

Sanctuary System Business Advisory Council
September 24, 2014 Meeting Minutes
National Aquarium, Baltimore, Maryland

Participants¹

- Ms. Elizabeth L. Cheney, Energy Seat
- Ms. April Crow, Other Business Seat #1
- Mr. Terry Garcia, Communications and Marketing Seat
- Ms. Sophia Mendelsohn, Other Business Seat #3
- Ms. Andrea Pinabell, Travel and Tourism Seat #3
- Mr. Rich Pruitt, Travel and Tourism Seat #2
- Ms. Melissa Trotto, Other Business Seat #4
- Ms. Maura Welch, Travel and Tourism Seat #1
- Mr. George Clyde, Cordell Bank National Marine Sanctuary Advisory Council
- Mr. Richard F. Delaney, Stellwagen Bank National Marine Sanctuary Advisory Council
- Mr. John A. Armor, NOAA
- Mr. Daniel J. Basta, NOAA
- Ms. Cirse Gonzalez, NOAA
- Ms. MaryLee Haughwout, NOAA
- Dr. Rebecca R. Holyoke, NOAA
- Dr. Craig MacDonald, NOAA
- Ms. Rosemarie McKeeby, NOAA
- Mr. Paul (Sammy) Orlando, NOAA
- Mr. Matthew Stout, NOAA
- Ms. Lauren Wenzel, NOAA
- Mr. Harry Carpenter, Great Outdoors Mobile, Inc.
- Mr. Jason Patlis, National Marine Sanctuary Foundation
- Mr. John Racanelli, National Aquarium
- Mr. Tom Raftican, The Sportfishing Conservancy
- Mr. Charlie Stek, Chesapeake Conservancy
- Ms. Shannon Yee, National Marine Sanctuary Foundation
- Ms. Jamie Welsh, Red Willow Group

Members of the Public

- None

Opening and Introductions

The meeting convened at 9:00 am EDT. Rebecca Holyoke, National Advisory Council Coordinator for NOAA's Office of National Marine Sanctuaries (ONMS), welcomed members and other participants to the third meeting – second in-person meeting – of the Sanctuary System Business Advisory Council (council). She facilitated participant introductions, asking each

¹ Dr. Fred Boltz (Foundation Seat #1), Dr. Mark Penning (Other Business Seat #2), Mr. Joseph Stella (Recreation Seat #1), and Mr. Steven E. Stock (Foundation Seat #2) were unable to attend.

member or participant to identify him/herself by name, title, and affiliation with the council or ONMS.

Potential Administrative Action

Advisory council representatives were asked to consider adopting the meeting summaries of the January 29, 2014, and May 28, 2014, Sanctuary System Business Advisory Council meeting and webinar, respectively. No revisions or objections were noted. As such, draft meeting summaries will be updated to reflect that they are final meeting summaries.

Welcome Address

John Racanelli, President and Chief Executive Officer of the National Aquarium, welcomed advisory council representatives and other invited guests to the meeting and aquarium. He provided a brief overview of ongoing and proposed renovations at the aquarium, as well as his and the aquarium's experience with national marine sanctuaries. He explained his views and experience working with aquaria, including his background with the Monterey Bay Aquarium, and how the mission of such places can inspire conservation of the world's aquatic treasures. Mr. Racanelli went on to explain four key areas of the aquarium's strategic, site, and master plan (i.e., Blue Print), including how he envisions the aquarium evolving over the next ten years (e.g., virtual ocean embassy, Chesapeake Bay exhibits, and a potential new dolphin facility). He concluded his remarks by addressing the importance of connecting the interests of leading corporations and communities with environmental conservation and recognizing the potential of the Sanctuary System Business Advisory Council.

Purpose and Objectives for Meeting

Daniel J. Basta, Director of NOAA's Office of National Marine Sanctuaries, opened his remarks with a new ONMS video, titled *Earth is Blue: Your National Marine Sanctuary System*. He went on to discuss the goals of the meeting, specifically highlighting his expectations and potential outcomes related to the three projects (i.e., The Sanctuary Classic, Team Ocean, and FishAlert!) that would be "pitched" as part of the *Shark Tank* experience. He then provided a brief overview of the progress ONMS has made over the last several months, including updating council representatives on the status of: sanctuary nomination process; Thunder Bay National Marine Sanctuary boundary expansion; proposed expansion of Gulf of the Farallones and Cordell Bank national marine sanctuaries; *Charles W. Morgan* and associated outreach (e.g, OceansLive, Faneuil Hall, and Boston Red Sox's *Whale of a Game*); and ONMS Centers of Excellence. Dan concluded his remarks by illustrating a few maritime heritage related connections; describing cross-city (or state) connections, such as those in Boulder, Colorado, and Monterey, California; and sharing the latest *Sanctuary Nomination Process* video.

Getting the Most Out of Our Investments

Craig MacDonald, Stellwagen Bank National Marine Sanctuary (SBNMS) Superintendent, introduced participants to how ONMS has been evolving in its approach to funding and partnerships, primarily since 2011, in an effort to increase outputs beyond those covered with government funding. He described the steps national marine sanctuary superintendents are taking to operate more like non-governmental organizations, whereby they are acting as force multipliers to incorporate research grant support, technological innovation, citizen science, corporate partnership, media exposure and marketing. He described how SBNMS is working to

establish a Marine Mammal and Acoustics Center of Excellence within their existing marine operations center and how their conservation research (e.g., 13 top-tier journal publications) can attract additional research partners. Craig went on to describe a suite of activities that the sanctuary is currently engaged in, such as: whale approach guidelines certification program; collaborations with U.S. Coast Guard, NOAA Fisheries, Volpe Center and other non-governmental organizations, and MassPort to prevent ship strikes; Right Whale Listening Network; WhaleALERT app; National Geographic whale tagging partnership; academic partnerships using humpback whale fecal samples to determine stress levels; sister sanctuaries; seabird surveys; Klein side-scan sonar testing; dive mooring designs; additional education and outreach engagement (e.g., Girl Scout badges, *Charles W. Morgan*); and a business and tourism draft framework and marketing plan developed with the sanctuary's advisory council.

After the presentation concluded, Daniel Basta acknowledged the role of the National Marine Sanctuary Foundation in supporting SBNMS in these partnerships (e.g., accepting funds). Craig highlighted another potential collaboration in 2015, with Mass Insurance identifying SBNMS as one of its causes, and an advisory council representative suggested that SBNMS consider engaging GoPro given the potential for even greater camera footage.

Enhancing Our Brand: A Shark Tank Experience

Matt Stout, ONMS Chief of Staff for Communications, introduced participants to the National Marine Sanctuary brand and addressed how ONMS has been partnering to expand its reach. He provided an overview of ONMS key messages, focusing on how national marine sanctuaries work to protect vital natural and cultural resources and connect people and communities through education, science, and management. Before revisiting the format for the three *Shark Tank* "pitches," Matt played the video [*Investing in Your National Marine Sanctuaries*](#).

Shark Tank Pitch #1: The Sanctuary Classic

Tom Raftican, President of the Sportfishing Conservancy, delivered an approximately seven-minute "pitch" on *The Sanctuary Classic*, a free summer-long fishing and photo contest encouraging recreational fishing and best fishing practices in national marine sanctuaries. He discussed the contest's current approach, which has included weekly prizes and scholarships, and explained that the primary purpose of this contest was to demonstrate that more than 98 percent of sanctuaries support recreational fishing and provide an amazing link for children to America's great outdoors.

Council members and invited guests had the following questions and comments during this session:

- *What is a difficult year?*

Response: In the past, one of the largest supporters for this event was NOAA's National Marine Fisheries Service (NMFS). NMFS is currently working on a national saltwater recreational fisheries policy and, as such, a portion of their funds had to be redirected. Unfortunately, *Sanctuary Classic* was a casualty of this re-prioritization. Also, over the past decade, there has been a lot of friction between national marine sanctuaries and the recreational fish industry (e.g., tackle industry). Many have come to view marine

protected areas as a problem, and this event is one way we are trying to address this negative perception.

- *If I were a potential sponsor, I'd be concerned about getting caught in the crossfire of environmentalists and recreational fishermen.*

Response: This is one of the reasons we focus on the fact that more than 98 percent of the waters within national marine sanctuaries are open to recreational fishing. It's difficult to argue with this, but we do realize that albeit small, the voice against marine protected areas is shrill. This is also the reason we are trying to reach this audience with a fishing tournament. Again, it's hard to pick a fight with a fishing tournament. They are seen as very positive things, and I get a lot of support from the recreational fish community because of this event.

- *It's hard for me from reading the brochure to discern the compelling reason to be a sponsor or even to understand what the Sanctuary Classic is.*

Response: The brochure is actually a best practices brochure. Perhaps, if we had increased funds, we could produce a more outreach-oriented piece.

- *Can you give some examples of the outreach you've been doing to collect more submissions?*

Response: We've been using internet versions of outdoor publications, as well as constant contact and social media. Sadly, our submissions did drop off fairly dramatically this year.

- *Given that I didn't really notice a tie to improvement of fisheries, I challenge you to tie this to or incorporate a fisheries improvement project. This event or program needs to be about more than a contest or single event; it has to be forward looking. Sustainable seafood is such a hot topic right now, and a number of corporations are looking at this. If you could make this connection, you might be more successful in soliciting additional engagement or sponsorship.*

Response: Agreed.

- *You have so many objectives. What is the one key objective you can articulate? We look at how we measure impact with dollars. What are your key metrics? What are we getting for the money we're investing? How are you measuring that? Look at how you're increasing the social media aspect.*

Response: These are all very good questions. I'm not sure I have an answer ready. It's definitely something I need to give more thought to. Right now, where we are going is to simply introduce people to national marine sanctuaries while being compatible with recreational fishing. As for metrics, in the first two years, we looked primarily at social

media and “who came back.” Weekly prizes were also given out by votes per photograph.

- *Have you talked to visitor bureaus, hotels, etc.? Are you reaching out to say how you can or do drive traffic into an area? Are you sure you are talking to the right people (i.e., the people who are going to write you a check)? Chambers of commerce, hotel associations, etc. will understand that if 1,000 people come here for your event they have to stay somewhere, buy gas, eat, etc.*

Response: We’ve done that to some extent, but have been struggling given that people often don’t understand the difference between national marine sanctuaries and no take zones.

- *You may want to consider reducing the “spread” of this event (i.e, making it more localized). Perhaps, you could choose one sanctuary per year and concentrate on one true event. It’s often difficult to keep something like this fresh in people’s minds when it’s so spread out.*

Response (by an invited guest): I saw this in action in Hawaii last summer and was surprised how many people showed up. It was a very localized event. From this experience, I agree that the growth of this program could come from going more localized.

- *There’s just a fundamental communication issue around the word “sanctuaries.” It’s really a park. Is there a reason why you don’t call it a national marine park? The word “sanctuary” makes it seem like it is a place to be avoided.*

Response: Agreed.

- *From my company’s perspective, we wouldn’t fund something like this until a large number of our employees are actively participating.*
- *Consider developing a case study; that would be helpful for funders.*
- *Could this event be done quarterly by rotating across each national marine sanctuary?*

Response: That could potentially be daunting, but we’ll take a look.

- *These photos are fantastic. Do you have a kid’s photo of the week or month on any blogs?*

National Marine Sanctuary Foundation Accomplishments

Jason Patlis, President and Chief Executive Officer of the National Marine Sanctuary Foundation (NMSF), introduced participants to the NMSF including an overview of their mission, vision and work. He explained the growth of this 501(c)(3) – both in terms of total net assets and staff, and how the NMSF works to support national marine sanctuaries through fiscal sponsorship,

collaborative research, public engagement (e.g., Ernest F. Hollings Ocean Awareness Grants, friends groups), and policy outreach and advocacy (e.g., budget appropriations, bipartisan support, and science- and law-based advocacy). Jason also provided an overview of the future direction of the NMSF, highlighting the organization's efforts to reinvest in sanctuary operations, promote existing and new national marine sanctuaries, and build their future through improved marketing, communications, and fundraising. A question was raised regarding the typical size (or amount) of NMSF grants, and Jason mentioned that they were generally \$25,000 or less.

Encounter the National Aquarium

Advisory council representatives and invited guests were offered a behind-the-scenes look into the life and work at the National Aquarium. Participants were divided into three groups, led by National Aquarium docents, and experienced firsthand what goes into managing, supporting and caring for living marine resources.

Connecting with Corporate Interests

Matt Stout, Chief of Staff for Communications, and Lauren Wenzel, Acting Director of the Marine Protected Areas Center, facilitated a discussion whereby advisory council representatives were asked to suggest ways in which ONMS could make better connections with corporations, foundations, and other non-governmental entities. Matt mentioned that ONMS was interested in hearing ways not only the National Marine Sanctuary System could make these connections but also ways in which the National Marine Sanctuary Foundation could help. He highlighted a few connections that have been made already thanks to introductions and recommendations by advisory council representatives, and asked participants to consider whether corporations were more likely driven by financial interests or their commitment to volunteerism, environmental stewardship, etc.

Council members had the following questions and comments during this session:

- *If I can transport an animal on a plane, it's a great PR story. Our marketing department is really open to ideas like that because they lead to great Facebook posts and funky one-off stories.*
- *Do you offer naming opportunities? Have you considered blatant, capitalistic sponsorship (e.g., on boats or donations for new boats)? It's possible you could divide it up into chunks whereby someone sponsored a visitor center and someone else sponsored another component of the sanctuary's infrastructure, etc.*
- *To do this, you will probably want to put together a marketing program kit (e.g., where you offer a limited number of these sponsorship items and the due date is X).*
- *Is there a way to have towns or destinations market areas or adopt a sanctuary?*
- *If you go this route, you should try to find partners (whether it's corporations or foundations) that have similar goals. A hotel or resort company, for example, would likely never sponsor something since they are more about experiences. Given this, they*

may be apt to support a particular experience at a sanctuary or in a sanctuary community.

- *Consider planning something with a famous person at a location relevant to what they do or are passionate about.*
- *Voluntourism is really up and coming. You may want to consider working with companies when they come to town for a conference to arrange or develop opportunities for their employees to become involved or to setup volunteer getaway packages for their clientele.*
- *Sites could potentially approach corporations with package deals that target specific areas and allow individuals to increase their environmental awareness and improve teambuilding or leadership skills. It's possible they could work with the National Marine Sanctuary Foundation on this. You will want to keep the experience fairly short though (because a couple of days is a lot to ask). You definitely want to make the individuals or employees do "work" (e.g., seagrass planting experience) and then consider having the corporation cover the expenses associated with the seagrass, staff, and outreach or education components.*
- *Is there a way to virtually create a list of online volunteer opportunities? Like a registry of needs, so companies can pick and choose.*
- *It's possible you could open this type of package up to a broader customer base as well.*
- *The key to so much of this is not thinking about days that make sense for sanctuaries. Instead, you need to think about what makes sense for corporations. For example, don't necessarily target World Oceans Day; instead, work within the corporation's calendar.*
- *Have you given any thought to a reality television show?*
- *Are there corporations you could target in sanctuary communities? Often, large corporations are looking for local causes or charities to be involved in. They often even have requirements for their officers or leadership to be involved in such programs.*
- *Some potential summits or conferences that ONMS may want to consider becoming involved with are: Sustainable Brands; TedX; South by Southwest; Outdoor Industry Association; World Ocean Summit; or Clinton Global Initiative.*

Shark Tank Pitch #2: Team Ocean California

Jamie Welsh, Chief Executive Officer of Red Willow Group, introduced participants to a fairly new concept whereby ONMS is considering packaging a number of its existing programs (e.g., conservation science, research, education) to better connect with corporations and potential sponsors. She highlighted how national marine sanctuaries can provide opportunities for people to take an active part in science, education and conservation and why engaging volunteers and creating new environmental stewards may be appealing to consumers and corporate entities.

Jamie went on to explain the scalability of Team OCEAN – both by programs and geographic locations, and discuss how this concept will empower individuals to take action and provide a platform for engagement (and potentially increased visitation) in national marine sanctuaries.

Council members and invited guests had the following questions and comments during this session:

- *Is this a program or a rebranding of national marine sanctuaries as an organization?*

Response: One of the problems we are having is that there are hundreds of programs. We are looking at this as a point of engagement – a portal to talk to corporations about sanctuaries.

- *Is it a communications plan?*

Response: We are looking for sponsorships for programs that ONMS is losing its ability to fund.

- *Do you have people devoted to identifying corporate sponsors?*

Response: Right now, this is Jamie’s job, and one thing she is doing is looking into how we can broaden system communications by teaching sanctuary superintendents how to take engagement to the next level.

- *The document piece is fairly well done, but what seems to be missing is who goes and actually has the meetings with corporations, etc. You need to develop a task force or campaign person who can go “on tour” and speak to this.*
- *Perhaps, it can be the people from the site and site advisory councils (in addition to ONMS leadership). Passion is generally at the local level.*
- *It would also be helpful to go to a company with some data on what their customers think they should be involved in (e.g., conservation).*

Response: We understand this point, but one thing we are trying to do is to get out of the “nickel and dime” situation. Our hope is to take this to a national level so we are able to address some of the things we discussed earlier like sponsor a visitor center, vessel, or large education or research program.

- *Individual sanctuaries (sites) would be much more aware of what’s in their neighborhood.*
- *It’s important to remember that this should be a two-tiered approach. Corporations will sponsor things that are very business-oriented or driven. Their foundations are much more likely to sponsor things outside that. To have a successful program, you need to hit*

both. Do your due diligence and talk to funder's networks so you can determine what the foundation's mission and interests are.

- *Foundations are much more likely to do brick and mortar type things (e.g., Centers of Excellence).*
- *Make sure you consider corporate responsibility as well. There are new global reporting requirements related to this.*
- *You should also focus on how to take the sanctuary to people; it shouldn't just be about bringing them to sanctuaries.*
- *Pay attention to your metrics. There are metrics for activities and then metrics for results.*
- *Have you considered going after high net worth individuals to find big dollars?*
- *The term ocean is very limiting. Team OCEAN leaves out a large portion of the population. Science education and conservation are used ubiquitously throughout the environmental community. What's missing is the word experience; this is the connection between sanctuaries and communities.*

Destination Marine Protected Areas

Rebecca Holyoke gave a brief overview, highlighting the key differences in membership, program scope, and geographic scale, of the 16 advisory councils within the ONMS: 14 national marine sanctuary advisory councils (including the Northwestern Hawaiian Islands Coral Reef Ecosystem Reserve Advisory Council); Sanctuary System Business Advisory Council; and Marine Protected Areas Federal Advisory Committee (MPA FAC). She then introduced participants to a joint statement, authored by the MPA FAC and representatives of the 14 national marine sanctuary advisory councils, on the value of marine protected areas to recreation, tourism and coastal communities. Rebecca explained the following four themes and associated potential federal actions highlighted in the joint statement: (a) invite people to play (responsibly); (b) embrace the human dimensions of ocean places; (c) sustain marine protected area ecosystems and values; and (d) engage recreational users as stewards; and went on to describe next steps in disseminating this document to specific audiences. Advisory council representatives commented that the content of the final joint statement (or call to action) was great, but that it looked like a typical government document. It was suggested that it be turned into two slides or visuals that could be distributed more broadly and that the Sanctuary System Business Advisory Council could be a great communications platform for disseminating this message. Questions were also raised with respect to whether ONMS could take advantage of pending Presidential announcements regarding new or expanded marine national monuments to share this, and potentially other, marine protected area and ONMS messages.

Shark Tank Pitch #3: FishAlert!

Harry Carpenter, President and Chief Executive Officer of Great Outdoors Mobile, Inc., delivered an approximately seven-minute "pitch" on FishAlerts!, a free mobile application that

informs recreational anglers, boaters and divers of the rules and regulations surrounding marine protected areas, including national marine sanctuaries. He provided an overview of the current status of the application, as well as potential updates to its deliverables and coverage (e.g., expand beyond California, Florida, and Massachusetts). Harry described the applications current Freemium-based business model and the potential need to drive users to an online subscription service. He concluded his presentation by once again thanking advisory council representatives and ONMS for this opportunity and opened himself up for questions regarding how to improve or tailor this project to further help ONMS and NOAA Fisheries to expand their reach and increase their effectiveness.

Council members and invited guests had the following questions and comments during this session:

- *What additional services or value are you going to add if you transition from being a free mobile application to one with a required payment or subscription?*

Response: We plan to increase the geographic coverage, add additional data layers to the information the app provides, and improve some of the features and functions of the app.

- *Are you saying the pay model will be more for professionals rather than general consumers?*

Response: It's available to everyone, and we want everyone to use it. We want to make sure it is appealing to people in other places, including non-coastal places.

- *If I have the app now and it's free, why would I pay? What additional information will be provided to me for the increased cost? Is it enhanced? Do I have to continue to pay or is it going to be one-time cost? Are there ads?*

Response: Those are some tough questions. We have to keep adding viable content. Our goal is to get it to an all-encompassing service that will cost around \$10 per year.

- *You might want to consider holding some of the upgrades you mentioned for the "pay" app (creating a tiered system). If you continue to add or upgrade the existing app, there's no incentive to pay.*

Response: This is great feedback. We're working in a public space. ONMS and regulatory information is in the public domain so, on a base level, we probably need a free service. Once people start asking for an upsell, those numbers can drop off dramatically. So, I suppose what I've been trying to do is get as much usage as I can now (currently 23,000 unique downloads) before I transition into a cross-zone or up-zone. We really should look at both those things though.

- *What about iBeacon? You can potentially embed a little transmitter that watches for an app then wakes up the app and gives the visitor some new information. Perhaps, this*

could be used across national marine sanctuaries or at partner locations to tell visitors to get FishAlerts!

- *In some locations, a percentage of fishing licenses goes to conservation. Perhaps, it's worth exploring whether there are particular things states want to promote through this app and then you could get a percentage of the license fees.*

Response: A foundation in Alexandria is doing that. It's definitely something to consider. I've found it somewhat difficult to work with states, but we are working with Oregon which has offered its data for the app.

- *Are there companies (e.g., Orvis) that could white label your product? They would pay you a licensing fee and then brand the app for their company.*
- *When I hear the name "FishAlerts!" I don't really understand what I'm going to get from or see with this app. You may want to consider renaming the app. To most, "alert" means danger, unsafe conditions, etc. In this context, it makes me think about what fish to avoid.*
- *Another thing to consider with respect to the subscription model is whether out-of-town visitors would subscribe or re-subscribe.*
- *How much would you need to complete this app to where you are hoping to go at this point?*

Response: Most of it would be for the development of the application; approximately \$100,000 would get us down the road to where we want to go.

- *Advertising is a good way to get this level of funding. Another company probably couldn't develop the app for that.*

Engaging the Council in Outreach

Shannon Yee, Policy and Conservation Manager of the NMSF, introduced advisory council representatives and invited guests to Capitol Hill Ocean Week (CHOW). She opened her presentation with a short video, titled *NMSF Presents Capitol Hill Ocean Week*, and went on to describe how CHOW is a national platform for ocean policy and outreach. Shannon mentioned that CHOW has convened Members of Congress and staff, Administration officials, state and local government representatives, business executives, military officials, academic experts, and conservation leaders, to explore a wide range of cutting-edge and challenging policy issues. She highlighted the format and past issues/topics of this annual conference and how it has become a platform for significant ocean policy announcements. She gave an overview of the "reach" of CHOW 2014 (e.g., social media) and the breadth of sponsors and ocean champions throughout the event's history. Shannon ended her presentation by encouraging council representatives to hold the dates for CHOW 2015 (June 9-11, 2015) and CHOW 2016 (June 7-9, 2016) and seeking their input as to whether they or the corporations, industries, businesses, etc. that they represent may be interested in participating in the future or in an associated forum to engage corporate

entities and non-traditional partners in marine resource conservation. An advisory council representative was curious about past participation by the National Ocean Industries Association (NOIA), and another explained the potential hesitancy the some industries (e.g., auto industry) may have in such an event given governmental involvement. Others commented on the name of this annual conference given that the hashtag #CHOW2014 seems to have more to do with food (to the average person) than the ocean.

Public Comment

No comments were offered during the public comment opportunity, as no members of the public were in attendance.

Looking Ahead

Daniel J. Basta reiterated the objectives for the day's meeting and expressed his appreciation for the feedback and guidance council members provided relative to a number of ONMS partnered initiatives. He asked council members their opinion on the content and format for the meeting and encouraged them to continue to provide constructive criticism regarding what they had been presented. Council members seemed to enjoy the *Shark Tank Experience* and asked that ONMS ensure follow-up so they can see how ONMS and its partners modify The Sanctuary Classic, FishAlert! and Team Ocean to incorporate member suggestions – both from a communications and content perspective. Dan proposed incorporating the *Shark Tank* approach in future meetings and agreed to having ONMS staff, or others, report on the status or evolution of the three projects discussed today at a future (likely in-person) meeting. Dan ended by reminding council members of the proposed timeline for the next two council meetings and asking them their thoughts on potentially expanding the next in-person meeting to one and a half days.

Adjourn Meeting

Rebecca Holyoke adjourned the meeting at 4:55 p.m. EDT by thanking all council members, presenters and invited guests for their interest and engagement in the day's discussion. She reminded council members that she would be distributing a Doodle Poll in the coming weeks proposing potential dates for the next two council meetings, as well as resending the document, *Proposal to the Sanctuary System Business Advisory Council: Operations and Priorities (2014-2015)*, shared for the May 28, 2014, virtual meeting.