

2024



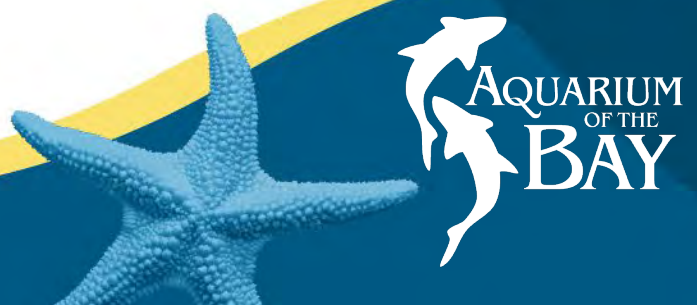
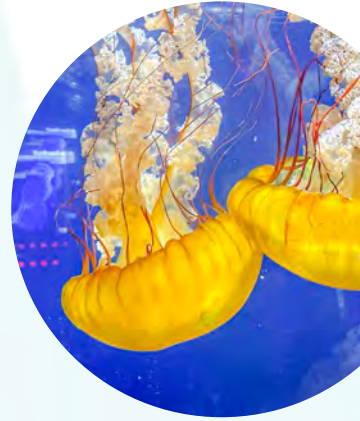
ANNUAL  
REPORT



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# INTRODUCTION

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2024 has been a challenging year, to say the least. With a number of big changes to the organization, some new and exciting opportunities ahead and a whole new vision for the future.

In keeping with this new vision, we have decided to declare 2025 the year of the sea star.

## But Why Sea Stars?

The sea star is an incredible creature. Within its molecular structure it contains the blueprint for every cell in its body and so, if a sea star is injured it is able to regrow the part, but more than that, in many species, the part itself is able to regrow a whole new sea star.

And so, as we head into 2025, this is our year of rebirth, of regrowth and of regeneration. The challenges of the past can be put behind us, and we can move forward on a brave new path.

## LET THE STARS SHINE

“

*To all our loyal supporters, friends and fans we would like to thank you for your unwavering support, and we look forward to the next phase of our journey, together*

”



## Dear Friends of Aquarium of the Bay

Our beloved aquarium has long been a cornerstone of marine education and conservation on Pier 39, inspiring thousands each year with the wonders of the ocean. Your generosity has played a vital role in making this possible, and for that, we are truly grateful.

The past year has been one of tremendous challenge and transformation. Due to mismanagement under prior leadership, we faced a crisis that put our future at risk. In response, we took swift and decisive action—implementing new leadership, stronger financial oversight, and a renewed commitment to our mission. As part of this transition, I assumed the role of Chairman of the Board on January 29, 2024. While my official leadership role is recent, my connection to the Aquarium of the Bay spans years.

I first became involved with the Aquarium in 2022 through the Citizen Scientist Dive Program, where my daughter Avery and I actively contributed to kelp removal efforts in Monterey Bay and participated in tunnel dives within the aquarium. Our passion for marine conservation runs deep, and in November 2023, Avery, at just 13 years old, broke the Guinness World Record for the most magic tricks performed underwater in three minutes—an inspiring achievement accomplished right here at the Aquarium of the Bay.

Despite the challenges we have faced, we remain steadfast in our mission. Thanks to the hard work of our leadership team and the generosity of key supporters like Raymond Lane, Seven Post, and the Draper Foundation, we successfully raised \$1 million during the quiet phase of our fundraising efforts to stabilize operations. However, our work is far from over.

We are excited to share that we have recently signed a Memorandum of Understanding (MOU) with Yale University's School of the Environment, reinforcing our commitment to marine conservation and education. Our focus is on developing impactful programs that position the Aquarium of the Bay as the premier destination for marine education and conservation in the Bay Area. Through strategic partnerships and program enhancements, we aim to inspire future generations while advancing critical research and conservation efforts.

We now turn to you, our dedicated supporters, to help us secure the future of the Aquarium of the Bay. Your contributions ensure that we can continue our vital work in marine conservation, education, and research. With your help, we can preserve this beloved institution for generations to come.

I invite you to stand with us during this pivotal moment. Whether through a donation, sponsorship, or simply spreading the word about our mission, your support makes all the difference. If you would like to discuss ways to get involved, please do not hesitate to reach out.

Thank you for your unwavering dedication to the Aquarium of the Bay. Together, we can navigate these challenges and emerge stronger than ever.

With sincere gratitude,

**Jon B. Fisher**

*Chairman of the Board  
Aquarium of the Bay*



# LETTER FROM Leadership

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## Dear Friends and Supporters

As we reflect on the past year, we do so with immense gratitude for you—our dedicated supporters. Your belief in our mission has carried us through a year that tested our resolve, and because of you, we stand stronger than ever.

2024 was a year of challenges and transformation for Aquarium of the Bay. Like the resilient sea star—our chosen symbol for this year's Annual Report and our vision for 2025—we, too, have the remarkable ability to regenerate and grow in the face of adversity. The trials we faced have only reinforced our commitment to marine conservation, education, and innovation.

Looking ahead, we are energized by the opportunities before us. In 2025, we will focus on new programming and groundbreaking collaborations:

### Yale School of the Environment:

We are thrilled to embark on a partnership that will further strengthen our commitment to conservation research and sustainability initiatives.

### Acoustic Monitoring in Local Waters:

Our Animal Care team, in collaboration with Bay Quest, will engage in an exciting project to monitor marine life through underwater acoustics—enhancing our understanding of the rich biodiversity in the Bay.

### Reintroducing Our Lecture Series:

Our Education team will relaunch our much-loved Lecture Series in May 2025, bringing leading voices in marine science and conservation to our community.

As we take these bold steps forward, we are also gearing up for a major milestone—our 30th anniversary in 2026. This will be a time to celebrate our impact, honor the supporters who have made our journey possible, and set the stage for the next chapter of Aquarium of the Bay.

We are incredibly proud of our dedicated team. Despite a year of immense challenges, they persevered with unwavering passion, ensuring that our animals received the highest level of care, our visitors were inspired, and our mission continued.

To our donors, partners, and advocates—you make this work possible. Your generosity fuels our growth, and as we step into 2025, we do so with optimism, resilience, and a renewed commitment to the ocean we all cherish. Thank you for standing with us. We can't wait to share this next chapter with you.

With deep appreciation,

**Jaz Cariola & Vicki de Witt**

*Co-Leadership, Aquarium of the Bay*



## ABOUT US

# A Brief History



For over **28 years**, the Aquarium of the Bay has proudly been a cherished part of San Francisco's vibrant landscape. Nestled at the iconic PIER 39, we are a beloved destination for both locals and visitors from around the globe. The aquarium continues to enchant San Franciscans, fostering a deep connection with the diverse marine life that calls our waters home. We take pride in knowing that we hold a special place in the hearts of many people from around the world.

Fishing boats are lined up at Fisherman's Wharf in San Francisco on Sept. 28, 1949.



Aerial view of PIER 39, San Francisco



## INSPIRING CONSERVATION

Aquarium of the Bay's non-profit mission is to protect, restore, and inspire conservation of San Francisco Bay and its watershed, from **Sierra to the Sea™**



### AQUARIUM OF THE BAY

Provides approximately 600,000 guests a year with unforgettable encounters with over 20,000 local marine animals that inspire both wonder and conservation.

### BAY ACADEMY

Fosters collaborative research, environmental grants, education and outreach activities, as well as programs on ocean conservation and climate change.



# Our Vision



To **CREATE** a modern, interactive, educational and research facility

.....

that will help **BUILD** a commitment to the environment, the bay area and our community

.....

through our **INNOVATIVE** and forward-thinking multi-modal approach.



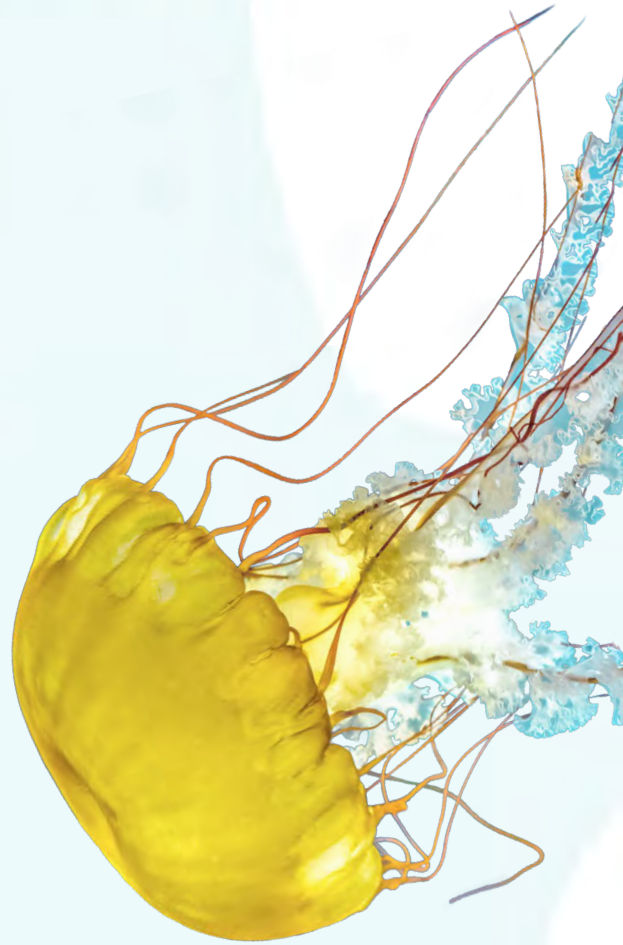


## ABOUT US

# Key Focus Areas & Objectives

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- Education
- Animal Care
- Conservation
- Joy



## Welcome to Bay Lab

### Animals and Climate Change

Touch and observe animals from San Francisco Bay and other parts of the globe. Each of these species is impacted by the effects of climate change. Learn how our actions at home cause ripple effects, impacting animals found locally and around the world.

Aquí pueden tocar y observar animales de la Bahía y otras partes del mundo. Cada una de estas especies se ve afectada por los efectos de cambio climático global. Descubre cómo nuestras acciones causan efectos dominantes impactando tanto nuestro ambiente local como los ambientes de todo el mundo.

在这里您可以触摸并观察来自旧金山湾和世界其他地区物种。每种物种都受到了全球气候变化的影响。了解我们在家的行为是如何造成连锁反应。它不仅影响我们当地的环境，并且影响世界各地的环境。



The Education Department is at the heart of bringing the wonder of the Bay's ecosystems and their vibrant inhabitants to life for visitors of all ages, from the general public to K-12 students and special program guests. Our dedicated Educators create fun, engaging, and inspiring experiences by warmly greeting guests, answering questions, leading lively discussions, and delivering presentations that spark a passion for environmental conservation. Throughout the school year, our team offers exciting classes and programs for Bay Area schools, leads VIP tours, and supports special events, all with the goal of leaving a lasting, positive impact.

At the Aquarium of the Bay, we're committed to applying the best practices in informal education to further our mission. We carefully design programs that reflect the latest research from top organizations while weaving in captivating, relatable stories that highlight the importance of conservation. Our K-12 programs support the Next Generation Science Standards (NGSS) and include hands-on and accessible activities. Our goal is to inspire a deep connection between our guests, our animal ambassadors, and the conservation efforts that shape our everyday lives.

*"I am more optimistic than ever for the potential for the Aquarium and excited to see what can be accomplished during this new era for our organization."*

**-Connor Price, Manager of Education**



The Animal Care Department is dedicated to ensuring the health and well-being of our entire living collection. Every aspect of the ecosystems we showcase is carefully maintained to foster perfect harmony, from preserving water quality to closely monitoring the health and behavior of each species. We carefully regulate key factors like temperature, pH, and salinity to create stable, thriving environments. Each species receives personalized care when it comes to feeding—whether it's target feeding our playful river otters or broadcast feeding the vibrant fish in our Shark Tunnel.

In line with our commitment to sustainability, the Aquarium proudly uses sustainably sourced seafood to nourish our diverse animals. By choosing seafood from responsible sources, we play an active role in protecting marine ecosystems, reducing overfishing, and supporting healthier fish populations. This practice reflects our core mission of conservation and education, helping us minimize the environmental impact of the seafood industry while encouraging broader positive change through certified sustainable fisheries.



## Endangered Sunflower Sea Star

The Aquarium of the Bay is excited to play a key role in the conservation efforts to save the critically endangered sunflower sea star (*Pycnopodia helianthoides*) through aquaculture programs. These initiatives focus on restoring populations devastated by sea star wasting disease, with the goal of reestablishing this keystone species as a vital predator in kelp forest ecosystems. Many organizations are already making great strides to boost the sunflower sea star's population and genetic diversity, and the Aquarium of the Bay is eager to contribute to this vital work.

Behind the scenes, the Aquarium is currently renovating an aquaculture space designed to cultivate sunflower sea stars, with plans to begin their care and breeding in the coming years. By joining forces with other leading aquariums and marine institutes, the Aquarium of the Bay is committed to preserving both the sunflower sea star and the rich habitat it supports.

Through these collaborative efforts, aquariums are not only safeguarding this essential species but also helping to restore the health of kelp forests, which play a critical role in maintaining marine biodiversity and combating climate change. The Aquarium of the Bay is proud to be part of this hopeful and impactful mission.



*"I have seen many changes to our organization over the past 18 years with Aquarium of the Bay, some have been more impactful than others. In this period of change and growth, I am excited to be a part of a renewed focus on our local community while continuing to introduce locals and visitors alike to the unique animals that call our watershed and the Aquarium of the Bay home."*

- Melissa Schouest,  
Director of Animal Care



## Spreading Joy and Connection

The Aquarium of the Bay takes pride in offering an immersive, tranquil experience that transports visitors into the wonders of the San Francisco Bay. Guests are inspired by a sense of curiosity and leave with a deeper appreciation for the vibrant ecosystem and the incredible creatures that call it home. Our core message of conservation and preservation of this vulnerable environment inspires both action and hope. Whether it's seeing a playful river otter or a graceful jellyfish, the joy comes from the beauty and diversity of life on display, as well as the sense of connection to something bigger than ourselves.

With a small, dedicated team, the Aquarium of the Bay creates personalized, meaningful connections with both local and global visitors. This close-knit staff engages deeply with guests, offering tailored experiences that go beyond sharing facts, telling captivating stories about marine life, ecosystems, and conservation. Because the team is small, they can build stronger, more thoughtful relationships, ensuring that each interaction is memorable. This personal touch fosters a greater sense of passion and responsibility, as staff go above and beyond to create enriching experiences that leave visitors emotionally connected to the Bay's marine life and more appreciative of the environment.



# THE YEAR IN REVIEW

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**\$1,000,000**

from Silicon Valley Funders  
for Marquis Exhibits



Public Funding  
Phase Raised

**\$30,000**

STUDENTS HOSTED

**9,152**

Students from



**163**

Schools

Increase  
from 2022

**43%**



**12**

New  
Volunteers

Hours  
logged

**8,840**

ANIMAL  
CARE



- Enhanced Exhibits
- Aquaculture Projects
- Scientific Publications

FACILITIES IMPROVEMENTS

- Water-cooling Recirculation
- Office Relocation



PRIVATE EVENTS Over **50** Events



**120** Paid Group Visits



## Attendance

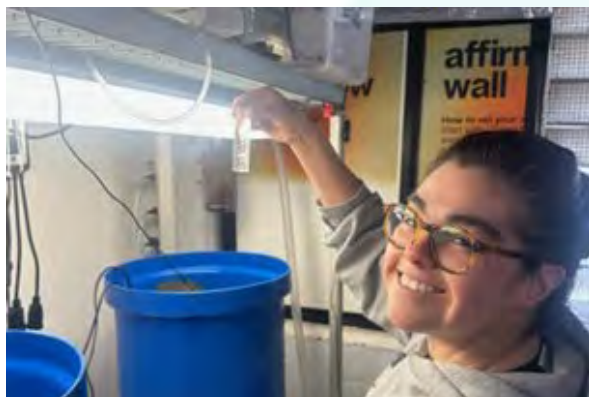
This past year, the Aquarium hosted over **260,000 visitors**. The Aquarium also hosted **9,152 students** along with their chaperones coming from **163 local schools**, a **43% increase** from 2022.

## New Exhibits and Animals



The **Eelgrass Bed exhibit** has been reimagined to showcase red octopuses with a pop-up bubble for immersive viewing. The former red octopus exhibit was transformed into a stunning temperate reef habitat with a wolf eel and anemones, with plans to add giant isopods and other deep-sea species in 2025.

The Animal Care team has also been hard at work on **new aquaculture initiatives**, including live food cultures and jelly species. These projects have improved sustainability and reduced our impact on wild populations.



## Research and Conservation

Aquarium biologists made waves in shark research! Several staff members were recognized as co-authors or in the acknowledgements in two peer-reviewed studies on leopard sharks, contributing valuable insights into caring for these animals in captivity.



## Community Engagement

- The Aquarium connected with over 1,000 scouts at Scout O Rama, hosted military families for a special Blue Angels event, and participated in the Walk to End Alzheimer's.
- The Education Department partnered with The Marine Mammal Center and hosted a voluntourism group from South Korea.
- Education supported eight local schools in the Trout in the Classroom program, allowing teachers and students to rear eggs into alevin.





# THE YEAR IN REVIEW

## Key Achievements



**Retail** Our Gift Store received a glowing overhaul with our new partner EventNetwork and is now brimming with exciting new merchandise.

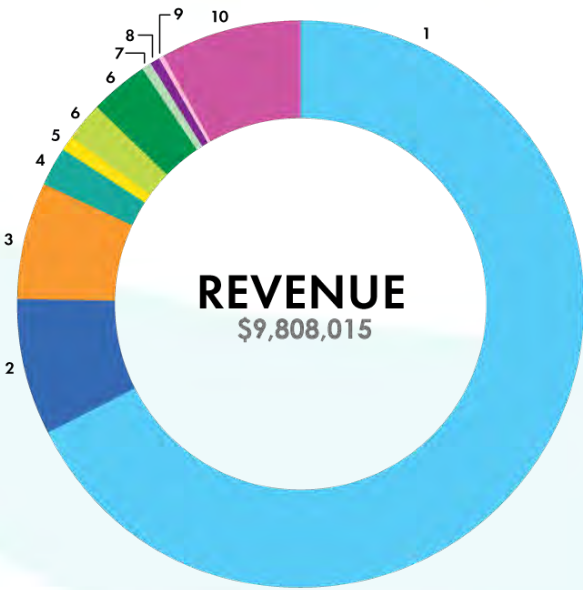


## Special Events

The year kicked off with a heartwarming marriage proposal and a couple's elopement in our tunnels. The Aquarium hosted yoga classes, celebrated Pride Month with festive events, and transformed tunnels into a runway for its first Fashion Show, showcasing creativity and community spirit.



# Financial Overview



|              |  |                    |
|--------------|--|--------------------|
| 1            | Operating Revenue (Ticket Sales)               | \$6,626,194        |
| 2            | Group Sales                                    | \$752,902          |
| 3            | Retail Revenue                                 | \$646,735          |
| 4            | Grants & Contracts                             | \$233,627          |
| 5            | On-site/Off-site Educational Programs Revenues | \$69,207           |
| 6            | Special Events                                 | \$253,068          |
| 7            | Donations, Sponsorships, and Events            | \$380,004          |
| 8            | Memberships                                    | \$54,944           |
| 9            | Rental Income                                  | \$28,651           |
| 10           | Other Income                                   | \$762,680          |
| <b>TOTAL</b> |  | <b>\$9,808,015</b> |

|              |                             |                    |
|--------------|-----------------------------|--------------------|
| 1            | Animal Care                 | \$1,149,806        |
| 2            | Education                   | \$284,886          |
| 3            | Retail                      | \$260,635          |
| 4            | Bay Academy                 | \$47,363           |
| 5            | Bay Model Alliance          | \$30               |
| 6            | Development                 | \$65,928           |
| 7            | Facilities                  | \$1,764,816        |
| 8            | Finance & Administration    | \$2,932,714        |
| 9            | Human Resources             | \$182,403          |
| 10           | Information Technology (IT) | \$370,818          |
| 11           | Marketing                   | \$269,771          |
| 12           | Operations                  | \$523,042          |
| 13           | Rivers & Estuaries          | \$280,007          |
| 14           | Sales & Events              | \$169,357          |
| <b>TOTAL</b> |                             | <b>\$8,301,582</b> |

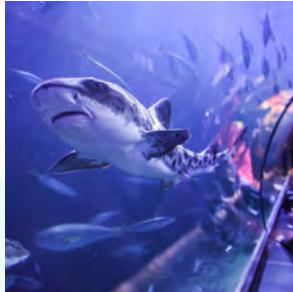


# Donor & Partner Recognition

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In 2024, the Development Department focused on donor cultivation and partnerships. The Aquarium raised over \$1,000,000 in a quiet fundraising drive. We received sponsorship from prominent Silicon Valley funders for several of our flagship exhibits.

The Draper Startup sponsored the shark tunnel



Ray & Stephanie Lane sponsored the nearshore tunnel

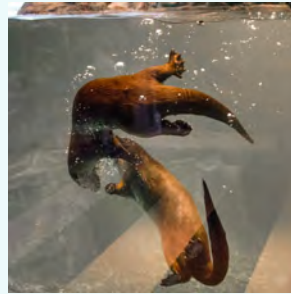


# Donor & Partner Recognition

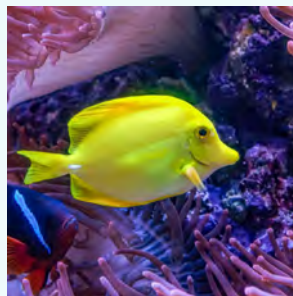
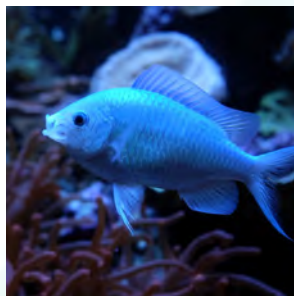
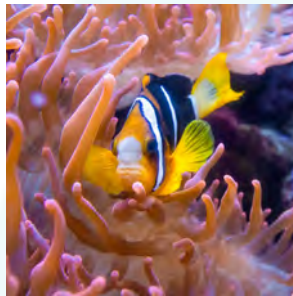
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Seven Post sponsored the river otter exhibit



The Jon & Darla Fisher foundation sponsored the tropical reef tank, which will be constructed in 2025



# Donor & Partner Recognition

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## Featured Partners



Trader Joe's (San Francisco, North Beach on Bay St.) generously donated fresh food for our animals throughout the year.

Chow time at the salad bar for these Cherry head red-footed tortoises.

Clancy's Pumpkins and Christmas Trees kindly sponsored our Underwater Pumpkin Carving event and Giving Tree.



# Donor & Partner Recognition

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## 2024 Donors

### \$100,000 AND ABOVE

Tim Draper

Kirsten & Eldridge Gray

### \$25,000 – \$99,999

Raymond Lane

John Rootenberg

Andrew J Iseman

John McAteer

Jon Fisher

Ashok Lalwani

Dale Bredesen

Jordan French

Scott Marshall Shambarger

Brian & Aileen Tobin

Jill Spangenberg

### \$10,000 – \$24,999

Barry Andrew Newman

Danny Vo Bich Nguyen

Kathy Lee Gifford

George Doxan

Karol Nikolich

Pittwater LLC

Justin Green

Ledgewood

Chris Waizenegger

Douglas Hampers

Harris Barton

### \$5,000 – \$9,999

Hoby Brenner

Tim Fuller

Philip Yerkes

### \$500 – \$4,999

John Hanley

Angelique Tompkins

Karen Carney-Filmore

### \$499 AND BELOW

Martine Ehrenclou

Jose Chavez

MayFlor Socias

Ramon Rojas

George Cummings

Gunther and Piper

Bruce Lee

Eric Carlson

Brian Harris

Donna Miller

Gail Kasovac

James Reincke

Rock and Blues Muse, LLC

Jonathan Lang

Thomas Lippert

Makenzy Bergman

Sierra Scarlatta

Juan Lobato

J Mark Enriquez

Torrey Shawe

Queen T

Jerome Fong

Douglas Daetz

Paul Nakamoto

Susan Dugger

JoAnn Irene Torbet

Julie Loomis

Norma Jellison

Annabelle Quan



# Impact Stories

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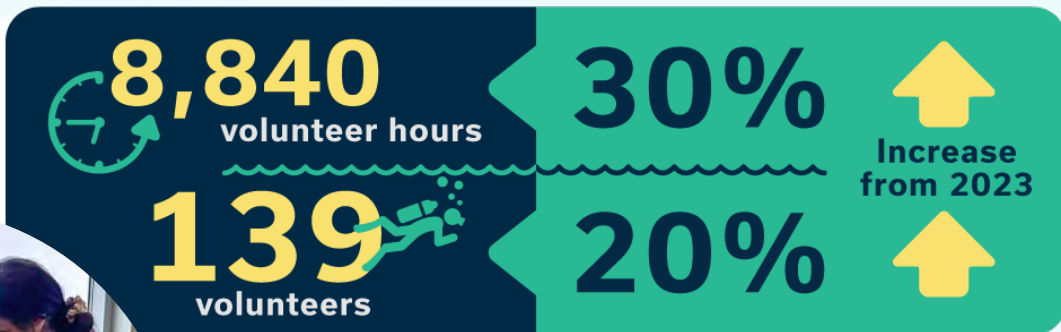
*"I feel honored to be able to work with such a creative and energetic team as we move Aquarium of the Bay forward into a new era".*

- Michael Hruska, Social Media



## Volunteer Highlights

As a small nonprofit, volunteers are the heart and soul of the Aquarium. We're thankful for all the hours love and care they spend on animal care, diving, and education. We had increased volunteer participation this year with the addition of two new volunteer activities.



In April, our Students Educating about Aquatic Animals (SEA) program welcomed 14 and 15-year-olds, nurturing young marine enthusiasts. This initiative offers teens a chance to dive into marine biology, hone customer service skills, and gain valuable experience before blossoming into Youth Docents at 16.





## Intern Highlights

The Aquarium's partnerships flourished in 2024, welcoming diverse high school interns. Two Oakland students joined from Latitude High School in May, while eight summer interns came through collaborations with the Smithsonian, Jewish Family & Children's Services, Enterprise for Youth, Japanese Community Youth Council, and the Mayor's Youth Employment & Education Program. These bright minds contributed to animal behavior studies and visitor engagement, showcasing their projects to peers and sponsors.

*"I had such a blast working here! Thank you for sharing your knowledge with us. I learned so much and felt very welcomed. I feel very fortunate to have worked here, especially with such great staff members."*

- Alisa, Summer Intern



# Future Goals & Challenges

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In 2025, the Aquarium of the Bay is embarking on an exciting journey of growth and renewal to advance our mission of becoming a world-class institution in conservation, education, and sustainability.

Our collaboration with the Yale School of the Environment will offer new opportunities for internships, programming, research, and educational initiatives, providing access to cutting-edge environmental science. This partnership will help us grow our impact, increase professional development, and reinforce our leadership in environmental conservation and education.

We are growing our educational offerings, with new school programs and an expanding volunteer base. Plus, we are actively applying for grants to support outdoor education and enriching our social media with engaging educational content. Key renovations are underway, beginning with the transformation of our Tropical Reef exhibit into a state-of-the-art display.

*"I have always said we are the little Aquarium that can. Our strength lies in the people who love what they do and the guests that enable us to continue doing what we love."*

**- Mayra Rivas,  
Assistant Manager of Education**

*"I think our organization is on a good track to be able to renew and enter a new era of public education and conservation for our bay."*

**- Emma Barrett, Biologist**



# Future Goals & Challenges

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Throughout the year, we will be hosting a variety of special events and programs, which kicked off with our fun and interactive Treasure Hunt along PIER 39 in February. Looking ahead, we'll host a summer lecture series featuring passionate environmental advocates, and take part in a range of events to spread awareness of our mission.

*"I have had the pleasure of growing in my career at Aquarium of the Bay from a volunteer to senior leadership over the last fifteen years, and I have never been more excited and more committed to seeing what new direction this organization can take as I am today."*

**- Kevin McEligot,  
Associate Director of  
Animal Care**

As part of our commitment to fostering a more inclusive and welcoming environment, we're excited to offer a variety of special rates throughout the year, beginning with our \$25 for 25 discount for the first few months of 2025. To further engage our supporters, we're launching a new membership program with exciting perks and creating donor circles to involve benefactors at all levels.

This ambitious plan highlights the incredible work of our dedicated team and reflects our excitement and optimism for all that 2025 has in store!



# Appendix

- 2024 New Members
- Financial Statements



## APPENDIX

# 2024 New Members

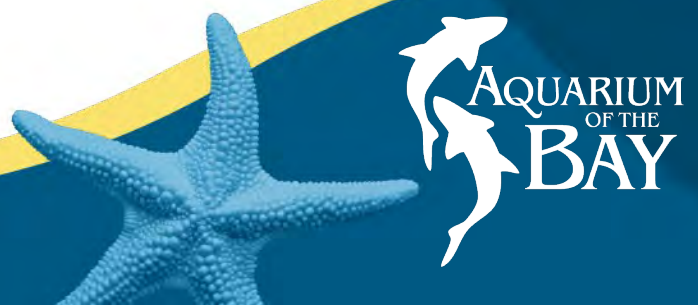


Samantha Adamson Powell  
Billie Adkins  
Amina Afzali  
Alma Aguilar  
Faizan Ahmed  
Phillip Alarin  
Carlos Alas Grande  
Maria Alberto  
Gloria Alcaraz  
Samy Ali  
Laura Allen  
Francisca Alvarado  
Ana Alvarado  
Aravindhan Anandaraman  
Julia Annibale  
lyda Antony  
Kristen Apple  
Raul Arauz  
Carrin Archer  
Jennifer Arnold  
Bethany Arnoldblk  
Karina Arutyunova  
Badr Astiphan  
Kristi Austin  
Eriverto Avila  
Natalia Avvakumova  
Simona Awel  
Eduardo Ayala  
Carolina Ayala  
Kyoungryun Bae  
Liliya Balik  
Nickolas Balliet  
Aditya Bandi  
Johana Barahona  
Anca Barcu  
Annie Bardell  
Irina Barkova  
Bryant Barrera  
Brittaney Bassett  
Graeme Basson  
Elizabeth Baum

Ella Baxter  
Greg Beasley  
Calista Bejare  
Vanessa Bell  
Diana Benitez  
Aisha Benitez  
Aris Bernasconi  
Arielle Bertman  
Viraj Bhogle  
Nicolette Bird  
Amy Blake  
Gia Blum  
Jessica Blume  
Anusha Bokka  
Steve Boland  
Somayeh Bolourchi  
Andrea Bonanomi  
Nora Bowers  
Natasha Bowman  
Pamela Boyer  
Nicole Bracamonte  
Lisceth Brazil-Cruz  
Gary Burke  
Maddie Buttafogo  
Nikita Butylo  
Desiree Cabalbag  
Patrick Cabangon  
Samuel Cadelinia  
Kim Cameron  
Christine Cantwell  
Sarah Cardenas  
Jenell Carroll  
Austen Casey  
Cassandra Castellanos  
Elizabeth Castillo  
Amanda Cattivera  
Sophia Ceja  
Amanda Cereske  
Lisa Chamberlin  
Pamela Chang  
Shaw Ken Chang

Shiuan Han Chang  
Jessica Chang  
Caren Chang  
Ruben Chavez  
Liubov Cheglov  
Kevin Chen  
Weiwei Chen  
Yang Chen  
Yenhao Chen  
Sarah Chen  
Lisa Cheng  
Tania Chi  
Tony Chilson  
Bopha Chim  
Kenny Ching  
Marie Chiu  
Cho Cho  
David Chow  
Ranbir Chowdhary  
Derek Chu  
Gabriel Chu  
Adaora Chukwu  
Elisa Cinelli  
Cheryl Cobb  
Nicole Colao-Vitolo  
Adam Cooper  
Araceli Coronado  
Francesca Cortese  
Jacqueline Alecia Cowen  
Amber Crawford  
Caroline Cretti  
Annette Cueto  
Zhiying Cui  
Tamera Curley  
Sol D Mora  
Elsa Dai  
Anisha Nihar Dalmia  
Richard Daly  
Ziyi Dang  
Jason Dannels  
Jennifer Daru

Kat Davenport  
Daniel Davies  
Celia Davis  
Todd Davis  
Erica Dawson  
Bruno De Medeiros  
Glo De sSouza  
Danyelle Deaugustine  
Patrick Decena  
Jamie Delodovici  
Lydia Dennis  
Rachelle DeNoon  
Nadia Diaz  
Doug DiBrielle  
Raymond Dich  
Jen Dixon  
Stephanie Djidjev  
Adam Dodge  
Cindia Dougherty  
Chris Dowling  
Andrea Duarte  
Anastasiya Dubinetsky  
Susan Dugger-Mathison  
Ranjan Ebenezer  
Hamid Ekhlas  
Irina Elliott  
Arthur Eng  
Daniel Epps  
Janelle Erbe  
Charles Ernest  
Sevil Eskicioglu  
Adan Espinoza  
Zabrina Fagan  
Austin Fausto  
Rebekah Fechner  
Jeffrey Fermil  
Christina Fernandez  
Francis Fernandez  
Marlene Ferry  
James Fishelson  
Jenna Fletcher



## APPENDIX

# 2024 New Members

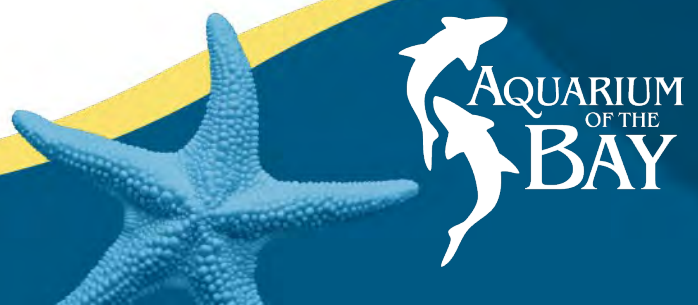


Marilyn Flower  
Edward Folk  
April Fortier  
Felicia Foster  
Jamie Freid  
Sara Furch  
Carol Gaddum  
Leroy Gaines  
Leanna Galang  
Elizabeth Gallanter  
Ana Gamino  
Alicia Garduno  
Anna Gatbonton  
Mylinh Gee  
Leonard Gerard  
Taryn Gerry  
Lauren Gervais  
Arezo Ghulam Rasoul  
Deborah Gioia  
Charlotte Giovanni  
Michele Glover  
Emily Goncalves  
Jordn Gonterman  
Brenda Gonzales  
Carlos Gonzalez  
Lucia Gonzalez  
Patricia Gonzalez  
Grace Goodman  
Michael Gorman  
Fausto Gortaire  
Ashleigh Gray  
Tabitha Green  
Anne Green  
Rebecca Green  
Justin Greene  
Steven Grenzow  
Chirag Gupta  
Pankaj Gupta  
Irina Gurevich  
Mayra Gutierrez  
Leanna Habana

Al Haile  
Rima Hakim  
Sean Halladay  
Stephen Hallett  
Matthew Hamre  
Cathryn Han  
Christi Hanson  
Cyndi Hartwich  
Kelly Haunt  
Jennifer Henerlau  
Shruthi Herale  
Megan Herbert  
Eduardo Hernandez  
Renee Herren  
George Hilley  
Brent Hoff  
Matt Hogan  
Analysa Hogston  
Ben and Kathleen Hohll  
Margery Hollister  
Tejui Hsu  
Michelle Hu  
Qi Hu  
Diana Huang  
Robert Huang  
Justin Huang  
Robert Hudson  
Kenneth Hui  
Ahlaam Huwiah  
Vivian Huynh  
Connie Hwang  
Sunil Hwang  
Mario Isaac  
Veronika Isamuhamedova  
Madhavi Jagdish  
Nishtha Jain  
Keren Jakubovits  
Shrimant Jaruhar  
Courtney Jennings  
Kelly Jennings  
Hao Jiang

Christina Jodsaas-Biondini  
Darren Johnson  
Dylan Johnson  
Mary Ann Johnston  
Kayela Jones  
Tyiesha Jones  
Dhrumil Joshi  
Madison Juschin  
Margarita Kaman  
Diana Kamran  
Jenny Kane  
Tara Kanturek  
Chang Wen Kao  
Shreya Kapoor  
Fareed Karbassyoon  
Jeremiah Kauffman  
Ravinder Kaur  
Christine Kazerooni  
Vuthearith Keary  
Pierre Keeley  
Kristie Kelly  
Viktoria Khrystov  
Dany Khy  
Raymond Kim  
Timothy Kitchen  
Laura Kline  
Marla Knight  
Ani Koleva Krasteva  
Bless Krieger  
Ashish Kumar  
Dilip Kumar  
Anil Kumar Soma  
Kathleen Lail  
Ronald Laksamana  
Raneth Lampa  
Ana Miriam Lara  
Eun Lech  
AnnaMarisa LeClair  
Jenny Lee  
Aaron Leiderman  
Rhiannon LeJeune

Lisa Marie Leng  
Maryanne Leyson  
Ye Li  
Donna Lieb  
Samantha Lin  
Yuri Litvin  
Julie Liu  
Shuyi Liu  
Nicholas Lockhart  
Kelly Loi  
Ashley Lomas  
Lorena Londono  
Brayan Lopez  
Diana Lopez  
Jareli Lopez  
Jorge Andres Lopez  
Stephanie Louie  
Linda Lu  
Yu Ching Lu  
Claudia Lucci  
Lisa Lundberg  
Sarai Lyon  
Danielle Mahoney  
Charlene Major  
John Mak  
Jonathan Maldonado  
Juan Maldonado  
Dominic Maleknia  
Satya Mallireddy  
Christina Maniulit  
Aifeng Mao  
Karen Maravilla  
Adriana Marchan Brenos  
Leticia Marquez  
Sergio Marquez  
Grace Martinago  
Cinia Martinez  
Alana Matayoshi  
Perry Matlock  
Marc Maxkintosh  
Anson Mayers



## APPENDIX

# 2024 New Members

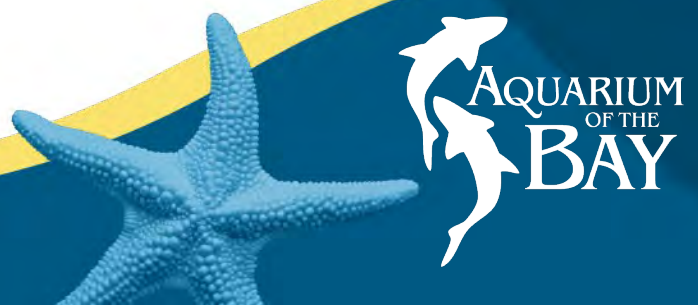


Lucy McGilchrist  
Nancy McKissick  
Alex Means  
Chantel Medina  
Erwin Medina  
Kim Medina  
Lindsay Medina  
Wendy Mefeae  
Atman Mehta  
Jiamin Mei  
Ana Meirelles  
Liliana Mejia  
Alessia Melchor  
Alina Mendez  
Giovanni Mesa  
Victoria Mestas  
Adilene Meza  
Georgi Mikeladze  
Donna Miller  
Brett Mlinarich  
Sameer Moidu  
Fatima Moncada  
A Montei  
Geraldyn Moore  
Melvin Moore  
Tyna Moore  
Jasmin Moreno  
Taylor Mori  
Dave Mudzinski  
Claudia Mueller  
Kamlesh Mulchandani  
Apollo Mulhauser  
Cintya Munoz  
Richard Munzinger  
Tiye Najee Simon  
Pinki Nangla  
Brett Nash  
Nikhat Nazneen  
Venkatesh Nekkanti  
Marlene Esther Nemoede  
Ann Ng  
Nathan Ng

Helen Ngo  
Brandon Son Truong  
Nguyen  
Donnell Nguyen  
Jimmy Nguyen  
Chrystal Nickles  
Duc Nim  
Yesica Noh Chulin  
Kerith Noonan  
Joshua Novy  
Vinny Nunez  
Julia Ogrydziak  
Mehmet Oguz  
Hideaki Okochi  
Michal Olszewski  
Reginald Ongpauco  
Librada Ontiveros  
Alma Ornelas Gonzalez  
Amelia Ornelas  
Martha Orozco  
Megan Osnes  
Monique Ovalle  
Emily Owens  
Maria Pablo  
Suman Panda  
Parag Parag  
Umashankar Parida  
Jung Wook Park  
Kathryn Park  
Greg parker  
Katrina Passin  
Jana pastor  
Lizzy Paul  
Zahra Pedramrazi  
Raina Peng  
Jakia Perez  
Leticia Perez  
Ly Phan  
Roselinda Pheng  
Joe Pientka  
Ma. Consepsion Pillazar  
Joe Pivovarnik

Delia Ponce  
Felipe Ponce  
Anca Popa  
Christie Potter  
Navid Pourtaheri  
Anu Pramodkumar Jain  
Juan Preciado  
Ky Pring  
Lanette Quan  
Lauren Quient  
Kimberly Quinn  
Michelle Quispe  
Anthony Rahme  
Ranjithkumar Rajaram  
Rajeev Ramaswamy  
Joel Ramirez  
Juan Ramirez  
Julian Ramirez  
Alyssa Rauch  
Garnet Red  
Steven Redgrave  
Heidi Reed  
Kelly Reehoorn  
Amber Remer  
Ronnie Reyes  
Sandra Reynolds  
Stephanie Riddell  
David Rind  
Luis Rios  
Erika Rivas  
Ricardo Rivera  
Brittanie Roberts  
Elise Robertson  
Breanna Robles  
Ivery Rodriguez  
Katia Rodriguez  
Arianni Rodriguez  
Yekaterina Romanovich  
Gilberto Rosillo  
Andrew Roth  
Jean-Pierre Rouhana  
Carlos Ruiz

Noel Ruiz  
Yaneth Ruiz  
Elizabeth Ruman  
Sandra Ryan  
Elizabeth Ryan  
Michael Rystad  
Vanessa Sacman  
Farm Saechao  
Nai Yuan Saetern  
Rubina Salim  
Gilberto Salinas  
Prabhdeep Samra  
Sophia Sanchez  
Tim Sanchez  
Hannah Sande  
Keri Sanders  
Nabil Sandhu  
Sebriena Sankar  
Arlene Sanson  
Paxasanty Saradeth  
Manjari Sareen  
Shipra Saxena  
Dawn Saxon  
Nicole Schach  
Joshua Schneider  
Conrad Seales  
Tharini Sendhilnadhan  
Elena Serbinova  
Kaitlyn Seres  
Shreyas Seshadri  
Kelsey Severns  
Feros Khan Seyed  
Yousuf Khan  
Rachal Shami  
Francesca Shamis  
Anna Shatenfeld  
Kevin Shaw  
Carley Sheehy  
Kriithi Shetty  
Minjung Shi



## APPENDIX

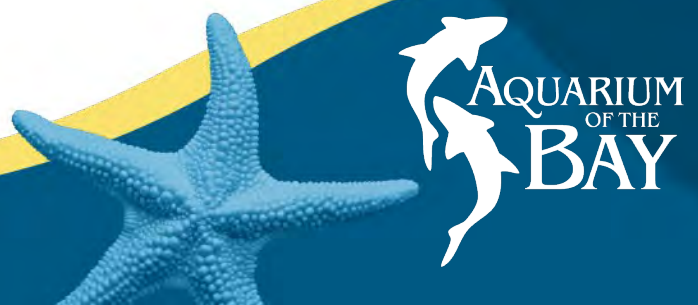
# 2024 New Members

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Maaz Shoaib  
Inderjit Singh  
Pankaj Singh Bora  
Jessica Smith  
Najeeb Sohrabi  
Leahvail Soloff  
Jane Song  
Woun Souv  
Shaun Spring  
Kaycee Stalder  
Alyssa Steiner  
Tyler Stepaniak  
Amber Stetler  
Meghan Stevens  
Jacquelyn Stewman  
Madelyn Stone  
Chris Strom  
Maria Suarez  
Kate Sum  
Emily Suma  
Tian Sun  
Alina Svityashchuk  
Rob Sylvia  
Mina Tahai  
Maya Tataseo  
Jessica Taylor  
Stephanie Taylor  
Katrina Thio  
Tessa Thulien  
Evelyn Tipton  
Cindy Tong  
Melissa Torok  
Felipe Torres  
Adalberto Torres  
Katherine Townsel  
Tracy Tran  
Trung Trieu  
Thao Truong  
Bolorerdene Tumurbaatar  
Olivia Ulloa  
Ana Uribe Alarcon  
Shun Usami

Marco Uvilla  
Erica Valladao  
Ana Valle  
Alina Valyavskiy  
Allison VanHouten  
Braelyn Velasco  
Lizet Velazquez  
Rosa Velazquez  
Sandy Vella  
Pavithra Vijayakrishnan  
Daniela Vilchis--Lent  
Mary Marjorie Villa  
Adrian Voicu  
Enida Vrapic  
Amy JB Wagner  
Chien-Yu Michael Wang  
Ryan Waters  
Richmond Watkins  
Rebecca Watson  
Scott Ryan Welch  
Scott Wenger  
Julia Whelan  
Rachel White  
Ian Ho Whittaker  
Amanda Wienold  
Ernest Williams  
Dafny Williams  
Stephen Wills  
Crystal Wilson  
Kevin Wilson  
Jonathan Wolf  
Aaron Wong  
Bo Wong  
Chloe Wong  
Kathleen Wood  
Jerry Wu  
Beth Wyatt  
Fang Xia  
Tokiko Yasuda  
Jack Yee  
Philip Yen  
Hyun Jhong Yi

Lili Yip  
Jovy Yonts  
Steven Young  
Finley Young  
Kathy Yu  
Christina Yurgelonis  
Zabina Zaheer  
Lillian Zahir  
Stephanie Zaragoza  
Tameem Zardad  
Peng Zhang  
Fei Zhao  
Irina Zherebnekov  
Tingxian Zhu  
Manny Zuranich







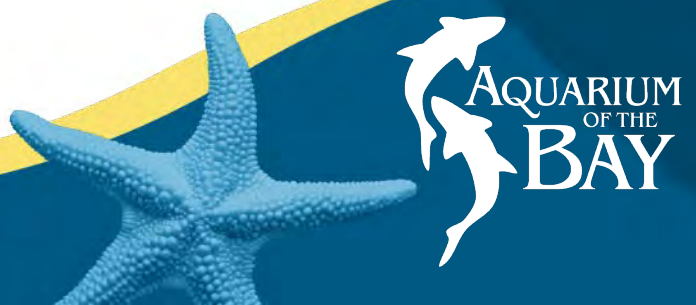
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**STATEMENT OF ACTIVITIES - ALL FUNDS**

Reporting Book: ACCRUAL

As of Date: 12/31/2023

|                                    | <b>All Divisions<br/>Year Ending<br/>12/31/2023</b> |
|------------------------------------|---|
| <b>Revenue</b>                     |   |
| Development Revenue                | 838,486.54  |
| Operating Revenue                  | 6,650,941.97  |
| Group Sales Revenue                | 29,561.86   |
| Retail Revenue                     | 649,792.62  |
| Special Event Revenue              | 243,228.00  |
| Onsite Program Revenue             | 36,004.80   |
| Offsite Program Revenue            | 37,785.00   |
| Rental Income                      | 38,519.98   |
| <b>Total Revenue</b>               | <b><u>9,224,320.77</u></b>                          |
| <b>Cost of Goods Sold (Retail)</b> | <b><u>(259,691.16)</u></b>                          |
| <b>Gross Revenue</b>               | <b><u>8,964,629.61</u></b>                          |
| <b>Expenditures</b>                | <b><u>(10,767,401.22)</u></b>                       |
| <b>Change in Net Assets</b>        | <b><u>(1,802,771.61)</u></b>                        |
| <b>Other Income and Expenses</b>   | <b><u>(278,909.27)</u></b>                          |
| <b>Net Assets</b>                  | <b><u>(2,081,680.88)</u></b>                        |



**bay.org****STATEMENT OF FINANCIAL POSITION**

Reporting Book: ACCRUAL

As of Date: 12/31/2023

|  | Year to Date<br>12/31/2023 | Year Ending<br>12/31/20212 | Year Ending<br>12/31/2023 |
|--|----------------------------|----------------------------|---------------------------|
| <b>Assets</b>                                  | Current Year Balance       | Prior Year                 | Difference                |
| Bank Accounts - Unrestricted                   | 160,621.42                 | 207,721.35                 | (47,099.93)               |
| Bank Accounts - Restricted                     | 238,794.39                 | 207,758.54                 | 31,035.85                 |
| Accounts Receivable                            | 70,182.15                  | 233,198.89                 | (163,016.74)              |
| Other Accounts Receivable                      | 239,484.49                 | 173,154.72                 | 66,329.77                 |
| Inventory                                      | 212,278.23                 | 131,083.27                 | 81,194.96                 |
| Prepays  | 85,251.01                  | 123,703.50                 | (38,452.49)               |
| Fixed Assets                                   | 3,249,008.96               | 3,508,671.24               | (259,662.28)              |
| Other Assets                                   | 227,889.33                 | 220,316.99                 | 7,572.34                  |
| <b>Total Assets</b>                            | <b>4,483,509.98</b>        | <b>4,805,608.50</b>        | <b>(322,098.52)</b>       |
| <b>Liabilities and Net Assets</b>              |                            |                            |                           |
| Liabilities                                    |                            |                            |                           |
| Accounts Payable and Other Current Liabilities | 3,725,943.33               | 2,623,455.92               | 1,102,487.41              |
| Long-Term Liabilities                          | 6,245,389.01               | 5,588,294.06               | 657,094.95                |
| Total Liabilities                              | 9,971,332.34               | 8,211,749.98               | 1,759,582.36              |
| Net Assets                                     | (3,406,141.48)             | (2,736,250.12)             | (669,891.36)              |
| Change In Net Assets                           | (2,081,680.88)             | (669,891.36)               | (1,411,789.52)            |
| <b>Total Liabilities and Net Assets</b>        | <b>4,483,509.98</b>        | <b>4,805,608.50</b>        | <b>(322,098.52)</b>       |

# 2024



## ANNUAL REPORT

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Aquarium of the Bay

PIER 39 Embarcadero & Beach St.,  
San Francisco, CA 94133

415.623.5300

[info@bay.org](mailto:info@bay.org)

