



ANNUAL REPORT

H i g h l i g h t s a n d S u c c e s s e s

2024

Highlights



PEOPLE OF THE PORT

Successes

Table of Contents

Introduction

Mission, Vision, Values and Promise	2
Highlights	2
Geographical Coverage	2
Board of Port Commissioners and Executive Appointees	3
Messages from the Chair and President/CEO.....	4-5

Workforce

Overview.....	6
Culture of Belonging	7
Inclusion and Belonging Initiatives	7
Employee Engagement	8
Learning and Development	9
Recognition and Awards	10-11

Environment

Pollution and Waste Management	12
Stormwater Program	12
Electrification and Clean Freight	13
Blue Economy Incubator	14

Operations

Waterfront Development	15
Maritime.....	15
Public Safety	15

Financial

Highlights	16
Economic Impact	17
Major Capital Projects	17

Community

Outreach Programs and Partnerships.....	18
Cultural and Heritage Support	19
Workforce Development Initiatives	20
Sponsorships	20

Introduction

Mission, Vision, Values and Promise

The Port's mission is to enhance the economic vitality and global competitiveness of the region, guided by sustainable practices and public engagement. The strategic goals include fostering a vibrant maritime sector, ensuring a dynamic waterfront, and promoting environmental stewardship.

<p>MISSION</p> <p>The Port of San Diego will protect the Tidelands Trust resources by providing economic vitality and community benefit through a balanced approach to the maritime industry, tourism, water and land recreation, environmental stewardship and public safety.</p>	<p>VISION</p> <p>We are an innovative, global seaport courageously supporting commerce, community and the environment.</p>	<p>VALUES</p> <p>Accountability Courage Inclusiveness Fairness Fun Innovation Integrity Teamwork Transparency</p>	<p>PROMISE</p> <p>Enrich the relationship people and businesses have with the dynamic waterfront of San Diego Bay, providing prosperity and a more remarkable way of life.</p>
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Highlights

WORKFORCE DEVELOPMENT

The Port has made substantial progress in fostering a diverse and inclusive workplace. Initiatives such as partnerships with educational institutions and various diversity programs have been instrumental in creating a culture of belonging.

ENVIRONMENTAL STEWARDSHIP

The Port is an Environmental Champion and has implemented numerous measures to enhance sustainability. This includes pollution prevention, waste management, energy efficiency projects, and the advancement of the Blue Economy Incubator, which promotes sustainable ocean-based innovation.

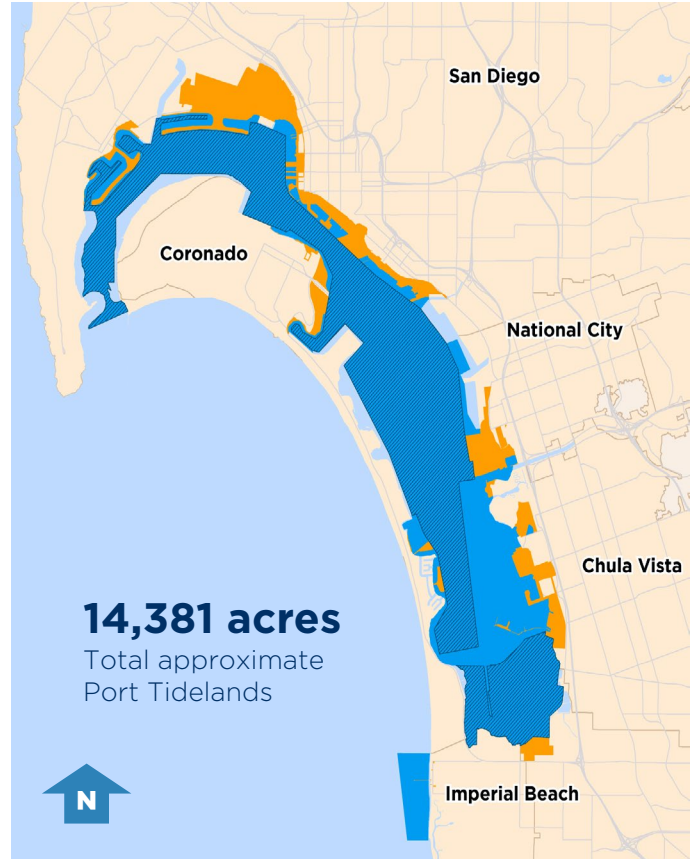
COMMUNITY ENGAGEMENT

The Port's commitment to the local community is evident through its extensive outreach programs, economic contributions, educational initiatives, and volunteer efforts. These activities have significantly impacted the local economy and supported community development.

FINANCIAL PERFORMANCE

The report highlights the Port's financial health, with detailed insights into its revenue sources, investments in capital projects, and overall economic performance.

Geographical Coverage



Board of Port Commissioners and Executive Appointees

The Port is governed by a seven-member Board of Port Commissioners who are each appointed by the city councils of their respective cities.

There is one representative designated for the cities of Chula Vista, Coronado, National City and Imperial Beach. The City of San Diego has three commissioners.

2025 Commissioners



Danielle Moore, Chair (San Diego)



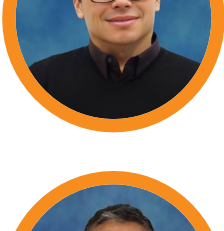
Ann Moore, Vice Chair (Chula Vista)



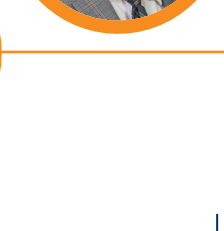
Michael Zucchet, Secretary (San Diego)



Dan Malcolm, Commissioner (Imperial Beach)



Gilanthony Ungab, Commissioner (National City)



Frank Urtasun, Commissioner (Coronado)



Sid Voorakkara, Commissioner (San Diego)

Executive Appointees

Scott Chadwick, President/Chief Executive Officer

Thomas A. Russell, General Counsel

Mark Yielding, Port Auditor

Message from the Chair



Dear Stakeholders and Colleagues,

I am honored to present the 2024 Port of San Diego Annual Report, which celebrates a year of extraordinary successes and progress. This year, we achieved numerous “firsts,” highlighting the dedication of the people who make the Port a leader in sustainability, innovation, and community impact.

We became the first in North America to operate all-electric mobile harbor cranes, setting a new standard for emissions-free cargo handling. The eWolf, the nation’s first all-electric tug, began operation, revolutionizing clean maritime practices. Our early adoption of shore power at cargo and cruise terminals continues to reduce emissions, while our ambitious Maritime Clean Air Strategy advances us toward fully zero-emissions operations by 2030.

We also made significant strides in enhancing public spaces and advancing sustainable development. Groundbreaking projects like Freedom Park, Sweetwater Park, and Pepper Park, along with key improvements at Cesar Chavez Park, Shelter Island, and Spanish Landing Park, ensure our waterfront remains vibrant and accessible. In parallel, projects like the Chula Vista Bayfront Master Plan and Shelter Island commercial fishing wharf redevelopment reflect our commitment to sustainable growth and environmental stewardship.

In 2024, federal funding bolstered our electrification efforts, strengthening our position as a leader in clean maritime technologies. Community-focused initiatives such as the Portside Community Academy empowered residents to connect with our mission, while our responses to regional challenges like the Tijuana River Valley pollution crisis and the eradication of invasive algae reaffirmed our role as environmental stewards.

The heart of our success is our people—our workforce, community partners, and all who engage with the Port. From hosting the second annual People of the Port Career Fair to expanding the Maritime Industrial Impact Fund, we remain deeply committed to supporting those who make our achievements possible.

Looking ahead, we will build on our accomplishments, embrace new challenges, and pursue a shared vision of sustainability and excellence.

Thank you for your continued partnership and support.

Sincerely,



Danielle Moore

Message from the President/Chief Executive Officer



Greetings Port Community!


As your new Port of San Diego President and CEO, I am humbled and honored to be joining the Port at such a critical juncture. It is my mission and personal challenge to meet as many of you as I can as quickly as possible and to learn as much as I can from each of you. I will take that knowledge and will lead by example to keep us moving forward, making us more accessible, and seeking outside-of-the-box solutions, all while ensuring that we stay focused on what makes the port so incredible...each and every one of you.

It is my sincere belief that people and a culture of belonging are absolutely the greatest assets to a successful organization. Our values are our guiding lights, and I intend to live by them – inclusivity, growth, opportunity, and FUN! are a few of my favorites.

Most of all, I am excited and ready to join you on this adventure and to help the Port be the best it can be for all who rely on and enjoy the Port and San Diego Bay.

To that end, I want to share the following information with you in this new format, our 2024 Port of San Diego Annual Report. In it, you will see that it shows great progress and a clear vision for the future. We're in our strategic growth and sustainable innovation era (that one's for you, Swifties). Your priorities are our priorities, and we will keep our listening ears on and make improvements along the way. We'll celebrate the wins – and there are many in this report – and do better where we need to.

Thank you and let's do great things together.

All the best,

Scott Chadwick

Workforce

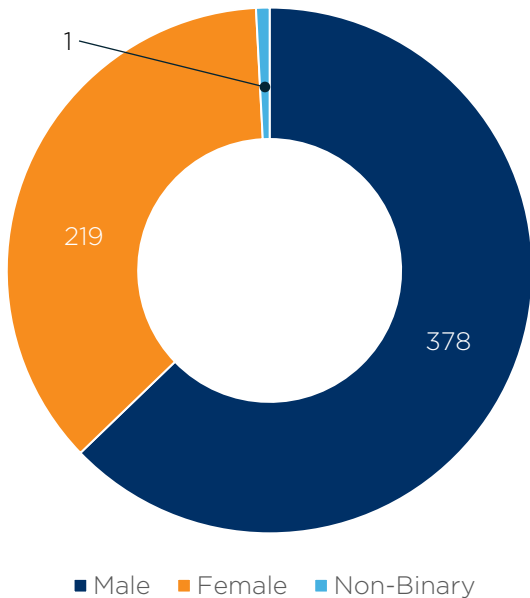
Overview

The Port of San Diego's workforce is a reflection of its commitment to creating a culture of belonging. The Port ensures that its workforce is representative of the community it serves. The Port's engagement with educational institutions, such as the San Diego & Imperial Community Colleges Regional Consortium & UC San Diego, demonstrates its proactive approach to workforce development and diversity.

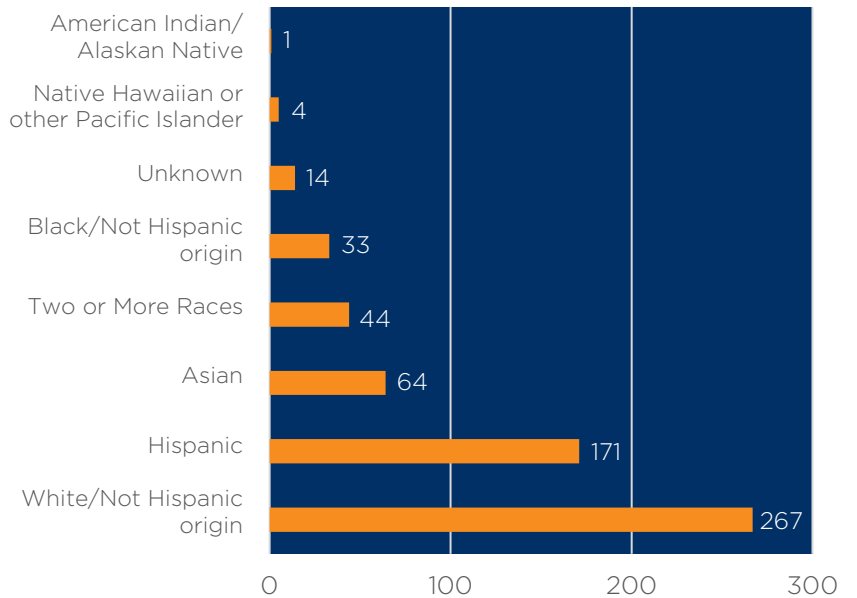


Workforce Demographics

Gender Breakdown

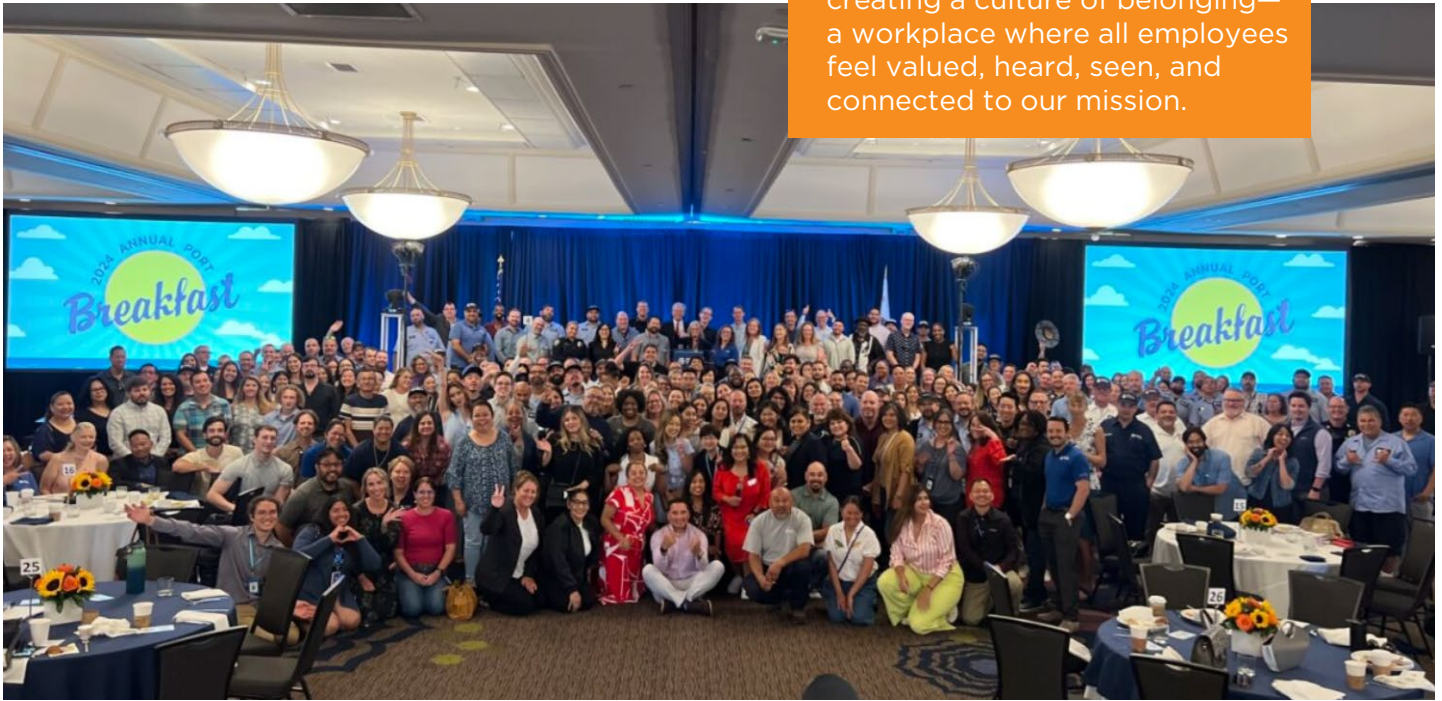


Employees by Ethnicity



Culture of Belonging

In 2024, the Port of San Diego took significant steps toward creating a culture of belonging—a workplace where all employees feel valued, heard, seen, and connected to our mission.



As part of this commitment, the Port hosted an Annual Breakfast where every employee was invited to join in a morning of connection, reflection, and shared vision. This event was designed to foster camaraderie and actively listen to employees’ thoughts on what helps them feel a true sense of belonging within the organization. Through efforts like these, the Port of San Diego continues to cultivate a culture where every individual can thrive, contribute, and truly feel at home.

Inclusion and Belonging Initiatives



Inclusive hiring practices equips hiring managers and panel members with the skills to conduct fair, effective, and compliant interviews.

Our blind application and interview process is a recruitment approach designed to reduce bias and promote fair hiring by removing identifiable information, such as names, gender, age, and other personal details, from applications.

Employee Engagement

In March 2024, the Port of San Diego conducted an Employee Engagement Survey to gather valuable insights into the experiences, perspectives, and satisfaction levels of our workforce. This annual survey reflects our commitment to creating a supportive, inclusive, and high-performing workplace where employees feel engaged and aligned with the Port's mission and values.



Key Findings

Key survey findings demonstrated encouraging levels of employee engagement in the areas of organizational culture, mission and teamwork.

Clarity of Expectations:

82%

reported having a clear understanding of what is expected of them in their roles.

Social Responsibility:

77%

expressed pride in the Port's efforts to have a positive impact on the world.

Collaborative Culture:

79%

agreed that their colleagues cooperate to get the job done, highlighting a culture of collaboration and teamwork.

Community Engagement:

76%

felt that the Port of San Diego is a good corporate citizen in the communities in which we operate.

Living the Port's Values:

76%

reported that they live the Port's values in their daily work.

Learning and Development



At the Port of San Diego, we are committed to fostering a culture of growth and continuous learning that empowers all employees.

Learning and Development Initiatives



- Employee Engagement Retreats
- Leadership Development
- Human-centered Competencies
- Human Resources Compliance Training
- Safety Skills Training
- Technical Training

2024 Inclusion & Belonging Program

In 2024, the Port hired a consultant to revamp our Inclusion & Belonging department which included reviewing initiatives, IB team's function, structure and develop a robust Inclusion & Belonging program for 2025. Staff had the opportunity to attend a variety of history and heritage month programs that included educational, flavors and cultural components to engage and create awareness of cultures throughout the year.

The Port ensures that its workforce is representative of the community it serves. The Port's engagement with educational institutions, such as the San Diego & Imperial Community Colleges Regional Consortium & UC San Diego, demonstrates its proactive approach to workforce development and diversity.

Recognition and Awards

Throughout the year, Port of San Diego employees are honored with several prestigious awards and recognitions exemplifying our core values. Additionally, the Port has been recognized for its outstanding environmental initiatives and community engagement efforts, further solidifying its reputation as a leader in sustainability and public service.



Employee Recognition

2024 Service Anniversaries

5 YEARS (29 total)

Alejandro Lopez
 Allen Broughton
 Bruce O. James
 Daniel Gonzalez
 Daniel Toscano
 Dennis J. Campbell
 Francis H. Herbst
 Frank J. Lococo
 Guillermina Oliva
 Javier P. Medina
 Jeremy Cadua
 Jesse A. Villalpando
 Joshua Teeman
 Justin T. Calica
 Kevin J. Carr
 Lavon Lynch
 Luis Mascareno
 Megan M. Tarnovskiy
 Michael Brown
 Michael Lafleur
 Michelle Q. Chan
 Peter J. Eichar
 Robert C. Shanaberger
 Robert Della Vall

5 YEARS (cont'd)

Robert W. Hartman
 Russell C. Darby
 Scott Grant
 Stella R. Karl-ruiz
 Todd D. Rattan

10 YEARS (17 total)

Blake A. Cheary
 Buai P. Tut
 Donald L. Daugherty
 Humberto Garcia Jr.
 James C. Hammel
 Jeffrey S. Mickschl
 Job I. Nelson
 John N. Carter
 Karen Ann B. Mabesa
 Larry Hofreiter
 Leonardo Sepulveda
 Mark A. Yeilding
 Melissa Dailey Heaton
 Nolberto Corado Hidalgo
 Rand Burlington
 Rosemarie L. Morgans
 Shelly R. Hart

15 YEARS (7 total)

Adam J. Meyer
 Eric C. Guerreiro
 Kerry S. Embrey
 Kurt Brickley
 Michael Sabbagh
 Ronald W. Powell
 Shelley M. Cummings

20 YEARS (24 total)

Alonso R. Marquez
 Armando G. Ramirez
 Bradley A. Wiebke
 Brandon C. Yeates
 Connie L. Bellatti
 Dalton R. Petrie
 Derek H. Thomas
 Jennifer J. Macmaster
 Jerome Lemons
 Lesley M. Nishihira
 Lora L. Smoot
 Mervin U. Nocum
 Michael A. Silva
 Michael L. Decker
 Noemi A. Aquino

20 YEARS (cont'd)

Randall L. O'hara
 Robert S. Woody
 Robin L. Davis
 Santos H. Pedraza
 Sara Ann Madvay Goes
 Swee Hoon Tan
 Timothy D. De La Pena
 Troy E. Nicol
 Tyrone P. Moody

25 YEARS (6 total)

Ellinore J. Giacinto
 Enrique Lemus
 Francisco J. Alvarez
 Michael D. Hastings
 Sara P. Welch
 Thomas E. Ortiz

35 YEARS (1 total)

Shirley Miyako Parsons



Awards

Throughout 2024, the Port was recognized with several awards for a variety of notable projects and initiatives, including a few highlighted below. Additionally, the Port acknowledges our own employees and celebrates environmental champions by honoring Port staff, regional partners, and Port tenants with the Michelle White Environmental Champion Award.



Executive Leadership Group (ELG) Award

Each quarter our ELG selects staff and teams to acknowledge and celebrate exceptional work performance. They are chosen because they exemplify one or more of the Port's core values in their performance. In 2024, we celebrated **476** employees for the ELG Awards.



Association of Environmental Professionals

The Port received three awards in the following categories:

- Outstanding Planning Document for the Port Master Plan Update
- Outstanding Environmental Analysis for the Port Master Plan Update Program Environmental Impact Report
- Outstanding Public Involvement, highlighting the Port's exceptional public outreach and engagement on efforts such as the Pepper Park Improvements Project, the PMPU, and the Portside Community Academy.



PRSA Edward L. Bernays Mark of Merit Award

We were recently honored with two awards for the Portside Community Academy, one from the San Diego Press Club and another from the San Diego and Imperial Counties Chapter of the Public Relations Society of America, reflecting excellence in community education.



WTS Technology in Transportation Award

Women Transportation Seminar (WTS) San Diego County - Technology for Transportation Award for our Maritime Clean Air Strategy (MCAS) and implementation successes.



Michelle White Environmental Champion Award

2024 Port Staff Recipients:

- Christopher Brooke - Engineering - Construction
- Gabriella Rodriguez - Marketing & Communications
- Lourdes Sherman - General Services

Environment

Pollution and Waste Management

Waste Diversion



48% of waste generated at Port facilities was recycled and diverted from local landfills.



Two electronic waste collection events for Port employees redirected over **2,900** pounds of E-waste from the landfill.



36 derelict or abandoned vessels and their hazardous waste were cleared from in and around San Diego Bay.



Cleanup Events

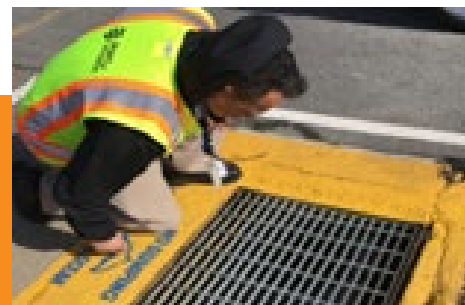
Over **24,000** pounds of trash and debris were removed from San Diego Bay and the tidelands during the Creek to Bay Cleanup, Coastal Cleanup Day, Operation Clean Sweep, and Earth Day cleanup events.

Trash Capture Devices

The Port installed **181** trash capture devices in storm drains, including five new devices to capture and prevent trash from entering the bay.

Stormwater Program

Education and use of Best Management Practices (BMPs) help to prevent pollution and illegal discharges from getting into the storm drain system and San Diego Bay. During the past year:



153 inspections

of Port and tenant facilities occurred to confirm pollution prevention requirements.

96% of stormwater BMPs

were properly implemented.

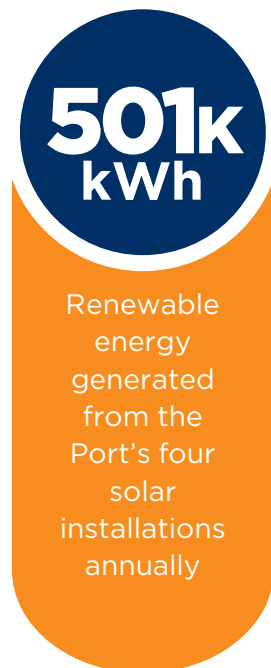
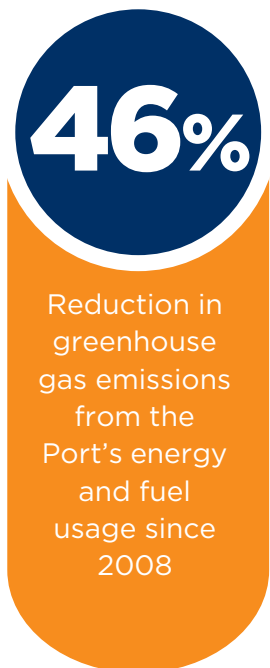
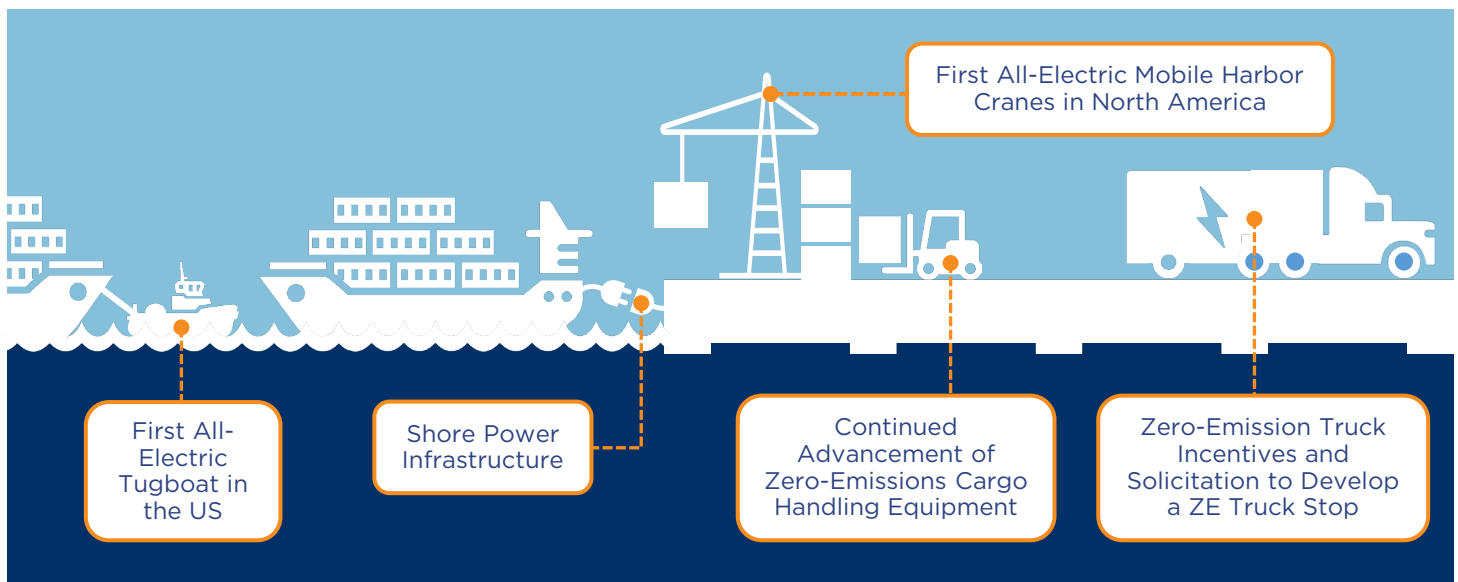
27 reports

of possible illegal discharges were investigated, include incidents of over-irrigation, vessel discharges, and oil spills.

Electrification and Clean Freight

Striving Toward Zero-Emissions Goods Movement

Ports are essential to the economy and vital components of the supply chain ecosystem but are also sources of air pollution primarily due to diesel powered engines and equipment. To address growing environmental concerns, the Port of San Diego is undertaking ambitious actions to electrify its operations. Making the transition to electrification can lower overall emissions and operational costs, improve air quality, reduce dependence on carbon-based fuels, and benefit public health.



Blue Economy Incubator



San Diego's Blue Economy

San Diego, with its vast natural and deep-water harbor, infrastructure supporting both traditional and emerging companies, burgeoning scientific and technology communities, and a one-of-a-kind location, continues to build its reputation as Blue Tech Bay.

At the center of this is the Port of San Diego which takes an active role in assembling partners from government, business, non-governmental organizations (NGOs), and academia to pursue innovative ocean-based solutions to bridge the need for economic growth and environmental stewardship. As the state-legislated trustee of tidelands and submerged waters in and around San Diego Bay, the Port serves as a catalyst for building and supporting the region's Blue Economy by supporting entrepreneurship and partnering with other leaders in research and innovation.

Our Impact by the Numbers

330+ INQUIRIES

received from organizations seeking partnership and pilot project opportunities.

\$1.95 MILLION

in funding to support the launch of sustainable aquaculture and blue tech pilot projects.

10 PILOT PROJECTS

supported through an innovative port-wide collaboration process.

\$2.5 MILLION

research and development funds leveraged by Blue Economy Incubator companies.

500+ POUNDS

edible seaweed produced weekly by Sunken Seaweed's Humboldt shoreside tumble culture farm.

\$172 THOUSAND

in royalty payments that can be re-invested in supporting new pilot projects.

\$5.4 MILLION

investment leveraged by Blue Economy Incubator companies.

30+ PARTNERSHIPS

created as part of the Blue Economy Incubator growth strategy.

5 SMART BUOY

technology to be deployed across the bay, demonstrating real-time ocean monitoring.

Operations

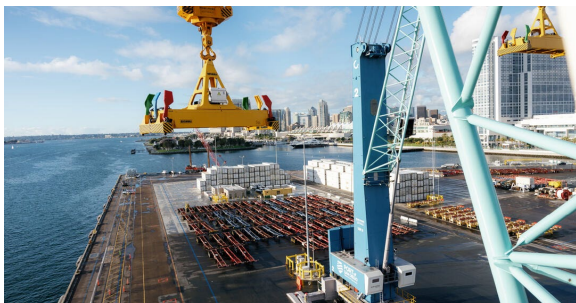
Waterfront Development

Vision: To build a best in class commercial and marine industrial lease portfolio with internationally recognized amenities, attractions and developments.



Redevelopment	Asset Management	Performance and Reporting
<ul style="list-style-type: none"> Chula Vista Bayfront Central Embarcadero East Harbor Island 1220 Pacific Highway 	<ul style="list-style-type: none"> 225 Rent-Paying Master Tenants <ul style="list-style-type: none"> 76 Percentage Rent Tenants 88 Fixed Rent Tenants 61 Seaport Village Tenants 	<ul style="list-style-type: none"> Administers the revenue and expense budgets with an emphasis on clear, accurate and consistent reporting.

Maritime



Maritime generates approximately **\$55M** annually or **17.32%** of the Port's revenues

With two cargo and two cruise terminals, the Port is the fourth largest port in California. Also, the Port is one of 18 designated US Strategic ports which makes us a critical link to the deployment of military forces and supplies in support of the US Department of Transportation | Maritime Administration (USDOT | MARAD) operations.

The terminals are the only sites in the entire San Diego region that have established waterfront industrial sites, with railroad service, close freeway access, commercial port-related support functions, and deep-water berthing, therefore making San Diego's waterfront industrial land basically irreplaceable.

Public Safety

The Port of San Diego has **over 180** public safety employees that serve on San Diego Bay, at the San Diego International Airport and along Port tidelands in our five member cities.



142

Sworn Employees
(authorized)

33

Civilian Staff
(authorized)

9

Community Service Officers
(authorized)

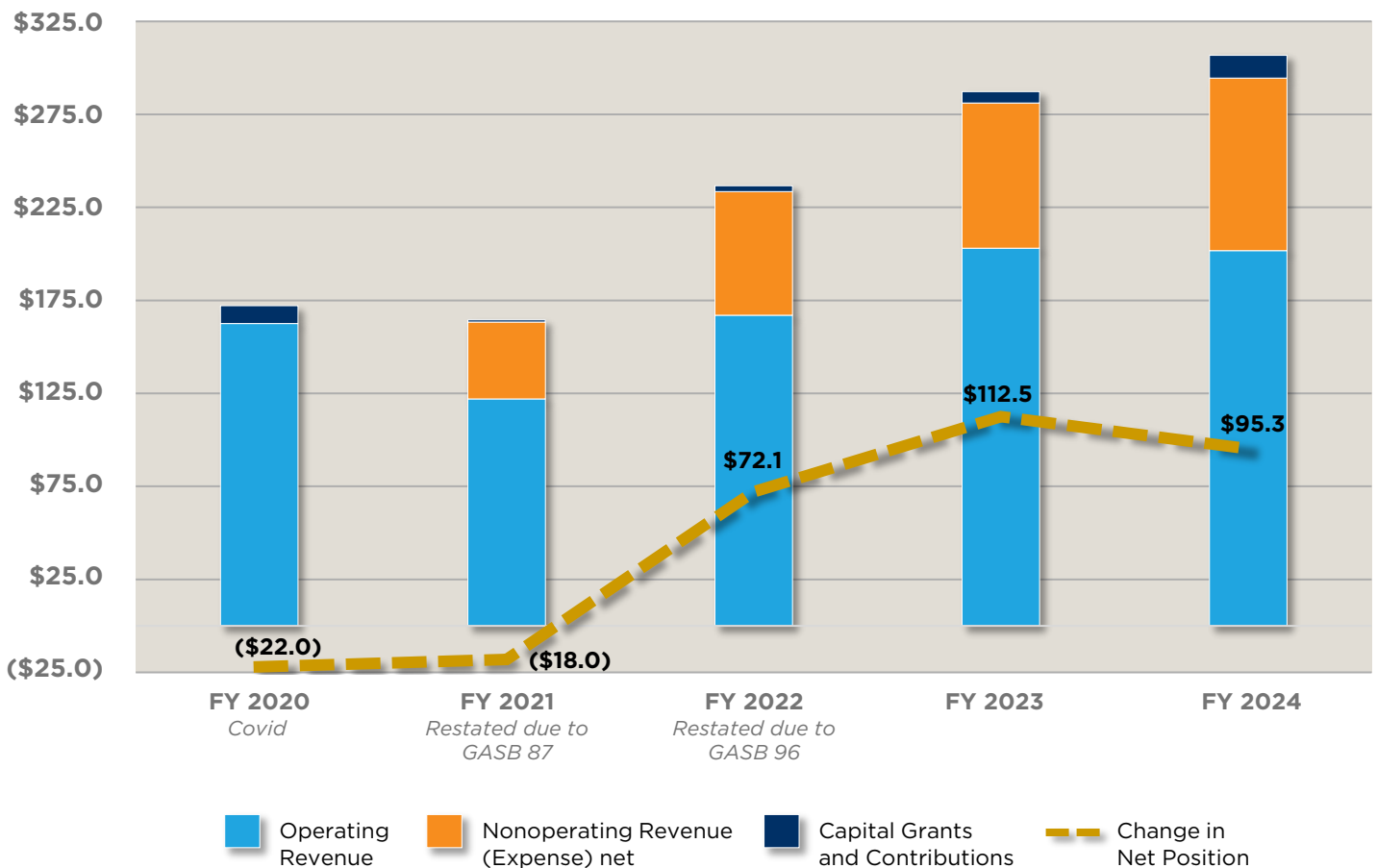
Specialized Teams

- Investigations and Intelligence Section
- K-9 Unit
- Traffic Investigators
- Training Unit
- Fire Fighting Training Unit
- Public Safety Dive Team
- Maritime Tactical Team
- Weapons Training Unit
- Peer Support
- Homeless Outreach Team
- Human Trafficking Team
- Federal Task Forces

Financial

Highlights

Net position is a key indicator of a government's financial health over time. For the Port, our net position increased by \$95.3 million at the close of fiscal year 2024, reflecting an 18% growth compared to fiscal year 2023. Additionally, the Port maintains a six-month operating reserve of \$84.5 million for FY 2025, along with set-aside funds for specific purposes and a balanced capital plan that allocates resources equally among the five member cities.



Economic Impact

The Port of San Diego is an indispensable economic engine, adding \$13.8 billion to our county's economy in 2023 and generating over 71,000 jobs in San Diego County. The Port and the approximately 800 businesses on and around San Diego Bay contribute to a dynamic waterfront that reinvest billions of dollars into the local economy each year, creating a more prosperous way of life for all.

Local Economic Impacts – San Diego County

District Contribution to the Economy of San Diego County in 2019 & 2023



2023
District Supported: **71,360**
Jobs in San Diego County



in Economic Output
in San Diego
County



2019
District Supported: **64,410**
Jobs in San Diego County



in Economic Output
in San Diego
County

Source: Outputs from the REMI Economic Model for SANDAG and Cambridge Systematics Analysis. *Inflation adjusted numbers in 2021 dollars

Major Capital Projects

The Port invests millions of dollars in many projects around the bay - making evident the Port's implementation of its Mission, Vision, Values and Promise.



Sweetwater Park
in Chula Vista



Pepper Park improvements
in National City



Freedom Park at Navy Pier
in San Diego



**Tidelands Park Wayfinding and
Regulatory Signage Project**
in Coronado



**The Curtain Wall Repairs and
Stormwater Improvements at B
Street Pier** in San Diego



**Pier Utility Repairs and Pile
Replacement** in Imperial Beach

Community

Outreach Programs and Partnerships

We are committed to communicating and collaborating with our community members to ensure that we continue to improve the quality of life for community members and businesses in and around the waterfront. We have many opportunities for our local community to engage with Port staff, learn about our operations and enjoy the San Diego waterfront.



The Portside Community Academy allows community members to learn more about our clean air and electrification projects which shape our future operations and decrease the impacts our operations have on the local community. The curriculum covers an introduction of the Port, environmental justice and maritime clean air strategy, tour of our marine terminal, clean technologies for maritime vessels, and ways we are reducing terminal emissions. In 2024, we held **3** cohorts (one cohort for Spanish speakers) and a total of **55** community members completed the Academy and lots of interest to participate in future sessions.

The Port is dedicated to supporting a thriving small business community in the San Diego Region. As part of our **Small Business Enterprise Program**, we are consistently connecting with business owners, resource providers and our peer public agencies to ensure we are addressing the needs of the small business community. We partner with local chambers of commerce, economic development centers and educational institutions to identify ways to better engage with and support this community. We hosted **6** workshops over the past year with **over 200** attendees.

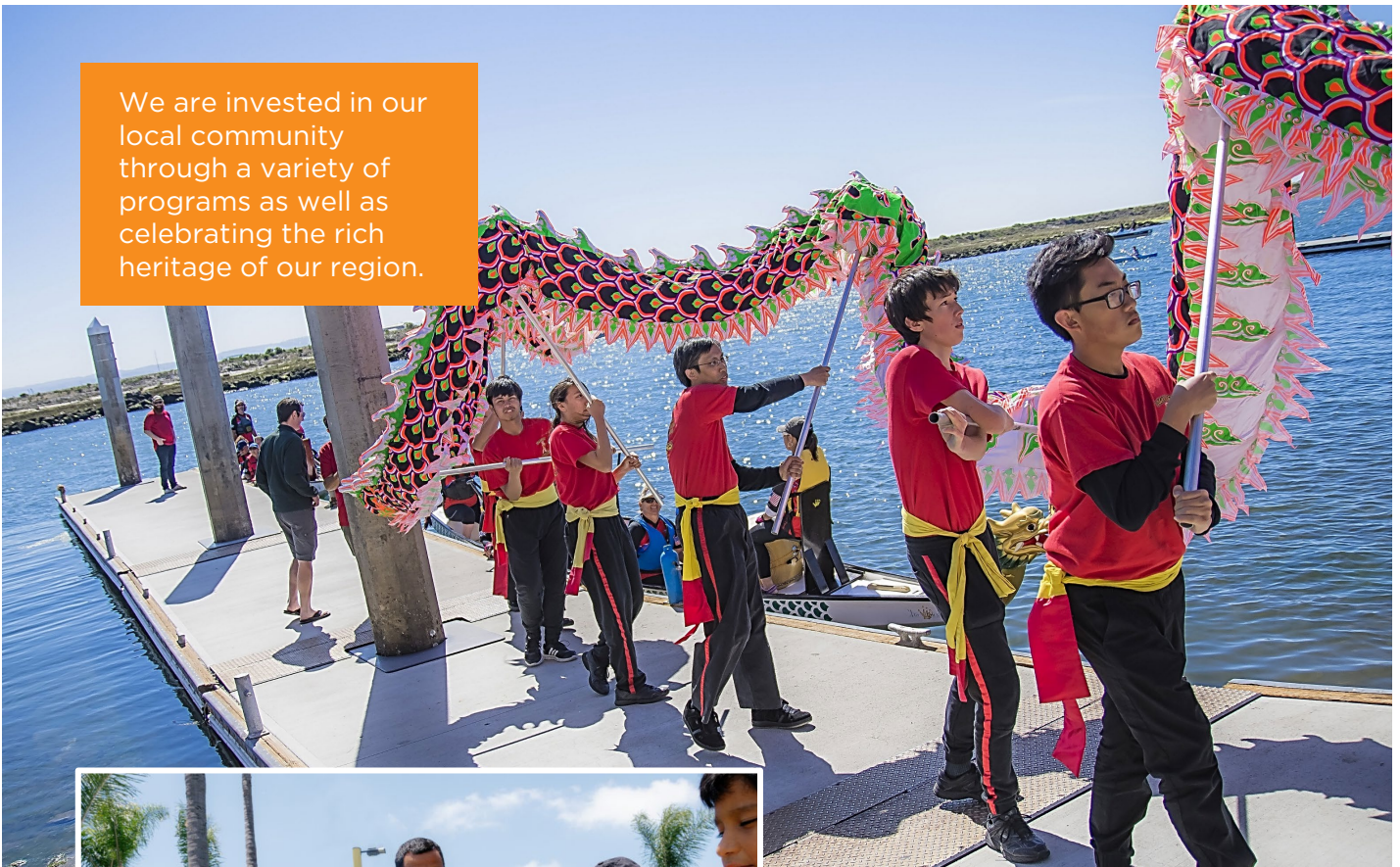
Volunteer Efforts and Charitable Contributions



*The Port proudly sponsored over **70** community events with over **400** Port staff attending events in our local community and spent **\$171,000**.*

Cultural and Heritage Support

We are invested in our local community through a variety of programs as well as celebrating the rich heritage of our region.



The Port created the **Tidelands Activation Program** in 2014 and in 2023 we updated the program to better prioritize event sponsorship opportunities and ensure balanced public access to the Port parks and venues. The Tidelands Activation Program (TAP) has an annual budget of over \$900,000 to bring communities together, create memories and long-lasting social ties.

TAP has four sponsorship categories:

Business Negotiated Events

Community Events

Civic Events

Expanded Access Events

Workforce Development Initiatives



Educational Initiatives

Workforce of the Future Port Tour was an initiative by the Port of San Diego and Working Waterfront aimed at providing educational institutions with a comprehensive understanding of the Port's operations and career opportunities within the maritime and waterfront sectors. This tour included visits to various Port facilities, interactive sessions with industry experts, and insights into the latest technological advancements and sustainability practices. By engaging participants in hands-on experiences and discussions, the tour helped to inspire and prepare the next generation of maritime professionals.



External Workforce Partnerships

The Port of San Diego is deeply committed to fostering partnerships that benefit the local workforce. Through active participation in employer advisory councils, the Port collaborates with educational institutions to create learning and development opportunities for students and professionals. These partnerships enable the Port to contribute industry insights and resources to help shape educational programs that align with the needs of the maritime and waterfront sectors. By investing in these external workforce partnerships, the Port continues to play a pivotal role in enhancing the quality of life and economic vitality of the region.

Sponsorships



The Port of San Diego is dedicated to supporting the local community through various sponsorships. These sponsorships include partnerships with organizations such as the Chicano Federation, the Asian Pacific American Coalition, and the San Diego County Black Chamber of Commerce. Additionally, the Port sponsors events like the Working Waterfront Annual Dinner, demonstrating its commitment to fostering community engagement and development. Through these sponsorships, the Port of San Diego plays a vital role in enhancing the quality of life and economic vitality of the region.

OVER \$170K

total spend on sponsorships for 2024

OVER 70

Organizations sponsored by the Port



PEOPLE OF THE PORT



portofsandiego.org