

bay.org



COP28  
UAE



United Nations  
Convention to Combat  
Desertification

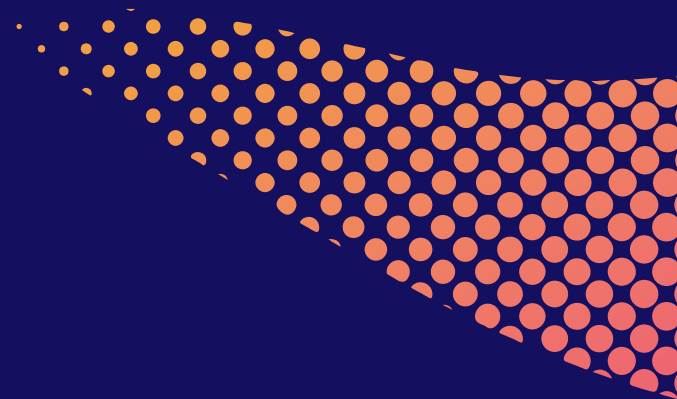
bayecotarium™

ANNUAL REPORT 2022-2023



## ACKNOWLEDGMENTS

We are grateful to our Donors, Patrons, Sponsors and Members who have continued to support our programs through the last 27 years of the Aquarium of the Bay and 42 years of environmental advocacy through the Bay Institute. We acknowledge the invaluable contribution of our wonderful staff for their dedication, care, and hard work in nurturing the 24,000 animals in our collections. Our Board of Directors have remained alert to the fiscal challenges and emergency measures that we proactively put in place in 2020-21 and continue to monitor. Our external partners and international collaborators have demonstrated great faith in our ability to deliver amid adversity and challenges, that has continued to strengthen our resolve and explore new solutions and opportunities. We are most grateful to our advisors and in-kind supporters for helping us stay the course on our mission. Our Veterinarian Dr. Jill Spangenberg DVM, Ph.D. deserves a special debt of gratitude for volunteering her time and lending her expertise to give us the best animal care that meets the highest standards of excellence. A big thank you to our volunteer divers, docents, and general volunteers for all your wonderful support.



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Content: Department Directors

Design/Layout: Studio Aqua/Brian Harris







A stylized, teal-colored octopus is the central focus of the page. It has a large, rounded head with a single visible eye and a wide, curved smile. Its tentacles are long and flowing, with some showing a pattern of small white dots. The octopus is set against a solid dark blue background.

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2021-2022

## BOARD OF DIRECTORS



**BEN BLEIMAN**  
Chair (outgoing)



**ANGELIQUE TOMPKINS**  
Secretary



**SHAILESH SHUKLA**  
Treasurer



**KAY CARNEY**



**JJ HANLEY**



**JACQUELINE MILLER**



**Dr. GEORGE JACOB FRCGS**  
Ex-Officio President and CEO

### *Thank You Ben Bleiman*

*"You have been at the helm of the Aquarium and Bay.Org for many years and especially, during its toughest period during Covid 19 shut-down which saw our challenges multiply with payroll, debt re-structure, re-financing negotiations and federal assistance. Despite its impact on your personal business, you provided unwavering leadership to Bay.Org and navigated the storm with a sense of higher societal purpose for which we are grateful. Thank you and Farewell!"*



## BAY.ORG WELCOMES NEW CHAIR



### JON FISHER

Silicon Valley Entrepreneur and Philanthropist

We are delighted to welcome Silicon Valley entrepreneur and philanthropist Jon Fisher as the incoming Chair of Bay.Org. Winner of multiple awards for entrepreneurship, Jon sold his own NFTs before founding the software company ViciNFT, prior to building three companies including Bharosa—which produced the Oracle Adaptive Access Manager and sold to Oracle Corporation. An Adjunct Professor at University of San Francisco, he is the author of *Strategic Entrepreneurism: Shattering the Start-Up Entrepreneurial Myths* (2008) and is named on over 100 patents globally. Fisher has been a trustee of the Nueva School in Hillsborough, the Pacific Vascular Research Foundation in South San Francisco, and has served on the board of the Buck Institute For Age Research. An avid volunteer Diver and marine conservationist, he has supported the Aquarium's fund-raising efforts with his wife Darla and daughter Avery, during the most challenging Covid/ post-Covid years

## ADVISORS & AMBASSADORS



**DR. SYLVIA EARLE**

National Geographic Explorer in Residence  
Founder, Mission Blue; Deep Ocean Exploration and Research



**JOHN GEIGER**

Chief Executive Officer  
Royal Canadian Geographical Society



**DR. CONRAD LAUTENBACHER**

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



**DR. DANIEL KAMMEN**

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



**BRIAN BAIRD**

Assistant Secretary, Ocean & Coastal Policy, State of California; Former Director, Coast & Oceans Program, The Bay Institute



**SUDHA PENNATHUR**

Sudha Pennathur LP  
Collections



**M.R. RANGASWAMI**

Founder Chairman, Corporate Eco Forum



**DR. BRANDEN BROUGH**

Deputy Director, Molecular Foundry  
Lawrence Berkeley National Laboratory



**DR. SAM MOLYNEUX**

Former Managing Director,  
Chan Zuckerberg Initiative  
Co-founder and Co-CEO, Poppy







## EXECUTIVE LEADERSHIP



**DR. GEORGE JACOB FRCGS**  
President & CEO



**JAZ CARIOLA**  
General Manager



**PAUL NAKAMOTO**  
Vice President  
Guest Experiences



**TEPPEI TOKURA**  
Controller



**GARY BOBKER**  
Director  
Rivers & Delta Program



**CHRIS LOW**  
Deputy General Manager  
Director, Facilities & Life Support Systems



**MELISSA SCHOUEST**  
Director  
Animal Care



**PATRICK DORAN**  
Director  
IT Services



**ANGELINA PREZA**  
Director  
EcoXpeditions



**KEVIN MCELIGOT**  
Associate Director  
Animal Care



**JEFF WEAVER**  
Associate Director  
Facilities & Life Support  
Systems



**VICKI DE WITT**  
Executive Assistant  
and Board Liaison



**CATHY TOLENTINO**  
Advisor  
Business Development









bayecotarium™  
SAN FRANCISCO



BERGEN



SCOTLAND



PARIS

GREECE

WASHINGTON D.C.



JAMAICA

SURINAME

COSTA RICA

CABO PULMO

GALÁPAGOS ISLANDS



HAWAII



BOTSWANA

CAPE TOWN





# GLOBAL COLLABORATIONS





## MESSAGE FROM CHAIR

December 14, 2023

Dear Friends of BayEcotarium:

During my long tenure on the board of bay.org, I have never seen such tremendous growth, expansion, innovation, research and creativity delivered by a lean workforce that continues to amaze on every front. The support of the community members and patrons has been vital to our survival. A permanent plaque was dedicated to the memory of Mike McGill whose family generously continue to support the capital expenses associated with the upkeep of Research Vessel Mike Reigle.

Just in the last fiscal year, the Aquarium has taken several decisive strides in securing its future with a clear strategy for debt elimination, infrastructural improvement, new exhibits and capital expansion, launching a soft campaign on December 6 at the historic UN COP28 Climate summit. The aquarium also raised the highest level of funds in its 27 year history, against all odds. Books, collaterals, annual reports, audited financial, taxes and every other operational aspect continues to be managed with professionalism. Enhanced internal efficiencies have positively impacted the external influence, presence and international outreach with projects pouring in from India, Botswana, Jamaica, Norway and elsewhere, in a clear testament to the potential of this organization to be an impactful voice for climate and ocean conservation.

The Bay Area attractions have struggled post-pandemic. But our inventive resilience has kept us afloat, as we look to a better future in times to come.

Donate generously! Wishing you a great New Year ahead!

Sincerely,

Ben Bleiman

Chair, Board of Directors, BayEcotarium  
Commission President, San Francisco Entertainment Commission





## MESSAGE FROM PRESIDENT & CEO

December 15, 2023

Dear Members, Patrons, and Friends:

2023 has been a year of tremendous opportunity and immense challenges.

While challenges largely stemmed from the continued downward trend in San Francisco tourism numbers that coat tailed on dwindling conferences, low cruise ship docking, the general concern with San Francisco's record on public safety, homelessness and vehicle break-ins along the embarcadero coupled with media coverage, the local museums, attractions, and destinations need a collective, cohesive, city-backed strategic initiatives with metrics of time-bound support to turn the tide. There has to be a sense of urgency and open communication for creating an ecosystem that can collectively improve tourism for many of these institutions still struggling with prolonged COVID closures and high operational costs of labor, inflation, insurance and talent retention.

In this context, the aquarium saw a steady stream of visitors, hosted events and parties, offered education and extension services, enhanced animal collections, offered an amazing array of retail merchandise and invested in facilities and life support system enhancements in conjunction with ongoing conservation initiatives on water policy, equity and endangered species.

We got renewed accreditation from AZA and became the first aquarium to receive twin provisional accreditation from UNCCD and UNFCCC leading up to our participation in the historic COP28 climate summit in Dubai where we hosted multiple Grammy winners and the legendary co-founder of the Police -Stewart Copeland.

The aquarium was tapped to design a Peace Park in New Jersey, an eco-theme Park in Meghalaya, an Oceanarium in Odisha and a Diamond museum in Botswana making it the only aquarium in the world involved in masterplanning and designing multiple mission- aligned projects around the globe.

We look forward to a transformational 2024. Happy New Year!

Stay connected. Stay tuned.

Dr. George Jacob FRCGS  
President & CEO, BayEcotarium

Board of Directors ICOM US  
Board of Directors CAL Travel  
Board of Directors US Travel







## EXECUTIVE SUMMARY

2023 has been a decisive year in the history of bay.org as it heralds a new era in its 43 year track record of environmental and ocean conservation in the San Francisco Bay Area. As we reflect on the rapid progress we have made on multiple fronts despite financial challenges and COVID debt carried forward, we saw tremendous improvements with much needed repairs and upgrades to facilities, exhibits, programs and life support systems. Holding areas, office floorings, storage, staff office refurbishments, signage, doors and fresh paint work, neglected for decades underwent a systemic refresh. Even as retail merchandise and wall graphics added vibrancy to the spaces in conjunction with cash counter claddings, a perky robot (Aquabot) continues to delight children with its animated enthusiasm while conducting gallery guided tours. Young Ocean Ambassador, 13 year-old Avery Fisher broke the Guinness Book of World Records by diving in our tunnels pulling off an amazing 36 underwater magic tricks in record time!

The Aquarium was re-accredited by the Association of Zoos and Aquariums after a rigorous

site and off-site review process. It also became the first Aquarium in the United States to receive twin provisional accreditations from 2 United Nations agencies- UNFCCC and UNCCD ratified at the UN COP28 Climate Summit held in Dubai (UAE). The Aquarium hosted a historic Climate Concert with multiple Grammy Winners at Dubai Opera with 2000 guests from around the world including 400 UN delegates and Ambassadors with Stewart Copeland, the legendary co-founder of The Police. A Climate Song recorded with the Royal Philharmonic Orchestra at Abbey Road Studios was dedicated the Blue Planet by the amazingly talented Boston-based singer Anuradha Juju. Dr. Andrew Steer, President & CEO of Jeff Bezos Earth Fund delivered the Key-Note.

Our 2023 Annual Report is on schedule for a timely release for the seventh straight year with 2022 audited financials. As we bid adieu to our long-term Board Chair, Ben Bleiman, who led the organization for the last 7 years, we look forward to an exciting 2024 New Year ahead with renewed rigor and the launch of our Capital Campaign aligned with our 2025 Strategic Vision.

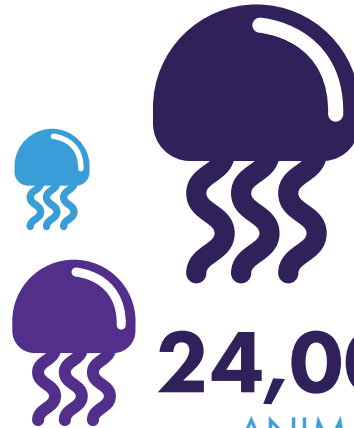
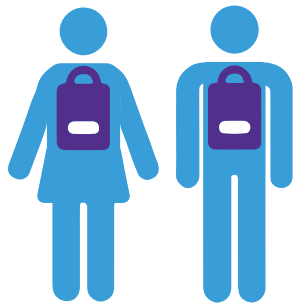


**SMITHSONIAN AFFILIATED  
BAYECOTARIUM  
INSPIRES CLIMATE RESILIENCE  
AND OCEAN CONSERVATION,  
THROUGH ENVIRONMENTAL  
STEWARDSHIP TO  
PROTECT AND PRESERVE  
ECO-BIODIVERSITY FROM  
SIERRA TO THE SEA™  
AND BEYOND**

## 43 YEARS OF ENVIRONMENTAL STEWARDSHIP

**2.2 MILLION  
CHILDREN**

FREE STEAM  
EDUCATION PROGRAM



**24,000+**

ANIMALS

**225**

SPECIES IN OUR CARE



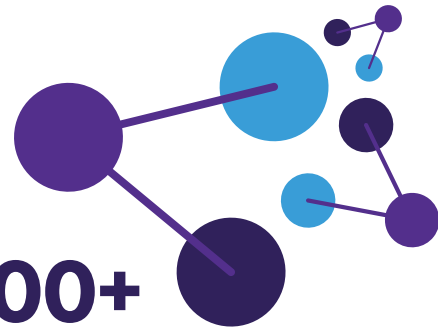
**14.5 MILLION**

VISITORS



**12,000 LBS.**

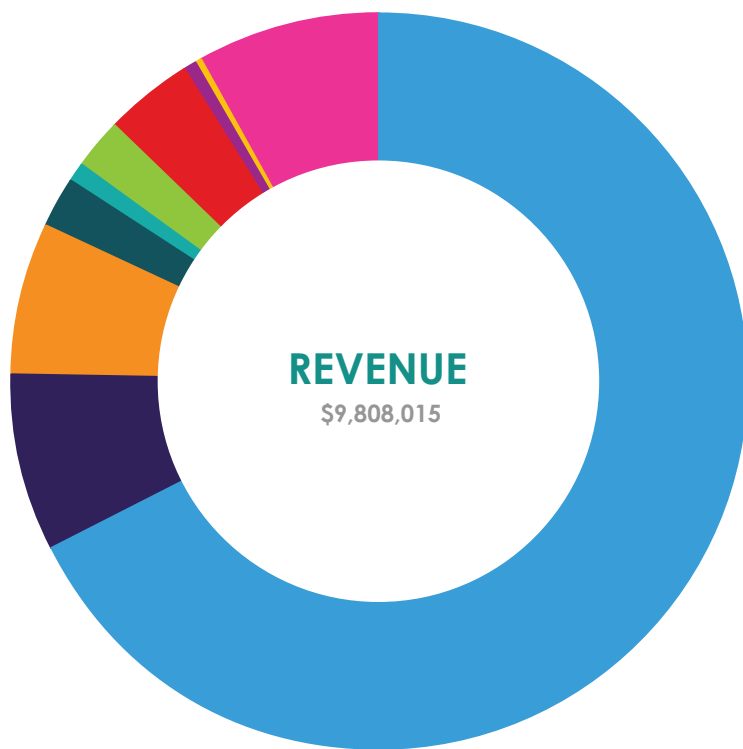
TRASH REMOVED FROM  
BAY SHORELINE



**100,000+**

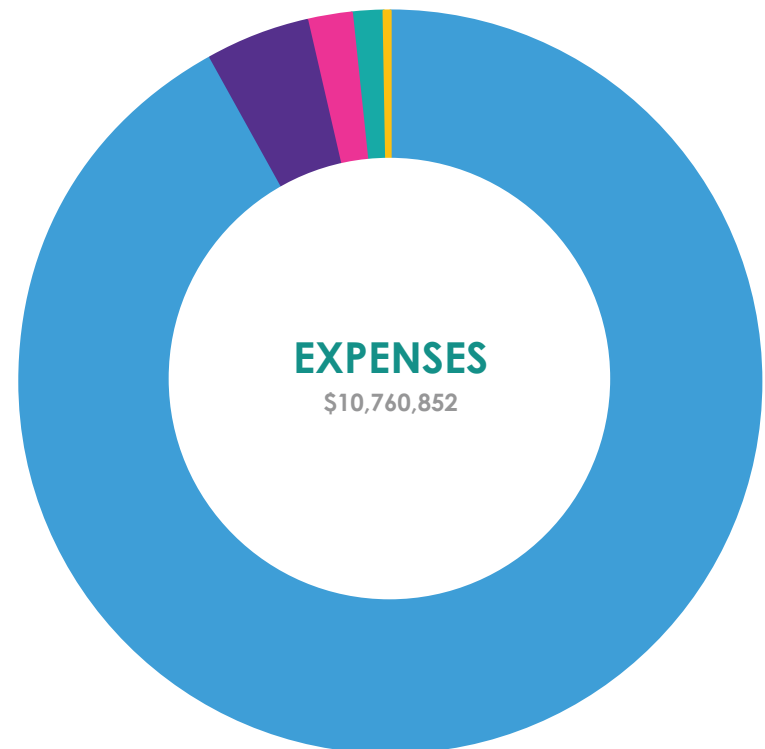
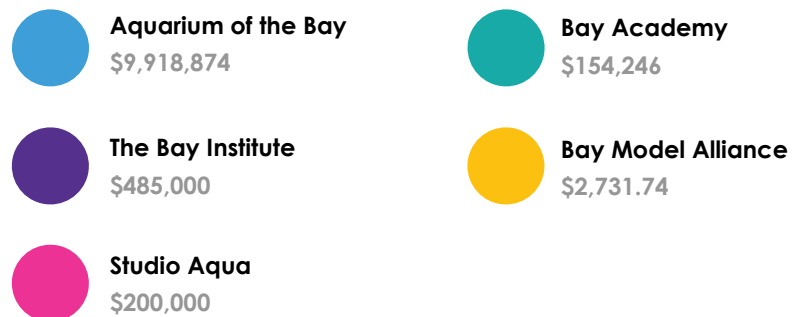
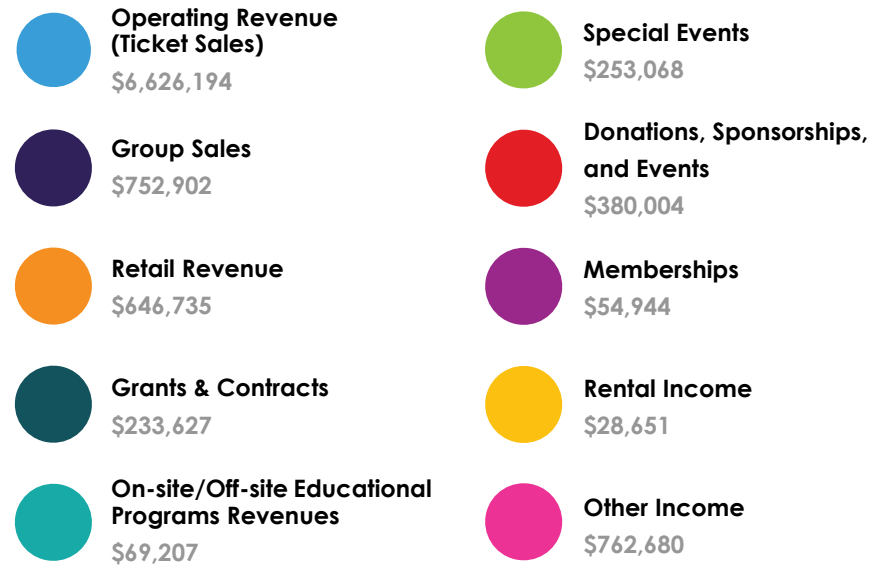
NETWORK FOLLOWERS





## REVENUE

\$9,808,015



## EXPENSES

\$10,760,852







## AQUARIUM OF THE BAY

### ANIMAL CARE



Early this year, the Association of Zoos and Aquariums (AZA) conducted a rigorous examination of the Aquarium operations and safety standards and gave the aquarium its highest approval rating yet, with a five year re-accreditation certification. All departments pitched in to ensure that the aquarium facility and Life Support Systems adhere to the highest standards of professionalism. The final reviews were held in Oklahoma City and was attended by staff from Animal Care, Facilities, Guest Experiences, Operations, Human Resources and Executive Administration

### Expanding Your Horizons Conference Key-note

Melissa Schouest, Director of Animal Care, delivered the Key-note address for the 40th annual Expanding Your Horizons Conference at Skyline College - a conference for 6th-12th grade young women to learn about career opportunities in math and science.



### New Animals

- **Red Octopus** (*Octopus rubescens*): male red octopus were added to the cephalopod gallery
- **New Tope shark** (*Galeorhinus galeus*)
- **New male sevengill shark** (*Notorynchus cepedianus*): Visitors are captivated by the sheer size and striking presence of this elusive predator.
- **Sarcastic fringehead** (*Neoclinus blanchardi*): Debuting in the pier pilings exhibit, sarcastic fringeheads are cryptic and mysterious animals that are very territorial. While they appear to be unassuming while tucked away in their dens, these animals are fearless and use their huge jaws to compete with others for territory as well as catch prey and ward off intruders.



1. North American river otter
2. Red octopus
3. Wolf eel







Tope sharks can weigh nearly 100 pounds, reach speeds of 12 knots traveling great migratory distances, and they have life spans averaging 55 years

Volunteer divers continue to support aquarium in cleaning and maintaining the 300 foot long tunnel systems at the Aquarium of the Bay







## AQUARIUM OF THE BAY



1.



### Mike McGill Celebrates 27 Year Milestone Anniversary!

Mike McGill celebrated his 27th anniversary as an employee of Aquarium of the Bay on September 12th, 2023. Mike started here in 1996 as the Aquarium was getting ready to open and has been an integral part of the Animal Care team and the overall success of the institution. Over the years Mike has been involved in nearly every facet of caring for the animals that call the Aquarium home, and we are all so thankful for his dedication to helping inspire conservation and education of the San Francisco Bay and its watershed for the past 27 years. The longevity of service is a testament to the incredible work environment that has retained and sustained much of the talent through the years. Congratulations and thank you Mike!

1. Aboard the RV Mike Reigle in the bay, Mike McGill, Senior Animal Care Biologist & Collections Coordinator, with Melissa Schouest, Director of Animal Care, conduct research.
2. Research Vessel Mike Reigle
3. Captain Mike McGill sharing a candid moment with President and CEO Dr. George Jacob

2.



3.












## HALLOWEEN UNDERWATER PUMPKIN CARVING!

Animal Care team celebrated Halloween with divers carving pumpkins in the Near Shore Tunnel. This fun event was a delight for all ages and always surprising to watch how the animals interact with the divers and jack-o-lanterns. As the divers carved pumpkins over several days, other animals experienced pumpkins and Halloween themed enrichment around the aquarium.







Sarcastic fringehead now  
on exhibit in the Discover  
the Bay gallery.





Baby horn shark at 4 inches long and 16 grams, living behind the scenes for close observation during its initial critical points of development.



## AQUARIUM BABIES

### Baby horn shark

Aquarium of the Bay was thrilled to announce the momentous occasion of the birth of a baby horn shark in 2023. This historic event marks the first successful breeding and birth of a horn shark within the Aquarium's facilities, a testament to the dedication and expertise of the institution's Animal Care team.

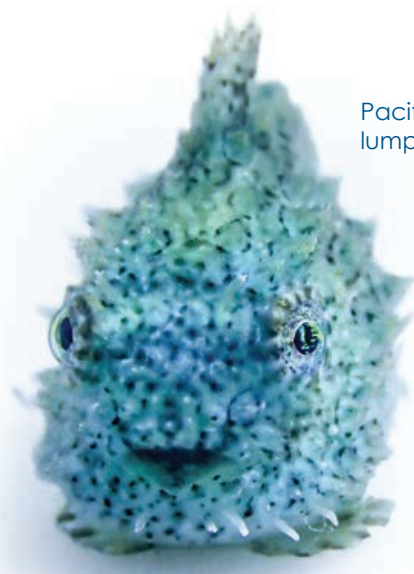
Horn sharks (*Heterodontus francisci*) are a unique and captivating species known for their distinctive appearance and horn-like spikes, which adorn their dorsal fins. Native to the Pacific coast of North America, horn sharks play a crucial role in maintaining the health and balance of marine ecosystems. However, these sharks have faced various challenges in the wild, including habitat loss and fishing pressures, little is known about their status in the wild and they are listed as Data Deficient on the IUCN red list, making breeding and conservation efforts paramount.

### Sailfin Sculpin Success

The Animal Care team is carefully tending a second clutch of sailfin sculpin eggs, *Nautichthys oculofasciatus*, that have begun to hatch. These eggs came from a breeding event of our in-house adult population of sailfin sculpin. They are about the size of a grain of rice and are growing behind the scenes where they are receiving food and care 24-hours a day. We have received great interest from other AZA accredited facilities that will exhibit them when they are old enough to ship, which is one of the many ways we work together to promote and inspire conservation.

### Baby Pacific spiny lumpsuckers thrive

In April of 2023, several dozen Pacific spiny lumpsuckers successfully hatched at Aquarium of the Bay. Our highly skilled biologists have been providing them with around-the-clock care and nutrition so that they will grow and thrive. When born they were just a few millimeters in size and now are nearly a centimeter in diameter. Lumpsuckers are a peculiar looking animal, they are round, come in a variety of vibrant colors and have evolved to have suction cup like discs on their ventral side which allows them to attach to rocks and other surfaces; and how can you not smile at their adorable faces.



Pacific spiny lumpsucker



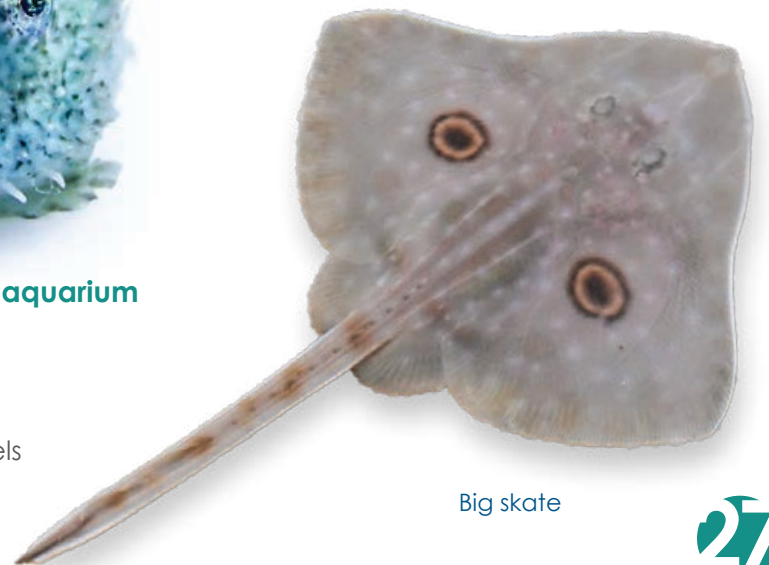
Penpoint gunnel



Sailfin sculpin

### Others born at the aquarium

- 5 bat rays
- 15 Big skates
- Penpoint gunnels



Big skate





## USDA VISIT SHOWCASES EXEMPLARY AQUARIUM OF THE BAY

Our facility had the honor of hosting a group of employees from the United States Department of Agriculture (USDA). This event brought together a group of USDA employees from various corners of the nation, who specialize in public affairs and communications within the Animal and Plant Health Inspection Service (APHIS). APHIS, a crucial arm of the USDA responsible for safeguarding American agriculture and natural resources; including animals on display at zoos and aquariums. These experts came together to witness the real-world implementation of their work and gain invaluable insights into how their efforts translate into on-ground practices. Our local USDA inspector, Mr. William Campbell, chose our facility as a prime example to demonstrate the practical implementation of regulations and compliance. He introduced the group to our establishment, emphasizing that we are committed to upholding the highest standards and taking regulations to heart.

This event was more than just a tour; it was a testament to the Animal Care teams dedication, commitment, and the values that drive us. The endorsement from a respected figure like Mr. Campbell affirms our unwavering commitment to adhering to regulations and maintaining the highest standards in our operations.







**Berkeley  
Haas**

## **UC BERKELEY HAAS INNOVATION FORUM ENGAGES AIMA CEOS IN CORPORATE SUSTAINABILITY INITIATIVES**

20 CEOs and executives from the All India Management Association visited the Aquarium with Professor Solomon Darwin for a guided tour led by Aquarium Education Manager Doug Apple. This was followed by a lecture by President and CEO Dr. George Jacob that highlighted sustainable design elements of the new BayEcoarium - ranging from LEED platinum standards to the use of sustainable materials and 360 processes mission-aligned with our non-profit mandate.







## RIVER OTTERS FROLIC IN THE JULY SNOW!

The aquarium celebrated the 10-year anniversary of the North American River Otter exhibit. Staff and volunteers packed our otter exhibit full of snow on July 25th for a mind-summer otter snow day. Guests had an otterly fun time watching Baxter, Ryer, Tahoe and Shasta frolicking in mounds of fluffy white snow generously donated by A. LaRocca Seafood.

## Birthday Celebration

North American River Otter Shasta (right) celebrated his 13th birthday on April 19th, 2023. Senior Biologist, Noel (our expert seafood baker) made Shasta his favorite frozen clam cupcakes to celebrate this special day.







## PLAQUE DEDICATED IN MEMORY OF MIKE REIGLE JUNE 8, 2023 WORLD OCEAN DAY

On UN World Ocean Day on June 8th, we hosted a rededication ceremony for the Research Vessel “Mike Reigle” to commemorate its role 5 years of Aquarium research initiatives and unveiling a plaque in honor of late Mike Reigle, followed by a four-course dinner in our glass acrylic tunnels for guests to dine with a spectacular view of 24,000 animals in our 750,000 saltwater tanks. Jon Fisher and daughter Avery dived into the tanks with Hunter Coughlin in support of the Aquarium’s Ocean Conservation mission. Ocean Ambassadors Miss California 2022 Catherine Liang and Miss Nepal 2021 Wendy Shew engaged and inspired the audiences with their love for the oceans.

As the weather finally began to clear, the animal care team prepared to head out on the Research Vessel Mike Reigle. Each year, the team leads a boat safety class followed by field exercises which include person overboard drills and abandon ship drills. In preparation for our 2023 collecting season, the R/V Mike Reigle was taken over to Berkeley Marina for its annual haul out, hull painting, and engine tune-up.



Animal Care staff practicing man-over-board drills on the RV Mike Reigle.







## AZA RE-ACCREDITATION

Smithsonian Affiliated Aquarium of the Bay in San Francisco gets Association of Zoos and Aquariums (AZA) re-accreditation 2023-2028. A testimony to the dedicated staff and volunteers as we celebrate our 27th anniversary of public service. Proud moment indeed!



Aquarium of the Bay receives AZA re-accreditation following the final review at a conference held in Oklahoma City. The review committee commended the aquarium team of their excellent presentation and responses to the detailed review questions.



Kevin McEligot, Associate Director Animal Care, provides a behind the scenes tour to a family visiting from the silicon valley examining the tiny Lumpsuckers hatchery tank.







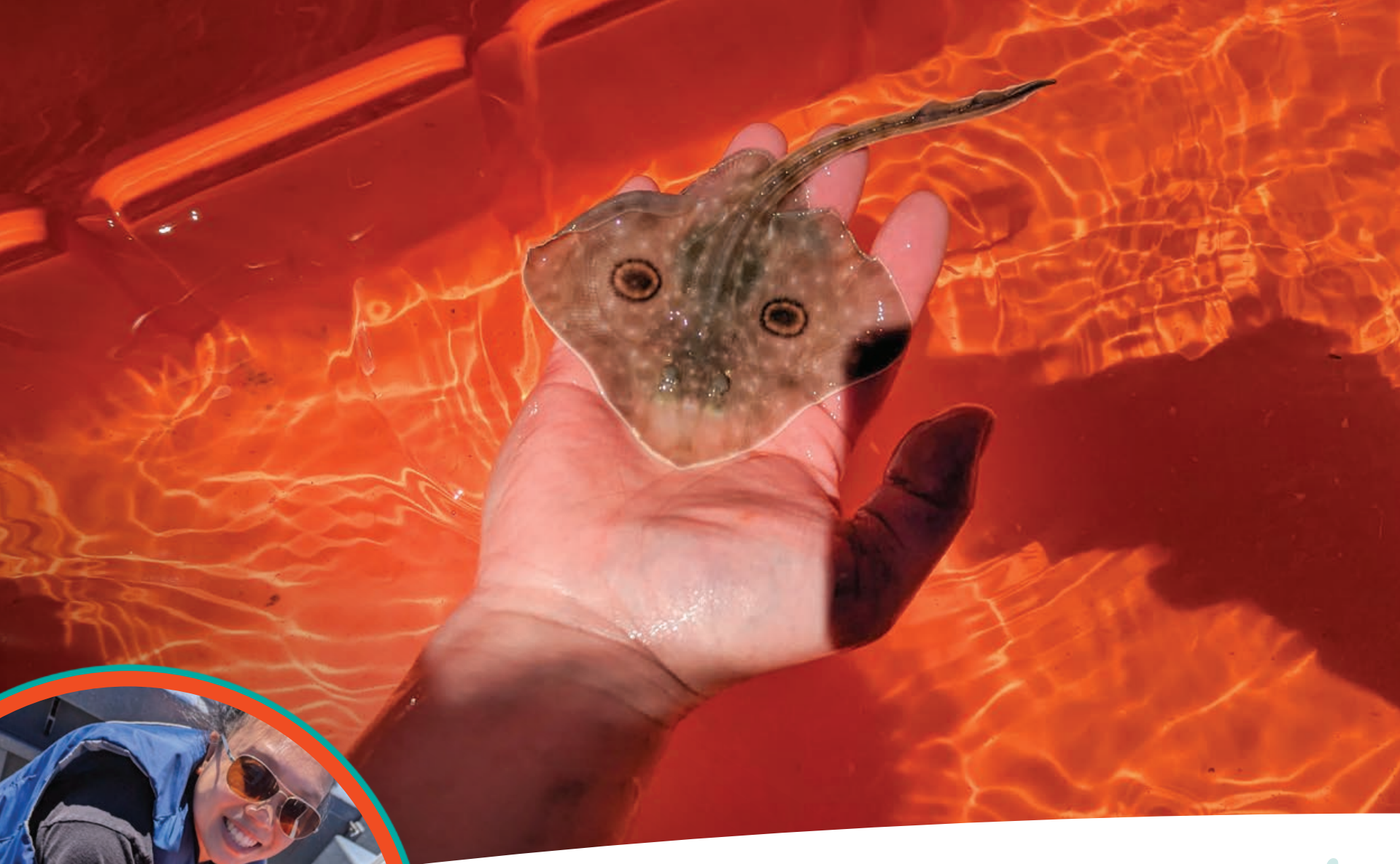
## WINE WOMEN & SHOES

The Events team successfully put on the Wine Women and Shoes event on March 30th! There was a lot of work done to make the event a reality, and we were blown away with the fruits of the Events team's labor. The successful night was full of luxurious shopping, great food, tasty wine, and exciting live music that included a live performance by Broadway actor Claybourne Elder.



HAPPENING IN THE BAY  
AQUARIUM OF THE BAY TO HOST 'WINE WOMEN & SHOES'





## ANIMAL RELEASE MAKES HISTORY

With special permit approvals from the California Department of Fish and Wildlife, we were able to release 5 captive born Bat Rays and 10 captive born Big Skates back into the San Francisco Bay. At the Aquarium, we have a population of healthy reproducing bat rays and skates, that produce more offspring than we can care for, and this is an exciting opportunity to help contribute to the native marine diversity populations for these dynamic and engaging species.

Our female skate is continued to produce viable egg cases in the Nearshore Tunnel and we successfully released another batch of big skate eggs back into the San Francisco Bay in September.







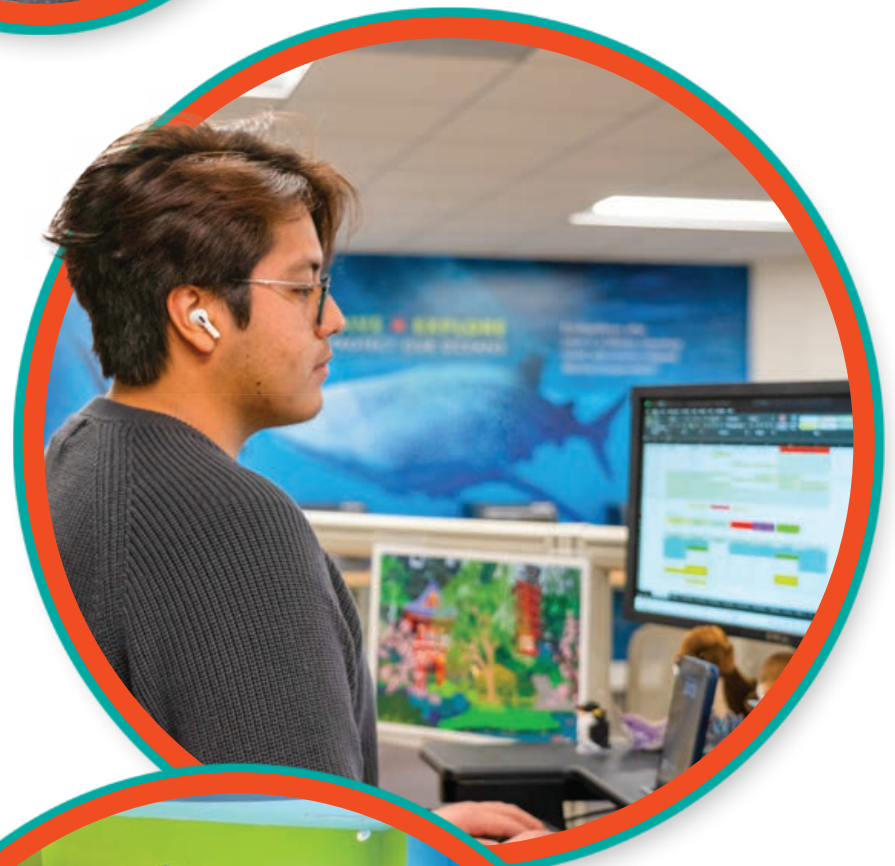
Melissa Schouest, Director of Animal Care, leans over RV Mike Reigle to release Bay Ray into the Pacific Ocean.





◀ Volunteer Owen Wang shows off shark jaws to guests at the Shark Cart.

▼ Richard Arauz, Volunteer Coordinator, working on the volunteer schedule.



## AQUARIUM VOLUNTEERS MAKE A DIFFERENCE

Our education docent volunteers help guide guests throughout the Aquarium to each exhibit. They also answer questions and ensure our visitors have a memorable experience. One way our docents put smiles on guests' faces is by showing them how to gently touch one of our marine friends and sharing information about them. Many families love how they are able to touch a shark or a bat ray for the first time and our docents are able to make that happen for so many people every day. The Aquarium also has an all-Volunteer dive team.

► Volunteer helping clean the touch pools in the Bay Lab gallery.











## Why are Small Fish Such a Big Deal?

When these small fish are in trouble, we're all in trouble.

Small, schooling animals like herrings and anchovies are an important source of food for large predators in the Bay. Without enough small fish to eat, bigger fish, sharks, sea lions, diving birds and our fishing industries might all dwindle away.

None of us  
would find enough  
fish to eat.

SLIDE BAR









## AQUARIUM COLLABORATES ON STUDENT WORKSHOPS DURING **ONE OCEAN WEEK** AT BERGEN NATIONAL AQUARIUM

Aquarium of the Bay team aside “the tall ship” Statsraad Lehmkuhl, returning home from it’s 20-month circumnavigation around the globe. Its arrival kicked off the One Ocean Week festival in Bergen, Norway, a productive rendezvous for global ocean solutions that is set to be hosted in San Francisco in 2025! We are thankful to the Bergen National Aquarium for hosting the team and hope you can all join us when the ships comes to San Francisco.



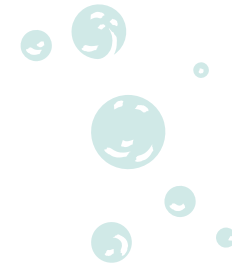


# ST<sup>®</sup>

► One Ocean Week kickstarted in Bergen, Norway. Smithsonian Affiliated Aquarium of the Bay in San Francisco and the Bergen Akvariet bridge the Pacific and Atlantic as a one ocean collaboration titled "0" as Director Aslak Sverdrup leads a morning expedition to the tall ship Statsraad Lehmkuhl that returned after 20 months at sea. His Majesty King Harald of Norway was in attendance to receive the vessel.







## GUEST SERVICES & RETAIL

### Aqua-30Ts Begin Tours

Following the Covid 19 Social distancing protocol, the Aquarium began exploring prospects of introducing robot gallery guides. After a few test runs and creative content generation, the aquarium began experimenting with Aquabots installing the first multi-lingual robot gallery guide to enhance the visitor engagement. Upon entering the first Discover the Bay gallery, guests can gain insights to 5 different exhibits on a robot guided short tour replete with high impact video and audio content. The IT team setup the robot's pre-programmed tour trajectory with timed videos with the help from our partner Tuff Robotics. It has been a huge hit with our youth guests so far!

### Aquarium of The Bay Partners with SkyStar Wheel

The Aquarium has on-going partnerships with Big Bus, Blue and Gold Fleet, Madame Tussaud's, and The Flyer/7D. Guests can buy individual tickets or build the package of your choice at any of our ticketing locations. We have seen an increase in ticket and package sales since November. With the holidays just around the corner, you can gift your loved ones with fun and exciting experiences! Our newest partner SkyStar Wheel (The Ferris Wheel) relocated from Golden Gate Park to Fisherman's Wharf! Combo Tickets are now available at our ticketing locations. SkyStar Wheel offers unparalleled views from San Francisco's crown jewel, the City's first waterfront observation wheel in more than 100 years. Standing over 150 feet tall along the waterfront in world-famous Fisherman's Wharf, SkyStar Wheel boasts of spectacular views of San Francisco and the gorgeous Bay that surrounds it. From never-before seen bird's eye views of San Francisco's North Beach, Russian Hill and Telegraph Hill neighborhoods, to Coit Tower, the Golden Gate Bridge, the Bay Bridge, Sausalito and notorious Alcatraz Island, SkyStar Observation Wheel offers 36 gondolas that can host up to 6 guests per gondola.



1. Aquarium of the bay becomes the first attraction in California to introduce multi-lingual robot guides. This imitative was started following COVID-19 social distancing and has a tremendous response from school children.







Aquarium has partnered with SkyStar on combo tickets that enhance visitor experiences on the Embarcadero.





## AQUARIUM OF THE BAY

### MERCHANDISING AND E-COMMERCE

The Retail Team has been consistently adding vibrant and stylish branded merchandise to the retail outlets and on-line eco-store platform. Having undergone a major facelift in its interior décor and display, both retail outlets in the Aquarium are much brighter, exciting, and enticing for visitors looking for a souvenir. Thanks to the team efforts, the well-organized and well-stocked Eco-store is set to make higher sales than ever before. In addition to the physical retail store locations, the online Eco-store is selling extraordinarily well with a continuous stream of new items and seasonal gifts for all ages. The aquarium online store now offers a diverse selection of products across five distinct categories: Apparel, Souvenirs, Books, Home Goods, and Stuffed Animals & Toys. We are actively in the process of incorporating popular retail items into our web inventory for a seamless shopping experience.

### Sustainable Products

Exciting new items hit the shelves for guests during the Summer, including all-new plush toys made from recyclable bottles and are 100% eco-friendly. The aquarium offered other brand-new apparel for guests to wear and show their love for the oceans and all animals who live in it. New Custom Merchandise was created for the UN COP28 Climate Summit including water bottles, T- Shirts and Lapel Pins with PEACE and UN SDG circles.



New products are flying off the shelves, with items such as the plush sea lions, turtles, and otters.



















## AQUARIUM OF THE BAY

### INFORMATION TECHNOLOGY



Evan Louie, IT Manager,  
working on a PC.

#### Redesigning Webstore and Ticketing Page

The Eco-Store of The Aquarium of The Bay is proud to introduce its newly redesigned webpage. Upon the initial launch of our website, the design was relatively rudimentary, lacking visual coherence with our ticket sales portal. The IT team focused on a straightforward design ascetic with reactive bubbles, rounded corners, and better integration with our new color scheme

#### Automated Ticket Kiosks

IT and Guest Services experimented with automated kiosks at our plaza ticket booth outside the Aquarium. The system showed promising results with an increase in usage at the booth during the trial period. IT will continue to review the data and options to optimize the service for possible full-time use.

#### Braille 3D Printed Kits for Visually impaired

Multiple Maker-bot 3D printers and scanners continue to generate experimental braille kits that co-link marine bio-diversity and educational content on bio-degradable corn-starch based diskettes. Once combined with audio, these kits can be used with visually impaired school kids to impart accessible content. Currently, there is no other aquarium that delves in this realm. We intend to complete this initiative to scale in 2024 for the intended demographic and are actively exploring grant opportunities



Patrick Doran, Director  
of IT, showing various  
3D prints.



Automated kiosks at  
Aquarium of the Bay





# AQUA-360



Tour path and programming for the first robot at Aquarium of the Bay, shown in the Discover the Bay gallery.









## FLEET WEEK 2023 WATCH PARTY

The daredevil topgun pilots dazzled with aerobatics as the blue angels thundered through the sky during fleet week. The aquarium balcony offered unmatched panoramic views of one of the most incredible airshows on the planet.







### TRADESHOWS

#### National AZA conference

Smithsonian Affiliated Aquarium of the Bay sent some of our amazing team to the national AZA conference (Association of Zoos and Aquariums) in Columbus, Ohio. This annual conference provides a vital opportunity for collaboration, sharing ideas and best practices, and new issues and trends across the field.

Director and Associate Director of Animal Care attended talks on advancements in animal husbandry, veterinary medicine, animal behavior and wellbeing. Education Manager met with contemporaries and shared innovative ideas on enhancing educational programing and outreach efforts to increase the impact aquariums and zoos have as powerful educational tools while General Manager engaged in workshops on new technologies and sustainable practices to enhance accessibility.

This conference is pivotal to ensuring AZA accredited institutions continue to make meaningful contributions to wildlife conservation, environmental education and provide exemplary care for our animal collections.

#### IPW 2023

Sales and Events attended the 2023 International Pow Wow (IPW) in San Antonio, Texas - the largest trade show in the United States with over 5000 delegates. Cathy Tolentino and Hannah Woodall met with tour operators, OTA's, and attractions from around the world to deepen current relationships and build new ones. As countries seem to be opening for travel post-Covid, buyers are looking for hotels and attractions to offer group rate.

1. Hannah Woodall experiencing a cultural activation featuring a Texas Longhorn in San Antonio during IPW 2023.
2. Rockfish
3. Doug Apple, Melissa Schouest, and Kevin McEligot checking out the various bears in the Polar Frontier area of the Columbus Zoo during the AZA conference.







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SAVE T WITH US!

MAKE A DIFFERENCE

aquarium  
of the  
bay

BE THE MOVIE

PROTECT

REST

ipw  
ipw  
BRIAN GALLAGHER  
CityPASS  
EXHIBITOR

ipw  
ipw  
HANNAH WOODALL  
Aquarium of the Bay  
EXHIBITOR

ipw  
ipw  
HANNAH WOODALL  
Aquarium of the Bay  
EXHIBITOR

AZAZAZA

▲  
Cathy Tolentino & Hannah Woodall  
connecting with CityPASS Vice  
President Brian Gallagher at IPW 2023

◀  
The Aquarium of the Bay team at  
AZA. From left, Jaz Cariola, Melissa  
Schouest, Kevin McEligot, and  
Doug Apple.





## BPS ANNUAL DAY HONORS DR. GEORGE JACOB AS CHIEF GUEST

In a two-day ceremony, President and CEO Dr. George Jacob was honored as the Chief Guest for the Annual Day of one of the foremost residential schools in India. The ceremonies included a guard of Honor, Band, horse-riding, science and art fairs, theater, music and sports, gymnastics and martial-arts demonstrations performed by nearly 1000 K2-12 students at his alma mater.



President and CEO Dr. George Jacob with senior faculty members and director of Birla education Trust, Lt. General SS Nair at Birla Balika Vidyapeeth following his Key Note address.



President and CEO Dr. George Jacob with Director BK Birla Institute of Engineering & Technology S M Prasanna Kumar and Mr. K K Pareek being honored with shall after his Key Note address to the students.



# YOUTH OCEAN AMBASSADOR AVERY FISHER BREAKS WORLD RECORD



13-year-old Avery Fisher broke the Guinness Book of World Records for diving into our tunnels and performing 38 magic tricks in under 3 minutes at 58F degree temperature. This was an incredible feat in support of the Aquarium and its mission of Ocean Conservation and environmental advocacy. Avery has been our Youth Ocean Ambassador since 2020 leading the call to support our non-profit through the toughest COVID shut-down months.





## AQUARIUM OF THE BAY

### FACILITIES AND LIFE SUPPORT SYSTEMS (LSS)

The facilities team has been hard at work improving and maintaining the critically important Aquarium, and the exhibits have never looked better! Improvements can be seen in every corner of the building, and the responses from our guests have been glowing. Moving forward, the team plans to improve and update Discover the Bay, life support systems, the elevators, and more. Guests will also see new wall graphics, 3D screens, banners, and new and improved additions to the animal holding tanks. Thanks to the Facilities Team, the Aquarium looks more future-forward and engaging than ever!

#### Salt for Low Salinity Conditions in the Bay

Due to recent low salinity in the Bay, the Facilities team added salt to the tanks to more closely mimic typical San Francisco Bay conditions and provide a more comfortable environment for the animals. Having exhausted the first load of salt, the Facilities team procured another 4,000 pounds for Aquarium exhibits.

#### Discover the Bay Great White Shark Model

The Great White shark scale model (Bite Head) that hung outside the aquarium saw a total refresh done by exhibit designer Evan Barbour. The updated shark model (Bite Head) found a new home in the Discover the Bay exhibit and installed it on the ceiling to depict a chase sequence with three sea lions. This was a dramatic addition to the galleries with information on local shark sightings. The Bite Head model was created to scale, accurately representing a 15-year-old great white shark that frequents off the Farallon Islands, nick-named due to bite marks on the side of his head.



Thousands of pounds of salt delivered to the aquarium for adding to tanks due to low salinity conditions in the bay.



Newly refreshed great white shark model added to Discover the Bay gallery.







## AQUARIUM OF THE BAY



### Ozone Filtration Revamp

The Facility team replaced the aging infrastructure of the ozone filtration system, starting with new ozone contact chambers. Ozone filtration is one of the vital components to maintaining the aquarium's water quality parameters and ensuring water clarity for the viewers. The scope of this project also involved replacing pumps, plumbing runs, valves, gauges, and monitoring equipment.

### Promotions

Employee Keith Pitts was promoted to the position of Senior Life Support Systems Engineer, and his focus is to work closely with the Animal Care Staff and oversee preventive maintenance. Director Facilities and LSS- the 27 year veteran of the Aquarium- Chris Low was promoted and given additional charge as Deputy General Manager Aquarium Operation.

### Tropical Holding System Renovation

Aquarium of the Bay is preparing for a new and expanded tropical reef exhibit in the spring! The first steps entail setting up holding and quarantine space behind the scenes to house the animals currently on exhibit. Four new tropical holding systems have been built, ranging from 40 gallons to 200 gallons, and the first round of stony corals have been moved off exhibit. We are excited about the new exhibit and will share updates as it opens to the public in the Spring of 2024.

1. Removed existing original ozone contact chambers with new ones as well as new monitoring equipment.
2. Removed the four existing original ozone booster pumps (front) with new pumps (back).







1.



2.



3.

1. New ozone contact chambers arrive at Aquarium of the Bay and hoisted to the second floor service entrance.
2. Jeff Weaver, Associate Director of Facilities and LSS, finishes moving the new ozone contact chambers into the Aquarium to prepare for installation.
3. Aquarium staff removing old ozone contact chamber while wearing protective gear.





AQUARIUM OF THE BAY

# RESILIENCE

## CLIMATE CONCERT

As the world gathered in the UAE for the historic United Nations COP28 Climate Summit in December 2023, a Climate Concert hosted by us jointly with UNCCD was held at Dubai Opera in solidarity with the message of Sustainability and Climate Resilience. The BayEcoTarium is in the transformation stages into the world's most comprehensive data driven living climate museum. Multiple Grammy Winners led by the legendary co-founder and drummer of THE POLICE band, Stewart Copeland delivered a stunning performance of their multi-platinum hits in orchestral

renditions (POLICE DE-RANGED) with Dubai-based all-female Firdaus Orchestra. UN Goodwill Ambassador and 3X Grammy Winner Dr. Ricky Kej took the stage with award-winning talent to engage the audiences from 170 countries with a musical tribute to our Blue Planet, Climate Change mitigation and Global Peace, as part of the Opening Act. Anuradha Juju dedicated a Climate Theme Song to the Blue Marble. Dr. Andrew Steer, President & CEO of Bezos Earth Fund delivered the Key Note.

"Her Deepness" Dr. Sylvia Earle passed on the future of the Planet to our Youth Ambassador Ryer Kadyk in a symbolic gesture.



# RESTORING RESONANCE

## *Chal Phir Sajaayein*

**Aaj zameen ne mujhse kaha**  
Today the earth implored me  
اليوم الأرض توسلني

**Zakhm mere See doge zara?**  
Can you please heal my wounds?  
هل يمكن شفاء جروحي؟

**Aasmaan ne Mujhse kaha hai**  
Pleaded the sky  
ترجت السماء

**Kaam ye Kar sakoge zara?**  
Can you please do this for me?  
هل تفعل هذا لي؟

**Chal, Phir sajaayen**  
Let's restore the beauty (of)  
لنعيد جمال

**Ye havaaen Ye fizaan**  
The (pure) air and (blue) skies  
الهواء النقي و السماء الزرقاء

**Chal, Saath jaaen**  
Let's join hands (to)  
هيا نجمع أياديها

**Mushkilon ko, Aazmaaen**  
Embrace the challenges together  
نواجه التحديات معا

**Sanskrit Vedic Chant**  
(Ghosha Shanti Mantra, Yajur Veda 7:42.1)

May peace radiate the  
skies and Space  
والسلام يشع السماء والفضاء

May peace reign over this earth,  
its water and the greenery  
ليعمر السلام على هذه الأرض بمياهها ونباتها

May peace fill the Universe.  
والسلام يملأ الكون.

May peace be in the Supreme Being.  
والسلام في الكائن الأسمى.

And may there exist peace and  
peace alone in all.  
ولیکن هناك سلام وسلام وحده في الجميع.

**OM** Peace, Peace and  
Peace to us and all beings!  
السلام والسلام والسلام لنا ولجميع الكائنات

**Bamausam, Naraaz hai mausam**  
The climate is distressed  
المناخ مفجوع

**Tapte hain din aur Kitne hain gham**  
As temperatures and human  
suffering rise  
مع ارتفاع درجات الحرارة والمعاناة الإنسانية

**Fikr ka dariya chadhata hi jaaye**  
Woes rise like a river in tide  
ترتفع الويلات مثل النهر في المد والجزر

**Sabr ne kheenche peechhe kadam**  
Complacency has held us back  
قد اعاقتنا لامبالاةنا

**Ham ruke to, Ruk jaaye duniya**  
If we pause, the world will stop  
إذا توقفنا، سيتوقف العالم

**Ham chale to Chal degi duniya**  
If we march, so will the world  
ان سرنا، سيسير العالم

**Chal, Phir sajaayen**  
Let's restore the beauty (of)  
لنعيد جمال

**Ye havaaen Ye fizaan**  
The (pure) air and (blue) skies  
الهواء النقي و السماء الزرقاء

**Chal, Saath jaaen**  
Let's join hands (to)  
هيا نجمع أياديها

**Mushkilon ko, Aazmaaen**  
Embrace the challenges together  
نواجه التحديات معا

**Ham badle to, Badlegi duniya**  
If we change, so will the world  
إذا غيرنا، سيتغير العالم

**Ham jo chale to Chal degi duniya**  
If we march, then so will the World  
ان سرنا، سيسير العالم

### Chorus

**Chal, Phir sajaayen**

**Ye havaaen Ye fizaan**

**Chal, Saath jaaen**

**Mushkilon ko, Aazmaaen**

**Chal, Phir sajaayen**

**Ye havaaen Ye fizaan**

**Chal, Saath jaaen**

**Mushkilon ko, Aazmaaen**



**COP28**  
**UAE**



**ANURADHA**  
**JUJU**

**Lyrics:**  
Neelesh Misra

**Composer:**  
Ricky Kej

**Vocals:**  
Anuradha Juju

**Executive Producers:**  
Juju Productions and  
Dr. George Jacob

**Music Originally Recorded with**  
**Royal Philharmonic Orchestra at**  
**Abbey Road Studios**

*"The Climate song calls  
for **Resonance** - together we  
can restore the **Blue Marble**  
- our only home"*

**Dr. GEORGE JACOB FRCGS**  
President & CEO, BayEcoTarium  
San Francisco USA





# STEWART COPELAND

GRAMMY Winner  
Lonnie Park

**POLICE  
DEGRADED**  
FOR ORCHESTRA



Stewart Copeland  
Co-Founder of The Police





3X GRAMMY Winner  
Ricky Kej



Multiple GRAMMY Winners and  
legendary co-founder of The Police,  
Stewart Copeland, on the drums, light  
up Climate Concert at COP 28 at Dubai  
Opera. Anuradha Juju dedicates  
Climate Theme Song to the planet.



Maestro  
Firdaus Orchestra  
Monica Woodman





Ibrahim Thiaw  
Executive  
Secretary UNCCD



Dr. Andrew Steer  
President & CEO  
Bezos Earth Fund



Dr. Sylvia Earle  
National Geographic  
Explorer in Residence  
Founder, Mission Blue  
Deep Ocean Exploration  
and Research



Ryer Kadyk  
Youth Ambassador  
Aquarium of the Bay





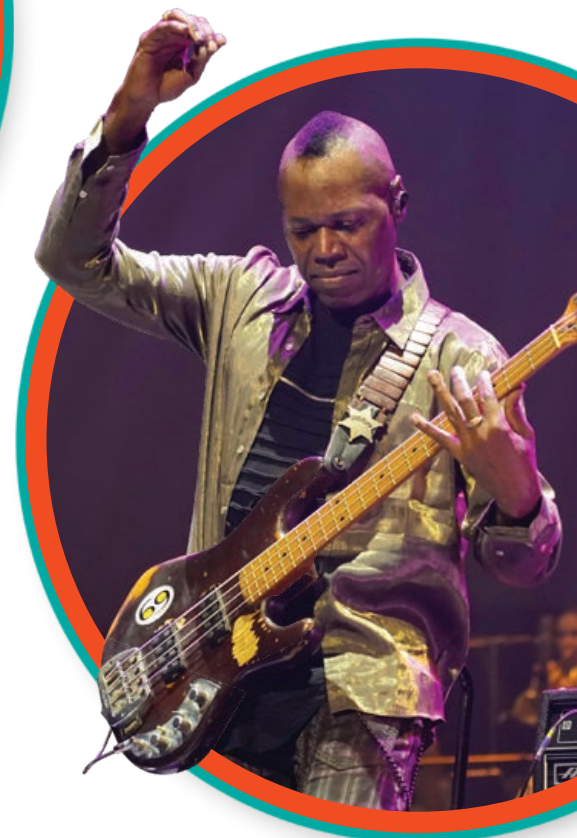
Dr. George Jacob  
President and CEO  
BayEcoarium



Master of  
Ceremonies  
Lukwesa Burak  
BBC Anchor  
Tariq Qureishy  
Xponential Futurist







President and CEO Dr. George Jacob being honored for his lifetime services to humanity by President of American University of Emirates Dr. Muttanna Abdul Razzaq.



Guests arrive at Dubai Opera for the Resonance Climate Concert during COP28.





Ibrahim Thiaw, Executive Secretary UNCCD, with President and CEO Dr. George Jacob backstage ahead of Climate Concert at Dubai Opera.



**United Nations**  
Convention to Combat  
Desertification

H. E. Mariam AlMheiry, Minister of Climate Change UAE, in solidarity for UN COP28 in Dubai with President and CEO Dr. George Jacob.





Climate Theme song  
being recorded with  
Royal Philharmonic  
Orchestra at Abbey  
Road Studios, London



CLIMATE THEME SONG

# RESTORING RESONANCE

*Chal Phir Sajaayein*

**Maiden Release:**

Dubai Opera, UN COP28 Climate Summit  
hosted by BayEcotarium





\$7.7 million 777 Supercar with V12 engine and carbon fiber chassis power synthetic e-fuel launched by Dr. Sohan Roy, Chairman Aries Shipping Dubai, with President and CEO Dr. George Jacob.





AQUARIUM OF THE BAY



2.



3.

1.



### DR. GEORGE JACOB ADDRESSES G20 SUMMIT IN NEW DELHI AND AT COP28 IN DUBAI ON CLIMATE ACTION

Organized by Indiaspora, both international events drew delegates from G20 nations and from around the world in unison for climate awareness leading to sustained climate action. The sessions explored avenues where developing nations would collaborate with developed nations to work towards mitigating the carbon-footprint, engage in technology transfers and share regulatory platforms to bring about measurable change leading up to the UN SDG goals of 30x30 by 2030.

1. President and CEO Dr. George Jacob giving Key Note, Climate Track, at G20 Summit.
2. President and CEO Dr. George Jacob discussing climate action at Indiaspora COP28, Dubai UAE.
3. US Ambassador to India and former LA Mayor Eric Garcetti with Dr. George Jacob at G20.





COP28  
UAE



“ Let’s urge the leaders of nations (at COP28) to preserve our common home, hear the cries of the weakest, whose prayers reach the most High, seeking to live in Peace. ”

**POPE FRANCIS**

“ You need some kind of deal whereby the carbon market money would come in together with a government subsidization . . . together with philanthropic money. That money can actually help de-risk private investment in a very good way...We’re going to put a billion dollars into conserving nature, a billion dollars into restoring nature, and a billion dollars into reforming the food system. ”

**Dr. ANDREW STEER**

President & CEO, Bezos Earth Fund



“ More than 70% of natural ecosystems are significantly altered already. Reversing these processes will create green jobs and revitalize farmlands where communities are falling behind. It is an opportunity to turn unusable land into clean energy farms. ”

**IBRAHIM THIAW**

Executive Secretary UNCCD



**United Nations**  
Convention to Combat  
Desertification

“ As the first country in the region to ratify the Paris Agreement, the first to commit to an economy-wide reduction in emissions, and the first to announce a Net Zero by 2050 strategic initiative, the UAE is committed to raising ambition in this critical decade of climate change. ”

**H. E. MARIAM ALMHEIRI**

UAE Climate Change and Environment Minister







## AQUARIUM OF THE BAY



### HUMAN RESOURCES AND AWARDS

Human Resources at Bay.org remains dedicated to promoting inclusivity and ensuring a secure and welcoming work environment that enables staff to do their best work every day. In 2023 we had many opportunities for growth and improvement. Currently, only 10% of our employees work part time, which means more of our staff are now eligible for benefits, such as health insurance, transit, and cellphone stipends. Additionally, we achieved a significant success in HR by promoting Jasmin Guzman to HR Coordinator and Richard Arauz to Volunteer Coordinator. This bolstered our recruitment and onboarding efforts for both employees and volunteers, as well as the implementation of new health and wellness programs. We also recruited a dive volunteer, successfully integrating them into the Animal Care team.

To ensure diversity and inclusivity, we formed a Diversity Team comprising representatives from all departments to review and update our existing DEIA program, and will start with DEIA training for all staff early 2024. We also improved staff and volunteer engagement through various initiatives, including Donut-n-Coffee Day, Birthday and Anniversary Celebrations, monthly competitions, and events to appreciate and recognize our staff and volunteers.

We couldn't have done all the great work and accomplished so many milestones without the support and collaboration from our partners throughout the organization. From delivering new and innovative technology improvements, to identifying strategic needs and priorities for departments, the road to operational excellence begins with you. Looking towards the future there's a lot to be excited about. We remain focused on delivering continuous improvements particularly in modernizing and enhancing our HR & Volunteer processes. We are also thrilled to unveil a cost-effective employee portal in the second quarter of 2024. We will continue to collaborate with our leadership team to deliver excellent service, foster a culture of learning, and provide opportunities for individual career growth. It is an honor to lead and support this team and I look forward to your continued partnership and collaboration

### 2023 SEAL Award

2023 Business Sustainability SEAL Awards honored the BayEcotarium with a SEAL Sustainability Award. This award recognizes innovations that represent game-changing ideas that bring us to a more sustainable future.



Administrative Assistant Landia Person with the 2023 SEAL Award for BayEcotarium.







SUSTAINABILITY  
ENVIRONMENTAL  
ACHIEVEMENT  
LEADERSHIP



bayecotarium™

WINS 2023 SEAL BUSINESS  
SUSTAINABILITY AWARD



Aquarium  
of the Bay



Studio  
Aqua



Bay Model  
Alliance



The Bay  
Institute



Bay  
Academy



SUSTAINABLE  
SEAFOOD  
ALLIANCE



Smithsonian  
Affiliate

ASSOCIATION  
OF ZOOS &  
AQUARIUMS



GREEN  
BUSINESS







## AQUARIUM OF THE BAY

### PRESIDENT & CEO KEY NOTES ICOM PARAGUAY

Four international committees- ICTOP, INTERCOM, MPR and ICMAH- convene for the first time with International Council of Museums for the historic Climate Leadership and Action summit in Hernandarias. Attended by delegates from 45 countries, the summit stressed on the role of museums as they get increasingly targeted by climate activists and face the threat of cultural

and material vandalism, and to explore the future of museums as they learn to curate and harness climate awareness for sustained global action. Dr. George Jacob shared his vision for multiple climate awareness living museum initiatives the BayEcotarium currently leads in Norway, Jamaica, India and the United States.



▼  
Museum delegates from over 45 countries gather at the second largest Itaipu Dam - an engineering marvel - to mark the opening of ICOM Paraguay in collaboration with 4 international committees for the first time.







## **DINNER WITH THE SHARKS ON WORLD OCEAN DAY!**

On UN World Ocean Day on June 8th, we hosted a rededication ceremony for the Research Vessel "Mike Reigle" to commemorate its role 5 years of Aquarium research initiatives and unveiling a plaque in honor of late Mike Reigle, followed by a four-course dinner in our glass acrylic tunnels for guests to dine with a spectacular view of 24,000 animals in our 750,000 saltwater tanks. Jon Fisher and daughter Avery dived into the tanks with Hunter Coughlin in support of the Aquarium's Ocean Conservation mission. Ocean Ambassadors Miss California 2022 Catherine Liang and Miss Nepal 2021 Wendy Shew engaged and inspired the audiences with their love for the oceans.







## AQUARIUM OF THE BAY

### SEAFOOD ALLIANCE SURPASSES 100 RESTAURANTS IN THE BAY AREA

The Aquarium's Sustainable Seafood Alliance was first created in 2012 with the goal to educate and advocate for responsible seafood sourcing and consuming, as well as honor the restaurants in the San Francisco Bay Area already implementing sustainable practices. Unfortunately, due to the COVID-19 pandemic that temporarily closed restaurant doors and public gatherings, the program was put on hold. In 2022, the sustainability, marketing, and education teams collaborated to reimagine the Alliance and develop a more inclusive and accessible campaign for sustainable seafood awareness.

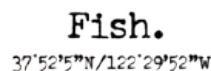
The Alliance's restaurant and vendor partners are committed to serving and sourcing products that leave as little negative impact as possible on the environment. The Sustainable Seafood Alliance provides resources such as a consumer guide on

best seafood choices and details on the Aquarium of the Bay website about fishing vs farming, local and seasonal consuming, and what to look out for when picking out fish in the supermarket. The objective is to avoid eating species from the IUCN endangered species "Red List" without compromising quality and flavor.

Members of the Alliance are dedicated to sourcing and serving the finest quality and freshest seafood for restaurants and their patrons. The Alliance is committed to serving and sourcing products that are responsible with as little impact as possible on the environment and is dedicated to educating the San Francisco Bay Area about the positive effects of eating the finest quality seafood from local vendors who supply products that are less harmful to the environment and better for overall public health.



**Darren's Café**  
BREAKFAST & LUNCH



San Francisco  
Corte Madera  
Walnut Creek  
Santa Clara

Campbell  
Cupertino  
Dublin  
Sunnyvale

Mountain View  
Palo Alto  
San Mateo  
La Jolla



San Francisco  
International  
Airport

San Francisco  
Mill Valley  
Burlingame





Smithsonian  
Affiliate  
**aquarium**  
of the  
bay



SUSTAINABLE  
**SEAFOOD**  
ALLIANCE









## FIRE FIGHTERS CHRISTMAS TOY DRIVE

Aquarium of the Bay was presented a plaque in recognition of our outstanding support for San Francisco Fire Fighters local 798 Toy Program 2023 during Christmas.



◀ Vicki De Witt, Executive Assistant and Board Liaison, with the plaque presented to Aquarium for recognition of our outstanding support for San Francisco Fire Fighters local 798 Toy Program 2023 during Christmas.





## BAY ACADEMY



### AQUARIUM OF THE BAY

#### Animal Ambassador Programs Return

As the Education team continues to make strides towards the return of daily public programs, October saw the return of World Octopus Day. The day celebrates our eight-armed friends and the team led multiple programs to highlight these captivating animals. Our Animal Ambassador programs will be making their triumphant return to weekly programs this November. Keep an eye on our daily program guide updates so you can plan your visit around the enriching programs.

#### Education Team Focuses on Community Outreach and Sustainability

The Education team spent much of the month of April working with over 1600 students and teachers from the Bay Area. One popular program during the month was the new "Kraken Lab!", a lab in which students learn about sustainable fisheries as well as the ins-and-outs of market squid, a sustainable population in California. April was also a month of outreach events for Education, as members from the team attended two separate festivals. The first was Alcatraz Community Day on April 14th, and the second was Pickin' on the Polk on April 22nd.

#### School is Back in Session!

The 2023-2024 school year has officially begun, and the education team is actively accepting registration from local Bay Area schools. With specialized programming options for all K-12 students, your child or student, no matter their age, can learn the ins and outs of the San Francisco Bay and its abundant wildlife. Programs range from our immersive Kraken Lab - an in-depth lesson on squid anatomy and sustainable fisheries, to our new 3D Print Lab - a dynamic introduction to 3D printing and plastic pollution.



Students participating in the immersive Kraken Lab - an in-depth lesson on squid anatomy and sustainable fisheries.





▲ Blue-tongued skinks demo in Bay Lab

◀ Leadership staff at Aquarium of the Bay celebrate Education Assistant Manager Mayra Riva's (3rd from right) 20 years of service





## Summer by the Bay

July was a busy month for Education and Outreach activities leading 45 different students in the Aquarium's annual Summer by the Bay Summer Camp. During their time at the Aquarium, campers explored local tidepools and howled with sea lions, all in the name of science fun!



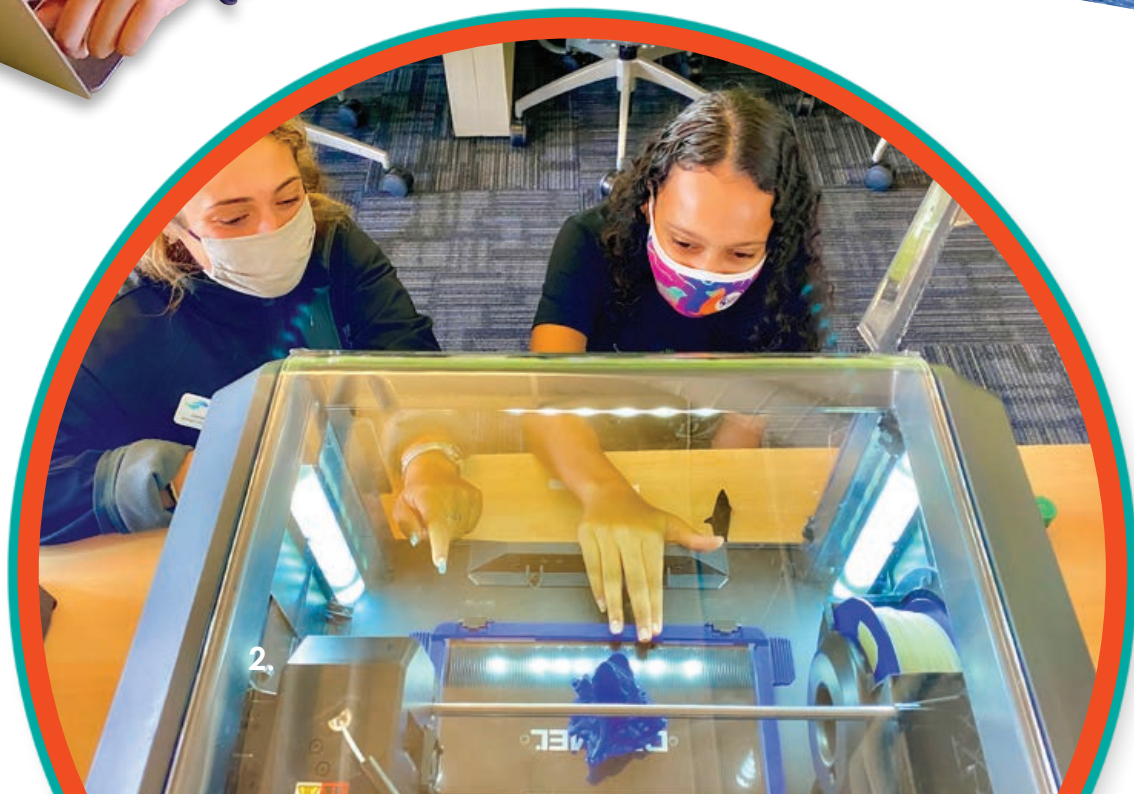
Education activities  
gather momentum at  
Aquarium of the Bay







▶  
3D Printing  
Workshops







## STUDIO AQUA

Driven by the growing gap in climate and ocean messaging, Studio Aqua is a mission driven strategic studio anchored in generating visual vocabulary to engage, educate and experience an environmental movement designed to inspire. Studio Aqua generates branded retail merchandise and also enables other science based non-profits to augment its illustration and visual communication requirements.

### Studio Aqua had a busy year with multiple projects on the Anvil. These include:

- Odisha Oceanarium Master Plan and Concept Design
- Sadhu Vaswani Peace Park Concept Design
- Galapagos Research Center, San Cristobal, Concept Design
- Botswana Diamond Museum, Master Plan and Concept Design
- Center for Blue Diplomacy, Athens, Greece, Master Plan and Concept Design
- Meghalaya Eco-Theme Park, Master Plan and Concept Design

The Garden of PEACE (Shalom Shanti Salaam) Concept Design was completed and submitted to the Sadhu Vaswani Mission's New Jersey Meditation Center. The multi-sensory park will be an inter-faith sanctuary with reflecting pools, meandering pathways, lotus shaped meditation pods and seasonal flora and fauna





# eco perience

Meghalaya Concept Design + Master Plan



- 0 Becoming One [Oculus]
- 1 Continental Drift
- 2 Planet Earth
- 3 Water World
- 4 Riding Clouds
- 5 Fantasy Future

- Magic Forest
- Sea of Songs
- Waterfalls





## BayEcotarium unveils concept designs for Sudhu Vaswani Peace park in New Jersey

Led by President & CEO Dr. George Jacob, the BayEcotarium generated the concept plan for a new Peace Park that will be integral to the Sadhu Vaswani Meditation center in New Jersey scheduled to open on Earth Day 2025. With three volumetric configurations that are both reflective and meditative, the Peace Park weaves multi-sensory elements of color, texture, fragrance, wind, light, water, mist, birdscape and subtle use of technology and indigenous craft into a contiguous volumetric timeless sustainable synthesis.











## STUDIO AQUA

### Botswana champions Climate Awareness: Carbon Curation to fast track new diamond museum

H. E. President Masisi and Chair of Botswana Stock Exchange Neo Mooki met with President and CEO Dr. George Jacob on the sidelines of UN COP28 in Dubai with senior Ministers of Environment, Tourism, Finance and International Relations to engage BayEcotarium on a new Diamond Museum. Botswana has long been recognized as a global leader in diamond mining and trade, with an exceptional legacy of responsible mining practices and sustainable diamond management. A new Diamond museum being proposed in collaboration with BayEcotarium, will focus on carbon curation and climate action.

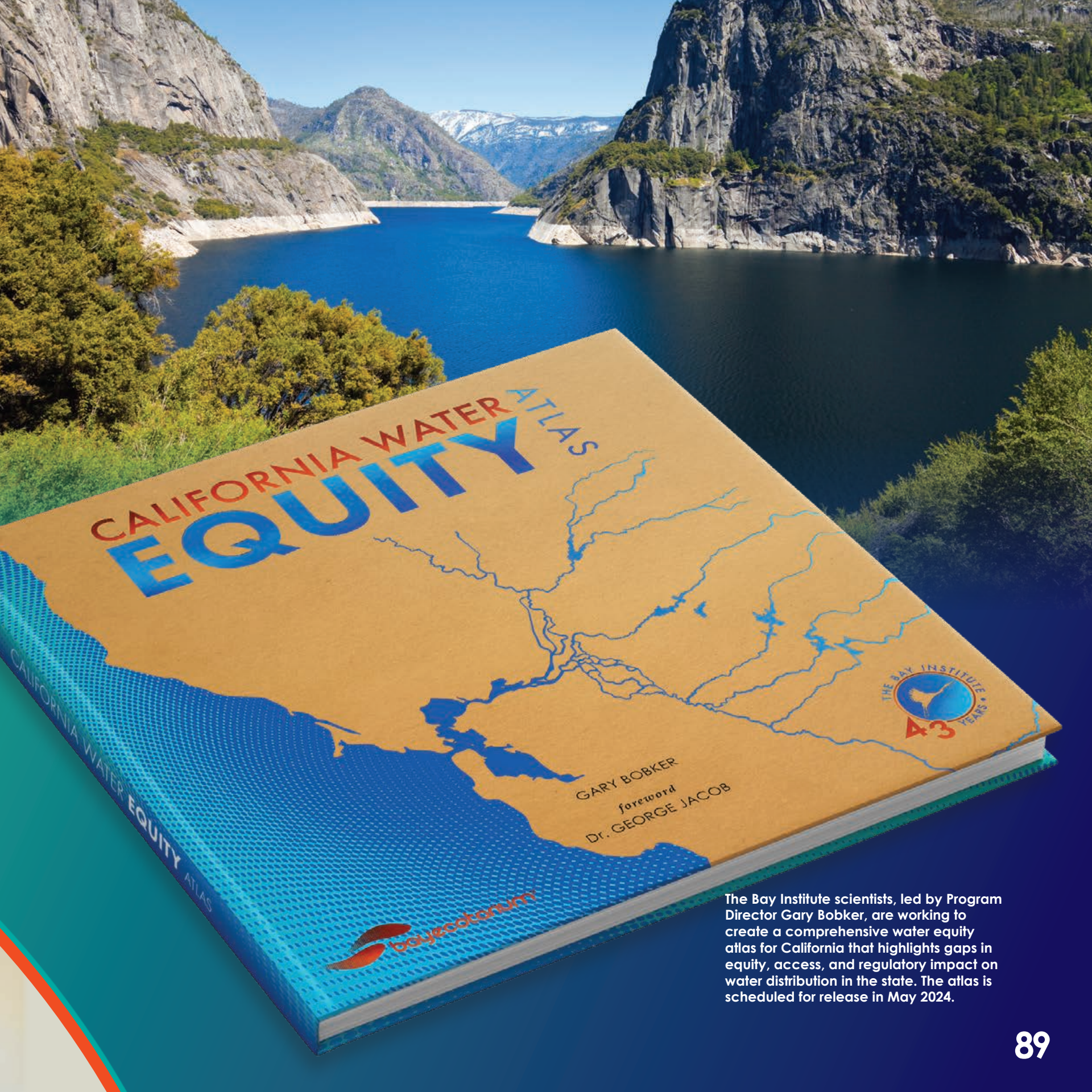
While much of the content for the new dynamic museum will focus on traditional journey of carbon from coal to diamonds, a significant thrust of the curatorial direction will focus on the future of traditional and lab-grown diamonds and their

impact on carbon sequestration. Technology now exists that allows for carbon dioxide to be pulled from the atmosphere, converting the greenhouse gas (GHG) into the hydrocarbon methane. This combination acts as synthesized raw material fed into a reactor triggering a chemical vapor-deposition procedure that turns carbon atoms into precious stones. With each carat of diamond removing nearly 20 metric tons of carbon dioxide from the atmosphere, a new climate resilient future awaits.

▼  
Dr. George Jacob, President and CEO of BayEcotarium, meets with H. E. Mokgweetsi Masisi, President of Botswana, and his cabinet ministers.







# CALIFORNIA WATER EQUITY ATLAS

GARY BOBKER  
foreword  
Dr. GEORGE JACOB



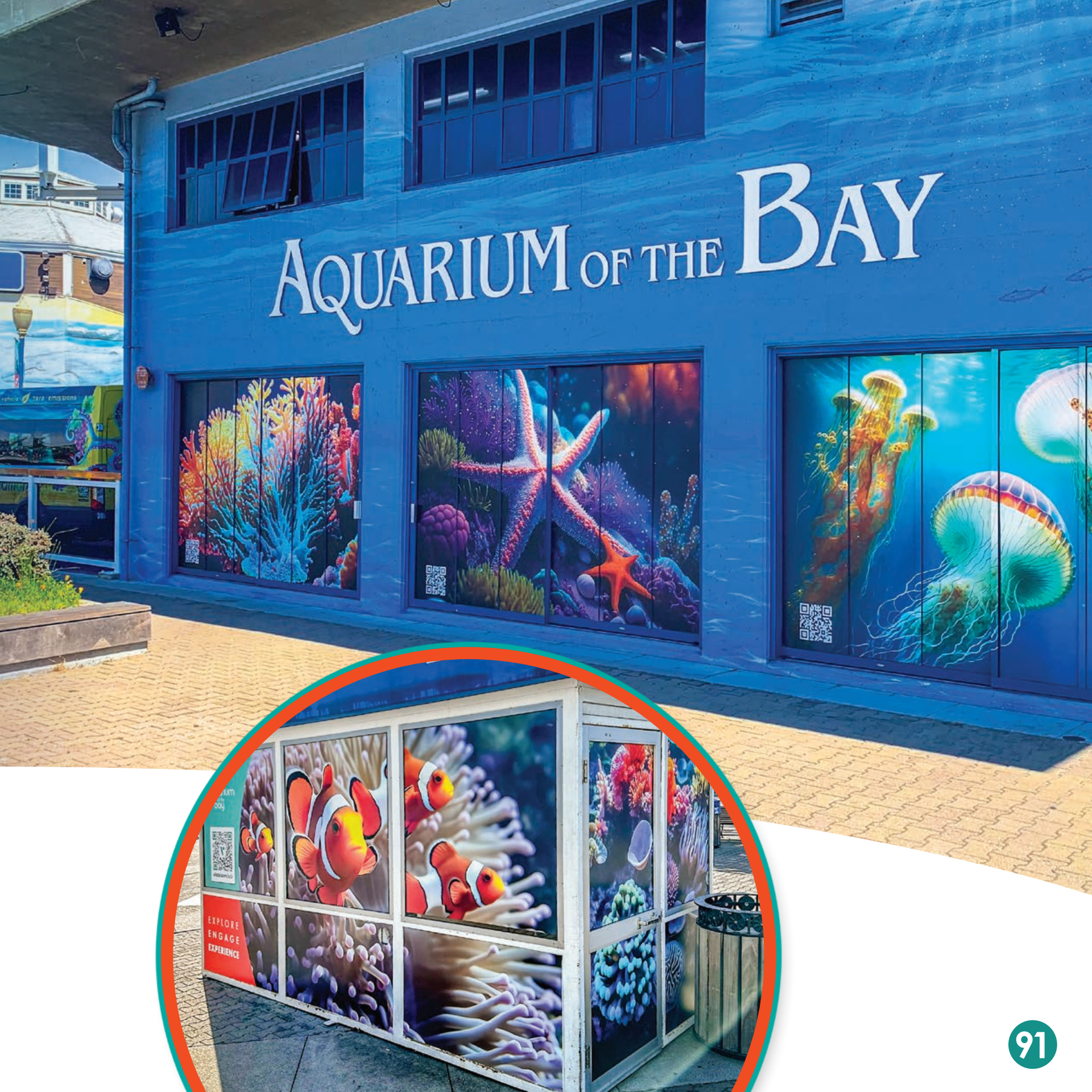
The Bay Institute scientists, led by Program Director Gary Bobker, are working to create a comprehensive water equity atlas for California that highlights gaps in equity, access, and regulatory impact on water distribution in the state. The atlas is scheduled for release in May 2024.





Vibrant AI generated ocean life visuals used to enhance the Aquarium exteriors.









Lamp post banner designs for Aquarium of the Bay







## Odisha Oceanarium

A high-level delegation led by the Chief Secretary/Chief Transformation Officer of the Government of Odisha, India, visited us on July 25, 2023 on an Indo-US collaborative mission to establish the first Climate and Ocean Conservation Living Museum in India.

The intent to engage our expertise in the establishment of the first Oceanarium in India marks the first step in Indo-US collaboration to be on the vanguard of ocean and climate literacy. The Odisha delegation was led by V. K. Pandian, IAS, Private Secretary to Chief Minister & Secretary to Transformational Initiatives and included Anu Garg IAS, Dy. Secretary Transformational Initiatives, Manas Panda, Special Secretary, E&IT, MK Mishra, Principal Secretary E&IT, TK Behera, Hon'ble Minister of State for Electronics & IT, Vineel Krishna IAS, Special Secretary and Sports Commissioner.



▲ Board member Jacqueline Miller applauds the historic partnership with Government of Odisha.

▼ Signing on establishing the first Indian Climate Literacy and Ocean Conservation Living Museum.





# MUSEUM FUTURES



“  
The doctrine of discovery is not just in interpretive curation of the artifact, it is embedded in the metamorphoses of medium.  
”

George Jacob FRCGS  
President & CEO  
BayEcoforum, San Francisco



bayecotarium™

ASSOCIATION OF ZOO & AQUARIUMS  
Smithsonian Affiliate  
SAN FRANCISCO GREEN BUSINESS

# MUSEUM FUTURES



“  
Malleable museum portals of tomorrow driven by chatGPT-like open AI – will render the real and the unreal synonymous with Maya – the eternal mirage of deceptive perception.  
”

George Jacob FRCGS  
President & CEO  
BayEcoforum, San Francisco



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Smithsonian Affiliate  
SAN FRANCISCO GREEN BUSINESS

# MUSEUM FUTURES



“  
Sustainable social responsibility is an extension of conscious empathy toward planet Earth – in essence the soul of civil societies.  
”

George Jacob FRCGS  
President & CEO  
BayEcoforum, San Francisco



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# MUSEUM FUTURES



“  
The museum experience is increasingly becoming a value added platform where all assets – tangible or intangible – are programmable.  
”


George Jacob FRCGS  
President & CEO  
BayEcoforum, San Francisco



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Smithsonian Affiliate  
SAN FRANCISCO GREEN BUSINESS

# MUSEUM FUTURES



“  
Museums must proactively adapt AI induced learning that will inevitably meld with eAI – layering emotional intelligence to machine driven cognition – or risk relevance.  
”

George Jacob FRCGS  
President & CEO  
BayEcoforum, San Francisco



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SAN FRANCISCO GREEN BUSINESS

# MUSEUM FUTURES



“  
Living Museums of the future as agents of change will leverage tech embedded in visitor experience, brand extension, curated content, enhanced meta delivery systems and business promotion in seamless algorithms driven by emotional AI.  
”

Dr. George Jacob FRCGS  
President & CEO, BayEcoforum  
Climate & Ocean Conservation  
LIVING Museum

Board of Directors FRCGS US  
Board of Directors US Travel







Studio Aqua Graphic Design Manager, Brian Harris working on Resonance Climate Concert program booklet.

President and CEO Dr. George Jacob stands with Big Bus Dubai advertisement for Resonance Climate Concert.



Concept 3D render for RV Mike Reigle dedication plaque.





Aquarium of the Bay restroom and wayfinding signs.



ANIMAL CARE

SERVER ROOM



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# HAPPY 4<sup>TH</sup> JULY



aquarium of the bay

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[www.aquariumofthebay.org/tickets](http://www.aquariumofthebay.org/tickets)

"As the world gathers at UN COP28 in UAE this December, the need for Climate Awareness has never been greater in humanity's quest for informed sustainable Climate Action."

ICOM International Council of Museums



**KEY NOTE ADDRESS**  
Climate Awareness to Action  
**GEORGE JACOB** IECOS  
President & CEO, BayEcotarium  
San Francisco


**MUSEUM LEADERSHIP IN CLIMATE ACTION**  
El liderazgo de los museos en la acción climática  
**15-17 November 2023**  
MUSEO de ITAPU Tierra Guaraní, Hernandarias, Paraguay  
[www.icomparaguay.org](http://www.icomparaguay.org)

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INDIASPORA G20 2023 INDIA

## KEY NOTE: CLIMATE TRACK



**GEORGE JACOB**  
President & CEO  
BayEcotarium  
(San Francisco)

**AUGUST 24, 2023**  
10:30 AM (IST)  
Diwan-I-Aam  
Taj Mahal Hotel

TAJ

bayecotarium Smithsonian Affiliate

WORLD OCEANS DAY 2023 JUNE 8



This World Ocean Day Meet  
Miss California, 2022  
**CATHERINE LIANG**  
Miss Nagasaki, 2021  
**WENDY SHEW**

**DINE with**  
Sharks of Alcatraz

aquarium of the bay Smithsonian Affiliate

BUY TICKETS  
[WWW.AQUARIUMOFTHEBAY.ORG](http://WWW.AQUARIUMOFTHEBAY.ORG)

PIER 39



**VISIT SHARKS OF ALCATRAZ**

aquarium of the bay

Smithsonian Affiliate

ASSOCIATION OF ZOOS & AQUARIUMS



Volunteer appreciation  
exhibit wall design.



**BECOME A**

# volunteer

## DID YOU KNOW?

The BayEcotarium accepts VOLUNTEER applications for animal care, education, multimedia, underwater photography, field research, events, and community outreach.

**YOU can make a difference!**

## DIVERS

On SCUBA, volunteer divers assist with underwater maintenance of aquarium exhibits, including underwater vacuuming & scrubbing.

OTHER DUTIES INCLUDE:



Preparing food  
and performing  
broadcast  
feedings



Assisting with  
additional animal  
husbandry and  
health tasks as  
needed



Setup and  
break down of  
vacuum pumps



## ANNUAL NEED

**3,000**  
volunteer hours

**100**  
volunteers

**5**  
areas





# EDUCATION

**Youth and Adult Education**  
Docents provide guests with an unforgettable experience



Sharing valuable information on various topics



Environmental stewardship knowledge



Utilizing unique and engaging teaching aids

Docents play a crucial role in impacting the guest experience at the aquarium.



# 2,000+

Volunteers since 1996



# ANIMAL CARE

**Volunteers assist in all the work caring for the animals at the Aquarium.**



Feeding and cleaning animals



Assisting with enrichment



Assisting with veterinary care

Volunteers in Animal Care are a critical part of keeping all the various animals at the aquarium living healthy and enriched lives. Assisting staff is a unique opportunity to gain new experiences and skills, and to see firsthand what animal care professionals do each day.



**Studio Aqua volunteers assist with aspects of the marketing department.**



Photography  
Videography



Multimedia Editing  
Writing



Content Creation  
Strategic Planning

Through powerful imagery and strategic placement, Studio Aqua volunteers play a vital role in conveying mission-aligned information in digestible and engaging ways to maximize guest impact.

# STUDIO AQUA



# 415.623.6300

Inquire about volunteering





**COP**<sup>28</sup>  
**UAE**



**United Nations**  
Convention to Combat  
Desertification



# RES NANCE

**CLIMATE CONCERT**



DUBAI OPERA  
EMAAR

**6 DECEMBER 2023**

6 PM RECEPTION | 7 PM CONCERT

**GULF NEWS**



مستشفى قرقاش  
**GARGASH HOSPITAL**



**ORBIT**  
EVENTS & PROMOTIONS

**TE**  
**DUBAI**  
FOSTERING  
ENTREPRENEURSHIP

**دبي**  
للاقتصاد والسياحة  
Economy and Tourism

**American**  
**Spraytech**  
Propelled by Love

**BIG**  
**BUS**  
DUBAI

**IHG**  
BRANDS  
PREFERRED SOLUTIONS





# STEWART COPELAND

## POLICE REIMAGINED FOR ORCHESTRA

Living legend Stewart Copeland is the founder and drummer of the British rock group 'The Police' who have sold over 75 million albums worldwide. Stewart is widely acclaimed as one of the greatest drummers in history. He was inducted into the Rock and Roll Hall of Fame as a member of The Police, the Modern Drummer's Hall of Fame and the Classic Drummer's Hall of Fame. Copeland was ranked in the top ten on Rolling Stone's "Greatest Drummers of All Time." He has also composed music for over 50 Hollywood movies including the Oscar winning film Wall Street. Stewart Copeland will reinterpret with an all-woman Firdaus Orchestra – The Police's biggest hits such as 'Roxanne', 'Every Breath You Take' and 'Message in a Bottle'.

*"If playing the drums and performing some of my favourite Police songs reimaged with an orchestra can help shine a light on the challenges we're all facing with climate change, then I'm all in"*



FIRDAUS  
ORCHESTRA

AN INITIATIVE BY  
EXPO CITY DUBAI



3X GRAMMY® Award Winner

## RICKY KEJ

3 time GRAMMY® Award Winner, US Billboard #1 artist, United Nations Goodwill Ambassador, GQ Hero 2020, Ricky Kej is an internationally renowned Indian Music Composer and Environmentalist. Ricky has performed at prestigious venues in over 35 countries, including United Nations, New York and Geneva. His past repertoire includes 21 studio albums released internationally, over 3,500 TV and radio commercials and 7 feature films. Ricky also scored music for Cricket World Cup 2011 Opening Ceremony in Dhaka-Bangladesh. Recipient of the United Nations Global Humanitarian Artist, the prestigious Ban Ki-Moon Award and the Outstanding Musical and Humanitarian Achievement awards, a chapter on Ricky's life and musical journey is taught in the 7th grade textbooks in India.

*"It is time to heal a world in dissonance and climate despair, with the resonance of music that beats in every heart transcending geopolitical boundaries"*





# TRAILBLAZING FIRDAUS ORCHESTRA

Under the leadership of Her Excellency Reem Al Hashimy, UAE Minister of State for International Cooperation and Director General Expo City Dubai, the Firdaus Orchestra, an initiative of Expo City Dubai, was brought together with a goal to develop the musical community in Dubai and the UAE. Mentored by Oscar Winning composer A.R. Rahman and conducted by Monica Woodman, this all women ensemble of professional musicians come together from over 26 countries set a foundation for a multi-cultural orchestral culture in the Middle East.

## CONDUCTOR MONICA WOODMAN

As Firdaus Orchestra stepped into its second season, Monica joined the journey of the path breaking ensemble and is breaking new ground by bringing to the world the vision of Firdaus Orchestra and its mentor A.R. Rahman across musical genres staying true to classical music while balancing the needs to be contemporary and rooted.



## FIRDAUS ORCHESTRA

AN INITIATIVE BY  
EXPO CITY DUBAI





# PROGRAM

**6:00 PM ..... RED CARPET COCKTAIL RECEPTION**

**7:00 PM ..... WELCOME**

Dr. George Jacob, President & CEO  
BayEcotarium, San Francisco USA

**OPENING ADDRESS**

H.E. Mariam Almheiri  
(مريم بنت محمد سعيد حارب المهيري)  
Minister of Climate Change  
and Environment, UAE

**CLIMATE THEME SONG**

Anuradha Juju

**RICKY KEJ**

3X GRAMMY® Award Winner  
UN Goodwill Ambassador

**HEALTHY LAND,  
HEALTHY CLIMATE**

Ibrahim Thiaw  
Executive Secretary UNCCD

**KEY NOTE**

**BLUE MARBLE ADDRESS**

Dr. Andrew Steer  
President & CEO  
Bezos Earth Fund

**STEWART COPELAND**

**POLICE DERANGED**

with the Firdaus Orchestra

**CLOSING REMARKS**

## CLIMATE LITERACY ENABLERS

THANK YOU FOR YOUR SUPPORT

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STRATEGIC PARTNER



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MEDIA PARTNER



JIM SEALE

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## CLIMATE THEME SONG ANURADHA JUJU

Anuradha Juju Palakurthi organized the groundbreaking Hollywood-Bollywood concert in July 2020, streamed on CNN Live, which raised funds for 10 million vaccinations for India. The featured artists included Sting, Liam Neeson, Shabana Azmi, Katrina Kaif, and many more. Anuradha was the winner of Radio Mirchi's Song of the Year in 2020 for "Jaan Meri," making her the first US nominee to clinch the honor, akin to an Indian Grammy. She was featured alongside Bappi Lahiri and Vishal Shekhar on the Filmfare award-winning show, Times of Music.

Juju Productions crafted the theme song *Chal Phir Sajaayein* for the Resonance Climate concert in Dubai. It was recorded with the 80-piece Royal Philharmonic Orchestra at the iconic Abbey Road Studios, London. The lyrics were created by Neelesh Misra and was composed by Ricky Kej with George Jacob as executive producer.





# ecosynthesis our future



*"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™"*

**Dr. GEORGE JACOB** FRCGS

President & CEO, BayEcotarium  
Board of Directors ICOM USA

Chief Advisor UN Environment on Climate Museums (Caribbean)

*"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**

First Lady of the United States



Climate Resilience and Ocean Conservation Living Museum Transformation: Project BayEcotarium • [AquariumoftheBay.org/ClimateResonance](https://AquariumoftheBay.org/ClimateResonance)



Resonance Climate Concert promotional posters.





Resonance Climate Concert photo backdrop and banner designs



Resonance Climate Concert water bottles and packaging.







**aquarium of the bay**

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Fundraiser • Benefiting

**aquarium of the bay**

MARCH 30 • 2023

## Be There. Be Fabulous. Be Giving!

You are invited to Wine, Women & Shoes fundraiser in support of the Smithsonian-affiliated Aquarium of the Bay.

**TICKETS AVAILABLE**

---

### Help Support Aquarium of the Bay Conservation Programs

Our conservation, environmental education and classic history programs have served millions through the decades as public service and your participation can go a long way toward helping our biodiversity from "Shore to the Sea".

This exciting evening will host three hours of entertainment, a wide variety of live and silent auction items, and a complimentary reception for area food and "wine time". Beyond that, the event is an opportunity to come together to support a cause that is critical to our planet's health and future.

### Purchase your tickets today!

**BUY TICKETS**

### OUTREACH EFFORTS

- Free Education
- Diving for Citizen Science
- Shark & Octopus Research
- Beach Cleanup

**LEARN MORE**

---

# wine women & shoes®

**MARCH 30**  
6 PM • SAN FRANCISCO

**INTERCONTINENTAL**  
HILTON HOTEL SAN FRANCISCO

Wine Tasting • Designer Shopping • Savory Food Bites

Exquisite Auction Items • Broadway Entertainment

Best in Shoe Contest • Dream Closet Raffle

---

## BROADWAY PERFORMANCE

**Cloybourne Elder**

Cloybourne Elder is a Theatre Desk and San Francisco resident, most recently seen as Ruggiero singing Aida at the Long Beach winning season of Company and as John Adams in HBO's The Ladies App. He is known for his performances on Broadway in Turbine in the Hot City Georgia, South Seas, Boomer and Clio, Catchin' up with Annie at the Hollywood Bowl and as Peter Galko in The Curious Club.

**Natalie Jay Johnson**  
Prize of Goodwill

Natalie Jay Johnson was recently cast as Mary Todd Lincoln in La Jolla Productions in the new musical production of Abraham Lincoln. She is also currently about to perform - selling seat claims of over \$4K, performing three sold-out shows and raising two million dollars for the rescue of dogs in Africa.

Cloybourne Elder



## AUCTIONS & MORE

Enjoy a fun and exciting evening with fundraising entertainment, along with a wide variety of items and expert auctioneers, chosen about 1000 and more.

- Silent Auction
- Live Auction
- Onsite Charity Raffle
- Wall of Wine

**John Curley**  
*Wine's Greatest Charitable Auctioneer*

With 40 years of performance experience, John is a multiple 8-time Award of Excellence in an event industry where and current radio host. In the North Bay Area, he's a George H.W. Bush award winner. John Curley has performed on stages in front of your Washington State United States, the winner of a number of awards, a President's Council on Economic Affairs, and the first time he's been named in the words of the Queen, Washington state has been named a great place.



### MARKETPLACE

Our marketplace, this is where you can find it. Enjoy wine and culinary delights as they shop the items, which are a mix of new and vintage goods.



### WALL OF WINE

Don't miss out on a great selection of great wine.



### BEST IN SHOE

It's our year's Best Shoe. Market Women or Powerful Partners & the winner is our "Best in Shoe". But you have an opportunity to order from our "Best in Shoe" category to order from. Unleash your shoe.



## ENJOY EXQUISITE WINE TASTINGS & SAVORY FOOD BITES



## BECOME A SPONSOR

To further support Aquarium of the Bay, consider becoming a sponsor of the 2023 Wine Women & Shoes!

**SPONSOR INFORMATION**

Contact: [Patricia.Williams@aqbay.org](mailto:Patricia.Williams@aqbay.org)

## THANK YOU TO OUR PARTNERS & SPONSORS





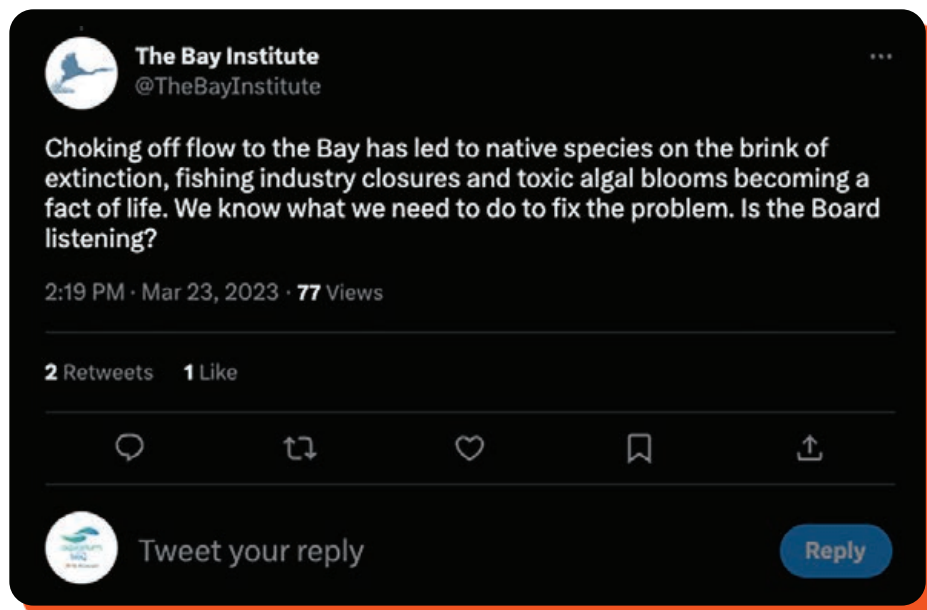
## THE BAY INSTITUTE

The Bay Institute (TBI) is the policy, research and advocacy arm of Bay.org. TBI's scientists and policy experts work to protect the San Francisco Bay estuary's unique fish and wildlife species; restore the habitats and processes that support a healthy ecosystem; promote sustainable water and land management practices; and measure how well the ecosystem - and management efforts to protect it - is doing. To achieve these goals, TBI conducts technical analyses; engages in regulatory, legislative and voluntary decision-making processes; and educates media, decision-makers and the public on key issues.

### SECURING NEW BAY-DELTA WATER QUALITY STANDARDS

State and federal water quality standards are the most effective and comprehensive regulations available to protect the Bay-Delta ecosystem, and updating those decades-old standards is TBI's top priority. In 2023, TBI staff analyzed thousands of pages of draft documents describing the state's new proposed Phase 2 standards (covering Sacramento River flows, Delta hydrodynamics, and flow to San Francisco Bay) and testified before state regulators on how those standards should be improved to ensure sufficient freshwater flow to the Bay in order to safeguard the estuary ecosystem. We also analyzed alternative

"Voluntary Agreements" proposed by water users and the Newsom Administration that would substitute habitat for flow – and not much habitat, either – and showed how these proposals would utterly fail to prevent the collapse of the Bay-Delta ecosystem or comply with the law. In the meantime, TBI staff also worked with our litigation team to prepare for court hearings on our legal challenge to Phase 1 of the standards update, covering San Joaquin basin flow to the Delta. Finally, we also fought relaxations of the existing, inadequate standards in the early months of 2023, which were ultimately rescinded.



Black-necked Stilt









## THE BAY INSTITUTE

### NEW BAY-DELTA WATER QUALITY STANDARDS

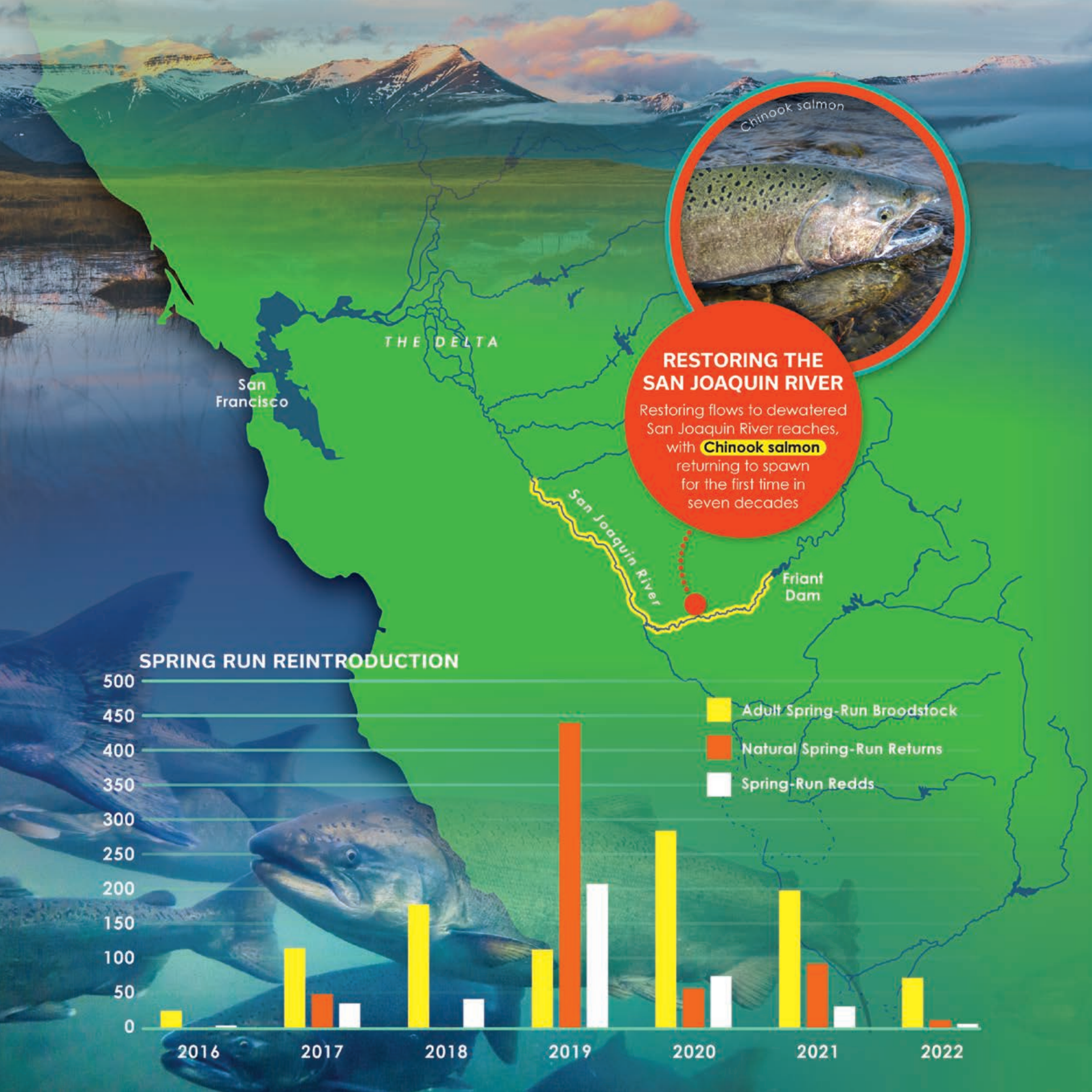
Federal and state endangered species requirements are the last line of defense to prevent extinction of the Bay-Delta's unique native fish and wildlife. Having fought implementation of the weak requirements for smelt and salmonid protection adopted by the Trump Administration and promoted the effort to revisit those requirements by the Biden Administration, in 2023 TBI worked with the US Bureau of Reclamation to develop and model more protective endangered species protections to govern operation of the state and federal water projects, which will be considered for adoption in 2024. Working with a consortium of government agencies, water districts, and other parties, we also embarked on the last phases of two multi-year Strategic Decision Model processes to develop and model new management regimes to recover populations of smelt and salmonids to healthy levels, with final results due in 2024. Finally, we and our partner organizations petitioned the state and federal governments to list white sturgeon as an endangered species – yet another victim of poor water management practices in California.



### RESTORING THE SAN JOAQUIN RIVER

The multi-year effort to restore flows and fisheries to the once dewatered San Joaquin represents one of the nation's most ambitious restoration initiatives. In 2023, TBI, one of the leaders of the effort, worked to secure changes in water operations to ensure lower instream temperatures to protect spawning conditions for salmonids; analyzed proposed plans to construct and operate new bypass facilities for migrating fish; reviewed draft groundwater management plans that would affect San Joaquin flows; produced an updated version of the "River Killers" video documenting how the San Joaquin Exchange Contractors adversely impact the river ecosystem; and hired a new San Joaquin Valley restoration coordinator to promote additional environmental and water management measures to complement the work of the restoration program.









## THE BAY INSTITUTE

### STOPPING ENVIRONMENTALLY HARMFUL PROJECTS

Instead of turbo-charging efforts to reduce reliance on water supplies exported from one part of California to another, water users and the Newsom Administration have been aggressively pushing new dams and conveyance systems. One of the most significant is the proposed \$5+ billion Sites Reservoir on the west side of the Sacramento Valley. In 2023 TBI lodged a formal protest of the water rights application for the Sites project, detailing numerous potential adverse effects of reducing Sacramento River and Delta flows on endangered species and habitats; we are gearing for a full water rights hearing before the State Water Board in 2024.

### REBUILDING STAFF CAPACITY

COVID-19 created enormous challenges for everyone, and nonprofit advocacy was no exception, with staffing and budgets taking big hits. But in 2023 TBI began the process of rebuilding staff capacity, hiring a new San Joaquin Valley restoration coordinator and three new program associates and beginning the search to fill the vacant Lead Scientist position. These additions are helping to ensure that TBI not only pursues its critical advocacy efforts but supports work on important projects like the Atlas of Water Use and Water Equity, now due for publication in 2024.

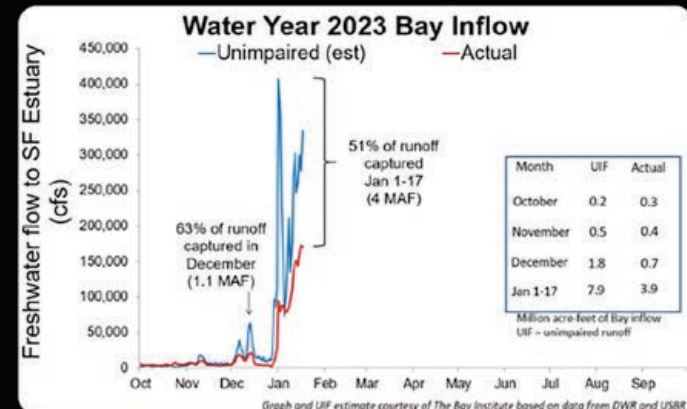


California  
Brown Pelican



The Bay Institute  
@TheBayInstitute

The Bay Institute's analysis helped address the flood of misinformation and hypocrisy regarding early January #CAwater management, documented in this blog.



SF Baykeeper @SFBaykeeper · 6h

There's been a flood of misinformation about CA water in recent weeks -- and this misinformation undermines progress, constructive dialogue & trust in solving the state's water challenges, as @NRDC's Doug Obegi writes: [nrdc.org/experts/doug-obegi](https://nrdc.org/experts/doug-obegi) #CAWater

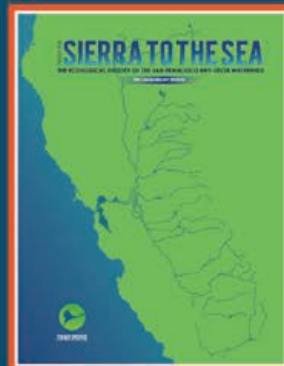
1:51 PM · Jan 27, 2023 · 38 Views



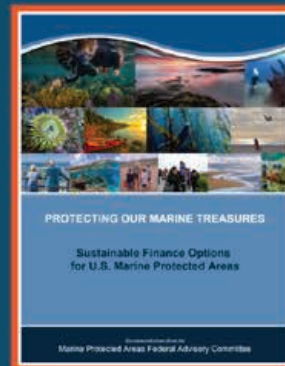
# PUBLICATIONS



**The Year in Water  
2018 & 2019**



**From the Sierra to the Sea  
20th Anniversary Edition**



**Protecting Our  
Marine Treasures  
2017**



**Golden State Waters  
2016**



**Horizontal Levee:  
The Oro Loma Project  
2016**



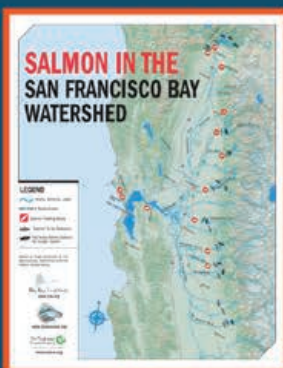
**San Francisco Bay  
Freshwater-Starved Estuary  
2016**



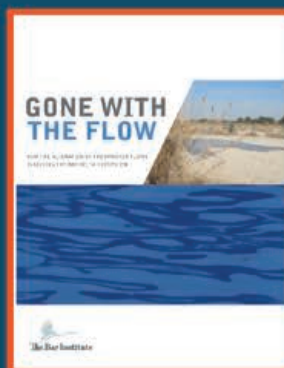
**Horizontal Levee  
Cost & Benefits  
2013**



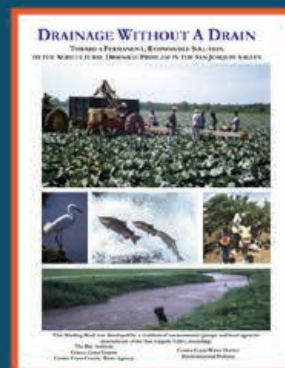
**Collateral Damage  
2012**



**Salmon Viewing Map**



**Gone With the Flow  
2010**



**Drainage without a Drain  
2003**



**SCAN TO VIEW  
PUBLICATIONS**





## BAY MODEL ALLIANCE

Bay Model Alliance with U.S. Army Corps of Engineers, continues to bring about a stronger collaboration between the two institutions. An international forum was held at the Bay Model Visitor Center jointly with the UC Berkeley Haas School of Management. With structure issues impacting the sea wall under the San Francisco Embarcadero, the opportunity of enhancing community awareness has become a necessity which will be addressed through a pop-up exhibit in the coming year. The venue will also be utilized to stage film & lecture series, traveling exhibits, book signing events, and innovation forums in 2023.

Inside the Bay Model Visitor Center is one of the most fascinating scientific tools in the world: 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.

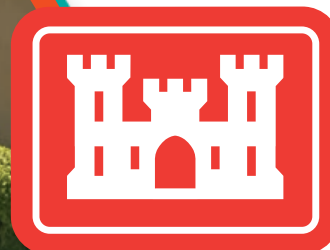
What makes the model special is that its pipes and hydraulics make it a real simulation of the water environment of San Francisco Bay and the Delta. The analog model is used to simulate the effects of everything from oil spills, upstream dams, and water diversions to floods caused by global warming. The



Bay Model Visitor Center provides a variety of public events and educational programs each month.

The location provides 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. As part of the alliance, BayEcotarium assists in retail and merchandise.

1. Lt. Col. Timothy W. Shebesta sworn in 58th Commander, US Army Corps of Engineers at Bay Model Visitor Center in Sausalito. Credits: USACE
2. The Bay Model in Sausalito is the single largest working hydraulic indoor model in the United states.



®



The Bay Model Visitor Center is one of the largest hydrological scale models in the country and was used to detect effects of earthquakes on the Bay Area in the 1970s. The model is still functional today



Lt. Col. Kevin P. Arnett

## BAY MODEL BIDS FAREWELL TO LT. COL. ARNETT

At a military ceremony at the Bay Model Visitor Center (operated under the Bay Model Alliance with Aquarium of the Bay),

Lt. Col. Kevin P. Arnett relinquished command of the district he has led since 2021. LTC Timothy W. Shebesta assumed command after having most recently served as Professor of Military Science at his alma mater, Marquette University Army ROTC. Lt. Col. Shebesta holds a bachelor's degree in Civil Engineering, a master's from the Missouri University of Science and Technology, and a master's degree in Urban and Regional Planning from the University of Minnesota.

His previous assignments include commander, Headquarters Company of the Special Troops Battalion, 4th Brigade Combat Team, 1st Armored Division during a third deployment to Taji, Iraq. The Corps' San Francisco District has served the Bay Area since 1866, providing support for 22 federal shipping channels and the region's \$68 billion annual maritime industry, and is the federal agency responsible for keeping the Bay's navigation channels free of debris.





1.



2.



3.



4.

EcoXpeditions provides a truly once-in-a-lifetime experience of adventure travel and conservation driven immersive engagement through special curated trips around the world.

## SUSTAINABLE TOURS

Aligned with NAPA Green, the Sustainable Tours focus is on bio-dynamic farming at local wineries and to provide educational insights into organic carbon reducing processes that impact the growth cycle, from seeding, to harvesting, to processing, to bottling, to transportation, and retail.

With an all-electric bus, tours depart from the Aquarium of the Bay in San Francisco and bring your group to sustainable Sonoma wineries for the day. During the expedition, the group stops in historic Sonoma Square for meals, shopping, and exploration. Highly experienced drivers provide an insightful narrative during the journey.

Beautiful designer merchandise including tote bags, T shirts and water bottles are part of the official accessory collection designed by Studio Aqua at the Aquarium Eco-Store.

## Sip Sustainably in Sonoma!

Prepare yourself for an unforgettable wine and distillery experience departing from Aquarium of the Bay at world famous PIER 39. Visit a family-owned sustainable winery, taking you through the vineyards and the winemaking process, finishing your tour and tasting in the caves where their wines are stored. Learn about sustainable wine-making practices including limiting synthetic chemicals, dry farming and deficit irrigation, native yeast utilization, and natural wine cooling. Head up to Sonoma Plaza for lunch at an organic restaurant who sources their products from local vendors. Spend some time shopping in the Plaza and complete your experience at a family-owned organic distillery offering a special experience to complete your day.

1. Early morning departure from beachfront Palapas Ventana to scuba and snorkel in the Sea of Cortez near Cerralvo Island, also known as Jacques Cousteau Island, with Joyce Ambrosius, former NOAA Director, and friends
2. Sustainable tours reusable bag is a great way to support our conservation and sustainability initiatives
3. Sonoma Wine County.
4. EcoXpeditions team, Jaz Cariola and Sean Walsh enjoying wine tasting at a sustainable winery in Sonoma County



# sustainable Tours



1.



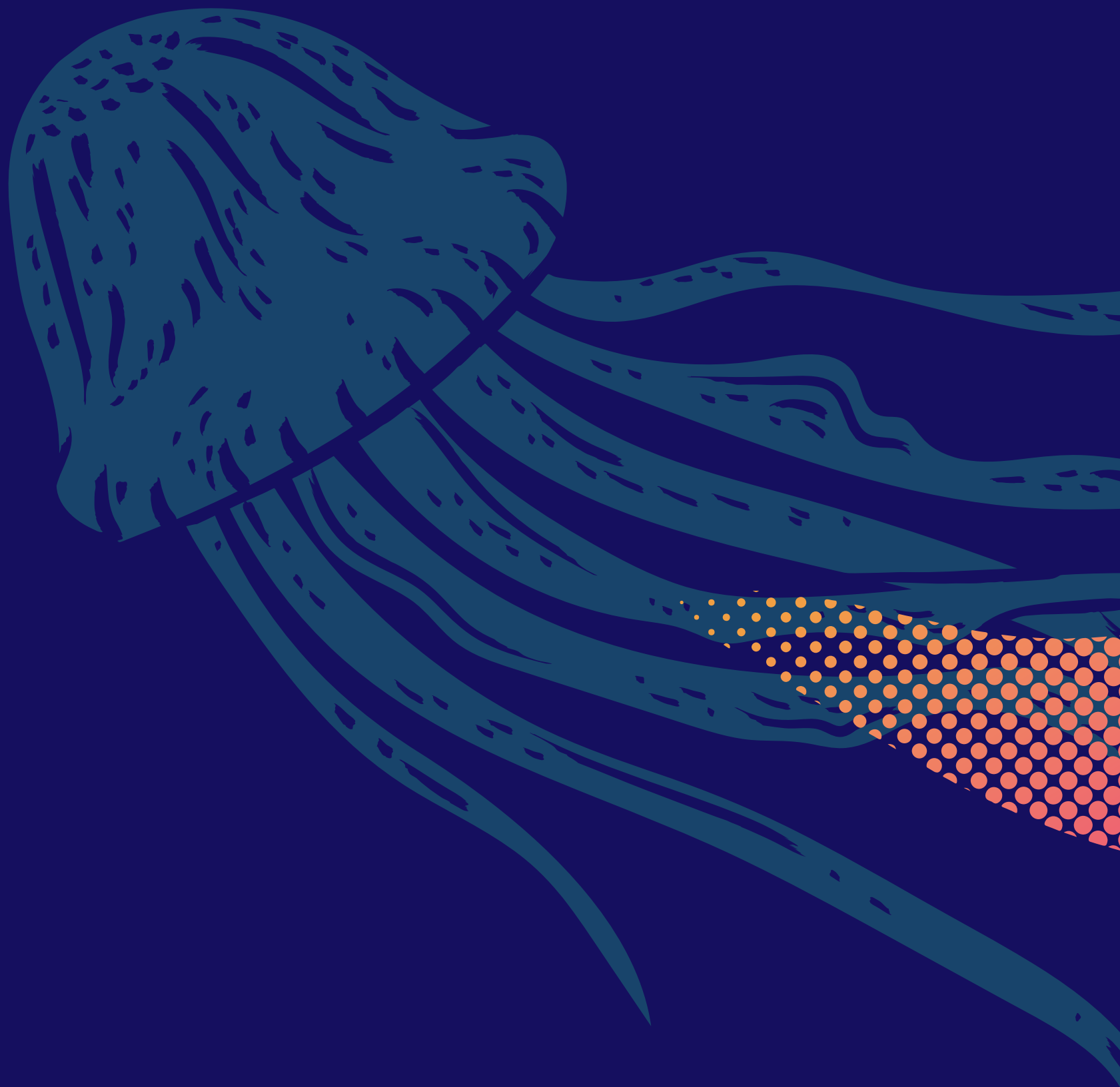
2.



3.

1. Aquarium electric van transports guests to Sonoma for sustainable wine and spirit tasting experiences
2. Nicholson Ranch Winery utilizes underground caves to sustainably cool their barrels of wine before bottling
3. Red grapes growing and ready for harvest in one of many sustainable Sonoma County wineries









# APPENDIX A

2023 DONORS & MEMBERS



# 2023 DONORS

## \$25,000 – \$125,000

Raymond J Lane                      Prashanth Palakurthi

## \$10,000 – \$25,000

Jon Fisher                      Jon and Darla Fisher                      Ashok S Lalwani  
John Reigle                      John D Rootenberg                      Seale & Associates, Inc.

## \$5,000 – \$9,999

John Hanley                      Harney & Sons Tea Corp                      Pittwater LLC                      Sima Patel  
Marci Glazer                      Hunter Pence                      RocketRez

## \$2,500 – \$4,999

Blue & Gold Fleet                      Douglas Bystry                      Chris Wu                      Jack Lindstrom  
Ben Bleiman                      Katheleen McEligot                      Jack E Lindstrom

## \$1,000 – \$2,499

Ready SF                      Angelique Tompkins                      Caren Mayer Orum                      Moor+South/Pier  
Karen C Filmore                      John A Powell                      Linda Van Couvering                      Management Co. L.P.  
Cathy Tolentino                      Alison Geballe                      William Poppen



**\$500 – \$999**

---

Rhonda Thomas	Ethel Daly	Julie Abrams	Tackle Tomorrow
REN AI LLC	Guy Ben Ari	Lauren Erickson	David Murphy
Patricia Gibbons	Joseph Carouba	Ronnie Michael Greenbergh	
Alison Lanshe	Joyce Guglielmi	Sea Kayak	

**\$499 AND BELOW**

---

Classy Bag Lady	Elsie Carr	Yelena Ostrovsky	Mark Syn
Shally Shanker	Arther Choi	Auther Choi	Virginia Waik
Barbara Pierce	Debbie Cliche	George Cummings	Boden Tyler Apple
Bay Berteau	Manjusha Jewels LLC	Sandy Chang	Jennifer Stewart-Smith
Heather Jerrehian	Ellen Geringer	Eric Carlson	Christopher Thomas
Karin Mendiola	Andrew W Bleiman	Michelle Irwin Beardsley	Jason Trzeciecki
Sally Newson	Dulio Magalhes	Eugene Corr	Kyle J Reinstadtler
Paul Nakamoto	Eric Larson	Gennifer Gatan	T.W. Bradshaw
Patty Gibbons	Irving Enterprises LLC	Kelsey Louise Apple	Tom Gallagher
Kokak Chocolates	James Ramsey	Natale Servino	Thomas Lippert
Laurie Fusia	Mimi Towle	Reema Ghannoum	Karen Hartline
Kim Coughlin	Santa Cruz Fly Fisherman	Torrey Shawe	Michael McKenna
Rich and Kris Apple	Sean Walsh	Douglas Daetz	Nancy Graham-Martinez



## 2023 NEW MEMBERS

Carl Adam  
Elizabeth Adams  
Asha Adams  
Sahid Agnimefi  
Obaid Ahmed  
Yili Aiwarzian  
Lucien Alexander  
Zhanar Almentayeva  
Nikki Alvarez  
Lovenia Alvarez  
Jack Amidon  
Claire Andrzejewski  
Geoffrey Angelino  
Hunter Ansorge  
Priya Anto  
Ayrle Aranda  
Hans Arnholm  
Manikandan Arumugam  
Nail Aung  
Nebiyu Awel  
Fathi Awnallah  
Pamela Ayala  
Lisette Baca  
Sarah Bahadur  
Lucas Lester Baillargeon  
Mina Bakhit  
Shahane Bakurts  
Reyna Bala  
Michelle Baldomero  
Joya Balk  
Selda Balkaya  
Ibrahima Bangoura  
Tatiana Banuelos  
Andy Barr  
Ceri Bartone  
Jack Beam  
Geneieve Beig  
Bryeanna Belmar  
Louis Ben Arous  
Emily Bender

Steven Benedict  
Vanora Benjamin  
Claude-Paul Bigard  
Priyabrata Biswal  
Misty Blowers  
Marc Bonnot  
Colleen Boyle  
Heather Boyman  
Carol Breman  
Viveca Brooks  
Nathaniel Browder  
Ashale Bryce  
Sucheta Budania  
Kathleen Buob  
Heather Burnett  
Ariana Bustos  
Steve Byun  
Valentina Cabrera  
Gongjing Cao  
Karen Carnahan  
Sarah Carpenter  
Jesse Alexander Casanova  
Ana Cecilia Castro  
Lisa Cazzali  
Deysi Chacon  
Kara Chan  
Allisence Chang  
Wutichai Chanhong  
Nels Chantarotwong  
Yuriy Chashkov  
Amanda Chavez  
Jacky Chen  
Shu Chen  
Pawin Chenhansa  
Lynn Chew  
Yun Cho  
Alex Choi  
Dineshwar Choudhary  
Cangao Chu  
Martha Cisneros

Crystal Cline  
Alison Cocotis  
Gemma Collins  
Stephanie Colosi  
Melissa Conti  
Jojuan Corbin  
David Corrales  
Kimberly Coutts  
Erin Coyne  
Caroline Cretti  
Dylan Crouch  
Wendy Cruz  
Angelica Curiel  
Ashton Cutshaw  
Marilyn Da Costa  
Jonathan Dack  
Avatef Dahimi Nezhad  
Anne Dahlgren  
Charil Daniels  
Daniel Davies  
Michelle Davis  
Todd Davis  
Michelle Day  
Laura De Angelis  
Karie Degraffenreid  
Tanveer Dhaliwal  
Rachelle Diaz  
Emily Digiovanni  
Arsenio Dimanlig  
Brittany Diokno  
Berenger Djoumessi Tiague  
Adam Dodge  
Vikramsinh Dodiya  
Maggie Dominguez  
Margaret Dominguez  
Evy Du  
Susan Dugger  
Sylvia E Cox  
Ottman El Missi  
Pooja Elhance Garg



Jamie Ellison  
Casey Emerson  
Susannah End  
Sefanaia Esera  
Adan Esp  
Alfonso Estrada  
Kurt Eulau  
Omari Farid Ahmed  
Emily Feldmann  
Jeffrey Fermil  
Trevor Fidler  
Myra Fisun  
Tisha Floratos  
Andrea Flores  
Cotty Foley  
Anthony Fong  
Max Fortis  
Stephanie Fowler  
Mary Ann Frank  
Anita Gambhir  
Kenia Gameros  
Zhenghao Gan  
Madison Garcia  
Florentino Garcia  
Luis Garcia  
Chantal Garcia De Gonzalo  
Vanessa Garretson  
Karen Gemmill  
Rodney Gin  
Rommy Giove  
Stella Glasauer  
Diego Gomez Pelayo  
Ruben Gonzalez  
Faith Goodlow  
Donna Gow  
Erin Graham  
Linda H Grant  
Anne Green  
Emma Gring  
Grand Grochez

Sarah Guerrero  
Maria Guevara  
Nikon Guffey  
Qiulei Guo  
Irina Gurevich  
Samuel Gutner  
K Habash  
Bianca Haberek  
Farzana Hadi  
Funda Haine  
Sean Hale  
Cristin Hallissy  
Alison Hals  
Ronete Hamilton  
Samantha Harrison  
Todd Heald  
Joshua Heiland  
Margo Hennet  
Allison Henry  
Tyler Hetrick  
Jacob Hidas  
Nicolas Hite  
Wayman Hong  
Ariel Howard  
E.J Hsi  
Chia Chia Hsu  
Michelle Hu  
Xiaoqun Huang  
Michael Huang  
Robert Huang  
Jing Huang  
Nate Hughes  
Ahmed Hussein  
Madalina Ion  
Robin Isaacson  
Arisa Iwamoto  
Nicole Ja  
Madhavi Jagdish  
Prerna Jain  
Monica James

Chaastina James  
Sadia Jania  
Santhosh Jayashankar  
Jennifer Jimenez Casillas  
Gim Jongmin  
Mirjam Jooss  
Maria Juarez  
Jihyae Jun  
Jonathan Kalkstein  
Ganesh Kamat  
Claire Kart  
Shamundeeswari Karthikeyan  
Koushik Kasi Venkatachalapathy  
Priyanaina Kasula  
Lacy Kauturs  
Caroline Kearney  
Vuthearith Keary  
Sarah Keeney  
Jennings Kelly A. Mchenry  
Elizabeth Kemalyan  
Samantha Khalil  
Danny Khor  
Samuel Kim  
Ray Kim  
Melissa King  
Andrew Knisely  
David Kogan  
Sourav Kole  
Allen Kong  
Jason Korosec  
Michele Koval  
Adam Krantz  
Joseph Krensavage  
Ramesh Krishnaswamy  
Tim Lae  
Stacey Lakin  
Nghiep Lam  
Caitlyn Lampe  
Erin Lauchli  
Nhung Le



## 2023 NEW MEMBERS

Stefan Leau  
Veronica Leddy  
Susan Lee  
Aaron Leith  
Mario Lemay  
Lina Melanie Leon  
Hannah Leppard  
Megan Levin  
Timothy Lewandowski  
Alexandria Lewis  
Samara Lewis  
Bijun Li  
Donna Lieb  
Jiaxing Lin  
Yuri Litvin  
Liang Liu  
Lourdes Llaro  
Vicente Llopis  
Tatiana Lopatina  
Cheri Lotan  
Meleofa Lotoanio  
Stephanie Louie  
Nathan Luis  
Jacqueline Luke  
Steven Lund  
Natalia Loporini  
Chris Mabbitt  
Subina Mahal  
Elisabeth Marquez  
Andrea Marquez  
Amanda Martin  
Charmaine Martiniano  
Pedro Martins  
Cassie Masaniai  
Peter Masigan  
Perry Matlock  
Lauren Maunder  
Anson Mayers  
Liz Mayta  
Molly Mcandrew

Brady Mccollum  
Karen McCormish  
Nicholas Mccoy  
Moses Mccullan  
Tobin Mcdaniel  
Lucy Mcgilchrist  
Geoffrey Mcneil  
Amber Mcninch  
Nayan Mehta  
Alejandrina Mejia  
Jennifer Melnick  
Dianne Mena  
Maddy Menard  
Maddy Menard  
Joy Meng  
Helene Meyronet Newman  
Brad Michael  
Clark Michalak  
Tatiana Mihov  
Josh Miller  
Abhishek Mishra  
Wendy Mitchell Klent  
Satish Mohan  
Fatima Moncada  
Jasmin Moreno  
Gigi Mosser  
Annmarie Mota  
Branden Muller  
Hector Munoz  
Mari Nakae  
Andres Naranjo Villamizar  
Munish Nayyar  
Nereida Negenda  
Marilynn Nelson  
Cien Ng  
Joshua Novy  
Nick Oberlander  
Tim Obezuk  
Janaina Ochoa  
Hector Ochoa

Tiffany Oda  
Sandy (Hui-Hsuan) O'Kane  
Benjamin Ong  
Ashley Orozco  
Sandra Ortega  
Gogi Overhoff  
Francesca Pacini  
Oded Padon  
Deepak Pant  
Lizzy Paul  
Kai Yun Pekarsky  
Marvin Perez  
Hanna Perez  
Estela Perez  
Daniel Pham  
Michele Pierini  
Bhargav Pinni  
Delia Ponce  
Maricela Portillo  
Arunima Prakash  
Suyash Prasad  
Narendra Prasad  
Carolina Prieto  
Tu Quach  
Allison Raaker  
Kyle Rae  
Joe Ragsdale  
Irma Ramirez  
Jeff Rappaport  
Nicole Rashied  
Alyssa Rauch  
April Reagan  
Miriam Recinos  
Kelly Reehoorn  
Vicky Reffner  
Chris Reid  
Samantha Reiss  
Jeffrey Rey  
Sarah Ritter  
Alex Rivas

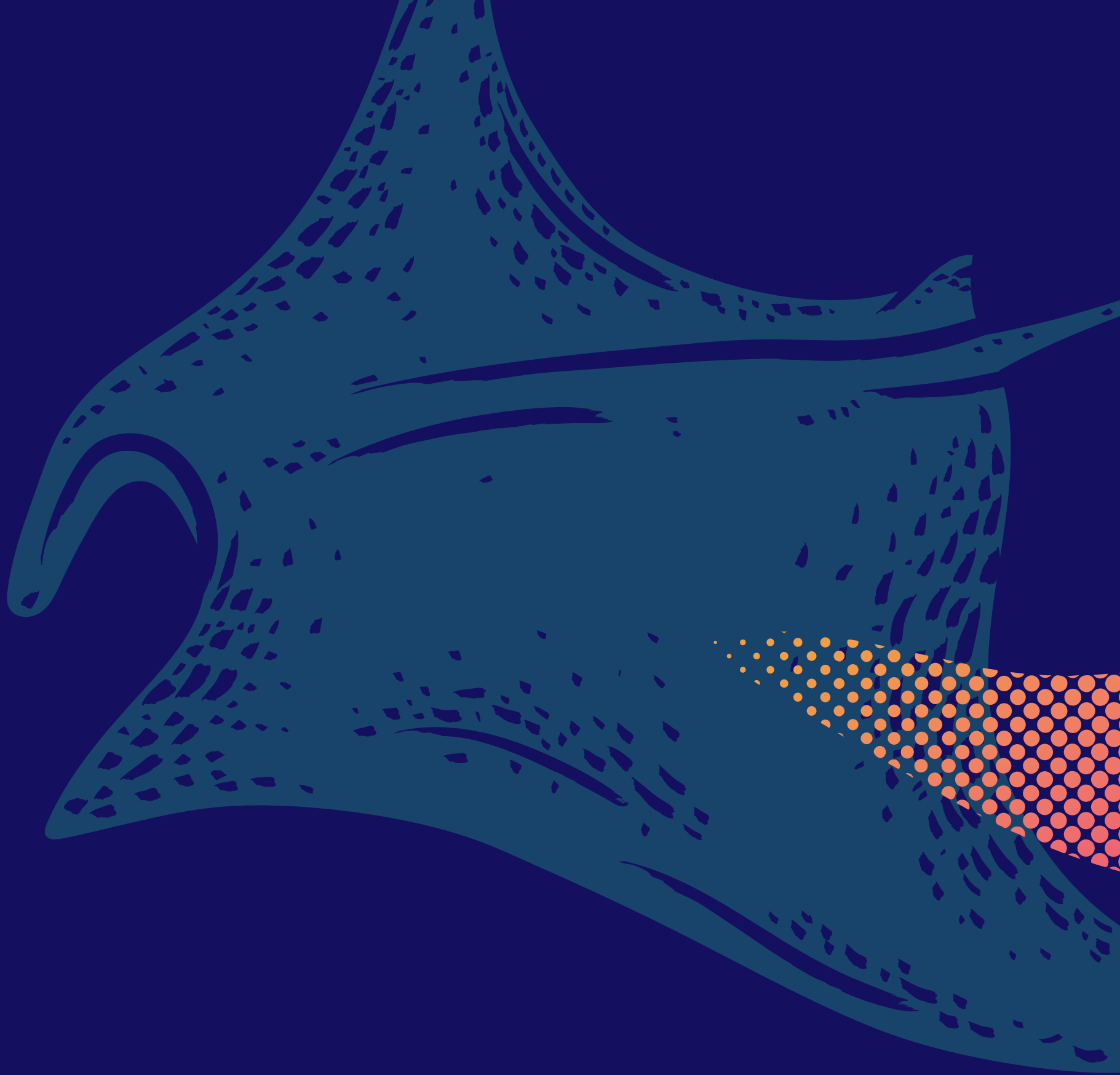


Brittanie Roberts  
Brittany Robinson  
Magda Rodriguez  
Marc Ross  
Tatiana Rotolo  
Alison Rouhas  
John Roveda  
Abhijit Roy  
Michelle Ryan  
Mahdiar Sadeghi  
Robert Sahaghian  
Jacquelin Salvatierra  
Tim Sanchez  
Roberto Sanchez  
Jane Sandoval  
Carlos Sandoval  
Zachary Sanger  
Darien Satterfield  
Diane Schoendienst  
Tatyana Senin  
Elena Serbinova  
Sriram Sham  
Rachal Shami  
Diane Shannon  
Faith Shaprio  
Lin Shen  
Danielle Sheridan  
Sergey Shevchenko  
Takuya Shimojo  
Melissa Showalter  
Sudharmono Siman  
Kristin Simmons  
Carol Elizabeth Simmons  
Stephanie Sims  
Jasmeet Singh  
David Sirbu  
Natasha Slater  
Shane Smith  
Tanash Smith  
Afton Smith

Rachael Maree Sneddon  
Jane Song  
Sung Soon  
Dusty Spearman  
Robbinceta Spence  
Laura Kay Springer  
David Steven Springer  
Prashanth Srinivasan  
Chiara Steele  
Elliot Stieglitz  
Graham Stone  
Madelyn Stone  
Will Streyer  
Rishi Subedi  
Noah Marcel Sudarsky  
Changyu Sun  
Shaun Supanich  
Abhinav Swarup  
Gyula Szentirmay  
David Tamburovic  
George Tan  
Yalan Tan  
Mario Tapia  
John Taylor  
Natalie Tejada  
Natalie Tejada  
Jennifer Tellez  
Rosalie Tolson  
Lisa Tonga-San Juan  
Randy Torres  
Felipe Torres  
Hon Tran  
Killian Triplett  
Kevin Truong  
Irina Turkova  
Bruce Turner  
Rachael Vacca  
Courtney Valdez  
Stan Van  
Elisa Vasquez

Zoia Vassilevskaia  
Karim Vedol  
Adrian Veenbaas  
Sidney Vermeulen  
Heather Villagomez  
Peggy Vincent  
Laura Vincenti  
Carmelina Virbes  
Brittany Wagner  
Ayanna Walker  
Catharine Wallace  
Michael Walter  
Ryan Waters  
Michael Wilkes  
Natasha Wilson  
Teresa Wood  
U Wood  
Rachel Worak  
Beth Wyatt  
Lijuan Xu  
Arthur Yohana  
Vanessa Yonan  
Kyle Young  
Olga Yuzhin  
Kristina Zakusilo  
Kristina Zakusilo  
Michele Zavoras  
Ting Zeng  
Xiao Zhang  
xiaoyan zhao  
Lillian Zhao  
Shushan Zhao  
Shipei Zhu  
Scott Zhu  
Maggie Ziemianek









# APPENDIX B

FINANCIAL REPORT 2022



**STATEMENT OF ACTIVITIES (ALL FUNDS)**

Reporting Book: ACCRUAL

As of date: 12/31/22

	All Divisions Year Ending 12/31/2022
<b>Revenue</b>	
Development Revenue	523,004.36
Operating Revenue	6,696,030.18
Group Sales Revenue	967,392.37
Retail Revenue	938,024.66
Special Events Revenue	105,909.00
On-site Program Revenue	32,678.40
Off-site Program Revenue	115,871.89
Rental Income	36,685.74
<b>Total Revenue</b>	<b>9,415,596.60</b>
<b>Cost of Goods Sold</b>	<b>(345,496.63)</b>
<b>Gross Revenue</b>	<b>9,070,099.97</b>
<b>Expenditures</b>	<b>(9,722,962.50)</b>
<b>Change in Net Assets</b>	<b>(652,862.53)</b>
<b>Other Income and Expenses</b>	<b>(15,978.00)</b>
<b>Net Assets</b>	<b>(668,840.53)</b>



## STATEMENT OF FINANCIAL POSITION

Reporting Book: ACCRUAL

As of date: 12/31/22

	Year to Date 12/31/2022	Year Ending 12/31/2021	Year Ending 12/31/2022
Assets	Current Year Balance	Prior Year	Difference
Bank Accounts - Unrestricted	207,721.35	1,609,972.05	(1,402,250.70)
Bank Accounts - Restricted	207,758.54	226,334.64	(18,576.10)
Accounts Receivable	233,615.21	115,823.93	117,791.28
Other Accounts Receivable	173,154.72	93,252.52	79,902.20
Inventory	131,083.27	85,661.54	45,421.73
Prepays	123,703.50	77,833.92	45,869.58
Fixed Assets	3,508,671.24	4,009,953.75	(501,282.51)
Other Assets	220,316.99	125,935.27	94,381.72
<b>Total Assets</b>	<b>4,806,024.82</b>	<b>6,344,767.62</b>	<b>(1,538,742.80)</b>
<b>Liabilities and Net Assets</b>			
Liabilities			
Accounts Payable and Other Current Liabilities	2,622,821.41	2,424,888.65	197,932.76
Long-Term Liabilities	5,588,294.06	6,649,017.55	(1,060,723.49)
Total Liabilities	8,211,115.47	9,073,906.20	(862,790.73)
Net Assets	(2,736,250.12)	(2,816,741.43)	80,491.31
Change In Net Assets	(668,840.53)	87,602.85	(756,443.38)
<b>Total Liabilities and Net Assets</b>	<b>4,806,024.82</b>	<b>6,344,767.62</b>	<b>(1,538,742.80)</b>









Smithsonian  
*Affiliate*

ASSOCIATION  
OF ZOOS &  
AQUARIUMS



SAN FRANCISCO  
**GREEN  
BUSINESS**



Aquarium of the Bay



The Bay Institute



Bay Model Alliance



Studio Aqua



Bay Academy



SUSTAINABLE  
**SEAFOOD  
ALLIANCE**