park.
- Number of Title 1 K-12 students provided with STEM programs: 148
- Overall number of K-12 students provided with STEM programs: 645
- Number of participants in college or adult sustainable building tours: 384
- Number of participants in Science Saturdays: 1063

- Number of guests at free community space use: 175
- Number of interns: 8

SHORELINE CLEANUPS

- Hosted eight shorelines cleanups, in celebration of Martin Luther King Jr Day of Service, Earth Day, World Oceans Day, and Coastal Cleanup Day

HERON'S HEAD PARK

- Total volunteers: 220
- Total pounds of trash removed: 1273.5









BAY MODEL ALLIANCE



The Bay Model gift store point of sale system was upgraded toward the end of 2017. Benefits include greater inventory accuracy, instant reporting from any location, and ease of use for Army Corp volunteers. Gift store inventory was successfully conducted in January. Through monthly gift store planning meetings with Chris Gallagher and Joanne Jarvis, a new retail plan is shaping up for the Bay Model gift store.

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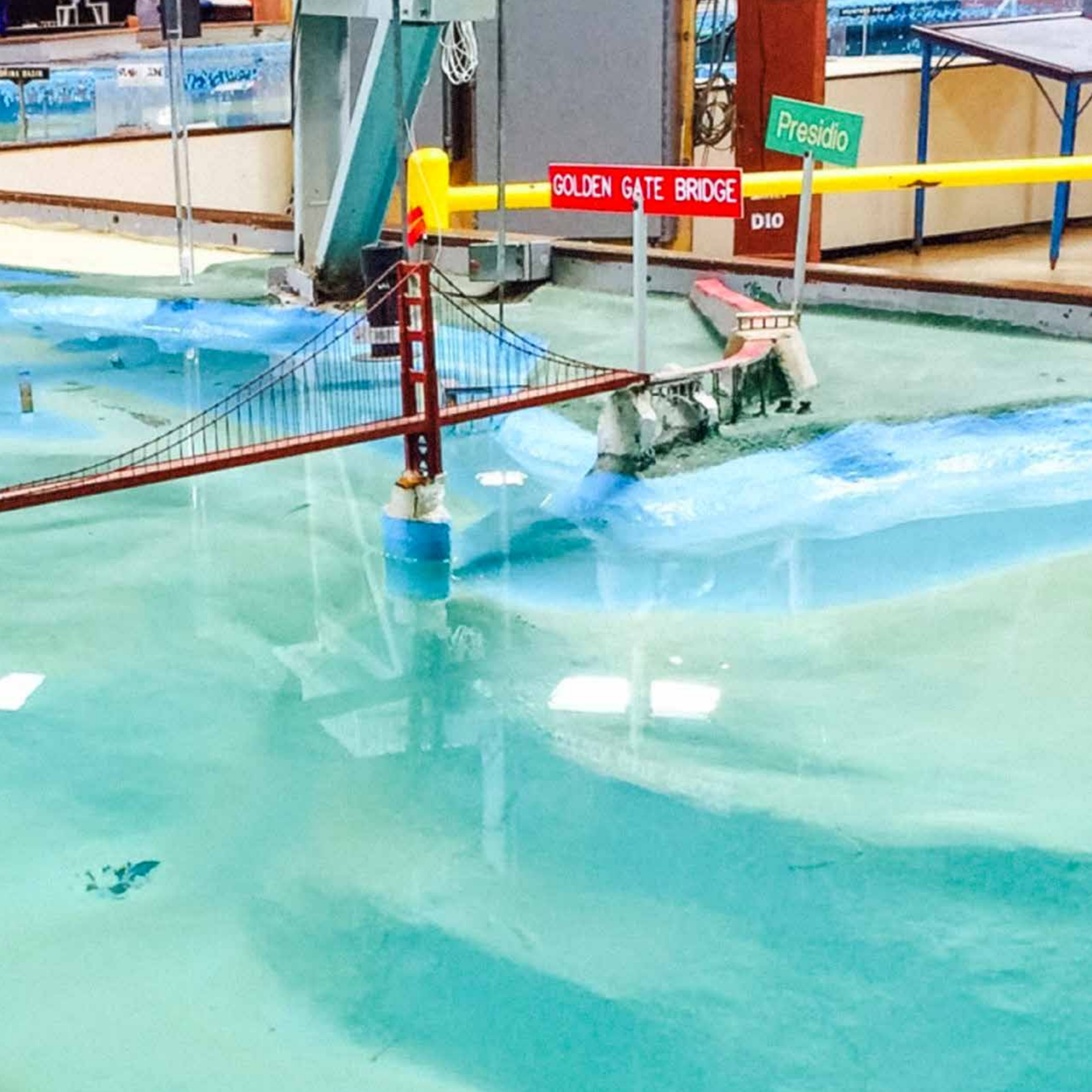
The Bay Model and the Bay Model Visitor Center is a research and education facility built by the U.S. Army Corps of Engineers. Inside is one of the most fascinating scientific tools you'll ever see: a working hydraulic model of San Francisco Bay and the Sacramento - San Joaquin River Delta Systems; simulate tide, currents, sediment movement. 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 provides a variety of public events and educational programs each

month. The location provides for a stunning venue for of special events and presentations including hosting the 26th TBI Awards of the Bay Institute. 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 merchandize as part of the alliance.









GOLDEN GATE BRIDGE

Presidio

DIO



BAY ACADEMY



The Bay Academy piloted virtual field trips through Microsoft's Skype in the Classroom program. Currently looking for funding to continue this type of virtual learning through Bay Academy.

The Bay Institute's most recent and major publications was published to the Bay Ecotarium website. We are in the process of publishing another thirty documents to the site.

The Bay Academy also began developing the first K-12 eLearning module, which is titled "Aquatic Animal Vocalizations and Body Language".

FILM & LECTURE

Five Film & Lecture series were hosted, including:

- Gyutaku
- STRAWS
- BLUE: partnered with WildAid; featured moderator Ana Blanco (International Ocean Film Festival, Executive Director) and panelists Meaghan Brosnan (WildAid, Marine Program Director), Sarah Beard (BLUE, Producer), Sherry Lippiatt (Ph.D, NOAA Marine Debris Program/IMSG Office of Response and Restoration, California Regional Coordinator); and Justin Brashares (Ph.D, UC Berkeley, Professor); 60 attendees
- The Longest Straw: film featuring The Bay Institute's Greg Reis; 35 attendees

- Recovery, Regeneration, Resiliency: Marine Protected Areas: partnered with the Golden Gate MPA Collaborative; featured moderator David McGuire (Shark Stewards) and panelists Sara Hutto (Ocean Climate Program Coordinator, Greater Farallones National Marine Sanctuary), Dan Robinette (Senior Biologist/Coastal Program Leader, Point Blue), Karina Nielsen (Professor and Director, Estuary and Ocean Science Center, San Francisco State University), Linda Hunter (Director, The Wild Oyster Project); 40 attendees.

PUBLICATIONS

From the Sierra to the Sea

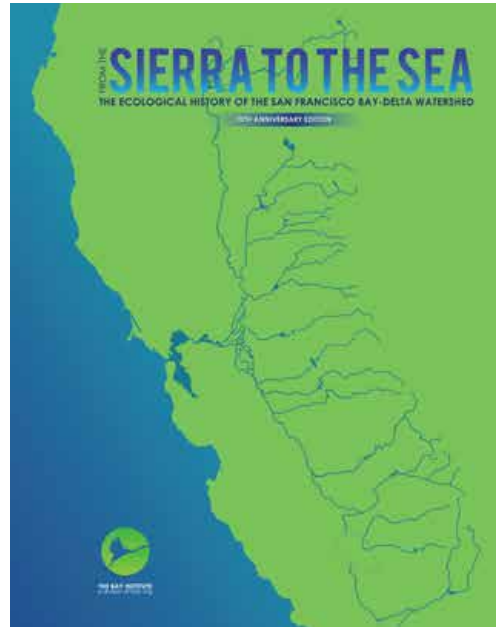
The original report From the Sierra to the Sea: Ecological History of the San Francisco Bay-Delta Watershed was a product of a three-year effort to develop a landscape level overview of the natural ecological structure, function and organization of the watershed, and the way it had changed over the course of the 19th and 20th centuries. Technical review and contributions from government and water agencies helped produce a collaborative document that provided information on the historical ecological baseline in order to assist in what was envisioned at the time as the most ambitious restoration effort ever undertaken in the United States.



We are proud of the fact that the original document is still used as an objective reference, and has provided a foundation and inspiration for similar but more intensively researched localized efforts by others in the Bay-Delta watershed. This 20th anniversary edition contains a new Afterword describing changes to the estuary and its watershed since the report was originally published in 1998.

"California's extensive water management infrastructure has been built, in many cases, with minimal concern for our natural environment. Friant Dam, for example, entirely dried up a lengthy stretch of the San Joaquin River, the second longest river in our state, except when there was a flood. Since 1981 The Bay Institute has fought alongside others to bring our magnificent Sierra to the Sea watershed into a better balance between utilitarian and natural values."

- Harrison C. ("Hap") Dunning
Professor of Law Emeritus, UC
Davis Board of Directors, Bay.org



ARCHIVING

Following a year long series of visits to the Pier 26 storage facility, we were able to archive some of the critical material associated with the 37 year history of The Bay Institute. The next step in this process would be to organize the content for easy access by both researchers and our internal staff. We plan to develop learning modules drawing upon some of the existing content across various branches of Bay.org and leveraging it towards little, series school levels as well as undergrad and grad levels.



"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

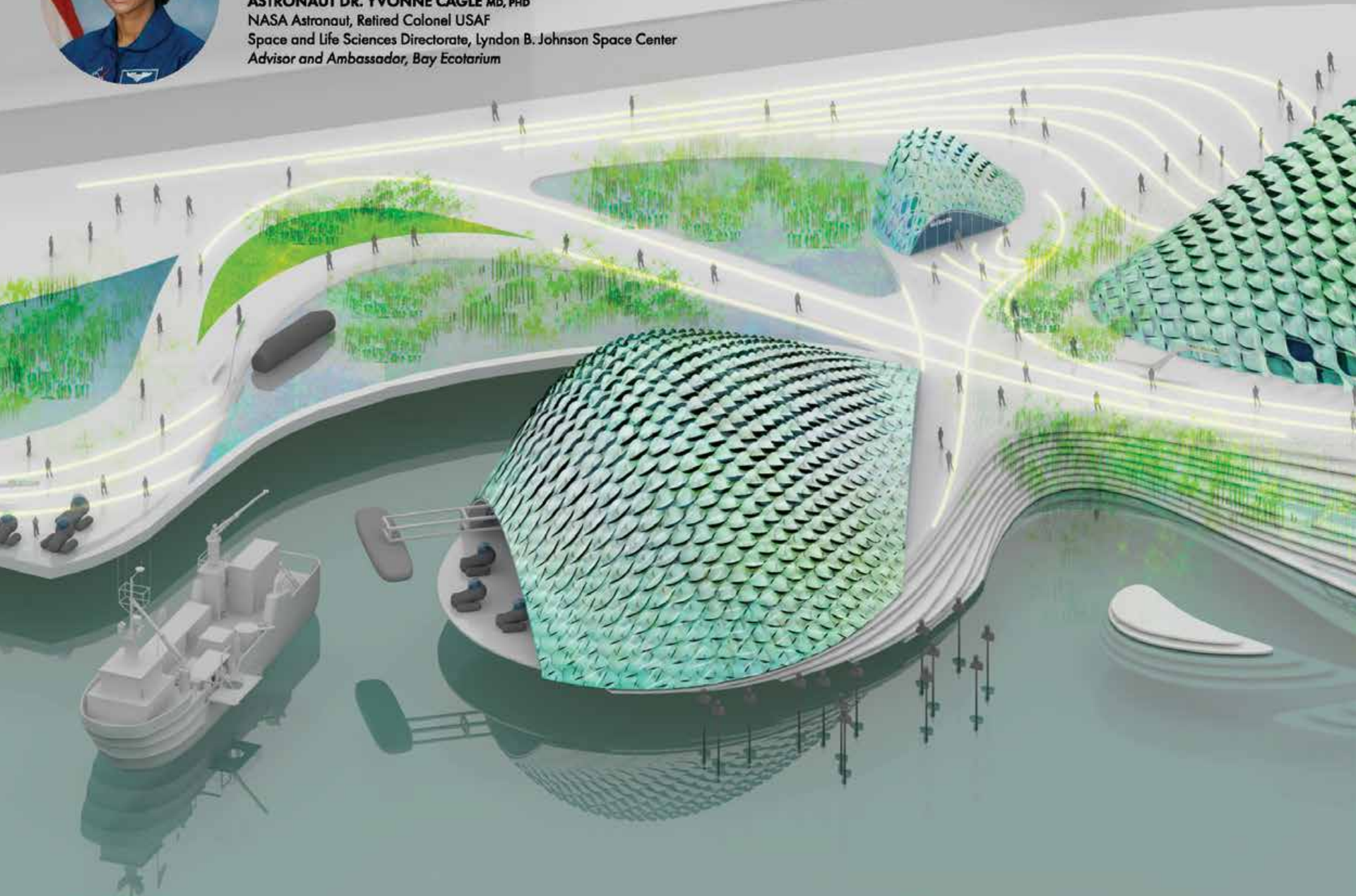
Ocean Elder, National Geographic Explorer-in-Residence,
Former Chief Scientist NOAA and Time Magazine First Hero for the Planet, 1998
Advisor and Ambassador, Bay Ecolarium

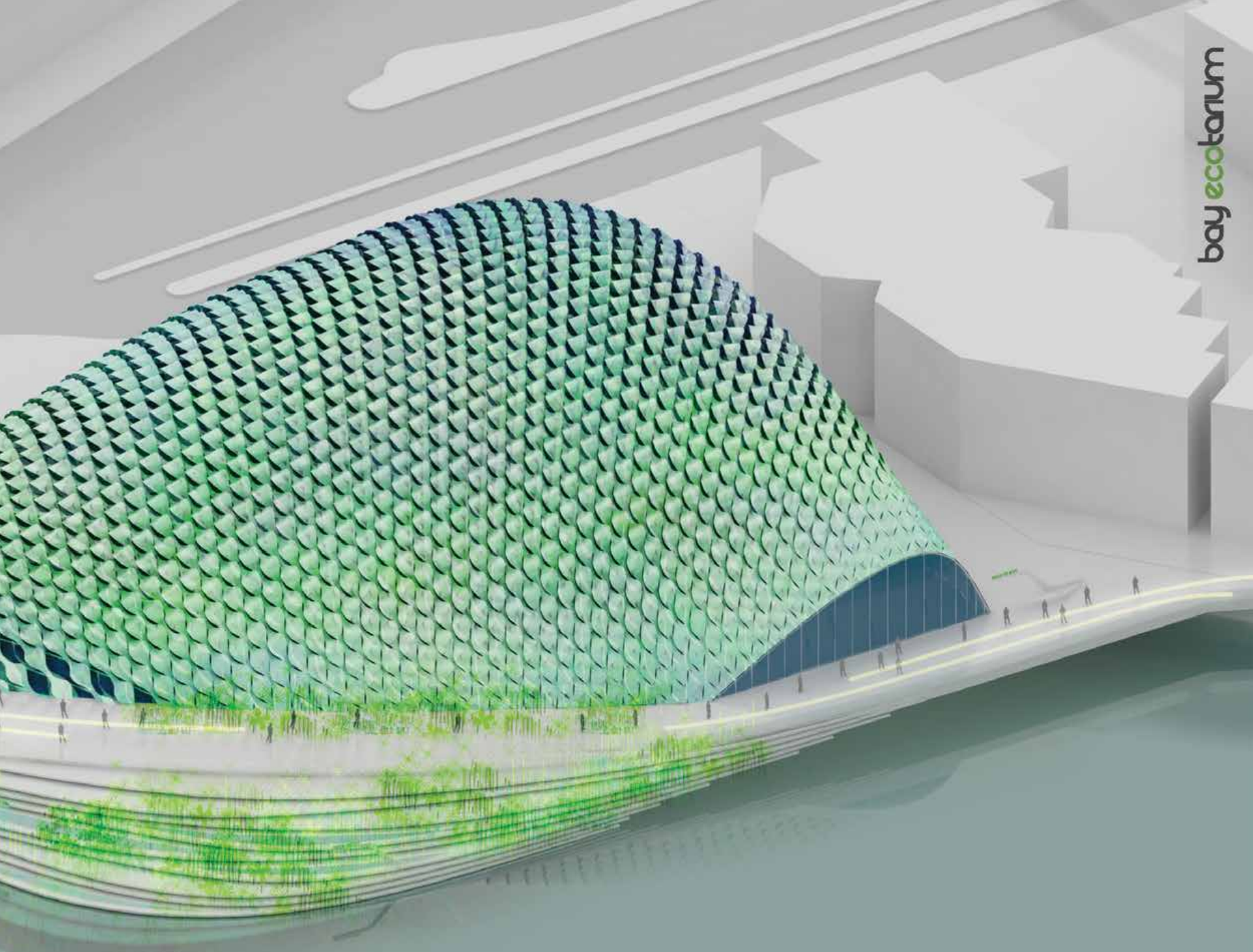


"Thank you for making SPACE for our future."

ASTRONAUT DR. YVONNE CAGLE MD, PHD

NASA Astronaut, Retired Colonel USAF
Space and Life Sciences Directorate, Lyndon B. Johnson Space Center
Advisor and Ambassador, Bay Ecolarium





STRATEGIC VISION 2020

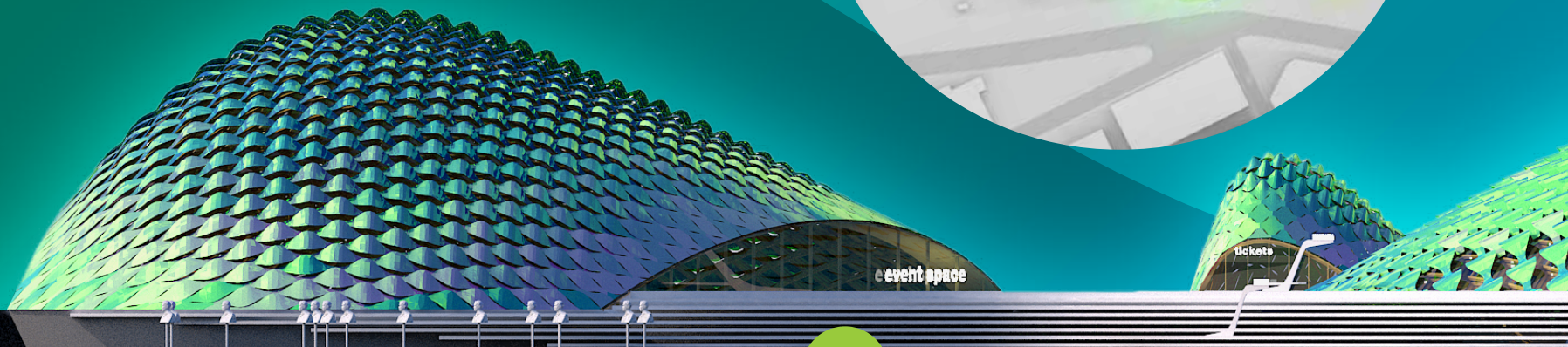
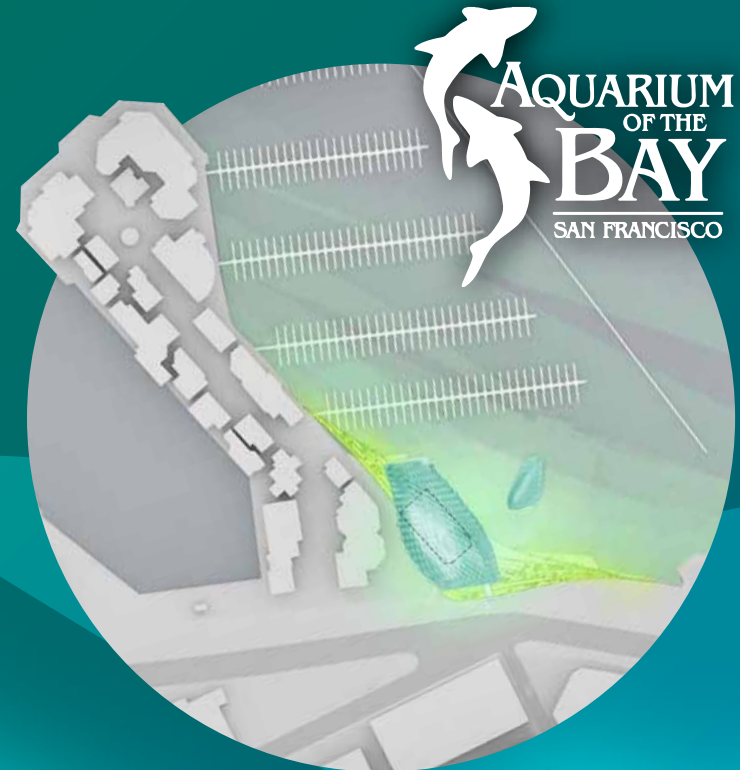
ecosynthesis:
our future

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 Sea™

Bay.org dba the Bay Ecotarium 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 33 years, the Smithsonian Affiliated Aquarium on the historic PIER 39 celebrates its 22nd anniversary this year. After decades of serving millions of visitors, it is long overdue for an upgrade.

BAY ECOTARIUM : Our Future

The tectonic \$200 million transformation of bay.org to the first of its kind Climate/ Living Museum and Aquarium in the United States, has the potential to place 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, exponential technologies, observation decks for the sea lions,



CAPITAL ENTERPRISE

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 of Bay Ecotarium
- Ocean Research and Event Space
- Wetland Eco-park



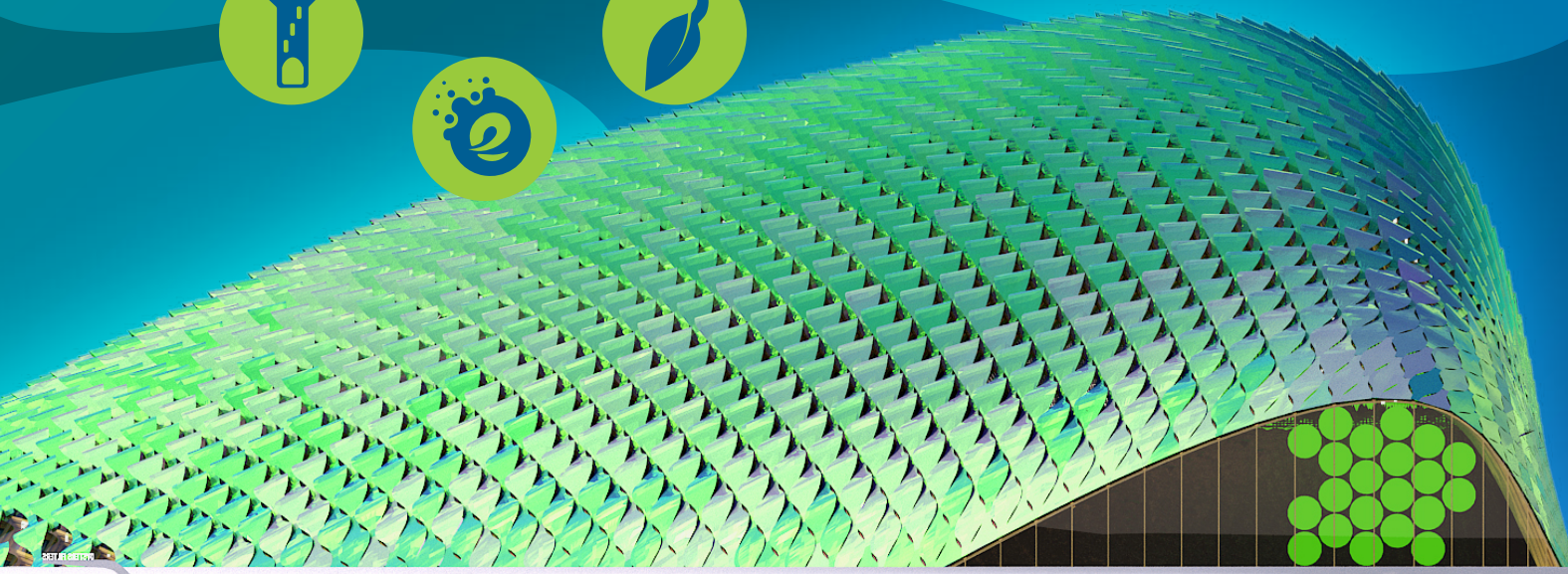
ocean conservation initiatives, and exhibit simulations developed with The Bay Institute scientists, this would be a highly visible facility in the Bay Area situated amid a 4.5 acre public eco-park dedicated to the mission of conserving, preserving, and saving the bay. An international team of experts is currently engaged in generating 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 \$800 million economic impact in Tourism 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/4.5 acres of free public access eco-park
- Immersive Climate Encounters and Scenario simulations
- Deep Ocean Research Launch and Learn facility



MULTI-DISCIPLINARY EXHIBITS

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

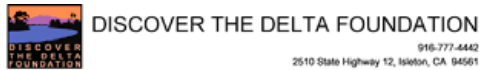


GENERATION BLUE ENDOWMENT

This endowment would serve as the foundation that would sustain operational viability of the Bay Ecotarium and encourage legacy and annual donors to strengthen. The mission of conserving and preserving the Bay Area ecosystems and the watershed from Sierra to the sea. It is an essential and integral element of sustaining the movement.



LETTERS OF SUPPORT



Fish and Game Commission



de Young Museum





PIER 39
SAN FRANCISCO

 **missionbit**

MARIN
SYMPHONY

 **CONTRA COSTA COUNTY**
Office of Education
learn • lead • achieve

mediaX
at STANFORD UNIVERSITY


SEATTLE AQUARIUM

tehi Neighborhood
Center

 **Museum**
of the
American Indian

OAK
LAND
MUSEUM
OF **CA**

CALIFORNIA TROUT

FISH • WATER • PEOPLE

SAN
FRANCISCO
CHAMBER OF
COMMERCE

 **STANFORD**
SCHOOL OF MEDICINE
Stanford University Medical Center

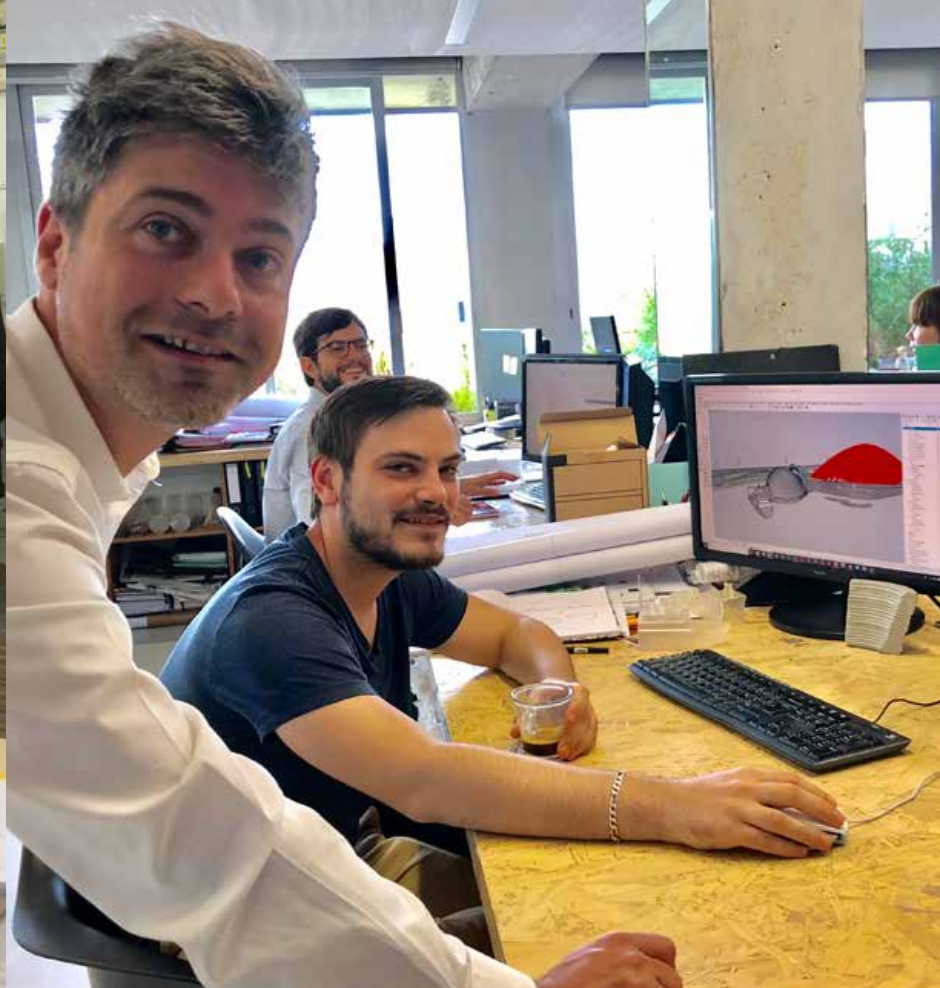

GoldenGate
Salmon Association

U.S. TRAVEL
ASSOCIATION

POW 
PROTECT OUR WINTERS

PROJECT BAY ECOTARIUM ORGANIZATIONAL STRUCTURE

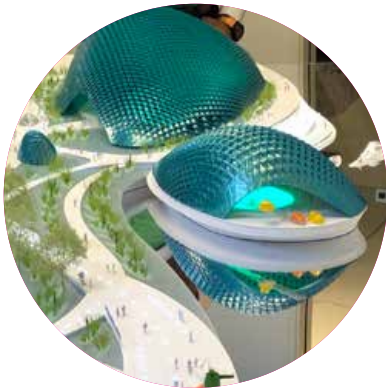






DR. JILL BIDEN LAUDS VISION FOR OCEAN CONSERVATION AND CLIMATE LITERACY MUSEUM IN SAN FRANCISCO

With 'Her Deepness' Dr. Sylvia Earle - the doyenne of ocean conservation - delivering the opening remarks at the unveiling of the vision for the first of its kind climate and ocean conservation inspired living museum in San Francisco, to a packed audience at the Bently Reserve, Dr. Jill Biden gave the Keynote, lauding the initiative as both timely and necessary. Chair of BCDC - Bay Conservation and Development Commission, Zachary Wasserman took the stage urging audiences to engage, share and act on rising sea level challenges, and citing the potential of the new museum to provide content platform vital to spreading awareness through exhibits and shared experiences.



The transformation of Aquarium of the Bay at PIER 39 has been under planning and design for over a year led by Bay.org President and CEO, George Jacob, known for stellar museum projects around the world. With musical tributes and speeches by Board Chair Ben Bleiman, Advisor Dr. Paul Auerbach and past Chair Steve Machtiger, the audience was visibly moved by the vision drawn from the Ohlone shell mounds, ocean geometry and iridescent scales on the biomimetic architectural facade coupled with immersive content delivery platform.



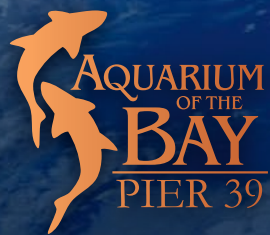
Veteran TV personality Doug McConnell was the master of ceremonies that featured musical talent and tribute to the environment by Aliza Hava and dreaming the impossible by America's Got Talent's Lawrence Beamen in addition to Freddy Clark and the Wobbly World.





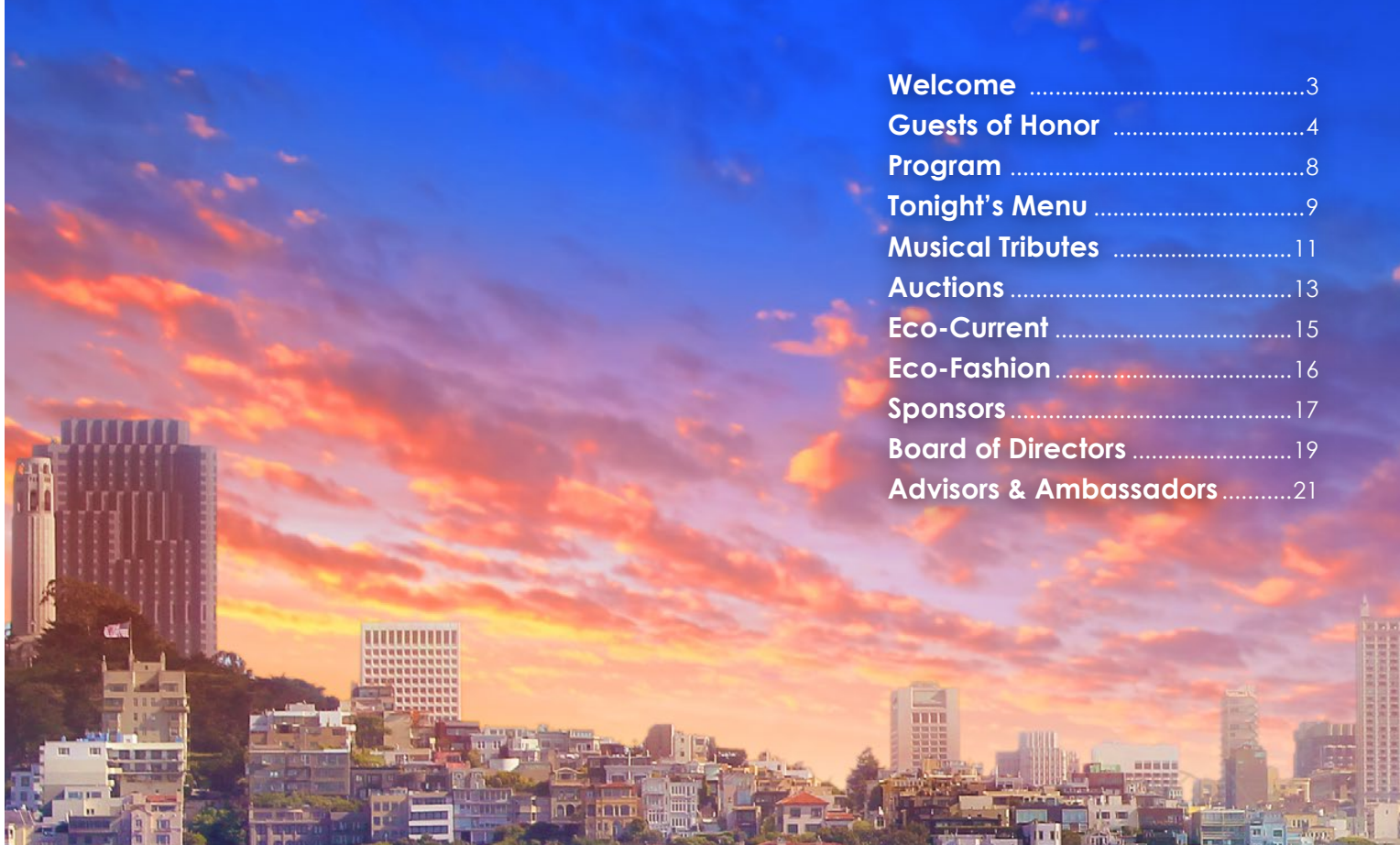


BLUE MARBLE *Benefit*



PROGRAM
OCTOBER 5, 2018





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Musical Tributes	11
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Board of Directors	19
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TRANSFORMATION IS

ON THE HORIZON





KEY-NOTE



Dr. Jill Biden

Former Second Lady of the United States

Dr. Jill Biden is the former Second Lady of the United States, wife of former Vice President Joe Biden, and a lifelong educator. She holds a bachelor's degree from the University of Delaware, two master's degrees from West Chester University and Villanova University, and a doctoral degree from the University of Delaware. She taught English and reading in high schools for 13 years, and also taught adolescents with emotional disabilities at a psychiatric hospital. From 1993 to 2008, she was an English and writing instructor at Delaware Technical & Community College. Since 2009, she has been a professor of English at Northern Virginia Community College and is thought to be the first Second Lady to hold a paying job while her husband was Vice President. She is the founder of the Biden Breast Health Initiative non-profit organization, co-founder of the Book Buddies program, co-founder of the Biden Foundation, is active in Delaware Boots on the Ground, and is co-founder of Joining Forces with Michelle Obama. In 2012, she traveled across the country as part of a tour to highlight successful industry partnerships between community colleges and employers, hosting the first-ever White House Summit on Community Colleges with President Obama in 2012. With the Biden Foundation in February 2017, to pursue the causes they cared most, including focus on preventing violence against women, and children's education she was named board chair of Save the Children.

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



The Bay Institute



1981

THE BAY INSTITUTE
ESTABLISHED

1996

UNDERWATER WORLD
OPENS AT PIER 39

M I L E S T O N E S

1 9 8 0 - 2 0 1 8

MASTER OF CEREMONIES



Doug McConnell

Television journalist

Doug McConnell is a television journalist who has focused on environmental issues, with programs on air continuously since 1982. He has created, produced and hosted many series, special programs, and news projects for local, national and international distribution. His broadcast awards include multiple Emmys, an Iris, and a Gabriel. McConnell is co-founder and managing partner of ConvergenceMedia Productions (CMP) in Sausalito, California. One of CMP's principal products is OpenRoad with Doug McConnell, Exploring the West for Public Television nationally. OpenRoad on Public Television is closely linked to www.OpenRoad.TV, The Traveler's Video Guide to the West. McConnell is co-executive producer and managing editor for both ventures. McConnell also develops and oversees other media projects undertaken by CMP. From 1993-2009 McConnell was the host and senior editor of the Bay Area Backroads television series on KRON Television in the San Francisco Bay Area. It was one of the longest-running regional television series in American broadcast history, and was consistently the highest-rated locally produced, non-news program in the nation's sixth-largest market. During his Backroads years, McConnell co-authored two best-selling travel publications for Chronicle Books.



Dr. Paul Auerbach

PROGRAM

VIP Reception 5:00 - 6:45pm

Hors d'Oeuvres..... 6:00 - 7:00pm

Ceremony 7:00 - 8:00pm

- Welcome
- Musical Tribute - Aliza Hava
- Chairman's Speech
- Opening Remarks - Dr. Sylvia Earle
- Key-Note Address - Dr. Jill Biden
- Envision the Future - President & CEO, Bay.org
- Closing Remarks - Dr. Paul Auerbach
- Musical Tribute - Lawrence Beamen

Dinner & Auction 8:00 - 10:00pm

- Three-Course Dinner
- Entertainment - Freddy Clarke, Wobbly World
- Live Auction
- Acknowledgments - Steven N. Machtinger, Former Chair, Board of Directors/ Treasurer



Steven N. Machtinger



2004 | AQUARIUM RECEIVES AZA ACCREDITATION

2009 | AQUARIUM MERGES WITH THE BAY INSTITUTE AS A NON-PROFIT

TONIGHT'S MENU

Reception

Passed Hors d'Oeuvres

- Assorted Sustainable Sushi Pearls
- Mini Lemon Kale Taco, White Bean & Rosemary Hummus (vg, gf)
- Moroccan Lamb Loin, Lavash Crisp, Harissa Orange Aioli
- Peking Duck Pillows, Potato Soufflé, Hoisin Sauce

Dinner

First Course

- Beet Trio (v, gf)
- Roast Beets, Beet "Carpaccio"
- Italian Goat Cheese, Wild Arugula, Shaved Fennel
- Castelvetrano Olives, Toasted Almonds
- Red Wine Beet Vinaigrette

Second Course

- Seared Filet Mignon (gf)
- Caramelized Onion & Garlic Marmalade
- Mashed Potatoes, Carrots Vichy, Baby Zucchini
- Bordelaise Sauce

(Vegan Alternative Available on Request)

Third Course

- Chocolate & Salted Caramel Pyramid
- Sea Salt Caramel Sauce, Tarragon-Compressed Cantaloupe



Josip Martinovic
Executive Chef, McCall's
Catering and Events



2013

SEA LION
CENTER
OPENS

BAY MODEL
ALLIANCE
FORMED

AQUARIUM RECEIVES
SF GREEN BUSINESS
CERTIFICATION

M I L E S T O N E S

1 9 8 0 - 2 0 1 8





Lawrence Beamen

Lawrence began singing at the age of 6 in a small church in Mississippi. At 16, he was approached by a woman who asked if he wanted to sing for Rosa Parks. Deeply moved by the request, he began to believe that he could turn his love for music into a career. One year later that yes opened the door for him to perform for Pope John Paul II. Beamen was top 5 on NBC'S hit TV show America's Got Talent, which garnered over 44 million viewers. Lawrence's powerful rendition of "Ole Man River" evoked powerful emotions in viewers, and brought the studio audience to their feet.

Aliza Hava

Aliza Hava is an award-winning singer/songwriter whose breathtaking voice and driving rhythms create a sound that is at once both rootsy and etheric. Influenced by the blues, classic rock, alt. rock, R&B and folk, she creates a soulful fusion of thoughtful lyrics combined with an inspirational and emotional appeal.



MUSICAL TRIBUTES

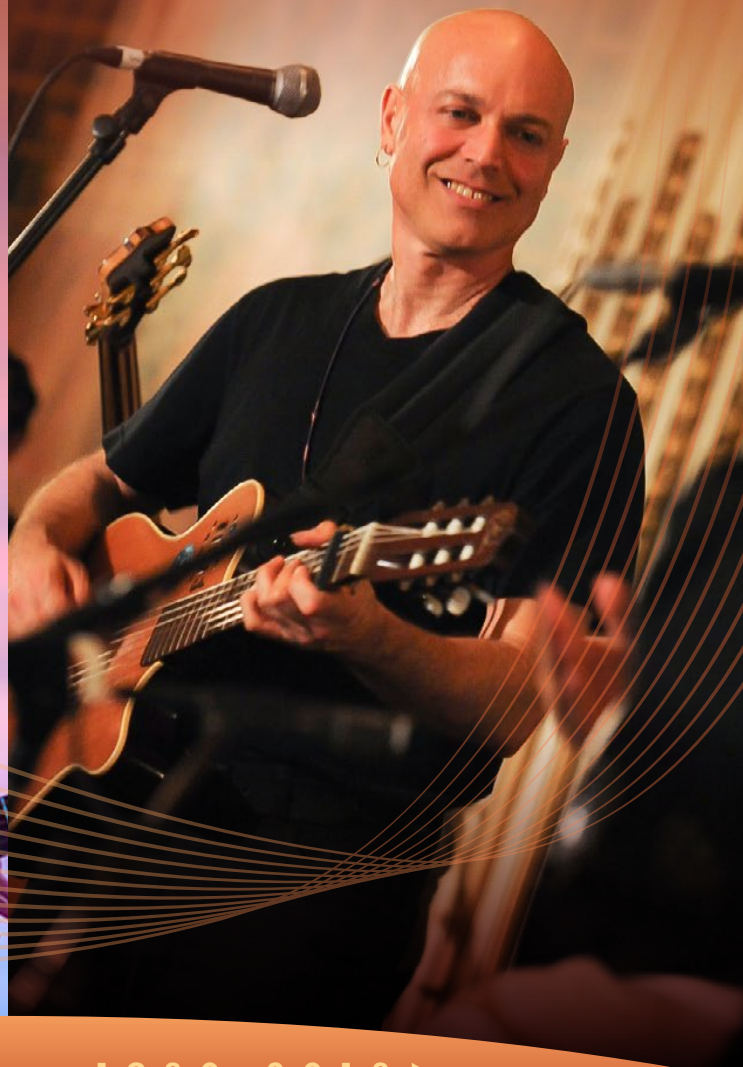
Freddy Clarke

Described as Segovia on acid; the Kenny G of flamenco guitar; and Smashing Pumpkins meets Gypsy Kings. Freddy Clarke is considered one of the San Francisco Bay Area's most talented local performing artists.

Wobbly World

Founded by guitarist Freddy Clarke, Wobbly World is a revolving door of musicians and singers who encompass the sounds of:

- Africa
- Bulgaria
- China
- Cuba
- Denmark
- Iran
- Morocco
- Netherlands
- Pakistan
- Paraguay
- Syria
- Vietnam
- United States



AUCTIONS

Auctioneer:
Richard D. Pio Roda



LA PLAYA CARMEL VACATION PACKAGE

Includes:

- 2 night stay at La Playa Carmel
- 1 lunch or dinner at Brophy's Tavern
- Subject to normal blackout dates (Christmas, New Year's Day/Eve, July 4th, etc.)
- Good for one year

DINNER WITH BRIAN BOITANO

Dinner for you and seven friends with Olympic Champion Gold Medalist Brian Boitano at his home in San Francisco. Fully sustainable, catered seafood dinner and beverage service will be provided.

WAIKOLOA BEACH VILLAS

Includes:

- 7 Days/6 nights at Waikoloa Beach Villas, Big Island, Hawaii

SUN VALLEY (WINTER OR SUMMER) VACATION PACKAGE

Includes:

- 5 days / 4 nights lodging - a short walk from Bald Mountain Ski Area
- Round-trip airfare for two from SFO to Sun Valley.
- 1 day of guided touring (ski, snowshoe, hike, bike, etc.) for two with Sun Valley Mtn Guides led by US Ski Team Member, X-Games Gold Medalist and mtn adventure guide, Zach Crist.
- Subject to normal blackout dates (Christmas, New Year's Day/Eve, July 4th, etc.)



2014 | ECOCENTER
PROGRAMS
COMMENCE

2016 | SEA LION CENTER
RECEIVES SF GREEN
BUSINESS CERTIFICATION



ANTARCTIC PENINSULA ADVENTURE

10 NIGHT / 11 DAY CRUISE FOR 2 IN NORTHERN
ANTARCTICA

Sailing in comfort aboard the well-appointed RCGS Resolute, this stunning journey is the perfect blend of wildlife, history and scenery. Towering glaciers, amazing wildlife encounters, snow covered landscapes, huge icebergs and the option to choose your favorite activities every day, make this voyage the perfect introduction to this vast wilderness. In the waters of the Antarctic Peninsula, spend your days off the ship exploring by Zodiac boat and making shore landings in the company of our expert guide.

This opportunity to explore the wonders of Antarctica includes all meals and accommodation on board in a Twin Private cabin, Zodiac excursions and landings, ship transfers and expedition gear package.



ECO-CURRENT

From the Sierra to the Sea:

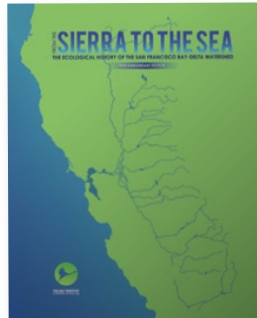
The Ecological History of the San Francisco Bay-Delta Watershed

20th Anniversary Edition

California's extensive water management infrastructure has been built, in many cases, with minimal concern for our natural environment. Friant Dam, for example, entirely dried up a lengthy stretch of the San Joaquin River, the second longest river in our state, except when there was a flood. Since 1981 **The Bay Institute** has fought alongside others to bring our magnificent Sierra to the Sea watershed into a better balance between utilitarian and natural values.

Harrison C. ("Hap") Dunning

Professor of Law Emeritus, UC Davis
Board of Directors, Bay.org



ECO-FASHION



ACADEMY of ART UNIVERSITY®

Nina Nguyen Hui

MFA Fashion Design,
Academy of Art University

Nina Nguyen Hui was born and raised in Da Nang, Vietnam. While studying at Academy of Art University, she won a competition to intern in BCBG Max Azria where she created samples using macramé and other craft techniques. Her looks were featured in the "Celebrating 30 Years of Hervé Léger" Collection at the 2015 Graduation Fashion Show. Her thesis collection is inspired by sea corals and the organic nature of their patterns. Sea coral can be fierce and unforgiving but also exhibit a soft beauty that is both powerful and fragile. Her interest in learning various techniques shows throughout her designs that feature elaborate tambour beading, embroidery, and laser cutting.

Credit: Yolanda Chiu, MFA
Jewelry and Metal Art, created the acrylic eyewear
Photo by Getty Images



Douglas Morton Creates Music Magic!

Aquarium of the Bay launched a soundtrack produced by composer Douglas Morton. His inspiring music for aquariums has immersed millions of people.

Available on iTunes and Amazon Music.

SPONSORS

Gold

BIG B
BUS
• TOURS •

Eva K. Grove
Grove Foundation



Silver

John Powell



FILIGREEN
D I S T R O

Google

Smithsonian Affiliate

2017

AQUARIUM OF THE BAY
BECOMES A SMITHSONIAN
AFFILIATE

M I L E S T O N E S

SPONSORS

Bronze



troutman
sanders

SAN FRANCISCO
CityPASS

SUDHA
PENNATHUR

WIPEOUT
Bar & Grill
eat • drink • surf



FOG HARBOR
FISH HOUSE



Ben Bleiman

Morgan &
Bill Tarr

Bethany Patten

REUBEN, JUNIUS & ROSE, LLP

UnionBank



Steve Machtinger

PIER 39
SAN FRANCISCO

Captain Zack
Kellerman

Dr. Paul
Auerbach

Dean Morehaus

MEN'S WEARHOUSE

via

REDROAD
M E D I A



BAY
ACADEMY
ESTABLISHED

ECOCENTER RECEIVES
SF GREEN BUSINESS
CERTIFICATION

1 9 8 0 - 2 0 1 8





BE the movement™



Aquarium of the Bay
The Bay Institute
Sea Lion Center
EcoCenter
Bay Model Alliance
Bay Academy

Our mission is to protect, restore,
and inspire conservation of San
Francisco Bay and its watershed,
from the **Sierra to the Sea™**.

BLUE MARBLE
Benefit
OCTOBER 5, 2018

BAYECOTARIUM.ORG/DONATE



Ohlone Shell Mounds
Sea Shell Geometry
Iridescent Fish Scales
Sierra to the Sea - mountains, plains
and rippling oceans











APPENDIX A

AUDIT REPORT 2017

YTD through Q3 2018

bay.org

Financial Statements and
Independent Auditors' Report

December 31, 2017

Barlow & Hughan LLP

CERTIFIED PUBLIC ACCOUNTANTS

BAY.ORG

DECEMBER 31, 2017

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ADDITIONAL INFORMATION		
SCHEDULE OF FUNCTIONAL EXPENSES Year ended December 31, 2017		16

Barlow & Hughan LLP

CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

BOARD OF DIRECTORS
BAY.ORG
SAN FRANCISCO, CALIFORNIA

We have audited the accompanying financial statements of BAY.ORG (a nonprofit public benefit corporation), which comprise the statement of financial position as of December 31, 2017, the related statements of activities and net assets and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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


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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of BAY.ORG as of December 31, 2017, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matter

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



May 31, 2018

Barlow & Hughan LLP

CERTIFIED PUBLIC ACCOUNTANTS

BAY.ORG

STATEMENT OF FINANCIAL POSITION

DECEMBER 31, 2017

ASSETS

CURRENT ASSETS

Cash	\$1,320,971
Accounts and other receivables	239,265
Grants receivable	170,539
Gift shop inventories	70,522
Short-term investments	41,456
Prepaid loan fees, deposits and other assets	<u>217,304</u>
	2,060,057

NON-CURRENT ASSETS

Property and equipment - Pledged, net of depreciation	6,396,618
Cash restricted for loan payments	548,750
Construction in progress	190,991
Prepaid loan fees	151,714
Other assets	<u>28,126</u>
	<u>\$9,376,256</u>

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts payable	\$ 492,014
Accrued expenses	315,302
Current portion of notes payable	502,718
Deferred income	<u>14,202</u>
	1,324,236

NON-CURRENT LIABILITIES

Notes payable	<u>4,250,000</u>
	5,574,236

UNRESTRICTED NET ASSETS

Funds available for operations	3,525,286
Board designated fund	<u>41,468</u>
	3,566,754

RESTRICTED NET ASSETS

Temporarily restricted	<u>235,266</u>
	<u>3,802,020</u>

\$9,376,256

See notes to financial statements.

Barlow & Hughan LLP

CERTIFIED PUBLIC ACCOUNTANTS

BAY.ORG

STATEMENT OF ACTIVITIES AND NET ASSETS

YEAR ENDED DECEMBER 31, 2017

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
REVENUES			
Operating revenues			
Ticket sales	\$ 9,247,310		\$ 9,247,310
Contracts	226,278		226,278
Other	<u>421,924</u>		<u>421,924</u>
	<u>9,895,512</u>		<u>9,895,512</u>
Gift shop revenues			
Sales	1,549,245		1,549,245
Cost of sales	<u>(720,335)</u>		<u>(720,335)</u>
	<u>828,910</u>		<u>828,910</u>
Public support	<u>484,400</u>	\$330,883	<u>815,283</u>
Special event			
Revenues	45,501		45,501
Expenses	<u>(20,785)</u>		<u>(20,785)</u>
	<u>24,716</u>		<u>24,716</u>
Net assets released from restriction	<u>243,777</u>	<u>(243,777)</u>	
	<u>11,477,315</u>	<u>87,106</u>	<u>11,564,421</u>
EXPENSES			
Program services			
Exhibits	6,895,728		6,895,728
Education programs	1,824,637		1,824,637
Field restoration and conservation	1,230,046		1,230,046
Support services			
Management and general	1,229,581		1,229,581
Fundraising	<u>434,733</u>		<u>434,733</u>
	<u>11,614,725</u>		<u>11,614,725</u>
EXCESS OF EXPENSES OVER REVENUES FROM OPERATIONS	(137,410)	87,106	(50,304)
OTHER INCOME			
Interest and other	20,503		20,503
Net realized and unrealized gains on investments	<u>3,468</u>		<u>3,468</u>
EXCESS OF EXPENSES OVER REVENUES	(113,439)	87,106	(26,333)
NET ASSETS - Beginning of year	<u>3,680,193</u>	<u>148,160</u>	<u>3,828,353</u>
NET ASSETS - End of year	<u>\$ 3,566,754</u>	<u>\$235,266</u>	<u>\$ 3,802,020</u>

Barlow & Hughan LLP

See notes to financial statements.

CERTIFIED PUBLIC ACCOUNTANTS

BAY.ORG

STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2017

CASH FLOWS FROM OPERATING ACTIVITIES	
Cash received from visitors and customers	\$12,205,688
Cash paid to employees and suppliers	(11,227,701)
Cash paid to other organizations for their portion of sales of combined ticket packages	(771,061)
Cash received from contributions and grants	646,183
Interest paid	(115,564)
Interest received	<u>2,517</u>
Net cash provided by operating activities	<u>740,062</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Purchase of property and equipment	(381,592)
Construction of property, improvements and exhibits in progress	(190,991)
Purchase of investments	(31,635)
Proceeds from sale of investments	<u>9,738</u>
Net cash used for investing activities	<u>(594,480)</u>
CASH FLOWS FROM FINANCING ACTIVITIES	
Repayments of notes payable	<u>(756,536)</u>
NET DECREASE IN CASH	(610,954)
CASH - Beginning of year	<u>2,480,675</u>
CASH - End of year	1,869,721
LESS CASH SEPARATELY CLASSIFIED AS RESTRICTED	<u>548,750</u>
UNRESTRICTED CASH - End of year	<u>\$ 1,320,971</u>
SUPPLEMENTAL DISCLOSURE OF NON-CASH ACTIVITIES	
Value of securities distributed to pension plan participant	113,080
Value of securities donated to the organization	9,937
Cost of construction in progress placed in service during the year	6,549
Value of in-kind contributions used for operations and fundraising	2,201

See notes to financial statements.

Barlow & Hughan LLP

CERTIFIED PUBLIC ACCOUNTANTS

BAY.ORG

STATEMENT OF CASH FLOWS (Continued)

YEAR ENDED DECEMBER 31, 2017

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

Excess of expenses over revenues	\$(26,333)
Items not requiring (providing) cash:	
Depreciation	795,685
Amortization	36,398
Net realized and unrealized gains on investments	(3,468)
Increase in pension liability related to increase in fair market value of plan assets	1,685
Decreases (increases) in assets:	
Accounts and other receivables	(64,590)
Grants receivable	(169,299)
Gift shop inventories	1,178
Prepaid loan fees, deposits and other assets	13,532
Increases (decreases) in liabilities:	
Accounts payable	178,357
Accrued expenses	(14,865)
Deferred income	(6,029)
Pension liability	<u>(2,189)</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>\$740,062</u>

*See notes to financial statements.***Barlow & Hughan LLP**

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NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2017

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

History and Operations

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

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

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

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

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

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

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

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NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2017

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

Major programs of the Organization are:

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

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

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

Basis of Presentation

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

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

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NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2017

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

Investments

Short-term investments are stated at market value. They are comprised of marketable securities. At December 31, 2017 the cost of the investments was \$39,656. This is wholly comprised of a board designated endowment fund whose goal is to save up to \$1 million in aggregate value. It had no contributions or expenditures during 2017.

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, 2017, all uncollectible accounts have been written off, and the allowance for doubtful receivables is zero.

Property and Equipment

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

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

Construction in Progress

Construction in progress was comprised of a custom-built research vessel not placed in service as of the end of the year.

Compensated Absences

Accumulated paid time off is accrued when earned. As of December 31, 2017 the liability for employees for compensated absences was \$145,705. The liability for compensated absences was included among the accrued expenses of the Organization.

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CERTIFIED PUBLIC ACCOUNTANTS

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NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2017

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

Deferred Income

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

Donated Goods and Services

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

The Organization received donated food and beverages, entertainment and event materials, and equipment valued by Management at \$2,201 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.

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, 2017 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.

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NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2017

2. CASH

The cash balance as of December 31, 2017 was comprised of the following:

Interest-bearing accounts	\$1,431,929
Non-interest-bearing accounts	401,652
Cash on hand	<u>36,140</u>
	1,869,721
Less restricted cash	<u>548,750</u>
	<u>\$1,320,971</u>

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

3. PROPERTY AND EQUIPMENT

The property and equipment on December 31, 2017 consisted of the following:

Building situated on leased premises	\$ 7,999,173
Leasehold improvements	1,492,737
Exhibits	1,522,037
Furniture and office equipment	858,383
Operating equipment	331,014
Other	<u>66,824</u>
	12,270,168
Less accumulated depreciation	<u>5,873,550</u>
	<u>\$ 6,396,618</u>

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

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NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2017

4. COMMITMENTS AND CONTINGENCIES

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

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

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

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

The Organization leases office space from the Port of San Francisco at Pier 35. The lease provides for monthly base rental charge of \$8,241. It expires on June 30, 2018.

The Organization leases storage space from the Port of San Francisco at Pier 26. The lease provides for monthly base rental charge of \$1,908. It expires October 30, 2018 and may be subject to renewal.

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

Total rent expense for the year ended December 31, 2017 was \$787,644. 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:

<u>Year Ending</u> <u>December 31,</u>	<u>Amount</u>
2018	\$469,605
2019	400,000
2020	150,000
2021	150,000
2022	150,000

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CERTIFIED PUBLIC ACCOUNTANTS

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NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2017

5. 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 will also pay interest at a variable rate and other loan fees to the custodial bank which administers the loan on behalf of the Bank. During the year ended December 31, 2017, the Organization paid \$87,387 in credit fees and interest and made principal payments of \$470,000. The principal balance on this note at December 31, 2017 was \$4,745,000.

During 2009 the Organization borrowed \$4,000,000 from a private foundation in order to finance the acquisition of the assets of the Aquarium. The note was repayable in annual installments of \$200,000 plus interest at 2%; the remaining principal was due in July of 2017. Interest expense on this note during the year ended December 31, 2017 was \$511. The note was repaid in full during the year.

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

During 2013, the Organization borrowed \$124,660 to finance an elevator modernization on its premises. The loan is repayable in monthly installments of \$2,454 including interest at 6.75% with the last payment due in April 2018. Interest expense on this note during the year ended December 31, 2017 was \$1,679. The principal balance on this note at December 31, 2017 was \$7,718. The note is secured by the leasehold improvements.

During 2017 the Organization paid off an unsecured loan payable to a former board member. The loan was repayable on demand and bears interest at 5%. Interest expense and principal payments on this loan during the year ended December 31, 2017 were \$531 and \$58,770 respectively.

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NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2017

5. NOTES PAYABLE - Continued

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

2018	\$ 502,718
2019	520,000
2020	545,000
2021	575,000
2022	610,000
Thereafter	<u>2,000,000</u>
	<u>\$4,752,718</u>

6. TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets at December 31, 2017 were comprised of grants which had not been received by year end and grants which had been received but had one or more restrictions which were unsatisfied at year end. These amounts are summarized as follows:

Grants not received	\$113,500
Grants received but which included restrictions not fulfilled	<u>121,766</u>
	<u>\$235,266</u>

7. PENSION PLAN

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

During 2017 the Organization also had a retirement plan under section 457 of the Internal Revenue Code for some of its employees. The assets of the plan were included among the assets of the Organization. The pension liability recorded by the Organization equalled the cumulative employer and employee contributions, net of withdrawals and adjusted by the change in fair value the plan assets. The change in fair value of the plan assets increased or decreased the pension liability and was not part of the revenues or expenses of the Organization. During 2017 all the assets of the retirement plan were distributed because all of the participants in the plan separated from the Organization.

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CERTIFIED PUBLIC ACCOUNTANTS

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NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2017

8. CONCENTRATIONS OF CREDIT RISK

The Organization maintains cash balances at financial institutions which are insured by the Federal Deposit Insurance Corporation. At December 31, 2017 the Organization had uninsured deposits with banks totaling approximately \$1,458,000 which included deposits against which there were outstanding checks.

At December 31, 2017 the Organization had marketable securities listed on national exchanges valued at \$41,456 subject to market fluctuation.

9. SUBSEQUENT EVENTS

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

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ADDITIONAL INFORMATION

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B
SCHEDULE OF F
YEAR ENDED I

	Program Services		
	Exhibits	Education Programs	Field Restora and Conserva
Employment costs	\$3,113,250	\$1,436,326	\$ 863,47
Deprecation	779,771		
Rent	771,891		
Office	397,982	96,407	90,46
Utilities	499,712	2,852	
Professional fees	114,034	101,109	157,67
Operating expenses	380,409	32,307	3,39
Advertising	156,892	123,999	108,78
Administration	177,627	8,373	95
Contract services	207,239	8,129	2,50
Repairs and maintenance	154,663	7,605	
Insurance	128,028	7,034	2,81
Interest			
Amortization			
Taxes and licences	14,230	496	
	<u>\$6,895,728</u>	<u>\$1,824,637</u>	<u>\$1,230,04</u>

See notes to financial statements.

AY.ORG

FUNCTIONAL EXPENSES

DECEMBER 31, 2017

	<u>Support Services</u>		<u>Total</u>
<u>ation</u>	<u>Management</u>	<u>Fundraising</u>	
<u>ation</u>	<u>and General</u>		
0	\$ 933,307	\$261,185	\$ 6,607,538
	15,914		795,685
	15,753		787,644
2	9,923	59,933	654,707
			502,564
0	30,150	93,186	496,149
3		9,952	426,061
2		112	389,785
5	47,335	7,551	241,841
0	3,252		221,120
			162,268
4	2,872	2,814	143,562
	130,777		130,777
	36,398		36,398
	<u>3,900</u>	<u> </u>	<u>18,626</u>
<u>6</u>	<u>\$1,229,581</u>	<u>\$434,733</u>	<u>\$11,614,725</u>

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DECEMBER 31, 2017

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APPENDIX B

ECO-CURRENT 2018

eco-current

Members Newsletter of bay.org/Bay Ecotarium

Vol. 33: 01 January/February

Otter Snow Days In December!



Smithsonian Affiliate

ASSOCIATION
OF ZOOS &
AQUARIUMS

The
Lumpsuckers
Are Coming

eco-current

Members Newsletter of bay.org/Bay Ecotarium

Vol. 33: 02 March/April 2018

HAPPY CHINESE
NEW YEAR



RESEARCH VESSEL
MIKE REIGLE
A Legacy that Keeps Giving



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ASSOCIATION
OF ZOOS &
AQUARIUMS



co-current

Members Newsletter of bay.org/Bay Ecotarium

Vol. 33: 03 May/June 2018

BAYMOBILE GETS A MAKEOVER!



ASSOCIATION
OF ZOOS &
AQUARIUMS &



Smithsonian Affiliate

ec-current

Members Newsletter of bay.org/Bay Ecotarium

Vol. 33: 05 September/October 2018

AFFILIATE EVENTS



GLOBAL CLIMATE ACTION SUMMIT



GREEN CLIMATE FUND

SEPT. 12 - WEDNESDAY

- Ocean Acidification Alliance workshops/Reception

SEPT. 13 - THURSDAY

- Ocean Acidification Alliance Forum
- Global Action Climate Mayors meet
- San Francisco Chamber of Commerce Forum
- Climate Film & Lecture Program



AQUARIUM OF THE BAY ★ SEA LION CENTER



eco-current

Members Newsletter of bay.org/Bay Ecotarium

Vol. 33: 04 JulyAugust



**A PLASTIC-STRAW
FREE PIER 39 CELEBRATES**

World Oceans Day



Smithsonian Affiliate

ASSOCIATION
OF ZOOS &
AQUARIUMS

Former Second Lady of the USA, Dr. Jill Biden, Lauds Project Bay Ecotarium

Past Chair, Steve Machtinger
with "Her Deepness", Dr. Sylvia
Earle



