

File No. 260360

Committee Item No. 2

Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Budget and Finance Committee Date May 6, 2026

Board of Supervisors Meeting Date _____

Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget and Legislative Analyst Report
- Youth Commission Report
- Introduction Form
- Department/Agency Cover Letter and/or Report
- MOU
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- Application
- Public Correspondence

OTHER (Use back side if additional space is needed)

- REC Presentation 5/6/2026
- SFZS Presentation 5/6/2026
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Completed by: Brent Jalipa Date April 30, 2026

Completed by: Brent Jalipa Date _____

1 [De-appropriation and Appropriation - Recreation and Park - San Francisco Zoological
2 Society Loan - \$2,500,000 - FY2025-2026]

3

3 **Ordinance de-appropriating \$2,500,000 of Open Space Acquisition funding and**
4 **appropriating \$2,500,000 in the Recreation and Park Department for a loan to the**
5 **San Francisco Zoological Society in Fiscal Year (FY) 2025-2026.**

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7

Note: Additions are *single-underline italics Times New Roman*;
8 deletions are ~~*strikethrough italics Times New Roman*~~.
9 Board amendment additions are double underlined.
Board amendment deletions are ~~strikethrough normal~~.

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Be it ordained by the People of the City and County of San Francisco:

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Section 1. The uses of funding outlined below are herein de-appropriated to
14 reflect the projected sources of funding for FY2025-2026.

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16 **USES De-Appropriation**

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1	Fund /	Project & Activity /	Account	Description	Amount
2	Department ID	Authority			
3	13360 - SR Open	10013093 - RP Open	567000 -	Open Space	(\$2,500,000)
4	Space-Continuing /	Space Acquisition	Bldgs,Struct&Imprv	Acquisition	
5	262676 - REC Capital	0001 - Os Acquisition-	Proj-Budget	Fund	
6	Projects	Budget / 14614 - RP			
7		OS ACQ Acquisition			
8		Reserve			
9					
10	Total USES De-Appropriation				(\$2,500,000)

12 Section 2. The uses of funding outlined below are herein appropriated to reflect
13 the projected uses of funding in FY2025-2026.

15 **USES APPROPRIATION**

17	Fund /	Project & Activity /	Account	Description	Amount
18	Department ID	Authority			
19	13370 – SR Open	10024377 – RP Zoo	539200 –	Zoo Loan	\$2,500,000
20	Space&Park-Annual /	Operations Project 0002 –	Loans Issued		
21	232221 – REC Zoo	Zoo Loan / NEW – Zoo	By City		
22		Loan			
23	Total USES Appropriation				\$2,500,000

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25

1 Section 3. The Controller is authorized to record transfers between funds and
2 adjust the accounting treatment of sources and uses appropriated in this ordinance as
3 necessary to conform with Generally Accepted Accounting Principles and other laws.
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6 APPROVED AS TO FORM:
7 DAVID CHIU, City Attorney

FUNDS AVAILABLE:
GREG WAGNER, Controller

8
9 By: /s/ Bradley Russi
10 BRADLEY RUSSI
Deputy City Attorney

By: /s/ Greg Wagner
GREG WAGNER
Controller

<p>Items 2 & 3 Files 26-0360 and 26-0393</p>	<p>Department: Recreation and Park Department (RPD)</p>
<p>EXECUTIVE SUMMARY</p>	
<p style="text-align: center;">Legislative Objectives</p> <ul style="list-style-type: none"> • The proposed resolution in File 26-0393 would authorize the Recreation and Park Department (RPD) General Manager to execute a ten-year agreement to loan the San Francisco Zoological Society (SFZS), the nonprofit organization that manages the San Francisco Zoo, \$6.5 million, with an additional \$2 million in reserve, for a total loan of up to \$8.5 million. • The proposed ordinance in File 26-0360 would de-appropriate \$2.5 million from the Open Space Acquisition Reserve and appropriate this funding to the Park, Recreation and Open Space Fund to be used for the initial loan disbursement to SFZS in FY 2025-26. <p style="text-align: center;">Key Points</p> <ul style="list-style-type: none"> • SFZS is projecting a two-year net operating cash deficit of \$11.89 million between January 2026 and December 2027. As of June 2025, the Zoo had \$9.2 million in net assets without donor restrictions and that figure is lower as of this writing due to an ongoing draw on that balance. Beginning in calendar year 2028, SFZS is projecting a net operating cash surplus due primarily to the anticipated arrival of two giant pandas and corresponding revenue increases. To cover its projected operating cash deficit between January 2026 and December 2027, SFZS has requested a loan from the City. • The formal loan agreement has not been drafted. According to the draft loan term sheet, the loan is expected to be executed in FY 2025-26 with an initial disbursement of \$2.5 million. The remaining loan amounts will be disbursed in FY 2026-27 as SFZS meets various milestones, including completion of a financial sustainability plan and strategic plan. <p style="text-align: center;">Fiscal Impact</p> <ul style="list-style-type: none"> • RPD anticipates the loan will be entirely General Fund supported and that the Mayor’s proposed FY 2026-28 budget will include (1) a \$2.5 million General Fund transfer to restore the funding proposed be de-appropriated from the Open Space Acquisition Reserve; and (2) General Fund support for the remaining \$6 million of loan disbursements. <p style="text-align: center;">Policy Consideration</p> <ul style="list-style-type: none"> • The proposed resolution in File 26-0393 would authorize a loan agreement that has not yet been drafted, without an opportunity for the Board of Supervisors to review. • No collateral secures the loan. SFZS’s ability to repay the loan will be compromised if it is not able to execute the plan to bring pandas to the Zoo, if the plan is substantially delayed, or if its actual resulting revenues are not sufficient to generate an operating cash surplus. <p style="text-align: center;">Recommendations</p> <ul style="list-style-type: none"> • Approval of the proposed resolution and proposed ordinance are policy matters for the Board of Supervisors. 	

MANDATE STATEMENT

City Charter Section 9.118(b) states that any contract entered into by a department, board or commission that (1) has a term of more than ten years, (2) requires expenditures of \$10 million or more, or (3) any modification of such contracts of more than \$500,000 is subject to Board of Supervisors approval.

Charter Section 9.105 states that amendments to the Annual Appropriation Ordinance are subject to Board of Supervisors approval by ordinance, after the Controller certifies the availability of funds.

BACKGROUND

The San Francisco Zoological Society (SFZS), a nonprofit, has managed and operated the San Francisco Zoo since 1993 under a Lease and Management Agreement between SFZS and the City, acting through the Recreation and Park Commission. The City leases the Zoo premises, including all permanent structures, facilities, and animals, to SFZS for a term not to exceed 99 years. Under the terms of the agreement, SFZS is responsible for Zoo operations and management, all required permits and accreditations, and maintaining the Zoo in a clean, safe, and attractive condition. In exchange for these services, the City pays SFZS a management fee of \$4 million annually, disbursed in monthly installments. The City remains the owner of Zoo land, improvements, and animals.

The agreement is automatically extended every five years. The City and SFZS have never renewed or amended the 1993 agreement in any way, and the \$4 million management fee has not increased since it was established in 1993.

The Recreation and Park Commission is the City’s representative party in the agreement and is responsible for reviewing and approving certain Zoo matters such as admission fee increases, SFZS’s annual budgets, and major capital improvements to the Zoo. The Joint Zoo Committee, an advisory subcommittee of the Recreation and Park Commission made up of three Commission members, three members of the SFZS Board of Directors, and one to two animal welfare advisors, reviews Zoo matters, receives public comment, and elevates issues and actionable items to the Recreation and Park Commission.

Through a motion (M24-125) passed on December 10, 2024, the Board of Supervisors directed the Budget and Legislative Analyst’s Office to conduct a comprehensive performance and management audit of the San Francisco Zoo based on a recommendation made in an October 10, 2024 report by the Joint Zoo Committee animal welfare advisors. The audit report was released on May 1, 2026 and contains 11 findings related to SFZS’s financial condition, strategic and capital planning, the Lease and Management Agreement, Zoo facilities condition and maintenance, contracting and procurement, SFZS Board of Directors oversight, worker safety, workplace culture, fiscal management and internal controls, animal care and welfare, and organizational impact and guest experience.

Plans to Bring Giant Pandas to the Zoo

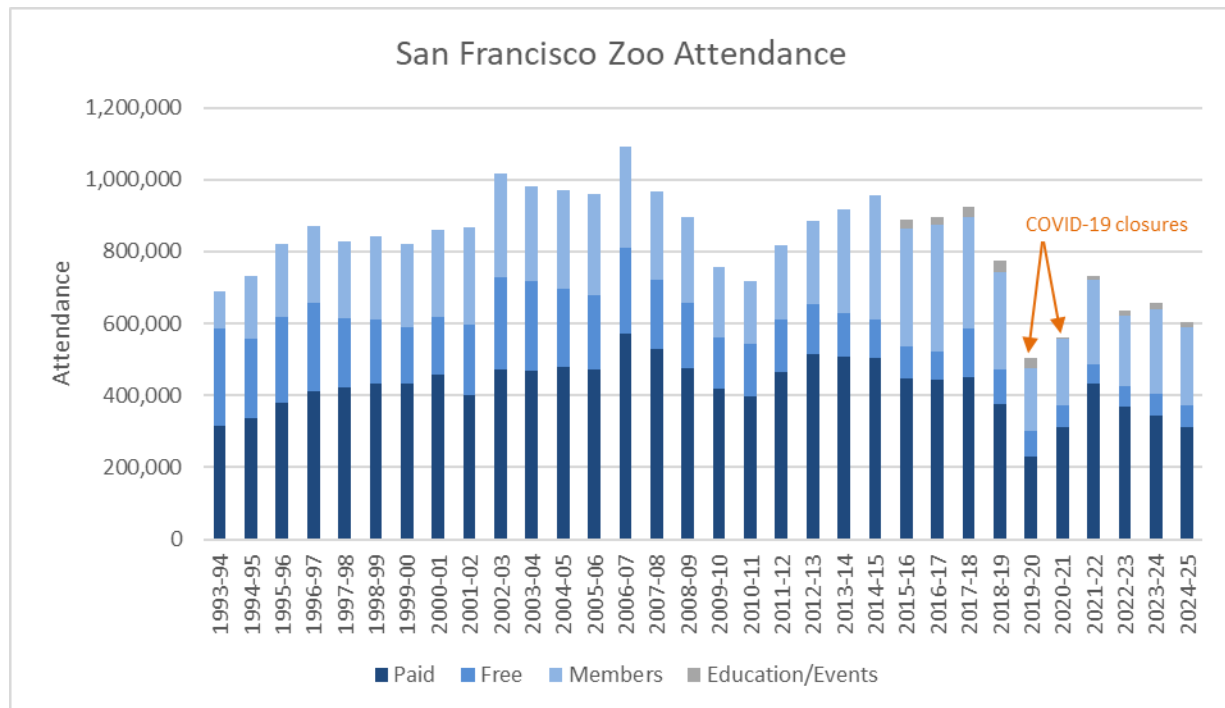
SFZS is currently working to bring giant pandas to the Zoo. According to Cassandra Costello, SFZS Chief Executive Officer, the technical agreement with China has not yet been executed. If the panda project is successful, two pandas would be loaned to SFZS for a 10-year period. SFZS is currently projecting the pandas will be on exhibit by the first quarter of calendar year 2028.

SFZS Financial Condition and Attendance Decreases

SFZS has operated with a structural deficit in its general unrestricted fund since at least FY 2018-19. Between FY 2018-19 and FY 2024-25, SFZS’s total operating revenues decreased from \$22.3 million to \$19.8 million, by \$2.4 million or 11 percent, while operating expenditures increased from \$24.5 million to \$27.8 million, by \$3.3 million or 14 percent. SFZS’s operating deficit grew by \$5.8 million, from \$2.2 million to \$8.0 million, during this period. To cover its annual operating deficits, SFZS has relied on non-operating revenue sources, many of which are highly variable and one-time, such as federal COVID-19 relief and estate bequests, and has also drawn on its investment reserves.

The primary cause of SFZS’s growing structural deficit is decreasing attendance. Attendance-driven revenue, including admissions, retail commissions, retail sales, and parking, accounts for roughly half of SFZS’s total operating revenue. Exhibit 1 below shows total Zoo attendance between FY 1993-94, when SFZS assumed responsibility for the management and operations of the Zoo, and FY 2024-25.

Exhibit 1: San Francisco Zoo Historical Attendance



Source: SFZS

According to an April 23, 2026 financial forecast prepared by SFZS, SFZS is projecting a two-year net operating cash deficit of \$11.89 million between January 2026 and December 2027. As of June 2025, the Zoo had \$9.2 million in net assets without donor restrictions and that figure is lower as of this writing due to an ongoing draw on that balance. Beginning in calendar year 2028, SFZS is projecting a net operating cash surplus due primarily to the panda exhibit and anticipated higher attendance, with corresponding increases in revenue from admissions, retail, camps, memberships, and contributions. To cover its projected operating cash deficit between January 2026 and December 2027, SFZS has requested a loan from the City. The *Performance and Management Audit of the San Francisco Zoo* recommends that the Budget and Appropriations Committee consider increasing City support to SFZS on a one-time basis in FY 2026-27 and FY 2027-28, conditional upon SFZS's demonstrated good-faith efforts to implement the recommendations in the audit report.

DETAILS OF PROPOSED LEGISLATION

File 26-0393 is a proposed resolution that would authorize the General Manager of the Recreation and Park Department (RPD) to (1) execute a loan agreement with SFZS for \$6.5 million, with an additional \$2 million in reserve, for a total loan of up to \$8.5 million and (2) enter into additions, amendments, or modifications to the loan agreement that the General Manager determines, at their discretion, are necessary, in the best interest of the City, and do not materially affect the City's obligations, payments, or benefits. The loan agreement must be "substantially similar" to the term sheet included in the legislative file for this item.

The proposed resolution states that the Board of Supervisors finds it appropriate and in the public interest for the City to loan funds to SFZS.

File 26-0360 is a proposed ordinance that would de-appropriate \$2.5 million from the Open Space Acquisition Reserve and appropriate this funding to the Park, Recreation and Open Space Fund for the portion of the loan payment to be made to SFZS in FY 2025-26.

Loan Terms

The proposed resolution summarizes key loan terms and conditions and states that the terms of the loan will be in accordance with a draft loan term sheet negotiated by RPD and SFZS. These terms and conditions (from both the proposed resolution and the draft loan term sheet) are summarized in Exhibit 2 below. According to RPD staff, the formal loan agreement has not yet been drafted.

Exhibit 2: Loan Terms and Conditions

Terms and Conditions	
SFZS Requirements	<ul style="list-style-type: none"> • Engage a specialized zoo strategic and financial planning consultant • Engage in a long-term visioning process with the City and other partners • Produce the following: <ul style="list-style-type: none"> ○ Financial sustainability plan, including a loan repayment strategy ○ Five-year strategic plan ○ Quarterly reports on basic outputs (attendance, efficiencies, new members, fundraising), progress on financial sustainability plan, and progress on panda project • Make immediate expense reductions of a minimum of 10 percent • Not take on new liabilities or animals, except for pandas, that require habitat or staffing investments unless a dedicated outside funding source is secured* • Improve the capacity of the SFZS Board of Directors to support the Zoo: <ul style="list-style-type: none"> ○ Adequately staff the finance committee ○ Add a Board member with substantial financial management experience ○ Double the Board’s annual contribution goal each year and eventually reach a goal of 10 percent of SFZS’s annual operating budget • Achieve Association of Zoos and Aquariums (AZA) accreditation** • Address concerns identified in the <i>BLA Performance and Management Audit of the San Francisco Zoo</i> • Meet specific milestones tied to release of loan funds (see Exhibit 3 below)
Total Loan Amount	\$6.5 million, disbursed according to specific milestones (see Exhibit 3 below), with an additional \$2 million in reserve. The \$2 million in reserve may be loaned to SFZS after a successful AZA accreditation review in 2027 if the City determines that SFZS has made sufficient progress towards financial sustainability and its long-term goals.
Loan Source	General Fund or debt financing at the City’s discretion, according to the draft loan term sheet. The proposed resolution indicates the source of funds is General Fund.
Interest Rate	<ul style="list-style-type: none"> • If General Fund: City’s pooled investment rate (currently 3.7 percent) • If debt financing: rate will match the City’s debt issuance and financing costs (estimated 6.5 percent)
Repayment Period	10 years.
Repayment	Beginning in the first quarter of 2028, the City will decrease the management fee paid to SFZS by approx. \$1.02 million annually to cover the loan repayment.
Failure to Meet Milestones	The City may (1) terminate the loan, and/or (2) terminate the Lease and Management Agreement between SFZS and the City.

Source: File 26-0393; draft loan term sheet.

*Requirement applies until SFZS is deemed financially sustainable by the Controller.

**The San Francisco Zoo is currently AZA accredited. Its next upcoming accreditation visit will occur in spring 2027.

According to the loan term sheet, funds will be released when SFZS reaches the milestones shown in Exhibit 3 below. Prior to the start of the loan, SFZS must provide its current plans for increasing attendance and fundraising and a loan repayment plan. One year after the start of the loan, SFZS must provide its final financial sustainability plan and five-year strategic plan.

Exhibit 3: Loan Milestones

Timeline	Fiscal Year	Funds Released	Milestone Actions
Prior to loan start	2025-26	\$0	<ul style="list-style-type: none"> • Current plans for attendance and fundraising growth, expenditure reductions • Loan repayment plan
Loan start	2025-26	\$2.5 million	<ul style="list-style-type: none"> • Begin visioning process with City
Loan start + 3 months	2026-27	\$0	<ul style="list-style-type: none"> • Hire consultant • First-quarter data
Loan start + 6 months	2026-27	\$1.4 million	<ul style="list-style-type: none"> • Draft financial sustainability plan and draft strategic plan submitted to RPD and Controller’s Office
Loan start + 9 months	2026-27	\$1.3 million	<ul style="list-style-type: none"> • Second-quarter data
By March 2027	2026-27	\$0	<ul style="list-style-type: none"> • Third-quarter data • Achieve AZA accreditation
Loan start + 12 months	2026-27	\$1.3 million	<ul style="list-style-type: none"> • Final financial sustainability plan and strategic plan submitted to Joint Zoo Committee • Fourth quarter data
If needed	2027-28 (anticipated)	\$2 million in reserve	<ul style="list-style-type: none"> • \$2 million in reserve may be released if City determines sufficient progress has been made towards financial sustainability and long-term goals
As established in audit or with the City	varies	\$0	<ul style="list-style-type: none"> • Address audit concerns and recommendations

Source: Draft loan term sheet.

FISCAL IMPACT

As shown in Exhibit 2 above, the loan term document states that the City may use either debt financing or General Fund support to pay for the loan. However, according to Antonio Guerra, RPD Director of Administration of Finance, RPD anticipates the loan will be entirely General Fund supported:

- The proposed ordinance (File 26-0360) would de-appropriate \$2.5 million from the Open Space Acquisition Reserve and appropriate this funding to the Park, Recreation and Open Space Fund in FY 2025-26. This \$2.5 million would be used for the initial loan disbursement, anticipated to occur in FY 2025-26, that coincides with the beginning of the loan. According to Director Guerra, RPD anticipates that a \$2.5 million General Fund transfer to restore the funding to the Open Space Acquisition Reserve will be included in the Mayor’s proposed FY 2026-28 budget, subject to Board of Supervisors approval.

- RPD anticipates that General Fund support for the remainder of the loan disbursements (\$6 million, inclusive of the \$2 million reserve) will be included in the Mayor’s proposed FY 2026-28 budget, subject to Board of Supervisors approval.

According to Director Guerra, while RPD considered the use of certificates of participation to fund the loan payments, this scenario was determined to be more costly to SFZS. The use of certificates of participation would have resulted in a higher interest rate and transaction costs to SFZS.

Planned Uses of the Open Space Acquisition Reserve

Charter Section 16.107 establishes the Park, Recreation and Open Space Fund, which is administered by RPD to provide park and recreational services and facilities. The City is required, though a voter-approved spending requirement, to deposit an annual property tax set-aside amount into the fund. According to Charter Section 16.107(g)(3), five percent of monies deposited into the fund annually are to be dedicated to the acquisition of real property, and any unspent or uncommitted amounts are carried forward to the following fiscal year.

According to RPD staff, the Open Space Acquisition Reserve fund balance is currently \$14 million. According to Director Guerra, given the large available appropriation in the fund, RPD operations would not be affected by the proposed \$2.5 million de-appropriation. Other future planned uses for the Open Space Acquisition Reserve include a potential acquisition in the Tenderloin, an upcoming acquisition of a PG&E parcel at India Basin, and future acquisition of open space at the Schlage Lock redevelopment site.

POLICY CONSIDERATION

Absence of Loan Agreement

The proposed resolution in File 26-0393 would authorize the RPD General Manager to execute a loan agreement without an opportunity for the Board of Supervisors to review. According to RPD staff, the City Attorney’s Office is currently drafting the agreement, but it has not been finalized. While the proposed resolution states that the terms of the loan would be “substantially similar” to the loan term sheet, the loan agreement itself has not been made available to the Board of Supervisors or Budget and Legislative Analyst.

Panda Scenario Uncertainty

As discussed earlier in this report, SFZS is projecting a net operating cash surplus beginning in 2028 due to higher attendance resulting from the panda exhibit and corresponding increases in revenue from admissions, retail, camps, memberships, and contributions. SFZS’s projected surplus would allow it to repay the loan via monthly decreases in the management fee paid by the City. However, SFZS’s ability to repay the loan will be compromised if it fails to execute the panda agreement with China, if the exhibit is substantially delayed, or if actual attendance levels, memberships, and contributions are not sufficient to generate an operating cash surplus. If SFZS does not achieve financial stability by 2028, when the loan repayment period begins, the reduction in the monthly management fee paid by the City could cause further financial distress.

to SFZS and could compromise its ability to operate the Zoo and to repay the full amount of the loan.

According to RPD staff, no collateral secures the loan.

Lease and Management Agreement and Role of Joint Zoo Committee

The Budget and Legislative Analyst's *Performance and Management Audit of the San Francisco Zoo* contain recommendations designed to improve the operations, accountability, and long-term financial sustainability of SFZS and the Zoo overall. SFZS management has agreed with all the audit recommendations directed to SFZS, and execution of these recommendations is included as a requirement in the draft loan term sheet. However, the audit report also directs several recommendations to the Recreation and Park Department, including a recommendation that the RPD General Manager initiate negotiations for a new Lease and Management Agreement because the current agreement has become outdated and ineffective. In their response to this recommendation, the RPD Interim General Manager responded that although they agree that any agreement between SFZS and the City would need stronger enforcement mechanisms and updated roles and responsibilities, RPD disagrees that a new Lease and Management Agreement is immediately necessary, as the draft loan agreement between the City and SFZS will require SFZS to meet more robust performance benchmarks and reporting requirements and require City approval of certain plans that did not previously require approval.

The audit report also recommends the RPD General Manager dissolve the Joint Zoo Committee upon the execution of a new Lease and Management Agreement and establish a more direct working relationship between the Recreation and Park Commission and SFZS. The RPD Interim General Manager agrees with this recommendation. If this recommendation is implemented, the loan term that requires SFZS to present its final financial sustainability plan and strategic plan to the Joint Zoo Committee should be revised to replace Joint Zoo Committee with the Recreation and Park Commission.

Costs of Inaction

The April 7, 2026 BLA report *Projected Fiscal Impact from Cessation of San Francisco Zoological Society Operations* estimated that if SFZS is no longer able to operate the Zoo and the City must assume responsibility for Zoo animals and grounds, the three-year cost to the City could total between \$42.5 and \$64.9 million, with ongoing annual costs thereafter.

RECOMMENDATIONS

Approval of the proposed resolution and proposed ordinance are policy matters for the Board of Supervisors.

Recreation and Park Department

San Francisco Zoological Society Loan Agreement, De-appropriation and Appropriation

Budget and Finance Committee, May 6, 2026



Inspire, Connect, Play!

Background: RPD–SFZS Operating Model

- City (RPD) owns SF Zoo (grounds, facilities, animals)
- Operations managed by the San Francisco Zoological Society (SFZS) under the 1993 Lease & Management Agreement
- RPD pays SFZS \$4M annual management fee
- SFZS manages Zoo operations
- Recreation and Park Commission reviews and approves certain Zoo matters (admission fees, budget, animal transactions)



Financial Challenges & Immediate Need

- Declining attendance since covid led to operational deficits
- SFZS faces operating-budget pressure requiring immediate cash support
- SFZS anticipates significant attendance and revenue increases in 2027 with the arrival of Giant Pandas



Loan Terms & Conditions

Loan Agreement:

- Up to \$8.5M total
- 4 payments in 2026-2027 totaling \$6.5M
- \$2M reserve

De-appropriation and Appropriation

- \$2.5M to facilitate first loan payment
- De-appropriation from Open Space Acquisition Fund and appropriation to the Park, Recreation and Open Space Fund



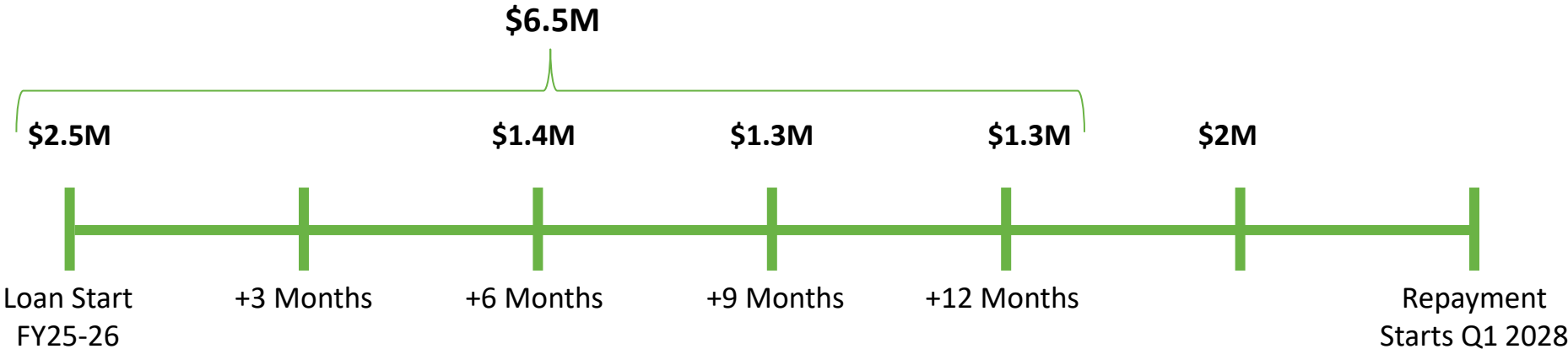
Loan Terms & Conditions

Loan disbursements: tied to specific conditions and milestones, including:

- Financial sustainability plan & aligned 5-year strategic plan
- Immediate expense reduction by minimum 10%
- No new financial liabilities/animals (Giant Panda exception)
- SFZS Board changes
- Quarterly reporting (attendance, cost reductions, membership, fundraising, long-term solvency progress, Giant Panda progress)

Repayment:

Starting in Q1 of 2028 and over 10 years, via management fee reductions



Requested Board Actions

- Approve Resolution:
Authorize RPD to enter into \$8.5M loan agreement with SFZS
- Approve Ordinance:
Allow budget action required for near-term cash infusion





THANK YOU

**SAN FRANCISCO
RECREATION
& PARKS**



SF Zoo Presentation for BOS Budget & Finance Committee

May 6, 2026

San Francisco Zoological Society

Connect, Care, Conserve

History of San Francisco Zoo & Gardens

- Established in 1929, the San Francisco Zoo & Gardens is a 100-acre park.
- SF Zoo is home to nearly 1,500 exotic, endangered and rescued animals representing more than 225 species, and seven distinct gardens full of native and unusual plants.
- SFZS is comprised of 30 Board Members and 50+ Emeritus Board Members. There are approximately 180 full-time employees and ~100 docents.



Who We Are

- We are an education and conservation organization serving the San Francisco and beyond.
- Our mission is to connect all people with wildlife, inspire caring for nature and advance conservation action.
- We are proud to serve our community and we have a talented team of experts who care for our animals, visitors, gardens and habitats each day.



Access Programs

- **San Francisco Resident Free Admission** - the First Wednesday of the Month
- The **Museums for all Program** allows guest to purchase up to 4 tickets for only \$5 each just by showing their SNAP EBT card and matching ID. Since this January, 12,166 adults and 4,800 children have come to the Zoo under the program.
- The **Discover & Go program** allows guests to check out free Zoo passes from their local library. Since August of 2025 2,578 adults and 1,373 children have enjoyed the program.
- **SFUSD Schools** also get free field trips during the School Year. And Rec & Park is also given free access for their group and summer programs.
- **Non-SFUSD Schools** receive a discount for field trip admission.
- **Discounted** admission fees for SF residents and seniors.
- **Membership** 14,200 members, 46% SF households



2026 Discount Promotions

- **January – Kids Free All Month**
 - Resulted in highest January attendance on record (~63,000)
 - Admission revenue exceeded prior year by 62.5%
- **February Presidents Day Promotion and Free Student Admission**
 - Students allowed free entry during teacher's strike
- **March – Student BOGO Month**
 - Attendance exceeded prior year by 31%
- **May – Mother's Day Weekend Promotion**
 - All Admission only \$5
- **June – Kids Free on Weekdays**
 - Expecting weekend attendance levels during weekdays



Volunteer & Education Programs



Youth Jobs & Volunteers

Jobs:

The Zoo has partnered with:

- JCYC (Japanese Community Youth Council)
 - SFYouthworks
 - Enterprise for Youth
- In collaboration with these organizations the Zoo has hosted over 30 paid interns over the past three years.

Volunteers:

- Every year the Zoo averages about **60 – 70 teen volunteers** for our Leadership Fellows program.
- The Zoo is celebrating our 50th anniversary of the Nature Trail Volunteer program, which works with youth ages 12-14 to provide education to the public about a particular animal or conservation initiative.
- The Zoo also hosts volunteers and interns in other areas of the Zoo including Children's Zoo, Insect Zoo, Conservation and Wellness and the Animal Rescue and Conservation Center.



Education Programs

- Summer Camp Enrollment
 - Over 1000 registrants
 - \$500,000 in earned revenue
 - 56 scholarships awarded
- Little Learners Early Childhood Program
 - Resurrected from pre-COVID era
 - 300+ registrants
- Wild Nights Sleepover Program
 - Pilot program launched in April with 50 attendees
 - Full reboot planned for Aug 2026



Educational Programs

- Relaunched Winter & Fall Zoo Camps
- Bilingual Camps (Chinese & Spanish)
- Over 100 Docents & Adult Volunteers
- Community Outreach: tabling at street fairs, festivals, cultural celebrations, schools
- Conservation Lectures



Recent Special Events, Upcoming Exhibits and Promotions



Highlighted 2026 Special Events

- **February – Member Appreciation Month**
 - Special Public Programming (Keeper Chats)
 - Extended Morning Hours
 - Lunar New Year Celebration
- **March – Neurodiversity Celebration Week**
 - Early “Quiet Hours”
 - Rides set to “Quiet Mode”
 - Free resource kits and visit guides
 - Elevated “Sensory Alert” exhibit signage
- **April**
 - “Eggventure” Easter Community Egg Hunt & Education
 - Earth Day collaboration with 14 community organizations
 - Sustainability education and community training
- **May – Asian American & Pacific Islander Month**
 - K-POP Day – Celebrating cultural impacts through food, dance, and wildlife education (May 23)
- **June – Pride Month**
 - Zoo’s 97th Birthday Celebration – June 13 & 14
 - Pride Celebration – June 21
 - Pride Parade



Upcoming Special Exhibits

- “Dinos Rule!” Animatronic Exhibit (June 29 – September 12)
 - Attendance Projection: +52,978
- Winter Light Festival- “Zoolightful” (October 23 – January 3)
 - Attendance Projection: +124,000



Citywide Promotions

- Street Pole Banners
 - In permitting process
 - May 2026 launch (est.)



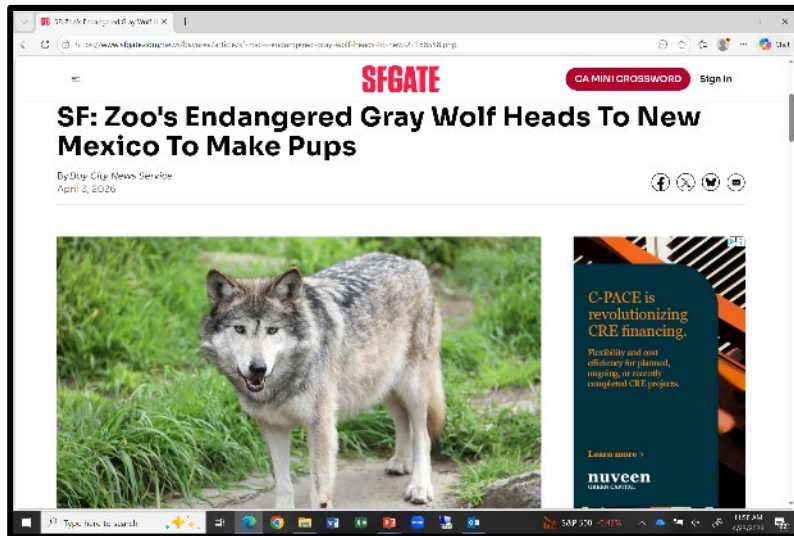
- MUNI PSA campaign
 - 1000 interior bus cards
 - 15 Princess Banners
 - May 2026 launch (est.)



Public Relations

Recent Press Coverage

- Neurodiversity Access Programs
- Mexican Gray Wolf Repopulation Efforts
- KRON4 “Exploring Animals” Monthly Segment



Social Media Presence

Incremental Growth of Followers and Engagement YOY

- 277.2% increase in interactions on Facebook (see graph below)
- Follower increase of 71,014 accounts across all platforms
- Two posts in 2026 have gone viral with over 1 million views each



SF Zoo Mobile App Update

- Language Translations: 60+ languages
- Wayfinding without Paper Maps
- Data Collected:
 - Heat Mapping provides details on visitor flow, areas of highest interest, and public programming popularity
 - Visitor satisfaction data – 92% positive
 - Visitor demographic data
 - Native Language
 - Country and City of Residency



Board Governance and Financials



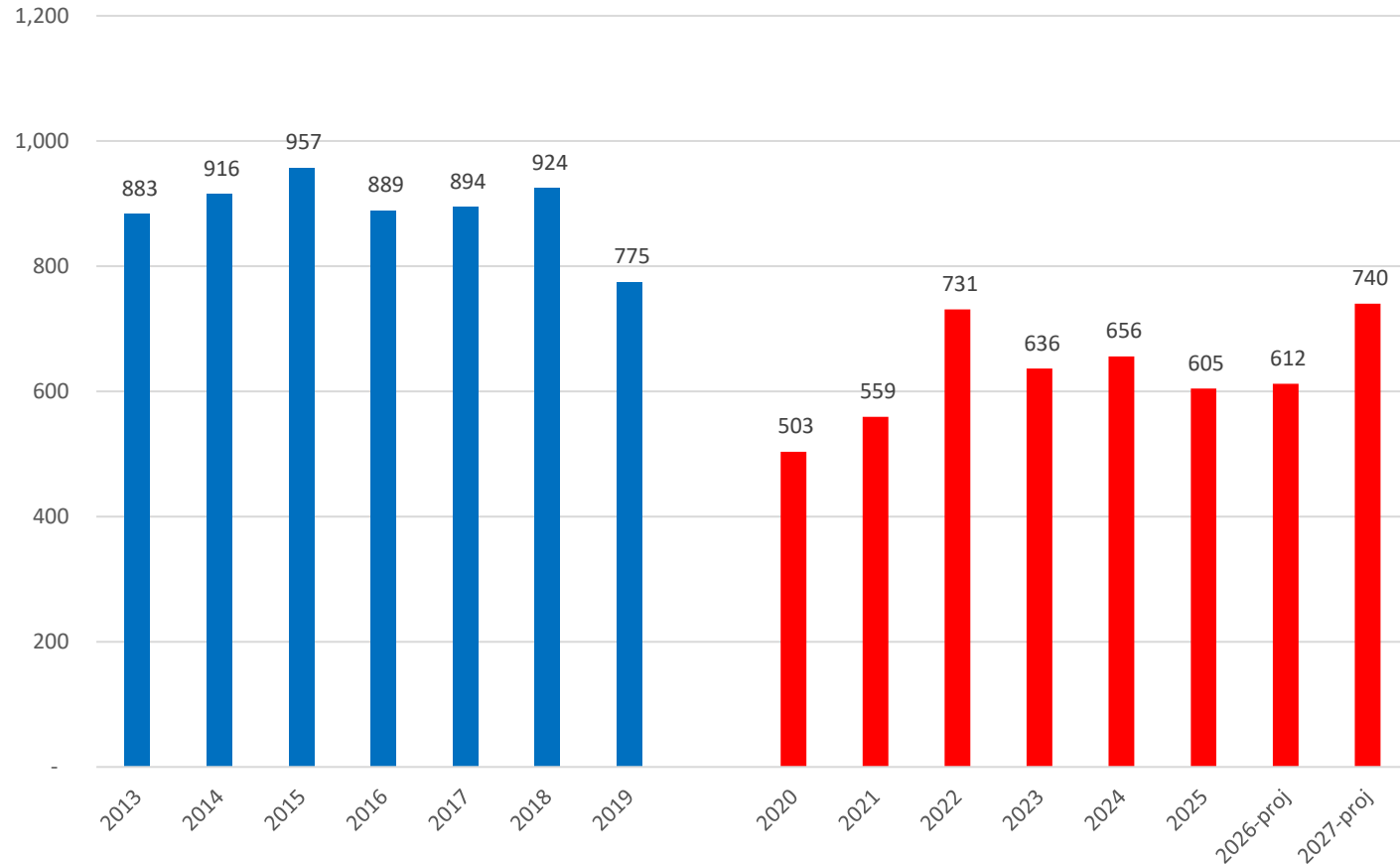
SFZS Board

- Continued growth of board membership and increased fundraising responsibility
- SFZS Board Retreat planned for 5/16-focus on strategic and business planning + governance



Historic, Current and Projected Attendance

San Francisco Zoo Attendance (thousands)



Significant Cost Increases FY 20/21 to FY 25/26

	<u>5-Year Increase</u>	
• Utilities	83%	\$960K
• Health Benefits	34%	\$920K
• Supplies	97%	\$340K
• Security	38%	\$270K
• Animal Food	40%	\$230K
• Insurance	47%	\$160K
• Workers Compensation	82%	\$150K
• <u>TOTAL SIGNIFICANT COST INCREASES</u>		<u>\$3.03M</u>

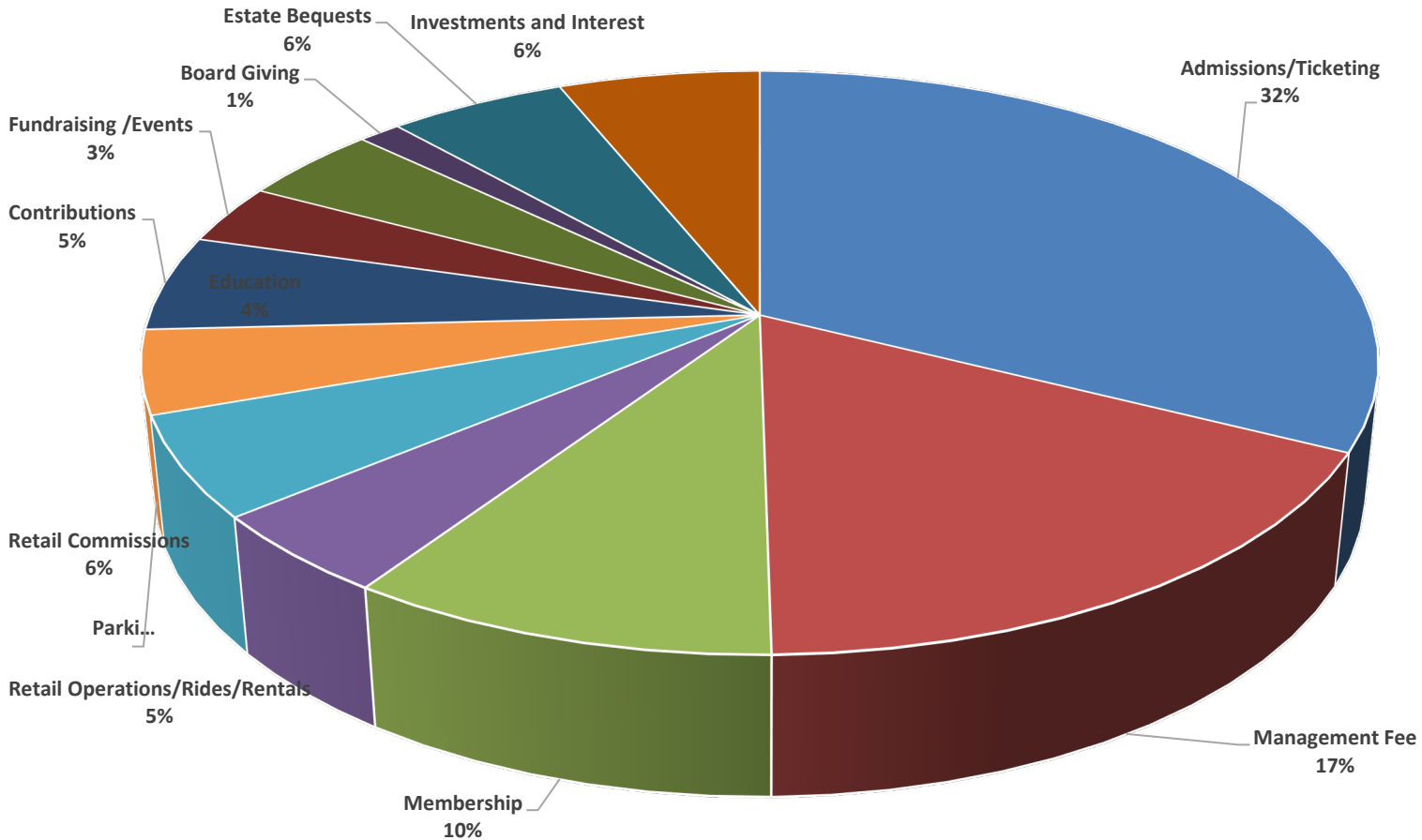
Note: These \$3.03M increases are 15% of ALL expenses in FY20/21

Zoo Revenues and Expenses October-24 to March-26 Excluding Investments, Bequests, and In-Kind



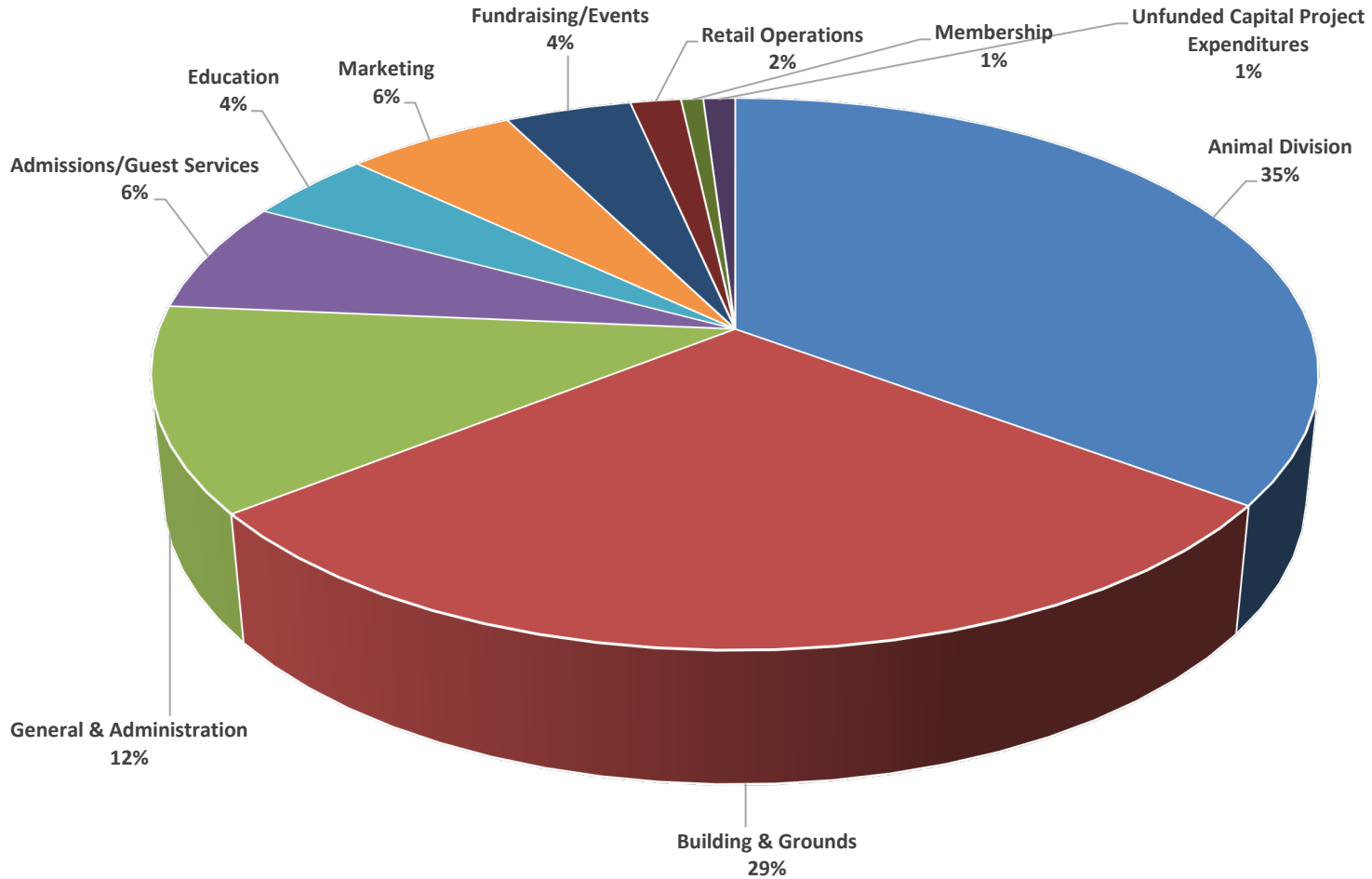
SAN FRANCISCO ZOO

PROJECTED REVENUES FISCAL YEAR 2025-2026 - \$23.1M



SAN FRANCISCO ZOO

PROJECTED EXPENSES FISCAL YEAR 2025-2026 - \$31.5M



Proposed Loan from the City to the San Francisco Zoological Society



Proposed Loan will allow SF Zoo to Continue Operations

- Continue operations without major damaging disruption
- Fundraising and sponsorships for future exhibits and events
- Capital Campaign
- Business, strategic and master plan work to set the stage for the future of SF Zoo and inspire investment
- Facilities Conditions Assessment
- AZA Accreditation, detailed application submission, inspection, and required maintenance work

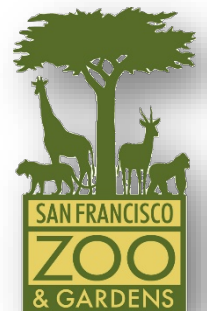


What is AZA Accreditation?

- Association of Zoos & Aquariums' accreditation is the gold standard for animal care, awarded only to top-tier institutions meeting rigorous performance-based standards for animal welfare, veterinary care, conservation and education.
- AZA accreditation is vitally important as it enables zoos to work cooperatively with other professionally-accredited AZA institutions, such as participating in Species Survival Plans (breeding programs), AZA SAFE (Saving Animals From Extinction), field conservation and scientific research.
- AZA renews accreditation every 5 years via an extensive written submission and a vigorous three-day on-site visit with expert AZA inspectors.
- SF Zoo has been continuously accredited since program started in 1979.
- Only 254 of the more than 9,000 USDA licensed animal facilities are accredited by AZA.



Thank you! Questions?



Introduction Form

(by a Member of the Board of Supervisors or the Mayor)



I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee (Ordinance, Resolution, Motion or Charter Amendment)
- 2. Request for next printed agenda (For Adoption Without Committee Reference)
(Routine, non-controversial and/or commendatory matters only)
- 3. Request for Hearing on a subject matter at Committee
- 4. Request for Letter beginning with "Supervisor inquires..."
- 5. City Attorney Request
- 6. Call File No. from Committee.
- 7. Budget and Legislative Analyst Request (attached written Motion)
- 8. Substitute Legislation File No.
- 9. Reactivate File No.
- 10. Topic submitted for Mayoral Appearance before the Board on

The proposed legislation should be forwarded to the following (please check all appropriate boxes):

- Small Business Commission Youth Commission Ethics Commission
- Planning Commission Building Inspection Commission Human Resources Department

General Plan Referral sent to the Planning Department (proposed legislation subject to Charter 4.105 & Admin 2A.53):

- Yes No

(Note: For Imperative Agenda items (a Resolution not on the printed agenda), use the Imperative Agenda Form.)

Sponsor(s):

Subject:

Long Title or text listed:

Signature of Sponsoring Supervisor: