



The Bay Institute



Aquarium of the Bay



Sea Lion Center



Bay Model Alliance



Bay Academy



Studio Aqua





## Acknowledgments

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

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— Octavia, the Giant Pacific Octopus  
*Enteroctopus dofleini*

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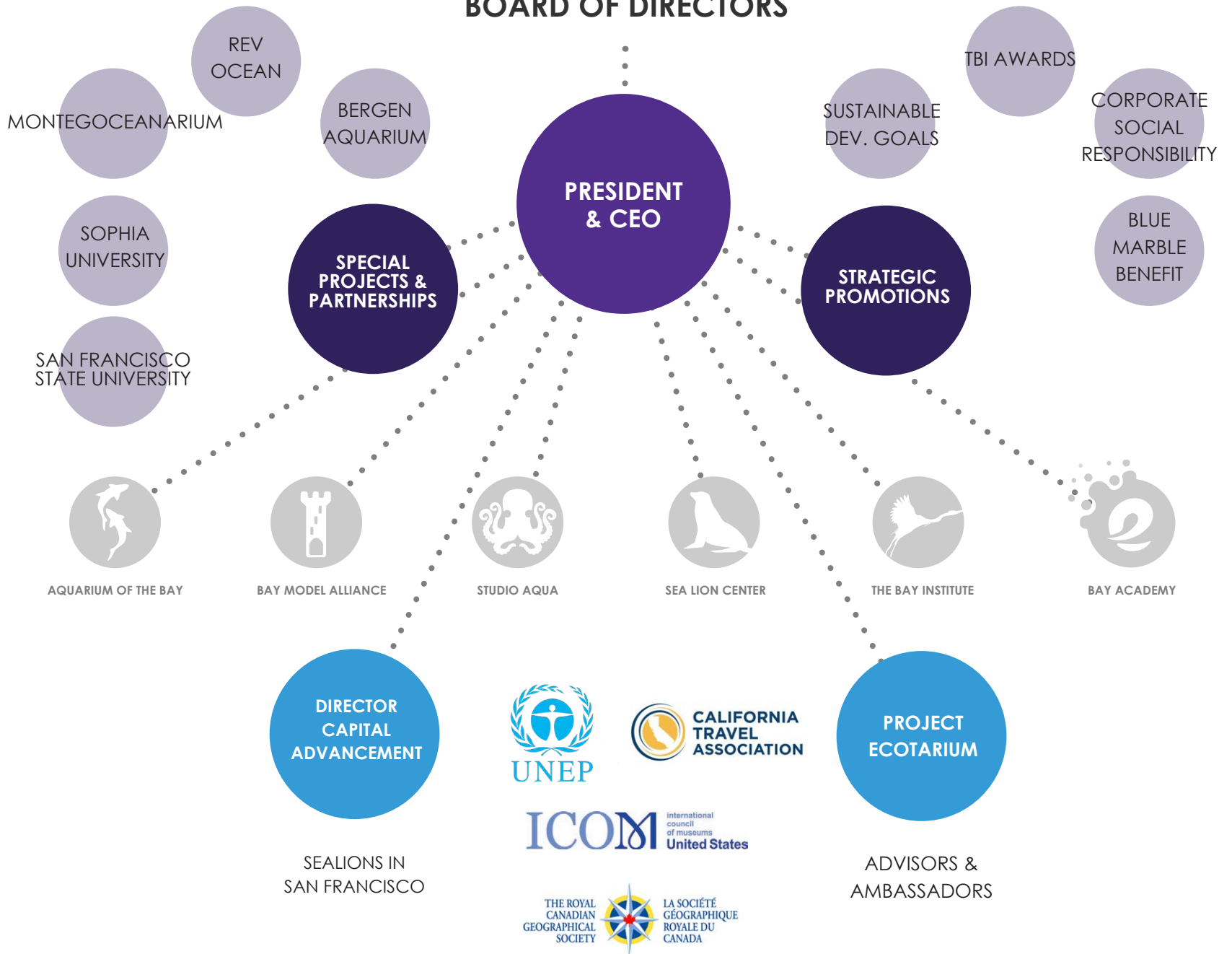
**REBECA KAPLAN**  
Director, Institutional Advancement  
(Capital)



# ORGANIZATION CHART



## BOARD OF DIRECTORS





## MESSAGE FROM CHAIR, BOARD OF DIRECTORS

November 25, 2019

Dear Friends:

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

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

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

Sincerely,

Ben Bleiman

Chair, Board of Directors, BayEcotarium  
San Francisco Entertainment Commissioner





## MESSAGE FROM PRESIDENT & CEO

November 25, 2019

Dear Members, Patrons and Friends:

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

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

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

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

Stay tuned. Stay Connected.

George Jacob  
President & CEO, BayEcotarium

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

Chief Advisor, UN Environment (Caribbean) Climate Museum Initiatives



## EXECUTIVE SUMMARY


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

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

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

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

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

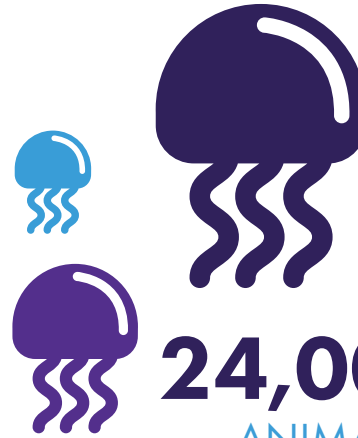
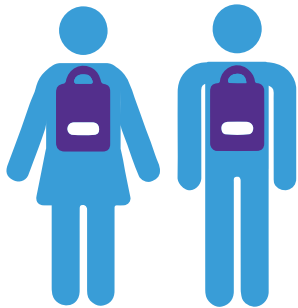
A stylized graphic of blue waves, rendered in various shades of blue, positioned behind the text.

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

39 YEARS OF ACHIEVEMENTS

**1.6 MILLION  
CHILDREN**

FREE STEAM  
EDUCATION PROGRAMS



**24,000+**  
ANIMALS

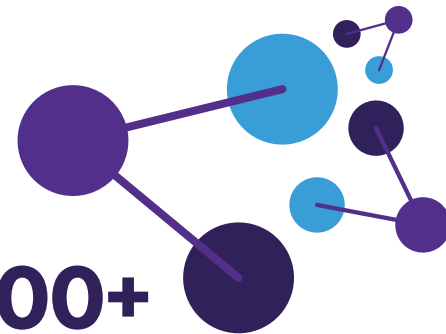
**188**  
SPECIES IN OUR CARE



**12 MILLION**  
VISITORS

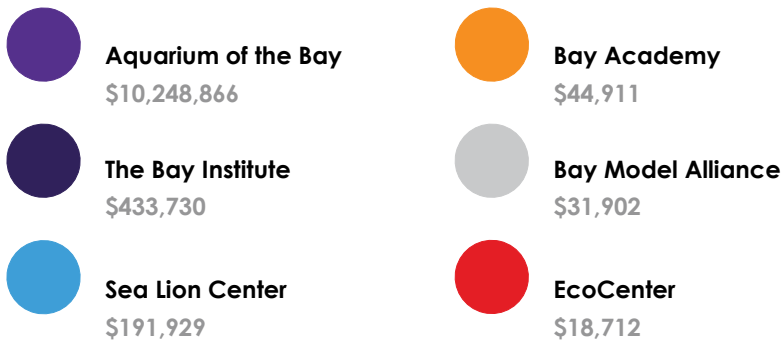
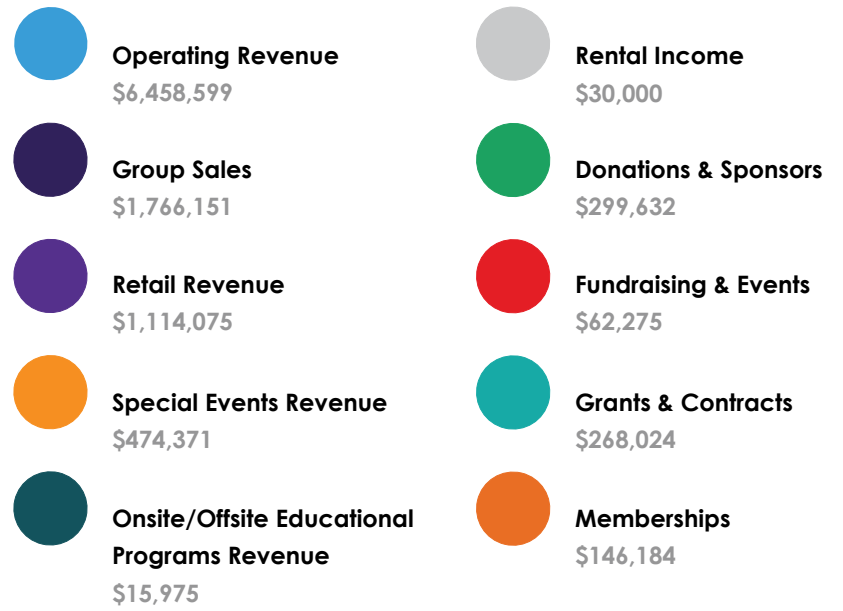
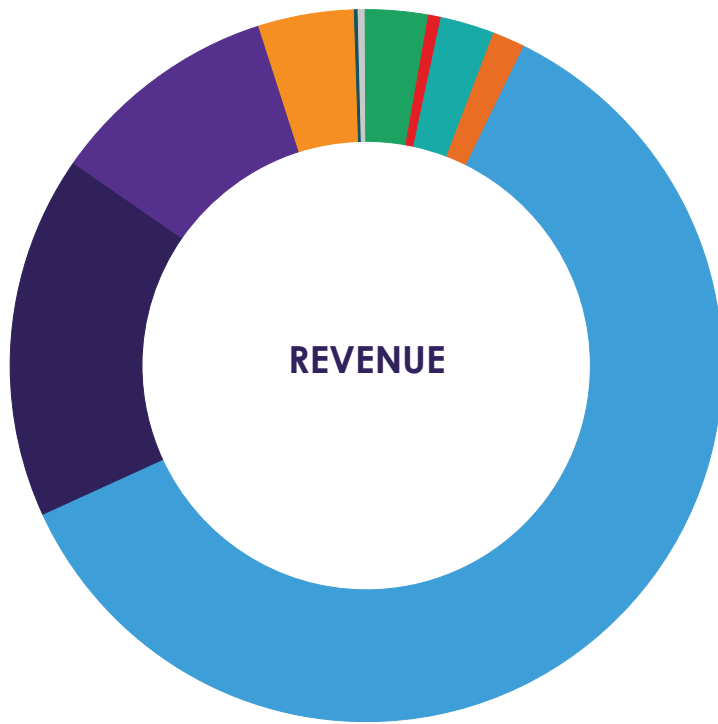


**10,000 LBS.**  
TRASH REMOVED FROM  
BAY SHORELINE



**31,000+**  
NETWORK FOLLOWERS





\*Financial numbers include estimates for Q4 2019





## AQUARIUM OF THE BAY



### ANIMAL CARE

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



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



One of the charismatic animals in our collection, a female tope shark, suffered a significant injury this year and the department embarked upon a concerted recovery effort using novel techniques. The animal underwent a series of five surgeries and is now completely healed and healthy in our offshore exhibit.

Outside the Aquarium, the department began to collect data for the multi-institutional project to tag, sample and better understand the seven gill shark, a native species of the SF Bay. Collecting over 50 individuals this year and collaborating with the Oregon Coast Aquarium and the Monterey Bay Aquarium, The Animal Care department is leading this collaboration to study this species in the long-term.

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

1. A diver participates in our underwater pumpkin carving event

2. Our Chincilla in Touch The Bay exhibit

3. The newly arrived Anchovy School



Aquarium of the Bay Staff Photo 2019



## HIGHLIGHTS

- This year, the Aquarium successfully raised 8 Pacific Spiny Lump suckers and more than 1,500 Brown Sea Nettles. The department shipped more than 600 of these Sea nettles to almost a dozen other Aquariums. The captive-raised wolf eels (born in 2018) continued to grow and about 20 eels were shipped to other institutions in 2019.
- A new collaborative research project on the R/V Mike Reigle began. The Animal Care Department formally launched data collection to acquire baseline data for the sevengill Shark, *Notorhynchus cepedianus*. In the first year, over 50 individuals were collected, tagged and sampled.
- Our terrestrial collection grew and now includes a California ground squirrel and a cape porcupine. The squirrel was rescued from the Woolsey fire in 2018 when she was just a few weeks old. After being cared for at a rehab facility she was deemed non-releasable and needed a permanent home.



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

- The Cape Porcupine is the newest mammal to come to the Aquarium. She was born at the San Diego Zoo Safari Park in February of 2019. She is getting use to her surroundings and developing relationships with her training team. As her training program develops, she will be used for public presentations in the Bay Lab gallery. As our new ambassador animal, Porcupines are instantly recognizable, large
- Ambassador animals, those that the public can directly see and interact with can be critical for developing awareness of and activism for environmental conservation. Scheduled presentations of ambassador animals are always popular, and are a value-added opportunity to encourage guests to stay in the Aquarium for longer, similar to our public feedings and educational talks.

charismatic mammals that are exotic and exciting for many guests.

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



## AQUARIUM OF THE BAY



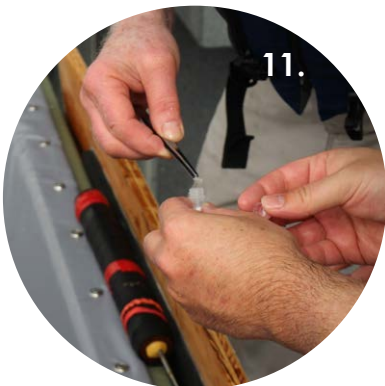
- Innovative medical procedures performed on one tope shark with a significant wound. This nearly 6-foot long shark was successfully removed from the Sharks of Alcatraz exhibit for surgery 5 times this year. Each procedure was a department-wide effort lasting several hours, and these procedures and techniques have not been performed on this species before. With each surgery, Dr. Spangenberg and the department utilized new techniques and processes, and the department will use the knowledge gained to further both our ability to respond to emergencies and share this knowledge with other institutions.

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

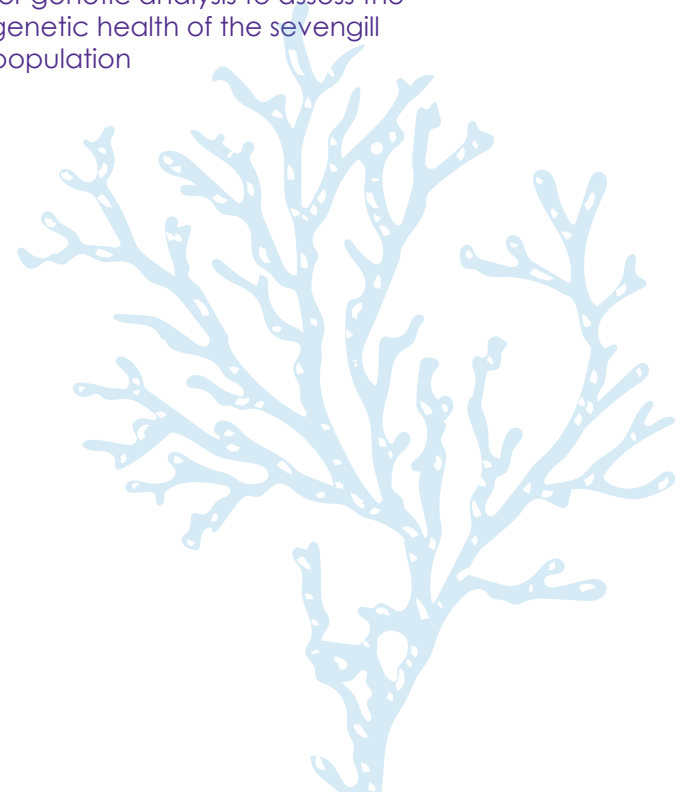


- We completed the first successful invitro-fertilization and culture of Brown Sea Nettles in the Aquarium's history. This advancement in our culturing program resulted in more than 1000 Brown Sea Nettles now on display in the *Go With The Flow* gallery and several other institutions around the country. This culture also resulted in significant cost savings for the Department, as we no longer need to collect and ship this species for this year, or years to come.

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



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





A volunteer diver, Manuel Mangrobang, feeds strawberry anemones



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





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

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

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



## AQUARIUM OF THE BAY



17.

### GUEST SERVICES

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

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

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



18.

### HIGHLIGHTS

- Lauryn Lahr, HR Volunteer and Social Media Coordinator, was selected as one of the recipients of the 2019 Cal Travel Summit's Emerging Leader Awards. The award is presented to tourism professionals age 30 and under

who demonstrate leadership initiative in California's Tourism industry. This is the second year in a row in which a representative from Aquarium of the Bay to receive this award.

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



19.



20.

17. Guests experience the touch pool

18. Moon jellies at Aquarium of the Bay

19. Leopard sharks swim among large sea kelp

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

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



21.

AQUARIUM OF THE BAY

TICKETS  
TOURS &  
INFORMATION

DISCOUNTS  
ATTRACTION  
COMBOS & PASSES

22.



23.



**The Links, Incorporated**  
 TM  
 Friendship, Connected in Service  
 San Francisco (CA) Chapter



24.



25.

## MARKETING & PROMOTIONS

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

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

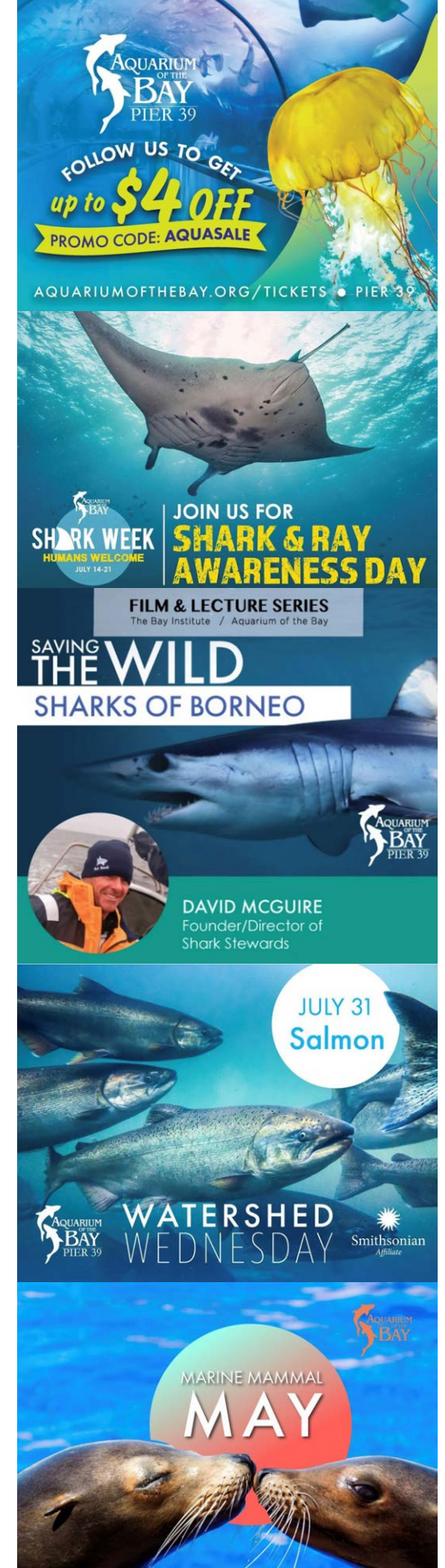
- Social Media was a big success for Aquarium of the Bay this year. New videos were created and posted on all our social media channels, greatly increasing our following. Our Facebook followers grew by 120% and our Instagram followers went from 190 to over 10,000 in a six months. Social media helped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

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

23. Our team hands out promo materials to guests

24. Kids in line for Sankofa merchandise

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





## AQUARIUM OF THE BAY



### SALES & EVENTS

- The Aquarium was honored to host IBM as the grande finale of the IBM Think Conference on February 14th. In partnership with other businesses and in conjunction with PIER 39, the Aquarium was closed off for over 10,000 guests. At one of the largest venues at PIER 39 guests enjoyed cocktails and strolling around the Aquarium as well as live music performed by live musicians in the Farallon Room and Touch the Bay. Staying warm on a rainy evening, the Aquarium was a hit with our visitors.
- Dignitaries and presenters from all over the world discussed sustainable seafood practices and next steps to help protect endangered fisheries. Aquarium of the Bay was proud to host the Tides Foundation sponsored event for the Future of Fish Feed. New and exciting information was discussed about sustainable seafood practices and what we can do to protect fisheries endangered through unsustainable practices. Guests enjoyed food from a variety of sustainable seafood companies, plant based seafood alternatives, and beer and wine.
- Congressman Jared Huffman held his free and open to the public round-table on the Magnuson-Stevens Act and federal fisheries management at Aquarium of the Bay's Farallon room on October 7th. This panel discussion with experts and stakeholders provided a detailed examination of current and future challenges in federal fisheries management.
- On September 20th we hosted hundreds of guests at the annual Blue Marble Benefit. This year it was held at Aquarium of the Bay complete with dancing, music, sustainable seafood and unique entertainment.
- George Jacob, President & CEO of Aquarium of the Bay received the 2019 Royal Canadian Geographical Society's Louie Kamookak Medal, joining the likes of former President Jimmy Carter and Sir David Attenborough.
- 230 corporate executives from the San Francisco Bay Area gathered atop Salesforce Tower to hear from former President of Kiribati, His Excellency Anote Tong. Speaking at the event, Anote Tong expressed concerns while pointing to the dangers of inaction and regulatory capture of policy-makers or sea levels rise. Faced with the notion of 'climate refugees', he stated the need for awareness and action. Hawaii Senator Kalani English also spoke at the event.



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

## TOUR & TRAVEL

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

26. Harmann Group outside the Aquarium

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

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

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

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



George Jacob, President and CEO of San



President & CEO, George Jacob receiving the RCGS Louie Kamookak medal.



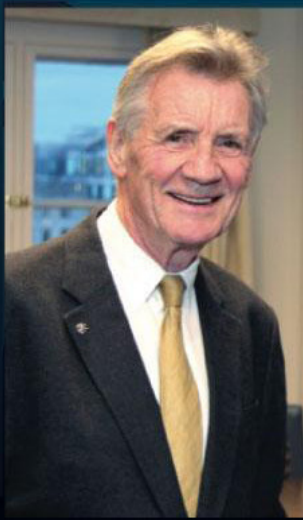


THE ROYAL  
CANADIAN  
GEOGRAPHICAL  
SOCIETY



LA SOCIÉTÉ  
GÉOGRAPHIQUE  
ROYALE DU  
CANADA

THE ONLY 5 MEDALS AWARDED  
OUTSIDE CANADA



SIR MICHAEL PALIN



ALEX TREBEK



SIR DAVID ATTENBOROUGH



JIMMY CARTER



GEORGE JACOB



# CEO RECEPTION CLIMATE & OCEAN CONSERVATION

## OPENING REMARKS

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



salesforce

**JULY 17**  
SALESFORCE TOWER

“Join us for an engaging evening as we share our vision for the first of its kind living museum dedicated to climate resilience and ocean conservation.”

George Jacob  
President & CEO



Lawrence Beamen  
America's Got Talent  
Top 5 Finalist



## RSVP

By invite only, please  
RSVP by July 8.

Call: 415.262.4727

Email: vicki@bayecotarium.org

## EVENT DETAILS

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

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

Business Casual



## SALESFORCE TOWER; OHANA FLOOR

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

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





29.

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

31. BayMobile makes an impact with its bold design

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

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



## EDUCATION

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

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





## AQUARIUM OF THE BAY



33.



34.



35.

### HIGHLIGHTS

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

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

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

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

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



## RETAIL

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

## HIGHLIGHTS

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

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



New retail merchandise designs



## AQUARIUM OF THE BAY



36.

### FACILITIES

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

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

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

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

37. A new main life support recirculation pump

38. Refreshed Discover the Bay exhibits



37.



38.

### HIGHLIGHTS

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



## HUMAN RESOURCES

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

## HIGHLIGHTS

- Lauryn Lahr, HR, Volunteer and Social Media Coordinator, was selected as one of the recipients of the 2019 Cal Travel Summit's Emerging Leader Awards. The award is presented to tourism professionals age 30 and under

who demonstrate leadership initiative in California's tourism industry. This is the second year in a row in which a representative from Aquarium of the Bay received this award.

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



39. Lauryn Lahr receiving Leader award



40. Lauryn Lahr in Shark costume at job fair



41. Chris Low informs staff of safety protocols



## STUDIO AQUA



### STUDIO AQUA

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



### HIGHLIGHTS

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

42. Bay Ecotarium Window signs

43. I Sea Eyes Wall

44. New benches and wall graphics

45. Animal ID signs and enclosure wraps



**ENTRANCE GETS EXTERNAL ENHANCEMENTS.**  
Our BayEcotarium pods help direct patrons up our steps to the Aquarium's entrance



## SEA LION CENTER



### SEA LION CENTER

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

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



### HIGHLIGHTS

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

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

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

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





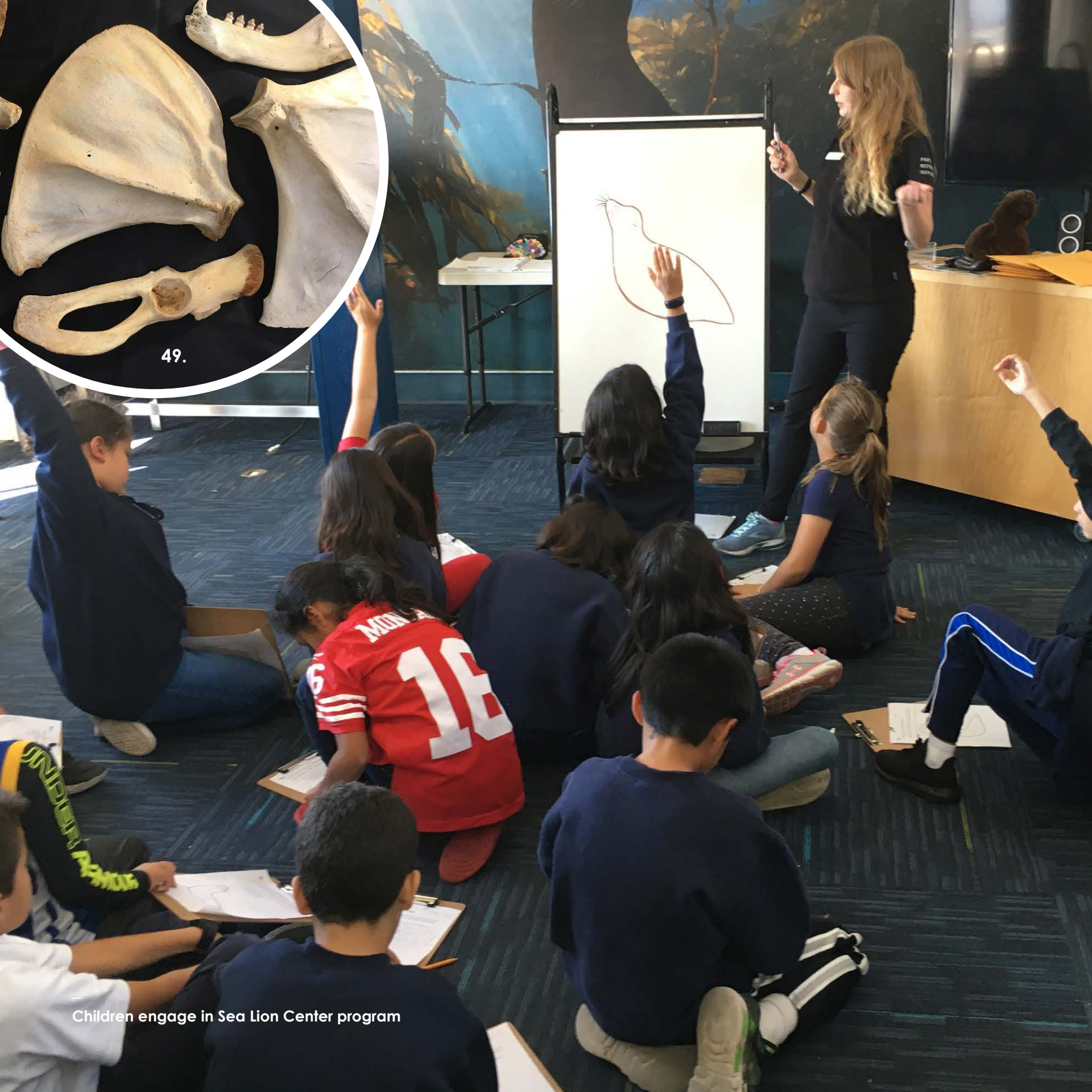
HARBOR EMPEROR

PLEASE DON'T FEED  
OR HARASS OUR  
SEA LION FRIENDS

PIER  
39

PIER  
39

Sea Lions gather at K-Dock



Children engage in Sea Lion Center program



50.

Why Are Prey Abundant?  
Coastal upwelling created by wind along the West Coast of the continental shelf  
Nutrients that float into the Bay with the upwelling



51.

Ever wonder why the San Francisco Bay is so murky?  
Check out our plankton sample on the monitor and find out.  
A plankton is any type of marine or freshwater organism that is unable to swim against a current. For example, do you know that sea turtles are considered plankton? If it floats.  
The San Francisco Bay is home to many diverse species of animals and this is largely thanks to the Bay's (Most Valuable Resource!) that fuel the bay with. These highly concentrated microorganisms mix with the high volume of sediment in the water giving the bay its greenish brown color. As you can see, plankton come in all shapes and sizes.

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

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

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

## SEA LIONS OF SAN FRANCISCO



27

28

PIER 39

23-25

AQUARIUM OF THE BAY

SAN FRANCISCO

18

30

19

16-17

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# AQUARIUM OF THE BAY





## THE BAY INSTITUTE



### THE BAY INSTITUTE

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



### SAN JOAQUIN RIVER RESTORATION

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



### ENVIRONMENTAL REGULATIONS

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

## ECOLOGICAL SCORECARD

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

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

53. SF Bay Delta Estuary

54. 2019 "State of the Estuary" report

55. Delta Smelt (endangered)

56. California Brown Pelican (endangered)

57. San Francisco Bay, Satellite View

## WATER RESILIENCE PORTFOLIO

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

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





## THE BAY INSTITUTE

### 27TH TBI AWARDS



Felicia Marcus  
2019 Bay Hero Award

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

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





Barry Nelson  
2019 Lifetime Achievement Award

58. Blue Marble and TBI Awards Ceremony presented at the Aquarium of the Bay

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





## BAY MODEL ALLIANCE



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

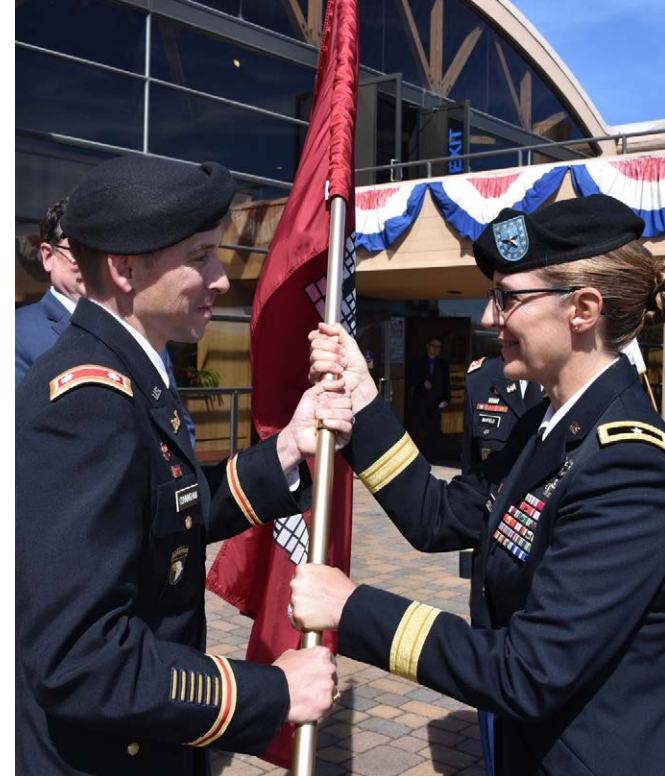


What makes the model special is that its pipes and hydraulics make it a real simulation of the water environment of San Francisco Bay and the Delta. The analog model is used to simulate the effects of everything from oil spills to upstream dams, and from water diversions to floods caused by global warming.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



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

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

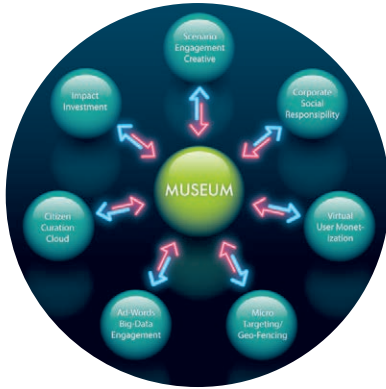




60-65. Photos of the Bay Model.



## BAY ACADEMY



## PUBLICATIONS

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

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

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





PIER  
39



# SEA LIONS

SAN FRANCISCO



COMMEMORATING

30 YEARS  
1990-2020

*foreword*  
George Jacob





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

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



## BLUE MARBLE BENEFIT



A promotional poster for the Blue Marble Benefit event. The top section features the text "Climate Ocean Conservation LIVING MUSEUM" in white and green, with a scuba diver silhouette. The "bayecotarium" logo is in the center, and the "Aquarium of the Bay PIER 39" and "Smithsonian Affiliate" logos are on the right. The main image shows a couple in formal attire (a man in a blue tuxedo and a woman in a blue dress) standing in a futuristic, blue-toned interior space. The bottom left features the event title "BLUE MARBLE Benefit" in a large, elegant font, with "September 20, 2019" below it. The bottom right contains the text "BLUE CARPET EVENT Palace of Fine Arts" and the website "bmb@bayecotarium.org bayecotarium.org".



BMB ad in the Nob Hill Gazette





Entertainers outside of the Blue Marble  
Benefit on the blue carpet

George Jacob speaking at the Blue Marble  
Benefit



66.



67.



68.



## BLUE MARBLE BENEFIT

66. Acrobatic performance artist contorts above guests

67. Blue Marble carpet at Aquarium entrance

68. Felicia Marcus accepts 2019 Bay Hero Award from Edward Ueber

69. Guests enjoy refreshments on the Aquarium patio

70. George Jacob and Angelique Tompkins discuss future plans while enjoying the evening

71. Aquarium of The Bay volunteers prepare for the evening's events





72.



74.



73.





## BLUE MARBLE BENEFIT

72. Live music performances played throughout the night

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

74. Aquarium employees helped promote the evening auctions with brochures

75. Blue Marble guest dress for the special occasion

76. Attendees take a moment to enjoy the Aquariums tunnels

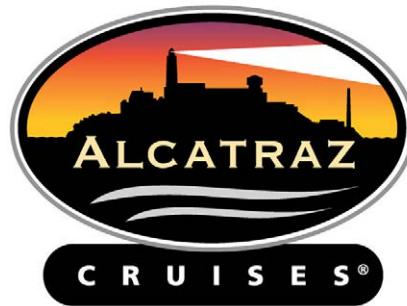


— DELTA —

**BIG**  
**BUS**



— RIVER —



A HORNBLOWER COMPANY



# SIERRA



# FOOD & BEVERAGES

AUGUST 1 FIVE



# IN-KIND



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



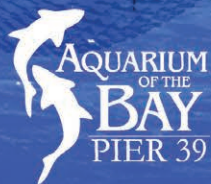
DR. SYLVIA EARLE

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

*"Thank you for making SPACE for our future."*



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



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

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



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

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



STRATEGIC VISION 2020

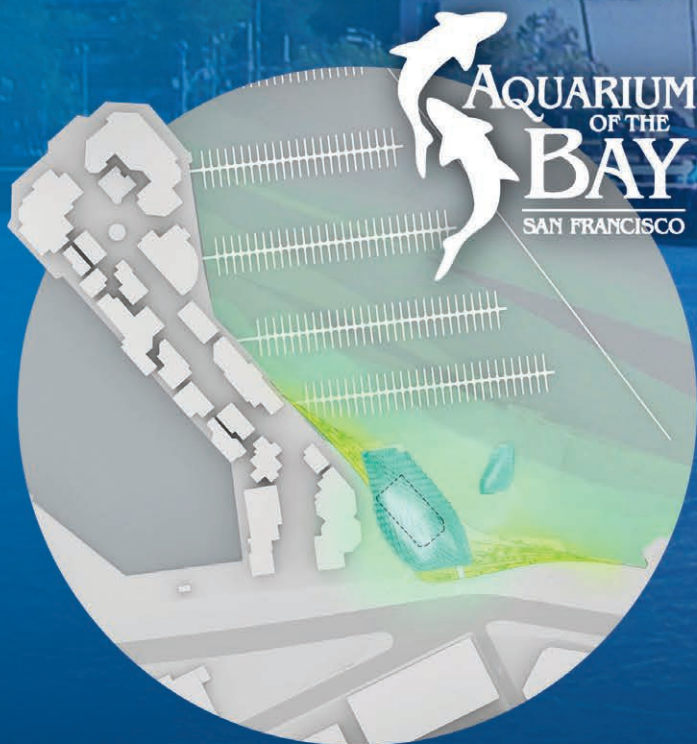
# ecosynthesis: our future

CLIMATE RESILIENCE AND OCEAN CONSERVATION LIVING MUSEUM



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

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



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



**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 for **BayEcotarium** **\$60 million**
- Ocean Research and Event Space **\$30 million**
- Wetland Eco-park **\$10 million**

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

## IMPACT

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

## FEATURES

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



### MULTI-DISCIPLINARY EXHIBITS

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

**\$15 million**  
**\$15 million**  
**\$15 million**  
**\$15 million**



### GENERATION BLUE ENDOWMENT

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

- Endowed Directorship

**\$5 million**



## 2019 DONORS

### Over \$100,000

The Campbell Foundation

### \$25,000 to \$99,000

NFWF

Big Bus Tours

MSB Cockayne Fund Inc.

Alaska Airlines

Ben Hammett

### \$10,000 to \$24,999

The J. Varel Trust DTD

San Francisco Estuary Institute

Trout Unlimited

Steven N. and Susan Machtinger

PIER 39 Ltd. Partnership

Alcatraz Cruises, LLC (Hornblower)

Contra Costa County

PG&E Foundation

### \$5,000 to \$9,999

Benevity

Blue & Gold Fleet

Dean and Lilla Morehous

CityPass, Inc.

Harrison C. Dunning

Harney & SonsTea Corp.

Reuben, Junius & Rose,LLP

San Francisco Bar Pilots Association

Sausalito at Festival Foundation

UnionBank Foundation



THE  
CAMPBELL  
FOUNDATION



**BIG  
BUS**

*Alaska*  
AIRLINES





PIER  
39



REUBEN  
JUNIUS &  
ROSE LLP

CityPASS



### **\$2,500 to \$4,999**

Tyler Hofinga

John Hanley

East Bay Community Foundation

Marsh & McLennan Insurance Agency LLC

Port of SF

### **\$1,000 to \$2,499**

Friends of the Festival

AAA Via

Schwab Charitable - The Schmitz-Fromherz Family Fund

Reggie Regino

Bullitt

Environmental Science Associates

Ben Bleiman

Pat Murphy

Y & H Soda Foundation

### **\$250 to \$999**

Danford Foundation

Dustin Brown

Justin Klueger

Angelique Tompkins

Christopher Lane

Floating Homes Association

James Anderson

James McGrath

Jim Anderson

John Lavine

Laura Wais

McBain Associates

Paul Auerbach

Roger Kaufman

Rosemary Akey

Sara Heintzelman/Joshua Anderson

Tony Keyser

Travis Becker

Walt Shubin

Cassandra Jew

John Alter

Judy Murphy

Ronnie Cohen

Beastly Threads LLC

Antonio Richmond

Brian Harris

Sea Trek

Patrick Doran

Barry Nelson

Carlos Sandoval

Ekaterina Bakhmutova

Jennifer Shaw

Lynn Kaplan

Martha Davis

Mary Selkirk

Meg Ruxton



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

**\$249 and Below**

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

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



## 2019 NEW MEMBERS

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

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

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



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

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

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



Helen Gao  
Rocio Garcia  
Miquel Garcia  
Yaira Garcia  
Tamara Garcia  
Vanessa Garcia  
John Garcia Flores  
Nicole Gardner  
Siobhan Gardnes  
Blanca Garza  
Mikayil Gasimov  
Alban Gasser  
Amit Gaud  
Alyssa Gerber Shearer  
Andrea Gerola  
Lailanie Geronimo  
Beverley Gibbs  
Mary Gillis  
Diana Giove  
Meital Glam Volk  
Cherilynn Glimp  
Craig Godfrey  
Jamie Goloyugo  
Hector Gomez  
Jesus Gomez  
Xiaokui Gong  
Laura Gonzalez  
Gabriela Gonzalez  
Carlos Gonzalez  
Sean Gonzalez  
Laura Gonzalez  
Amanda Gonzalez  
Daisy Gonzalez  
Pedro Gonzalez  
Maria Gonzalez Salcedo

Ebony Grant-Singh  
Laura Gray  
Ally Grayson  
Tyler Greene  
Jeff Gressard  
Vadim Gritsak  
April Groll  
Lorah Gross  
Elmer Guerrero  
Claudia Guinovart  
Gaurav Gulati  
Sridhar Gundra  
Volkan Gurel  
Joe Gutierrez  
Kourtney Guvara  
Anis Ha  
Phoebe Ha  
Jordan Hagaman  
Billy Hall  
Jenna Halsey  
Ronette Hamilton  
Ji Young Han  
Reza Handley-Namavar  
Ted Hannig  
James Hanson  
Shaney Hardeman  
Cori Harral  
Masly Harsono  
Rebecca Hatley  
Abdelati Hawwari  
Jennifer Heerdink  
William Hellman  
Dominic Henri  
Brooke Henriksen  
Tonya Heredia

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



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

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

Hyun Lee  
Anson Lee  
Xe Lee  
Pahoua Lee  
Ya-wen Lee  
Satoko Lekomtsev  
Aleks Leligdowicz  
Jessica Leon  
Gil Leong  
Nlikolaj Leschly  
William Leung  
Katie Levine  
Courtney Lewis  
Hao Li  
Ang Li  
CarolineLin  
Feng Lin  
Sean Lin  
Steve Lin  
Eduardo Lira-Cruz  
Anna Little  
Angelique Little  
Songqi Liu  
Chang Liu  
Vicente Llopis  
Del Loflin  
Kimberly Logan  
Ann Lombos  
Maya Lonchar  
Leah Lopez  
Alexandria Lopez  
Conchita Lopez  
Nahila Lopez  
Manuel Lopez  
Lorena Lopez Rivera

Marlene Lozano  
Violeta Luche  
Marisol Lopez Luna  
Steve Lund  
Elena Luneva  
Sean Luo  
Matasebya Lyons  
Angelica Lyubich  
Tiantian Ma  
Hai Yan Ma  
Abdulkarem Maali  
Michal Maciejewski  
Heidi Macy  
Andrew Madaj  
Maria Magana  
Akansha Mahadule  
Charles Malloy  
Tatiana Mamani  
Christian Manalang  
Elizabeth Manash  
Deysi Mancia  
Joan Maniago  
Jill Mannering  
Jessica Manning  
Daniel Mansfield  
Maria Mantilla  
Hsiao Mao  
Zain Maqsood  
Tom Maracek  
Jessica Margetich  
Tara Marino  
Joel Mark  
Benjamin Martin  
Alex Martinez  
Rich Martinez

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

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



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

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

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

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

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

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



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

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

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





A stylized graphic of a bird in flight, rendered in dark blue and white, positioned on the left side of the page. The bird is shown in profile, flying towards the right. Its wings are spread, and its tail is visible. The graphic is composed of smooth, rounded shapes, giving it a modern and abstract appearance. The background is a solid blue color that transitions from a lighter shade at the top to a darker shade at the bottom.

# APPENDIX A

AUDIT REPORT 2018

bay.org

Financial Statements and  
Independent Auditors' Report

December 31, 2018

**Barlow & Hughan LLP**

**CERTIFIED PUBLIC ACCOUNTANTS**

**BAY.ORG**

DECEMBER 31, 2018

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INDEPENDENT AUDITORS' REPORT

BOARD OF DIRECTORS  
BAY.ORG  
SAN FRANCISCO, CALIFORNIA

We have audited the accompanying financial statements of BAY.ORG (a nonprofit public benefit corporation), which comprise the statement of financial position as of December 31, 2018, the related statements of activities and net assets, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

**Management's Responsibility for the Financial Statements**

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

**Auditors' Responsibility**

Our 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 auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.



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

**Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of BAY.ORG as of December 31, 2018, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

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

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

A handwritten signature in black ink that reads "Barlow & Hughan LLP". The signature is written in a cursive, flowing style.

June 25, 2019

**Barlow & Hughan LLP**

CERTIFIED PUBLIC ACCOUNTANTS

## BAY.ORG

## STATEMENT OF FINANCIAL POSITION

DECEMBER 31, 2018

## ASSETS

## CURRENT ASSETS

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

## NON-CURRENT ASSETS

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

\$7,886,692

## LIABILITIES AND NET ASSETS

## CURRENT LIABILITIES

Accounts payable	\$ 618,053
Accrued expenses	346,382
Current portion of notes payable	520,000
Deferred income	<u>22,146</u>
	1,506,581

## NON-CURRENT LIABILITIES

Notes payable	<u>3,730,000</u>
	<u>5,236,581</u>

## NET ASSETS WITHOUT DONOR RESTRICTIONS

Funds available for operations	2,450,426
Board designated fund	<u>44,627</u>
	<u>2,495,053</u>

## NET ASSETS WITH DONOR RESTRICTIONS

Purpose restricted	136,258
Time restricted	<u>18,800</u>
	<u>155,058</u>
	<u>2,650,111</u>

\$7,886,692

## BAY.ORG

## STATEMENT OF ACTIVITIES AND NET ASSETS

YEAR ENDED DECEMBER 31, 2018

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>REVENUES</b>			
Operating revenues			
Ticket sales	\$ 8,875,211		\$ 8,875,211
Contracts	199,698		199,698
Other	<u>231,801</u>		<u>231,801</u>
	<u>9,306,710</u>		<u>9,306,710</u>
Gift shop revenues			
Sales	1,490,557		1,490,557
Cost of sales	<u>(682,758)</u>		<u>(682,758)</u>
	<u>807,799</u>		<u>807,799</u>
Public support	<u>302,246</u>	\$179,850	<u>482,096</u>
Special event			
Revenues	328,856		328,856
Expenses	<u>(326,200)</u>		<u>(326,200)</u>
	<u>2,656</u>		<u>2,656</u>
Net assets released from restrictions			
Satisfaction of purpose	140,858	(140,858)	
Expiration of time restrictions	<u>119,200</u>	<u>(119,200)</u>	
	<u>260,058</u>	<u>(260,058)</u>	
	<u>10,679,469</u>	<u>(80,208)</u>	<u>10,599,261</u>
<b>EXPENSES</b>			
Program services			
Exhibits	7,801,390		7,801,390
Education programs	1,408,222		1,408,222
Field restoration and conservation	740,365		740,365
Support services			
Management and general	1,281,262		1,281,262
Fundraising	<u>480,288</u>		<u>480,288</u>
	<u>11,711,527</u>		<u>11,711,527</u>
EXCESS OF EXPENSES OVER REVENUES FROM OPERATIONS	(1,032,058)	(80,208)	(1,112,266)
<b>OTHER INCOME</b>			
Interest and other	4,547		4,547
Net realized and unrealized losses on investments	<u>(44,190)</u>		<u>(44,190)</u>
EXCESS OF EXPENSES OVER REVENUES	(1,071,701)	(80,208)	(1,151,909)
NET ASSETS - Beginning of year	<u>3,566,754</u>	<u>235,266</u>	<u>3,802,020</u>
NET ASSETS - End of year	<u>\$ 2,495,053</u>	<u>\$155,058</u>	<u>\$ 2,650,111</u>

See notes to financial statements.

Barlow &amp; Hughan LLP

CERTIFIED PUBLIC ACCOUNTANTS

BAY.ORG

STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED DECEMBER 31, 2018

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

See notes to financial statements.

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CERTIFIED PUBLIC ACCOUNTANTS

<u>Support Services</u>		<u>Total</u>
<u>Management and General</u>	<u>Fundraising</u>	
\$ 842,480	\$225,549	\$ 6,122,753
19,603		980,149
17,149		857,432
		553,774
83,104	80,626	442,932
30,961	6,411	440,545
	10,874	427,426
514	38,138	395,351
4,249	58,355	294,405
79,134	487	242,755
17,022	18,142	240,959
9,344	38,828	206,339
		164,261
2,936	2,878	146,827
138,368		138,368
36,398		36,398
		<u>20,853</u>
<u>\$1,281,262</u>	<u>\$480,288</u>	<u>\$11,711,527</u>

## BAY.ORG

## STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2018

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

See notes to financial statements.

**Barlow & Hughan LLP**

CERTIFIED PUBLIC ACCOUNTANTS

## BAY.ORG

## STATEMENT OF CASH FLOWS (Continued)

YEAR ENDED DECEMBER 31, 2018

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

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

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

CERTIFIED PUBLIC ACCOUNTANTS

**BAY.ORG**

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

History and Operations

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

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

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. The Organization ceased its participation in this activity in February 2019;

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

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CERTIFIED PUBLIC ACCOUNTANTS



**BAY.ORG**

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

Major programs of the Organization are:

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

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

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

Basis of Presentation

Financial statement presentation follows the recommendations of the Financial Accounting Standards Board (FASB) in its Accounting Standards Codification (ASC) Topic 958 Not-For-Profit Entities dated August 2016. Under FASB ASC Topic 958, bay.org reports information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions, and net assets with donor restrictions, based upon the existence or absence of donor-imposed restrictions. If restrictions imposed by the donor are not satisfied by the end of the current year or if the funds have not been received by year end, then the income will be recognized to be with donor restrictions. Net assets without restrictions include funds separately designated by the Board of Directors.

The Organization also reports changes in net assets according to two classes of activities: revenues and expenses attributable to the Organization's ongoing operating activities; and other income from investments and activities considered to be unrelated to the Organization's recurring operating activities.

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CERTIFIED PUBLIC ACCOUNTANTS

## BAY.ORG

## NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

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

Investments

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

Board Designated Fund

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

Gift Shop Inventories

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

Accounts and Other Receivables

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

Property and Equipment

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

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

Construction in Progress

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

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CERTIFIED PUBLIC ACCOUNTANTS

**BAY.ORG**

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

Compensated Absences

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

Deferred Income

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

Donated Goods and Services

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

During the year bay.org received gifts-in-kind valued at \$38,895 by management for the support of it's programs. These gifts-in-kind were recorded as public support and program expenses in the accompanying financial statements.

The Organization received donated food and beverages, entertainment and event materials, and equipment valued by Management at \$21,802 in connection with an annual special event. These items were recognized as special events revenue and special event expenses in the accompanying financial statements.

Use of Estimates

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

BAY.ORG

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

Income Tax Status

The Organization qualifies as tax exempt organization under Section 501(c)(3) of the Internal Revenue Code and is therefore generally exempt from income taxes. Income taxes are payable, however, on revenue from sources unrelated to its tax exempt purpose. There was no such revenue during the year. The Organization's policy is to record interest and penalties as income taxes. For the year ended December 31, 2018 there were no such amounts incurred or recorded in the financial statements. In addition, the Organization has not taken an unsubstantiated tax position that would require provision of a liability under ASC 740, "Income Taxes." The Organization's informational returns are subject to examination by federal and state taxing authorities.

Expense allocation by Function

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

The expenses were allocated on the following basis:

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

## BAY.ORG

## NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

## 2. CASH

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

Interest-bearing accounts	\$ 610,609
Non-interest-bearing accounts	424,335
Cash on hand	<u>33,460</u>
	1,068,404
Less restricted cash	<u>603,744</u>
	<u>\$ 464,660</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. LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

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

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

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

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

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CERTIFIED PUBLIC ACCOUNTANTS

BAY.ORG

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

4. PROPERTY AND EQUIPMENT

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

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

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

5. COMMITMENTS AND CONTINGENCIES

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

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

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

The current term of these leases expires in March 2024. The Organization has the option to renew the leases for various periods through December 2028, and the leases may be subject to further renewals.

The Organization leased office space from the Port of San Francisco at Pier 35. The lease provided for monthly base rental charge of \$8,241. This lease ended in June 2018 and the Organization moved out of this space.

The Organization leased storage space from the Port of San Francisco at Pier 26. The lease provides for monthly base rental charge of \$1,909. This lease ended in January 2019, and the Organization moved out of this space.

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CERTIFIED PUBLIC ACCOUNTANTS

BAY.ORG

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

5. COMMITMENTS AND CONTINGENCIES - Continued

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

The Organization rents office space on a month-to month basis under a sublease agreement with Alliant International University. As of December 2018 the monthly rent was \$33,000. This agreement is expected to expire in October 2019.

Total rent expense for the year ended December 31, 2018 was \$980,149. The following is a schedule of future minimum lease payments for the succeeding five years under operating leases with initial or remaining lease terms in excess of one year:

<u>Year Ending</u> <u>December 31,</u>	<u>Amount</u>
2019	\$401,909
2020	400,000
2021	400,000
2022	400,000
2023	400,000

6. NOTES PAYABLE

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

Under the terms of the agreement with the Bank, the Organization is required to make annual payments to a custodial bank through 2025 which will be used to retire the bonds, as well as maintain required segregated cash reserves and other specified levels of current and total net assets. During the period the bonds are outstanding the Organization also pays interest at a variable rate and other loan fees to the custodial bank which administers the loan on behalf of the Bank.

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CERTIFIED PUBLIC ACCOUNTANTS

BAY.ORG

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

6. NOTES PAYABLE - Continued

The Organization also has a letter of credit arrangement with another bank in an amount equal to the amount outstanding under the agreement with the Bank. Under this letter of credit agreement, the Bank would be able to draw on this letter of credit arrangement to satisfy the total amount outstanding under the note should the Organization not make timely payments on the note. This letter of credit arrangement also requires that the Organization maintain segregated cash reserves and other specified levels of current and total net assets. This letter of credit arrangement expires in June 2020.

During the year ended December 31, 2018, the Organization paid \$138,000 in interest and fees under the terms of the note and the arrangements with the custodial bank and the bank with which it has the letter of credit arrangement.

The note is secured by the leasehold interests and other assets of the Organization.

During 2013 the Organization borrowed \$124,660 to finance an elevator modernization on its premises. The loan was repayable in monthly installments of \$2,454 including interest at 6.75%. The note was secured by the leasehold improvements and was repaid in full during 2018.

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

2019	\$ 520,000
2020	545,000
2021	575,000
2022	605,000
2023	635,000
Thereafter	<u>1,370,000</u>
	<u>\$4,250,000</u>

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

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CERTIFIED PUBLIC ACCOUNTANTS



**BAY.ORG**

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

7. NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions at December 31, 2018 were comprised of grants and pledges which had not been received by year end and grants which had been received but had one or more restrictions which were unsatisfied at year end. These amounts are summarized as follows:

Grants received but which included restrictions not fulfilled	\$136,258
Grants and pledges not received	<u>18,800</u>
	<u>\$155,058</u>

8. PENSION PLANS

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

9. CONCENTRATIONS OF CREDIT RISK

The Organization maintains cash balances at financial institutions which are insured by the Federal Deposit Insurance Corporation. At December 31, 2018 the Organization had uninsured deposits with banks totaling approximately \$608,000 which included deposits against which there were outstanding checks.

At December 31, 2018 the Organization had marketable securities listed on national exchanges valued at \$39,543 subject to market fluctuation.

10. UNCERTAINTY REGARDING THE ORGANIZATION AS A GOING CONCERN

As of June 30, 2018 the Organization became in breach of certain covenants made as part of an agreement with the bank which issued a letter of credit guaranteeing the Organization's borrowings under a bank loan, which as of that date had outstanding borrowings of \$4,250,000. It has remained in breach of those covenants since that date. The covenants require that the Organization's modified revenues as defined in the agreement remain at a specified level in relation to the payments due to the bank during the following year; and that the Organization maintain a specified level of current assets in relation to its current liabilities, as both amounts are defined in the agreement.

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CERTIFIED PUBLIC ACCOUNTANTS

BAY.ORG

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2018

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

Under the terms of the letter of credit agreement, as of the end of any calendar quarter during which the Organization is in the breach of any of the covenants, the bank may require that all amounts outstanding under the bank loan be immediately due and payable in full to the bank which had issued the letter of credit, so that it can pay in full the amounts outstanding under the bank loan. The bank has formally waived this right with regard to the breach of these covenants for each of the quarters ended through June 30, 2019.

Management believes that the decrease in revenues and cash flows was partially attributable to a general decline in tourism in San Francisco, which was partially attributable to poor weather and local wildfires, which resulted in poor air quality throughout the Bay Area; and also from additional matters which resulted in a substantial decrease in its public support. Management has adopted plans to attempt to increase its revenues from ticket sales, programs, contracts, and projects; it has also increased its efforts to acquire additional public support in the form of grants, sponsorship and additional contributions.

However, if the Organization remains in breach of the terms of the letter of credit agreement, and the bank does not continue each quarter to waive its rights under the agreement to require immediate payment of all amounts due under the bank loan, then the Organization will not be able to continue as a going concern.

11. SUBSEQUENT EVENTS

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









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23 YEARS of **BAY**  
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## **Former President of Kiribati, Anote Tong, Keynotes CEO Summit atop Salesforce Tower: Urges Climate Action**

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

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