

Sanctuary System Business Advisory Council
April 22-23, 2015 Meeting Minutes
National Geographic Society, Washington, DC

Participants¹

- Dr. Fred Boltz, Foundation Seat #1²
- Ms. Elizabeth L. Cheney, Energy Seat³
- Ms. April Crow, Other Business Seat #1⁴
- Mr. Terry Garcia, Communications and Marketing Seat
- Ms. Sophia Mendelsohn, Other Business Seat #3
- Mr. Steven E. Stock, Foundation Seat #2
- Ms. Lisa M. Swanson, Transportation Seat
- Ms. Maura Welch, Travel and Tourism Seat #2
- Mr. David Alberg, NOAA
- Mr. Daniel J. Basta, NOAA
- Dr. Russell Callender, NOAA
- Ms. Angela Calos, NOAA
- Dr. Gonzalo Cid, NOAA
- Ms. MaryLee Haughwout, NOAA
- Dr. Rebecca R. Holyoke, NOAA
- Ms. Rosemarie McKeeby, NOAA
- Mr. Paul Michel, NOAA
- Mr. Chris Mobley, NOAA
- Ms. Elizabeth Moore, NOAA
- Mr. Matthew Stout, NOAA
- Mr. Carlito Turner, NOAA
- Ms. Lauren Wenzel, NOAA
- Mr. Chris Hines, Gray's Reef National Marine Sanctuary Foundation
- Dr. Anna G. Holloway, National Park Service
- Mr. Jason Patlis, National Marine Sanctuary Foundation
- Mr. Randall Tanaka, World Conservation Congress National Host Committee
- Mr. Tanner Watt, REVERB

Members of the Public

- Jonathan Putnam, National Park Service

¹ Dr. Mark Penning (Other Business Seat #2), Ms. Andrea Pinaball (Travel and Tourism Seat #3), Mr. Rich Pruitt (Travel and Tourism Seat #2), Mr. Joseph Stella (Recreation Seat #1) and Ms. Melissa Trotto (Other Business Seat #4) were unable to attend.

² Dr. Boltz attended portions of the meeting via conference call.

³ Ms. Cheney joined the meeting in the afternoon of April 22 and attended all sessions on April 23.

⁴ Ms. Crow attended the meeting on April 23.

April 22, 2015

Opening and Introductions

The first day of the meeting convened at 10:30 a.m. EDT. Rebecca Holyoke, National Advisory Council Coordinator for NOAA's Office of National Marine Sanctuaries (ONMS), welcomed members and other participants to the fifth meeting – third in-person meeting – of the Sanctuary System Business Advisory Council (council). She facilitated participant introductions, asking each 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 September 24, 2014, and December 11, 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.

Dr. Holyoke noted that today is a very fitting day for our meeting, as it is Earth Day. She then introduced a three-minute video by reminding members of the sanctuary system's tag line, "Earth is Blue."

At the conclusion of the video, Dr. Holyoke turned the meeting over to Terry Garcia to welcome participants to the meeting.

Welcome Address

Mr. Garcia, National Geographic Society's Executive Vice President for Mission Programs and President of Licensing, welcomed advisory council representatives and other invited guests to the meeting and National Geographic Society's Hubbard Hall. Mr. Garcia noted that the National Geographic Society was founded in 1888 with a mission to explore. He explained that while National Geographic has a magazine and a television channel, it is not a media company; rather, it is a scientific and educational institution reaching 600 million homes each month. National Geographic is about to hit one billion likes on Instagram and has 60 to 70 million followers across social media platforms. Mr. Garcia stated that National Geographic currently is focusing on several key subject areas: (1) ocean initiatives with a heavy emphasis on protected areas globally; (2) terrestrial wildlife initiatives such as wildlife trafficking; and (3) archaeological initiatives with an emphasis on uncovering and protecting archaeological treasures. He concluded his remarks by stating that National Geographic has had a close relationship with the sanctuary system for many years.

Purpose and Objectives for Meeting

Daniel J. Basta, Director of NOAA's Office of National Marine Sanctuaries, opened his remarks by reminding members that the purpose behind forming the council was for the sanctuary system to find a way to interact with corporate America. He noted that since the formation of the council, we have been in a relationship-building period, but that it is time to move beyond that stage. Mr. Basta went on to discuss the goals of the meeting, specifically highlighting his expectations and potential outcomes related to the four projects (i.e. the U.S.S. *Monitor* Foundation, REVERB, "Your Sanctuary" TV and 2016 World Conservation Congress) that

would be pitched as part of the *Shark Tank* experience. He then provided a brief recap of the sanctuary nomination process, which began 10 months ago at Capitol Hill Ocean Week. The sanctuary nomination process offers a basis for communities around the United States to come together, create their own coalitions and propose special places for sanctuary status. The response around the country has been amazing, and we have had five official nominations. Two have made it through the rigorous process onto the inventory of areas that could be considered for potential designation as a national marine sanctuary. Mr. Basta gave the example of Lake Michigan (Wisconsin), where four cities worked together to put in a common proposal for a sanctuary. He noted that we are at a point now where there is a possible game changer in the community. He emphasized the importance of a cadre of corporate leaders in this work and thanked the members for coming to the meeting. He concluded his remarks by introducing an eight-minute video telling the story of a small businessman who initially opposed Thunder Bay National Marine Sanctuary, but who is now a key supporter and active member of the sanctuary's advisory council.

Following the video, Dr. Holyoke stated that it is not unusual in the sanctuary system to have individuals who were opposed to sanctuaries becoming major supporters. She then introduced Matthew Stout to remind council members about the *Shark Tank* experience and offer updates on the September meeting's *Shark Tank* projects.

Shark Tank Experience

Matthew Stout, ONMS Communications Director, reminded participants that the *Shark Tank* pitches are based on the ABC series where entrepreneurs present their ideas to potential investors. Likewise, certain individuals were invited to the meeting to present their ideas and ask council members to provide honest feedback. Mr. Stout noted that this is not a time for building friendships, but rather to bring the unique expertise council members have to bear. He also explained that it helps members understand the sanctuary system's "DNA" a bit more. He emphasized that we need to be creative, as the typical government way of doing business is not sufficient.

Report and Update from the Previous Shark Tank Presentations

Mr. Stout began by offering an update on FishAlert!, a social networking app that was designed to help people understand what regulations apply when they are in a sanctuary or other marine protected area. One of the comments during the September 24, 2014, presentation was that the name of the app was confusing. In response, Harry Carpenter, President and Chief Executive Officer of Great Outdoors Mobile, Inc. has worked to purchase additional domain names and is hoping he can roll out a new name in the near future. His basic problem is that is costly to do updates. There was also a suggestion to look at white label solutions, and the developer has approached several buyers. A council member recommended that he look at in-app purchases, and he will be exploring that in the next few months.

The next update was on Team Ocean, a combination of on-the-water and docent programs that communicate the importance of sanctuaries to the public. The sanctuary system has a lot of citizen science programs, and the idea behind Team Ocean was to roll these programs up under one name to have a better brand and stronger public interface. The contract with the consulting company that was working on this has ended, but Monterey Bay and Gulf of the Farallones

national marine sanctuaries have been given marketing collateral, grant opportunities and a plan for public rollout events.

Mr. Stout concluded with an update on the Sanctuary Classic, a summer-long fishing photo contest. The Guy Harvey Foundation offers T-shirts and scholarships. This has been a very successful idea. One of the comments during the September presentation was that the event should be more targeted. In response, the organizer has committed to a shorter time frame of July 4 to Labor Day. The prizes will be the same, but they will be implemented a little differently. Specific sanctuaries will be targeted.

Mr. Stout concluded his presentation early, so Mr. Basta requested that Jason Patlis provide council members with an update on Capitol Hill Ocean Week.

Impromptu Updates

Jason Patlis, President and CEO of the National Marine Sanctuary Foundation, began by noting that he would be thrilled to have all of the council members participate in Capitol Hill Ocean Week (CHOW), the premier ocean-related event in the country. CHOW will be held June 9-11 and will feature a three-day symposium and ocean awards gala dinner. The ocean awards gala will honor President and First Lady Bush, Dr. Jeremy Jackson and an outstanding volunteer from Gulf of the Farallones National Marine Sanctuary.

Following Mr. Patlis' remarks, Mr. Steven E. Stock of the Guy Harvey Ocean Foundation asked if there would be a chance to talk more about the Sanctuary Classic. He stressed the need to do a better job of shining a light on sanctuaries and getting people to access them in the ways in which they are allowed. He expressed the importance of figuring out how better to describe what a sanctuary really is to the public that often has the mistaken idea that "sanctuary" means "keep out."

Mr. Stout noted that June 28 is "Get into Your Sanctuary Day," which will focus on getting the public to recreate in their national marine sanctuaries. Mr. Basta added that sanctuaries always need a third-party validator. He noted that without the Guy Harvey Ocean Foundation's contribution to the Sanctuary Classic, it wouldn't exist. He asked if sanctuaries can we really get the corporate attention necessary and noted that there are a lot of missed opportunities.

Chris Mobley, Superintendent of Channel Islands National Marine Sanctuary, noted that one of the main advantages of the Sanctuary Classic is its environmental approach. He explained that the event is really about showing a picture of who has the most fun out on the water, while the fishing is more incidental. Mr. Mobley expressed surprise that the Sanctuary Classic hasn't had more success. He said that there is a sense that it could grow into a much larger event, but he asked what needed to be done to make that happen.

Paul Michel, Superintendent of Monterey Bay National Marine Sanctuary, stated that sometimes you can get more out of joining someone else's event. He provided the example of the salmon opener in California's Central Valley, which is a huge opportunity, and noted that there are also other tournaments with which the sanctuary could collaborate.

Shark Tank Pitch #1: The U.S.S. *Monitor* Foundation

Dr. Holyoke introduced Dr. Anna Holloway, a Maritime Historian for the National Park Service's Maritime Heritage Program. Dr. Holloway is a leading expert on the U.S.S. *Monitor* and has more than 20 years of experience with The Mariners' Museum. Dr. Holloway delivered an approximately 10-minute "pitch" on The U.S.S. *Monitor* Foundation, a private 501(c)(3) foundation. She presented an overview of the *Monitor's* history and explained the tremendous effort required to conserve the ship's artifacts, including the iconic rotating gun turret. It is estimated that the conservation work will take approximately \$20 million over 20 years to complete. To address this need, NOAA and The Mariners' Museum created The U.S.S. *Monitor* Foundation. The foundation has been provided with three years of seed funding. Dr. Holloway noted that this effort is going to require new approaches to fundraising and partnerships.

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

- *What's the objective?*

Response: The objective is to raise the money needed to complete the conservation successfully. \$20 million should get us to the finish line in approximately 20 years.

- *Then what?*

Response: The artifacts are on display in The Mariners' Museum. The ultimate goal is to share these artifacts with the nation, and we have done that to an extent. The goal is not to hoard them all in one location.

- *Where should it rest? New York City?*

Response: That would be great, but so many sites have part of this story. It's hard to select one specific place. We need to spread the story farther than Newport News, Virginia.

Response: We have been working with Brooklyn, New York, on a waterfront parcel of land that is slated for a museum. Once the museum is completed, the artifacts could move. The National Museum of the U.S. Navy at the Washington Navy Yard also has degree of interest in the artifacts. We need to place the artifacts where they will get greatest exposure and share the story with the greatest number of people.

Response: If you don't conserve these artifacts, you won't have them. Congress is unwilling to appropriate any additional money for this; so how are we going to do it? The U.S.S. *Monitor* Foundation is our answer – it's a different public-private partnership. There's a lot of value that Corporate America can get out of this. What guidance do you want to give us? How do we make the need and the value compelling?

- *How did we get to the point of this being the first national marine sanctuary?*

Response: When the *Monitor* was discovered, there was a fear that the wreck would be plundered. Even though the site wasn't a "biological area," it did fit under the National Marine Sanctuaries Act, so it very quickly became the first national marine sanctuary. At that time, the thinking was that there was no way to raise the *Monitor*. After an illegal anchoring in the 1990s, a course of rescue archaeology was decided upon. The propeller, engine and the turret – the most prominent features of this experimental vessel – were raised. When you bring these artifacts up, they require "care and feeding." This is the largest marine metals conservation effort in the world, and there's no manual on how to do it. We are borrowing technologies from the corporate world.

- *This doesn't jive for my industry. I was struggling to think if someone would buy a ticket to get there. Consider going to the chemical industry, or tying into patriotic holidays like July 4th and Memorial Day. If it was technically possible, you could put an underwater camera on wreck and say "Sponsored by Dow Chemical." Maybe you can find a CEO who is really into this story. Anna is a phenomenal storyteller, so use her.*
- *I would target defense contractors and veterans groups. Maybe you could develop a movie that promotes the history. Put together a list of 25-50 organizations you really want to go after and offer them charter memberships. In addition to a webcam, place signage at the wreck and any other sister institutions. Get someone to make a longer documentary. Think about big research institutions with advanced technologies like MIT.*

Response: MIT was involved in the discovery of the *Monitor*.

- *What's still there?*

Response: The bulk of the ship is still there, and there are no plans to raise it. The crew's quarters and officers' quarters haven't been touched. But we can't bring things up that we can't care for. Technical divers can get a permit to dive there. We want to complete the conservation and get all the artifacts out on display.

Response: Shipyards would be a good target. How can we pitch to a shipyard?

- *It's basic human psychology – make them feel as close to the heroes as possible. Let's say I give \$10 million. Could I be talking to a tech diver who could dive on the *Monitor* for me with a GoPro camera and choose a piece of pottery to bring back to display?*

Response: We could have the donor work with our staff and divers.

- *People who donate more than \$1 million want a teacup they can talk about at a cocktail party.*

- *What about a submersible that could take a few people to the site? Maybe the top 10 donors at \$200,000 per person.*

Response: That would be an awesome way to get people out there.

- *Some people want to get out there to the wreck site, but some people want to watch in the comfort of their living rooms.*
- *I think re-enactors would be all over this.*

Response: What about small donors? Maybe we could develop an Adopt-an-Artifact Program. There are 192 separate plates in the turret.

- *I think they'll do it just to do it. What about school kids? Could each classroom studying the Monitor do something to conserve it, like bringing their pennies from home?*

Response: Maybe the idea is to approach a tech company and ask them to donate money to the restoration project while creating a classroom educational piece. Have a person like Anna traveling to “bring the museum to the kids,” and get a tech company to put their logo on that. You could develop a really cool virtual experience for kids.

- *UPS could do a “Monitor around the United States” tour. Log onto ups.com and watch it travel around the country. It could travel to different sites, the hometowns of the sailors, etc.*

Response: There are lots of artifacts that could travel. We have lots of cool china as well as coal, silverware, buttons and some of the armor. There is a vast array of small artifacts that could travel and be touched. For example, the buttons are made of rubber and have a Goodyear patent. We’ve assembled a database of all the companies that built anything associated with the *Monitor* – it’s an interesting genealogy. We need to find the right connection and tell the right story.

Shark Tank Pitch #2: REVERB

Dr. Holyoke introduced Tanner Watt of REVERB. Mr. Watt has experience in photography, film, concert production and non-profit management. He delivered an approximately 10-minute “pitch” on REVERB, a nonprofit organization founded in 2004 by environmentalist Lauren Sullivan and her musician husband, Adam Gardner of “Guster.” REVERB creates and executes comprehensive, custom programs to “green” music tours while engaging concertgoers to take action for the environment. Mr. Watt explained that REVERB has connected more than 20 million fans of all ages and demographics with causes that are important to the musicians they are going to see. He described how REVERB separates itself from other vendors by establishing an ecovillage and never costing a fan any money. Instead, they offer a prize that fans can’t get anywhere else. Mr. Watt gave the example of the “Best Seats in the House” contest. Each fan receives an action card that they take to different booths in the ecovillage. After interacting with four organizations and taking one environmental action (such as volunteering for two hours or providing an email address to a food bank), the fan is entered in a drawing to sit onstage during

that evening's concert. He noted that REVERB emphasizes the positive and focuses on educating fans about things they can do that are simple. Through this positive engagement, they get a good return on participation.

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

- *This is brilliant. You're talking about environmental issues.*

Response: It's about exposing people to the environment and getting more folks to experience sanctuaries.

- *Who pays for this?*

Response: It's usually through the artist via a ticket tax. We also work with brand partners, like Clif Bar.

- *We do something like this called the Tortuga Music Festival. I'm surprised we haven't met. It's the same idea – a conservation village with likeminded organizations. We talk about “edutainment” and combining music with fun. Sanctuaries ought to be a big part of this.*

Response: Keeping it fun is really important.

- *We do plantings and talk about turtle nests and the importance of beaches.*

Response: We're checking out this opportunity. We have a huge lift getting attention to these amazing places, and we'll do anything to try to get that attention. Our goal is to reach some of these communities. Houston, San Francisco, Boston and possibly Washington, DC, will be our four test markets. Each one will have very targeted messages. We want to build visibility and our volunteer base. Each of the superintendents will be giving us feedback. REVERB has trained volunteers that they will bring to help our folks if needed. We want to hear how to leverage the idea of service projects even more.

- *This is so huge. The word “sanctuary” is tough – it's a constant barrier. I like the idea of an edgier approach. Play with idea that sanctuaries are not off limits. “Get Your Feet Wet.” Maybe the action is to go visit a sanctuary and do something. Here's your “free sanctuary ticket.” Play off the Earth is Blue Campaign. In Boston, you should definitely ask Whale Tail Beer to be a sponsor.*

Response: The idea is to make things feel bigger than they are on the ground by accessing the power of social media. We want to provide an experience package.

Response: We are working with local travel and tourism boards. Certain demographics are very driven by social media. If we can link up with REVERB, that could ramp up social interaction a lot faster.

Response: The action could be to follow you on social media. Or we could run an Instagram contest that ties people to the sanctuary, like picking up garbage on the beach. There's a lot of ways to access people.

Response: How would any of this benefit a corporation? Suppose a corporation would want to get involved in this. Say you have the action card and the prize to win is a free ticket to the Bahamas on JetBlue, a ride on a Matson ship from Los Angeles to San Francisco, or a fishing trip with Guy Harvey in the Cayman Islands.

- *But REVERB already has backing?*

Response: The more support we have, the bigger we can go. Brands get better when you go bigger. What about a ticket tax on a plane ticket that goes back to marine sanctuaries?

- *More companies are developing a social conscience. They want impressions and eyeballs. It's an easy sell. What about getting one of the really popular guys now, like Adam Levine or Blake Shelton, as a celebrity spokesperson?*

Response: A celebrity spokesperson is very effective, but it's a difficult tack to take. A lot of artists are very heavily sponsored, and getting someone like that to be a celebrity spokesperson is costly. Artists don't want to dilute their names by sponsoring lots of things at the same time. It's tricky.

- *This is really tricky. You're not going to find one activity that benefits REVERB, the sanctuaries, etc. Be careful about linguistics. Concert goers are different than festival goers. JetBlue wouldn't say festival goers are high-value customers; they are not big spenders. Sometimes, we'll add an extra plane to a route for a bigger show. Maybe you could offer fans flying a certain route (say from New York or Boston to Los Angeles) one of REVERB's ecovillages at the gate so they can start the party early. What about rockers taking selfies at a sanctuary and talking about how they go there to relax or linking lyrics to the sanctuary?*

ONMS Updates: The Monterey Bay National Marine Sanctuary

Dr. Holyoke introduced Paul Michel, Superintendent of Monterey Bay National Marine Sanctuary (MBNMS). Designated in September 1992, MBNMS is a federally-protected marine area offshore California's central coast. Stretching from Marin to Cambria, the sanctuary encompasses a shoreline length of 276 miles and 4,601 square nautical miles of ocean, extending an average distance of 30 miles from shore. At its deepest point, MBNMS reaches more than two miles. It is one of our nation's largest marine sanctuaries, larger than Yellowstone National Park. The sanctuary contains our nation's largest kelp forests and one of North America's largest underwater canyons and closest-to-shore deep ocean environments. Recreation and tourism are

very important to the area. Mr. Michel noted that Monterey Bay is referred to as the “Serengeti of the Sea” because of its large grazers and charismatic predators. Sanctuary staff frequently deal with the land-sea interface and issues like wildlife disturbance, jet skis, vessel groundings and marine debris. Mr. Michel described the sanctuary’s core programs of research, resource protection, and education and outreach and highlighted key topics and projects within each of the programs.

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

- *How much fishing is allowed?*

Response: Fisheries are managed by the state, the fisheries management council and NOAA Fisheries. About 60 percent of the sanctuary has some sort of zonal fisheries regulation, but that’s up for review. We just developed a collaborative proposal with fishermen.

- *How are the forage fish populations?*

Response: Not so good. We’re looking at why.

- *Are there oil rigs in the sanctuary?*

Response: No. Monterey Bay is a story of recovery. It’s off the charts in terms of species rebounding and wildlife viewing. BBC wants to do a show there. They will come to Monterey to shoot three to four live shows for BBC and PBS. I think there will be more to come.

- *Why are you spending time on desalination? What’s your ideal state for the sanctuary?*

Response: The area is experiencing a severe water shortage. The Carmel River is under court order to bring back steelhead. We’re involved because if it’s open ocean intake there will be mortality of small organisms that become entrained in pipes, brine disposal and disturbance of the seafloor. Our jurisdiction extends through the ocean floor. The ideal state for the sanctuary is what you see when you look at these iconic pictures of the coast. We’re on the right track and doing well.

Response: Monterey Bay, like every sanctuary, is a tool. It’s a fabulous place to project our values.

Response: Education and outreach is a huge challenge for us.

- *What’s your working relationship with Monterey Bay Aquarium?*

Response: We work with them on messaging and education. We probably work more with the research institute.

- *Baby sea lions are in the news. Friends ask questions. When we're talking about education and engagement, and that is something a lot of people are interested in and touched by. Are there opportunities to volunteer there?*

Response: The sea lion issue is big. This happens every 10 years or so because the food source has moved far north to Oregon. Our role is to help keep them and people safe. The BayNet Program involves volunteers talking to people – about 15,000 a year – about how to interact with wildlife. We want them to keep them away from sick animals.

- *We're always told not to feed wild animals. Can they be fed?*

Response: The center is doing its best, but they are overrun. There aren't any more facilities.

Response: From a population perspective, there is such a big die off because there are so many. But then there's a massive seabird nesting failure. If it happens every 10 years, that's one thing, but if it's every three years, that's a bigger problem.

Shark Tank Pitch #3: "Your Sanctuary TV" Program

Mr. Michel delivered an approximately ten-minute pitch on "Your Sanctuary TV," beginning by showing an excerpt from a Your Sanctuary TV episode. Your Sanctuary TV is a producer, marketer, distributor, and curator of ocean and Great Lakes video content informing and inspiring viewers about sanctuaries and marine conservation. The video content library contains more than 150 programs and resides on three internet platforms plus social media sites. More than 450 community, government and educational stations from Hawaii to Maine broadcast Your Sanctuary TV programming. Mr. Michel noted that Your Sanctuary TV is a unique opportunity for businesses to connect with sanctuaries.

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

- *Are there specific targets for viewership or funding?*

Response: We want get the production content to a level that PBS will pick up. The average viewing time on YouTube is nine minutes. We want to expand its reach as far and wide as possible. It costs about \$10,000 to produce one show. The program costs approximately \$150,000 annually to maintain with growing.

- *Tell us about the audience, numbers and demographics.*

Response: It's hard to know with local cable access. We have about 130,000 views on YouTube, 300 stations showing the program, and 500,000 total minutes viewed.

- *I suggest you get better statistics and demographics numbers. Otherwise, it's a hard sell. I would caution you that the television market and cable are being seriously disrupted*

right now. Do you really want to put your resources into this? Social media would be larger audience.

Response: Short videos for social media or really compelling documentaries are the way to go.

- *Who's watching it? Is that an audience you want? If it is, then that's fine. But just broadcasting the show doesn't do it for you.*
- *I'm thinking about viewing television online. I would look at the HBO GO model where people are proving willing to pay for what they want. Vice TV and Years of Living Dangerously are other examples.*

Response: These community cable access channels are morphing themselves. They are advocates.

- *Have you worked with UCSB?*

Response: We want to work with the University of California. We'd like to get more people producing content than just sanctuary staff. Compiling content is a big job.

- *The Port of Long Beach has a phenomenal outreach department. You might consider a partnership with them.*
- *Is the content completely portable?*

Response: Yes.

- *Guy Harvey has a show currently on Destination America. I agree with the earlier comment. What are the ratings? Who are we reaching? I think there's value, but I would go with one to two minute shorts. I wouldn't spend any more money on the cable network.*

Response: We have made the assumption that the cost of making this available is relatively cheap.

Response: If you go to New York City, that's a prime production place. Iowa is not. In Massachusetts, every county has to have one of these channels. You saw the Earth is Blue video. Every week a new video goes up. But we haven't added a lot of new production value every week. But we could with one every month. Other videos are more guerrilla style. Maybe we should add more production.

Response: Aren't there companies who want this content because they can monetize it through the school system?

- *But you need to think about your audience. You won't get a lot of traction with long-form production unless you have a really high value. Maybe the audience on public access is the audience you want. But, you need to know. Everyone in industry is moving away from long-form. What are the engagement and education values? What attracts the viewers? Don't try to be all things to all people.*

Response: We do have user-generated content in our Earth is Blue campaign. Some of the videos are cool, some are not. But if you do it every week, some will hit.

- *But you're getting engagement.*
- *It doesn't seem like you'd get a lot of funding from letting a sponsor put their logo on the end. Everything should answer, "What could make this go viral?"*

Mr. Basta showed an Earth is Blue video about Gray's Reef National Marine Sanctuary.

- *The video was two and a half minutes long, and I counted 12 stories before I stopped counting. Just focus on one tiny thing.*
- *The keys are to know your demographics, use a shorter form and find different partnerships.*
- *You're competing with a lot of people for the same eyeballs.*

Mr. Basta showed an Earth is Blue video about white sharks.

- *The white shark video is much better. It's much shorter.*
- *You could do a GoPro video of the week video contest.*
- *Or a Vine of the week. We have bad luck with videos. They're a heavy lift. Stills are good.*
- *The good thing with a GoPro video is that it has the "Hey! It's me!" element. It's dynamic. It brings you to that place.*

Response: Generally, the funding model is that ad hoc episodes find underwriting. But that's small change. What we want is something to sustain the program over the years. Sponsorships.

- *We've been trying to figure this out for 15 years. Digital is the way to go.*
- *User-generated is the way to go.*
- *I don't think it's important to do every week. I use a holiday schedule.*

Place-based Conservation: A Priority for NOAA's National Ocean Service

Dr. Holyoke introduced Russell Callender, Acting Assistant Administrator for NOAA's National Ocean Service. Dr. Callender has more than 20 years of science, policy and management experience, including senior positions in Sea Grant and two line offices in NOAA. Dr. Callender provided an overview of the National Ocean Service's mission, which is to provide science-based solutions through collaborative partnerships to address evolving economic, environmental and social pressures on our nation's ocean and coasts. Place-based conservation is one of NOS' main priorities to address its primary statutory and mission drivers. Conserving coastal places provides economic benefits to local communities. These communities rely on money spent on activities such as recreation and tourism. NOS works to conserve marine areas and preserve the economic benefits of these special places to local communities through its coastal management and place-based conservation programs. These include coastal zone management, the Coastal and Estuarine Land Conservation Program, the National Estuarine Research Reserve System, national marine sanctuaries and the Coral Reef Conservation Program. Dr. Callender noted that programs like sanctuaries really help communities come together and encourage partnerships.

Dr. Holyoke thanked Dr. Callender, council members and invited guests for their participation and concluded the first day of the meeting at 5:00 p.m. EDT.

April 23, 2015

Opening

Dr. Holyoke convened the second day of the meeting at 8:40 a.m. EDT. She provided an overview of the schedule for the day and introduced Chris Mobley, Superintendent of Channel Islands National Marine Sanctuary.

ONMS Updates: The Center of Excellence for Unmanned Technologies

Mr. Mobley began his presentation by noting what a unique ocean treasure the Channel Islands are. He also explained that one of the sanctuary's great strengths is that they are very good at making connections. They are embedded in the community and collaborate with education and outreach professionals, researchers, fishermen, and many others. Mr. Mobley then showed a brief video about the Center of Excellence for Unmanned Technologies, which is an operational hub designed to engage in rigorous testing and evaluation of Unmanned Aircraft Systems (UAS), Autonomous Underwater Vehicles (AUV) and Unmanned Surface Vehicles (USV) in their application for ONMS research and management requirements and to develop the necessary procedures and protocols for successful operations that can be exported to other national marine sanctuaries and throughout NOAA. Mr. Mobley went on to present a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis. Key strengths include the sanctuary's strong network of connections to NOAA, academic NGOs and other agencies; the relatively nimble nature of NOAA as a federal agency, and deep field experience in marine and aviation operations. Primary weaknesses are funding and "red tape." Opportunities include other agencies looking to the sanctuary system for help and the fact that these technologies have exciting investment potential. Significant threats are that the system's knowledge advantages are likely to expire soon, and the regulatory environment may get easier, thus reducing the current competitive advantage. Mr. Mobley concluded his presentation by explaining that he is looking

forward to continuing to make connections and that the ONMS September Leadership Team meeting will be held at CINMS.

Mr. Basta noted that the system has done a number of things to get to this point. It didn't just happen. Sanctuaries try to help small companies transition their products from DOD applications to commercial uses. The Leadership Team meeting in September is an attempt to draw commercial interest to one place. Sanctuaries are trying to create a different model. What is that model? How will it work? He told members that the system needs their advice on a business model.

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

- *What are you asking for? What's the ask? What's the end use?*

Response: The current investment is one contractor, travel, and days at sea. We can keep it where it is for \$200,000 annually. There are missions in addition to enforcement such as observing wildlife and monitoring seabird rookeries.

- *The question is what constitutes success in three to five years.*

Response: Sanctuaries offer a lot by being place-based management. We can offer a lot more. We provide services to all these partners. So they see a value and have become supporters of ours. If you had it built to the point where you had ten staff at each Center of Excellence, then we'd be providing this level of services and value to a large number of constituents.

Response: One measure of success is if we are seeing a routine application of these advanced technologies at every site in the system.

- *What is the articulation of the problem you're trying to solve? What are your three-year goals? How do you articulate success? Why you, what is the problem, and how will we know you've succeeded?*

Response: In five years, we're doing our job better and getting more out of our assets at a fraction of the cost. Then there's no question that we want to increase the tremendous emphasis on STEM programs and embed this technology in our STEM education. We want to bring people's attention to the resource management issues. We want a support base of the coalition of the concerned. Maritime heritage to us is a means to an end. It brings in a large audience, and then we try to bring in the other things that we want to show them. Technology does the same – there's a technology-driven audience. It motivates people.

- *We know you want to do a better job. When you're talking about a partnership to bring in extra dollars, those potential partners need to see, "In year one, we want to do 20 programs with 10 large partners and five medium partners."*

- *What are you selling? I hear you're selling a launchpad, a physical space. You've actually got a site, a service. You've got the project management service. You might be selling time. You need to be explicit.*
- *What about research partners through the Foundation? Depending how much you put in, you get X number of research hours.*
- *Dig in to do an analysis as to which partners are consistent and what characteristics make them more sustainable.*
- *Who are you competing against? It sounds like one advantage is getting around FAA regulations right now. What about in the water? Do you always have an upper hand?*

Response: As long as we're doing our inside game well and are perceived as an important player in this space, we will be good. We have strategic proximities to the top universities in the world that do this research and development.

- *Highlight the access to geography.*
- *There's no better way to tell the story than drones. Just think a bit more clearly and articulate what you want to do with it.*
- *Maybe your WWF panda is a drone.*

Shark Tank Pitch #4: 2016 World Conservation Congress (WCC), Hawaii

Gonzalo Cid introduced Randall Tanaka, President and CEO of THE FIRST STEP, a logistics support company that specializes in the large convention and conference market. Dr. Cid noted that the World Conservation Congress National Host Committee selected Mr. Tanaka to become the Executive Director for the U.S. effort for the 2016 World Conservation Congress (WCC). Mr. Tanaka provided an approximately 10-minute pitch on the WCC. He began by explaining that the International Union for Conservation of Nature (IUCN), the world's oldest and largest global environmental network, has chosen Hawaii as the host site for the 2016 WCC. The WCC is the world's largest and most inclusive nature conservation forum. Held every four years, the WCC encourages member organizations to improve their management of the natural and cultural environment for human, social and economic well-being. The WCC hosts 8,000-10,000 delegates from around the world to discuss, debate and decide on environmental and development issues and policy. In the 60-year history of the IUCN, the United States has never hosted the WCC. Hawaii and the United States as a whole have an unprecedented opportunity to showcase conservation in the most remote islands in the world, where conservationists combine indigenous knowledge and science to preserve a unique ecosystem for future generations. Mr. Tanaka told council members that he was asking them to participate in the WCC. He noted that U.S. foundations should partner with the government to show commitment to shaping the future. The congress needs an additional six to seven million dollars in order to ensure that delegates from poverty-stricken countries are able to attend. Support will help show delegates from around the world that the United States is a committed leader in sustainable development as well

as in international conservation strategies. Mr. Tanaka concluded his pitch by noting that Hawaii is the perfect place for the conference and asking council members to think about nexuses within their corporations and the legacy for the next generation.

Mr. Basta emphasized that 2016 is the first time in history that the United States will host the WCC. He noted we need to demonstrate why the United States should be considered a leader. Mr. Basta went on to ask if it was reasonable to think there would be a collection of U.S. corporations to be convened that is a supporting entity of Corporate America. He noted that there is not a coalition of corporate leaders that say they are supporting and in a real sense sponsoring something at the congress. He would love to see the WCC campus sponsored by Corporate America. He asked how to go about doing this.

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

- *It's powerful to know the WCC has never been here. It's a huge opportunity for us to step up and demonstrate why it should be here. What are the expected outputs? What's the vision? How do we use this as an opportunity?*

Response: IUCN primarily works with governments. The brand in the private segment is weak. There are two reasons to select us. Of all places, Hawaii has a different approach – it's not just another conference. And there's an opportunity in the United States with Corporate America. The tide is shifting to public-private partnerships. As for outputs, I will get you a document. It takes a long time to show results.

- *When I think about initiatives that meet, everyone wants to be in Davos. They're not just there to meet, but to participate. I think moving the WCC around is unfortunate, because there's no solid place to gravitate to. I recommend looking at models like the Aspen Institute.*

Response: Another aspiration is to have a recurring conference in Hawaii on an annual basis that would be more of a high-level meeting. There is a 2030 initiative to be 70 percent less dependent on petroleum products. Those are the kinds of initiatives we can demonstrate.

- *I'm thinking about things that happen every four years and stay in the same place. Is something going to happen at the end that affects our business? It doesn't sound like it. You're after people to sponsor something. What about webcams? You have a canoe going around the world – where's the footage? I would target the outdoor industry. Hawaiian Air shares our lobby at JFK. Ask Hawaiian Air to talk to me about putting something up in the lobby at the gate where flights leave for the conference.*
- *Is fishery management a topic? What about sustainable fishing?*

Response: There is a marine program, but I need to get more details.

- *Who attends the WCC?*

Response: Governments, scientists, etc.

- *Are they accessible?*

Response: We're making a big commitment and bringing the ONMS Leadership Team to Hawaii for it. I think it's important for IUCN to incorporate fundamental forces like economic drivers.

- *Is there an awards program you can host about people who are doing well?*

Response: It's been science for science's sake. But there's a new director and we're hopeful.

- *I think you can hang an amazing public relations program around it. What are the issues, what is the Red List, what is the upside, who's doing well? Shine a light.*

- *It could be stage for future United Nations conversations.*

Response: There is also a Green List. There are a lot of opportunities to highlight place-based programs that are doing well.

- *Traveler's Choice is an award based on what millions review, and it works. It draws an amazing amount of energy.*

- *I am looking for the trophy that I can bring to my CEO so he writes a check.*

Business Advisory Council Feedback Session

Mr. Basta introduced the feedback session by noting that he believes the meeting was a success and that council members and other participants have increased understanding of each other. He explained that part of the discussion is demonstrating that sometimes things that you can't count are important, and you've got to be looking for the right time domain for how you influence people. He noted that sanctuaries are expanding their group of engagement, and that there is a chance to be far more creative and challenge ourselves. Mr. Basta went on to say that the missing part is always the driving factor of corporate interests. He asked how the members can work with and help sanctuaries. He noted that sanctuaries need sponsorships that help and support the system.

Mr. Basta asked council members what they want to do collectively with the sanctuary system that might be different than before. He noted that they can continue to meet and use sessions productively. He described how he thought members could become more active participants. For example, Mr. Basta noted that corporate associations meet annually and maybe there is a focus venue to which members can point sanctuaries. He asked if there is another forum that can be created, or a working group to which members would commit. Mr. Basta concluded by

asking council members to make a larger commitment to the enterprise. He then opened up the floor for comments.

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

- *Conference calls are horrible. I don't recommend more conference calls. I suggest a series of smaller, simple calls where a couple of council members and one or two sanctuary system leaders participate. These calls should be around very specific questions. I would be happy to engage in a monthly basis in that type of call.*
- *You're all very busy and no one is just thinking about public-private partnerships. We have a MBA rotation program. Students come for a year and get a lot out of it. Could you build this project and get someone who could then work with us and focus on these public-private partnerships?*

Response: We kind of do that, but not with MBA students. We do it with other graduate programs.

- *There is such untapped potential.*

Response: Are you aware of professionals that build public-private partnerships? Where is that expertise?

- *It's growing every year. Business schools even have sustainability MBAs. There's a huge appetite for this.*

Response: Is there an association or best practices for public-private partnerships?

- *Historically, it's a connector model. We're at a tipping point where that changes now.*
- *MIT has the model. The media lab is totally public-private. I can introduce you to the media lab.*

Response: One advantage is that we have an exciting mission, but we sign up the typical science types.

- *It's what they can give to the program.*
- *It's hard to identify the right people. Am I right person? I struggle within my organization to get these messages out. I'm not sure how to help you connect with this. Is an intern really going to be able to go to a company president?*
- *No, they build the program. They research it, build it, describe it, develop the PowerPoint, and then the sanctuary system sells it. Then we can plug in.*

- *You don't want to lose this opportunity. There's so much to absorb. These meetings are important. There's great value in face-to-face meetings.*

Response: Do you see a public-private outsource?

- *They're new. PWC and Deloitte are noodling. That is part of what my company does, it helps two sides understand each other. Sustainability consulting.*
- *I can introduce you to someone at PWC.*

Response: Suppose we want to get two fellows from graduate school to come and work in sanctuaries on sustainable development or business development, but we would need \$50,000 from the outside. What would you say?

- *It's happening all over. Dow scholars.*
- *It would work if the graduate student worked on a very specific problem, like balancing tourist activity in Turks and Caicos. You could get two airlines and two cruise ships that go there to put up \$10,000 each.*
- *Your program has a real application. Something the market wants. It's a classic thing to build a case around.*
- *EDF has a template with a business case and return on investment. You could borrow heavily from that.*
- *Our program is very much in service of our business. Go through each segment of the business and work on what you want them to work on. They commit to stick with you and use their expertise to build public-private partnerships.*
- *What would make me give money? I should know which sanctuary is closest to each JetBlue airport. What are the TripAdvisor ratings for each sanctuary? In Martha's Vineyard, who got on a flight to do what, and how much did they spend?*

Response: We've done this in the Florida Keys. It takes two to three years to do an in depth study. You need that information.

- *You want a public-private partnership to do what? Boil it down. How much is it going to cost and what are you going to get out of it.*

Response: One next step might be to articulate specific connections with each company member. Taking everything we've done to specific connections with specific members.

Response: That's why we need this internship program.

- *There's no one on this team that I can plug into.*

Response: How has the pairing turned out? Not very well. They just check the box. Your point of getting an intern from a business school is the right point.

- *Keep it really focused. Just one or two pilots and perfect it.*

Response: We're going to go forward with smaller group conversations to take ideas further. We will increase meeting frequency in small groups. It keeps the relationship moving forward. I hear that and agree with it. And there's no substitute for face-to-face meetings. The *Shark Tank* experiences are still good. We're going to create a more centralized internship way to do this. We're going to take this seriously. How can we get someone to help fund it?

- *Let's pause here. There are two concepts. One concept is that there are already graduate schools that need content for capstones. You don't have to pay for that. The second is specifics – if you're talking about money, you need a specific project in a specific place.*

Response: OK, we now want to prospect existing graduate school programs. How do we do it?

- *Yale, Duke and Columbia have the best sustainability programs. MBAs are trickier because they want to work for Walmart and big names like that.*
- *Don't focus on science. Focus on business specifically. You don't tell the story well. Find a top PR or journalism school and give them that assignment – demystify to the public what sanctuaries are.*

Response: We've done one-offs with schools, but not a coordinated campaign.

- *Your target audience is not corporations, it's people.*
- *TV is a long, hard, expensive way to do it. Photography.*
- *Short videos. You're on to something there. Put cable aside for now. Short videos are the way to tell the story.*

Response: Go on Earth is Blue and tell us what you think.

- *One pilot could be organizing communications and public relations outreach. One pilot could be public-private funding.*
- *How did National Park Service do it?*

Response: We're going to help parks celebrate their 100th anniversary [in 2016] in a big way.

- *Look for quick wins. Test and learn. Test in a small environment. What's the narrow piece, the one thing you're going to test and iterate? If it's not scalable, don't do it. You have to be able to measure it. There's a way to measure a program for public-private partnerships. Have someone on your board that comes from the corporate world that people can work with.*

Public Comment

No comments were offered during the public comment opportunity.

Looking Ahead

Mr. Basta thanked the council members for a highly productive meeting, and he thanked Mr. Garcia for graciously hosting the meeting.

Adjourn Meeting

Dr. Holyoke adjourned the meeting at 12:00 p.m. EDT by thanking all council members, presenters and invited guests for their interest and engagement in the meeting sessions.