



Alaska SeaLife Center®

w i n d o w s t o t h e s e a

Deep Blue:
Alaska SeaLife Center
2020 Strategic Plan

April 23, 2010

Summary

Deep Blue was prepared to address the urgent need to put the Alaska SeaLife Center on a more sustainable and effective long-term business footing. We propose to achieve this by reframing our mission and sharpening our business strategies to emphasize the relevance of the science and education activities to stakeholders in Alaska's seas.

2020 Vision

Future generations continue to enjoy the bounty of Alaska's oceans.

Alaska SeaLife Center Mission

The Alaska SeaLife Center generates and shares scientific knowledge to promote understanding and stewardship of Alaska's marine ecosystems.

Our mission will be accomplished by some 21 specific strategies that will enable us to achieve the following Strategic Goals over the next decade:

Governance

In 2020, the Alaska SeaLife Center will be firmly established as a well-regarded Alaskan non-profit leader with sound governance by a distinguished and engaged Board; appropriate governing authority and accreditations; and an outstanding reputation for achieving results and fiscal responsibility.

Mission

In 2020, knowledge and understanding generated by the Alaska SeaLife Center will guide stewardship decisions for Alaska's marine ecosystems, and the feedback from those stewardship and education activities will inform our science investments.

Funding

In 2020, the Alaska SeaLife Center will have a stable, predictable mix of both programmatic and unrestricted funding streams that are sufficient to manage the operational needs of the facility, generate investment capital to continually upgrade facilities and programs, and enable the maintenance of appropriate contingency reserves.

Partnerships

In 2020, the Alaska SeaLife Center is a partner of choice for organizations, groups and individuals who seek to discover, understand and/or promote stewardship of Alaska's marine ecosystems.

Messaging

In 2020, the Alaska SeaLife Center will have a consistent and clear Center-wide messaging plan. This plan will include all avenues by which we share information with internal and external stakeholders, including visitors, as well as members of the general public, who may not be directly linked to the ASLC.

Operations

In 2020, the Alaska SeaLife Center will function smoothly and efficiently, conducting the right business activities with talented staff who want to work for the ASLC. The ASLC is viewed as a choice place to work in Seward and in the national marine research and public aquarium community.

Key Definitions

Scientific Knowledge

Any systematic knowledge-base or prescriptive practice that is capable of resulting in a prediction or predictable type of outcome. In this sense, science may refer to a highly skilled technique or practice.¹

Understanding

Typically defined as the power to comprehend by linking knowledge, concepts and relationships. To understand something, we must perceive and comprehend the nature and significance of it. For our purpose, we consider understanding to be a necessary first step towards stewardship. If we can understand, we can value; if we can value, we have a basis for making informed decisions.

Stewardship

Careful and responsible management to ensure healthy ecosystems for present and future generations; incorporates the use of sustainable practices for human actions that impact these resources and can include conservation, protection, regeneration, and rehabilitation of species, areas and ecosystems.²

Acronyms and Key Terms

AAALAC	Association for the Assessment and Accreditation of Animal Care International – see http://www.aaalac.org/
ADF&G	Alaska Department of Fish and Game – see http://www.adfg.state.ak.us/
AMMPA	Alliance of Marine Mammal Parks and Aquariums – see http://www.ammpa.org/
AOOS	Alaska Ocean Observing System – see http://www.aos.org/
APU	Alaska Pacific University – see http://www.alaskapacific.edu/
ASLC	Alaska SeaLife Center – see http://www.alaskasealife.org/
AVTEC	Alaska Vocational Training and Education Center (Seward) – see http://avtec.labor.state.ak.us/
AWCC	Alaska Wildlife Conservation Center - see http://www.alaskawildlife.org/
AZA	Association of Zoos and Aquariums – see http://www.aza.org/
BoD	Board of Directors (of Alaska SeaLife Center)
CELC/CAP	Coastal Ecosystem Learning Center of the Coastal America Partnership – see http://www.coastalamerica.gov/
Citizen Science	Citizen science is a term used for projects or ongoing program of scientific work in which individual volunteers or networks of volunteers, many of

¹ http://en.wikipedia.org/wiki/Scientific_knowledge

² Adapted from NOAA Education Strategic Plan 2009-2019 - http://www.education.noaa.gov/plan/09_NOAA_Educ_Strategic_Plan_BW.pdf

Deep Blue: Alaska SeaLife Center 2020 Strategic Plan

	whom may have no specific scientific training, perform or manage research-related tasks such as observation, measurement or computation ³
ELT	Executive Leadership Team (of Alaska SeaLife Center staff)
EVOSTC	<i>Exxon Valdez</i> Oil Spill Trustee Council – see http://www.evostc.state.ak.us/
GOSP	Goals, Objectives, Strategies and Plans – a one page business plan (see Annex A) adapted from OGSP - http://www.ogsp.org/
IACUC	Institutional Animal Care and Use Committee
Moodle	Online learning software – see http://moodle.org/
MSP	Marine Spatial Planning
MTAC	Mission Technical Advisory Committee ⁴
NAML	National Association of Marine Laboratories – see http://www.mbl.edu/naml/
NPS	National Park Service - http://www.nps.gov/aboutus/
NPMRI	North Pacific Marine Research Institute
NOAA	National Oceanic and Atmospheric Administration – see http://www.noaa.gov/
NPRB	North Pacific Research Board – see http://www.nprb.org/
SAAMS	Seward Association for the Advancement of Marine Science
SAC	Scientific Advisory Committee (of Alaska SeaLife Center)
SMT	Senior Management Team (of Alaska SeaLife Center staff)
Social Media	Media designed to be disseminated through social interaction, using highly accessible and scalable publishing techniques (e.g., Facebook)
Top Line messages	The over arching message priorities for the Alaska SeaLife Center which should enable quick, clear, consistent and efficient communication about our business – will form a the core of our external communications
UAA	University of Alaska Anchorage – see http://www.uaa.alaska.edu/
UAF-SFOS	University of Alaska Fairbanks, School of Fisheries and Ocean Sciences – see http://www.sfos.uaf.edu/
USFWS	U.S. Fish and Wildlife Service - http://www.fws.gov/
USGS	U.S. Geological Survey - http://www.usgs.gov/

³ See http://en.wikipedia.org/wiki/Citizen_science for more details

⁴ This is the proposed new working name for the SAC – note that the name of this body is subject to change

Contents

Summary.....	i
Key Definitions.....	ii
Acronyms and Key Terms.....	ii
1. Introduction.....	1
2. 2020 Vision.....	2
3. Mission.....	2
4. Values.....	2
5. Strategic Planning Principles.....	3
5.1 Building From Strength.....	3
5.2 The Case for Change.....	3
5.3 The Planning Process.....	4
6. 2012-2020 Strategic Goals and Targets	5
6.1 Governance	6
6.2 Mission	8
6.3 Funding.....	12
6.4 Partnerships.....	14
6.5 Messaging.....	17
6.6 Operations.....	19
7. Implementation Approach.....	23
8. Monitoring, Reporting and Review.....	25
Planning Team	26
Acknowledgments.....	26
Appendix A: GOSP Example.....	27

1. Introduction

Our physical health, our social happiness, and our economic well-being will be sustained only by all of us working in partnership as thoughtful, effective stewards of our natural resources.

Ronald Reagan, July 11, 1984

After 12 years of operations, the Alaska SeaLife Center has established a strong reputation in science and education. We operate the world's northern-most research aquarium as a non-profit organization and are both a major marine research center and one of Alaska's largest marine tourism attractions. We work in close partnership with the City of Seward and Kenai Peninsula Borough, the National Oceanic and Atmospheric Administration and the University of Alaska Fairbanks School of Fisheries and Ocean Sciences to deliver world class research and education programs. Those programs are made possible by our unique facility, our Alaska location, our talented staff and our committed supporters.

We face significant challenges and opportunities as we enter our second decade of operations. Those challenges stem largely from our lack of fiscal security – the Center has been supported extensively by Federal appropriations over the past eight years. Those have declined by more than 70% in recent years and face further declines in the near term. Additionally, because of the significant expenses associated with running a year round operation in a rural location without the benefit of State support and a large visitor and member base such as most lower 48 aquaria enjoy, we have been unable to build up adequate reserves to cover ongoing long-term maintenance and staffing needs.

Paradoxically, there has never been a greater need for the knowledge and understanding that the Alaska SeaLife Center can provide. With accelerating rates of change in global marine ecosystems, particularly in Alaska's seas, we are facing increasing demand for our unparalleled science and education expertise.

This plan is focused on positioning the Center to achieve our full potential as a leading global marine science and education organization and so become a valued and enduring institution. Our immediate focus is on the need to transition to a more secure business model over the next two years – a process that we have been working on for more than a year. In that transition, we need to have a much clearer mission and strategic focus and to more systematically deploy our limited resources to address organizational priorities.

This plan proposes a more focused mission because the value of the outcomes of the work of the Center have not been adequately presented to Alaskans, nor have they been made explicitly relevant to agencies, industries, communities and individuals who are responsible for stewardship of Alaska's marine resources. The plan identifies six key strategic goals and 21 strategies to achieve those goals. In many cases, those strategies continue great work already underway. However, they also direct the organization to be even more mindful of securing a better return on our facility and staffing

investments, of constantly refining our governance, finance and operating systems, and of the importance of demonstrating and constantly communicating the value-added of the work that we do.

2. 2020 Vision

Future generations continue to enjoy the bounty of Alaska's oceans.

3. Mission

The Alaska SeaLife Center generates and shares scientific knowledge to promote understanding and stewardship of Alaska's marine ecosystems.

4. Values⁵

Safety

We embrace an attitude of proactive safety through adherence to policies and practices that protect:

- Our people, both staff and guests
- The animals in our care
- Our resources, including facilities, data, and finances

Excellence

We inspire others through our actions and professionalism to make a positive difference by:

- Maintaining the highest possible standards of ethics in our work
- Inspiring innovation and creativity
- Learning from our experiences
- Striving to consistently improve quality and efficiency in all our work endeavors

Teamwork

Our employees, interns, volunteers, members and other stakeholders collaborate and succeed by:

- Communicating with respect, openness, clarity, and honesty
- Making each day a positive experience for ourselves and all with whom we come in contact
- Taking individual ownership of the shared issues that impact our success

Stewardship

We acknowledge and respect our role as caretakers and guardians of:

- The well-being of the people who dedicate their time and talents to our mission
- The animals with which we work
- The facilities and resources entrusted to us
- The natural environment

⁵ Developed by ASLC staff; formally approved by the Board of Directors on April 24, 2009

5. Strategic Planning Principles

5.1 Building from Strength

The Alaska SeaLife Center was an idea that had long been proposed by the Seward Association for the Advancement of Marine Science (SAAMS), but which really gained momentum in the aftermath of the *Exxon Valdez* Oil Spill. The initial \$26 million investment approved by the *Exxon Valdez* Oil Spill Trustee Council in 1994 provided core funding for the Center and was supplemented with significant additional community and federal support to construct the facility and fit out the aquarium. Since opening in 1998, the Center has

- Produced 209 peer reviewed publications and more than 470 other publications;
- Leveraged \$164m of capital investment and ongoing research and education funding;
- Provided education about the marine ecosystems of Alaska to more than 1.75 million visitors and more than 180,000 school children;
- Employed more than 720 people (current staff of 80 FTE and 40 seasonal staff), trained 300 interns, 36 postgraduate students (24 MSc/12 PhD) and over 1,000 volunteers;
- Generated an annual direct income to the Seward and Kenai Peninsula Borough economies of more than \$7m/year that has stimulated significant multiplier economic and social effects on local housing, businesses, schools and charities; and
- Established capacity and systems that have rehabilitated more than 600 marine mammals and seabirds and which are maintained to this day as the only dedicated and 24/7 capable oil spill wildlife response facility in Alaska.

5.2 The Case for Change

The Alaska SeaLife Center is a major science and education institution in Alaska. However, the Center has operated over the past decade under a flawed business model. Because of an over-reliance on Federal funding, the Center has not developed a sufficiently diverse funding base, nor has it been able to attract State government support such as many other aquaria in the US receive. Additionally, because of our remoteness from large population centers, and design primarily as a research facility (and not as a public aquarium), we have a limited ability to grow our visitor and membership base.

Over the past three years, there have been three particularly significant trends affecting the ASLC. Firstly, there has been a steep decline (>70%) in Federal funding for the ASLC which has been the mainstay of Center operations since 2003. Secondly, there has been a significant downturn in both the national and local economy, which has both diminished options for raising private capital and led to some perverse disincentives for aquarium operations (e.g., aquaria are ineligible for Federal stimulus funding!). Finally, there has been a rapid expansion of demands for services such as those that the Center can provide (e.g., generating knowledge about climate change in Alaska's oceans). However, in most cases we have not been able to take advantage of those opportunities because of the way our business, including our staffing, is currently geared.

Clearly doing nothing is not an option – this planning process was driven by a shared recognition among Board, staff and supporters that we must act quickly and strategically to make the critical adjustments in staffing, operations and our business approach in order to be an enduring institution beyond 2012, when further proposed cuts in core Federal budget support take full effect. We also knew that an effective 2020 plan would need to:

- *begin with the end in mind* – we must be clearer and more emphatic about what our objectives are for every activity that we undertake as an institution – there is currently a lack of overarching goals and priorities to guide our work;
- *make our work more tangible to Alaskans* – we must be much clearer about what our objectives are, why they matter, how they are implemented and who we work with to accomplish them;
- *define what can we do better than anyone else/what we are uniquely qualified to accomplish* - in the course of mapping our assets and niche, we again affirmed that our research aquarium building and our location are unique, and that we have exceptionally qualified staff – these attributes differentiate us from all other marine organizations in Alaska;
- *better manage our assets* (human, financial and physical) *to their fullest potential* – we have already trimmed operating costs where feasible, but there is more that we can and should do to improve the return on investment from those assets; and
- *position the Center to be a more agile/entrepreneurial, capable and valued responder to emerging research, education and stewardship opportunities.*

5.3 The Planning Process

This process began informally with the appointment of a new CEO in December 2008. A series of staff and partner consultations were undertaken, followed by Board, staff, member and visitor surveys, complementing a staff-led exercise to define the ASLC values.

These steps led to a series of initial operational changes, including the development of a first-ever set of organization-wide goals and strategies (GOSPs) that were tied directly to individual business plans in 2009. While those efforts improved the business efficiency and level of staff engagement in ASLC decision-making, the Board and CEO realized that a larger vision and more coherent action plan was needed. In November 2009, a small strategic planning team was formed comprised of staff, Board and SAC members.

That core team met regularly throughout the ensuing four months and consulted extensively with both staff and partners. Key milestones in that process included:

- 1/12-14/10 Facilitated staff workshops - six half-day sessions to provide input to Concentration Points and continued engagement of other key stakeholders
- 2/15/10 Build initial “Case for Action” statement for each Concentration Point, including completion of SWOT diagnostics
- 2/24-26/10 One day feedback and discussion sessions with both ASLC SAC and Board
- 3/12/10 First draft of high level strategic map
- 3/26/10 Complete strategic map and first round validation with senior management team, staff, and other stakeholder groups

- 3/30/10 All staff review of draft strategies and inputs to shaping vision and mission statement
- 4/09/10 Complete strategic action plans (3 year targets) – share with staff, SAC and Board, and with key local and national partners. The plan was refined based on their feedback
- 4/16/10 Circulate strategic action plan to Board for preview
- 4/23/10 Discussion with Board and approval to implement
- 4/24/10 Implementation commences!

6. 2012-2020 Strategic Goals and Targets

The scope of the six Strategic Goals of Deep Blue 2020 are briefly explained in the figure below and then detailed in the following text. Each of these goals formed the focus for stakeholder engagement throughout the Deep Blue process. As would be expected on any enterprise-wide initiative, there are many overlaps between these focal areas – we address that issue in the discussion of each strategy and in the proposed implementation approach.



6.1 2020 Strategic Goal: Governance

In 2020, the Alaska SeaLife Center will be firmly established as a well-regarded Alaskan non-profit leader with sound governance by a distinguished and engaged Board; appropriate governing authority and accreditations; and an outstanding reputation for achieving results and fiscal responsibility.

Key Governance Strategies and Performance Targets

- 1. Board engagement** – Passionate and committed community leaders will use their influence to enhance the reputation, effectiveness and resources of the Center.

2010-2012 Targets	2020 Targets
Restructured to represent key stakeholders in ASLC – no designated seats allocated	Membership is prized and we attract influential leaders
Members leverage 25% of new funding in Alaska	Members play lead role in securing new Alaska funding
Endowment fund established and Board contributing	Annual, capital and endowment support is a routine commitment of Board members
Board self-rated effectiveness is >75%	Board self-rated effectiveness is >95%
Each Board member gives a donation commensurate with their means, and asks for support from at least 10 individual donors annually	Board members lead requests to individual donors that raise > 30% of the annual private fundraising targets of the ASLC and >30% of all capital campaign targets

- 2. Governing authority** – To be an effective and well-managed enterprise, the Alaska SeaLife Center’s governing authority will be reviewed annually and will continually evolve so as to meet changing legislative and partnership opportunities while delivering mission outcomes.

2010-2012 Targets	2020 Targets
ASLC freed from governance conditions of November, 1994 EVOSTC resolution	New governance arrangements (with City of Seward as building owner) reviewed and adjusted as needed
Simplification and strengthening of current Chain of Authority governing ASLC leading to better lease arrangement with City of Seward	Governing authority remains primarily under ASLC Board unless there is an alternate, more effective model devised working with UAF in the interim
SAAMS and ASLC identity merger assessed and steps taken to reduce confusion about corporate identity	ASLC brand positively recognized by public
Governance bylaws related to definition of membership revised to meet AK charity opportunities such as raffles	
Evaluate potential to revitalize North Pacific Marine Research Institute (NPMRI) as a research and funding entity	

Deep Blue: Alaska SeaLife Center 2020 Strategic Plan

3. Internal authorities, team approach and accountability – Internal authorities and teamwork shall be geared to ensure the highest level of enterprise integrity, effective internal communication and effort allocation, competent risk management and the ability to be strategically agile.

2010-2012 Targets	2020 Targets
ELT formed by October 2010 and oversees organizational priorities, including Board liaison and reporting; meets monthly with SMT	ELT effectiveness consistently rated above 90% level by both BoD and staff
SMT revamped and guided by clear team charter; increased role in delegated decision-making consistent with organizational roles – baseline assessment completed	SMT effectiveness consistently rated above 90% level by both ELT and staff
Cross-cutting teams chartered by ELT to ensure strategic results achieved via effective inter-departmental coordination, communication and an end to ‘siloeing’	Cross-cutting teams meet with ELT regularly to self-assess, ensuring on-going relevance and effectiveness
BoD, CEO and ELT establish clear policies and together with SMT establish operating protocols for all key business operations and have clear lines of delegated authority and accountability	BoD, CEO, ELT & SMT routinely update operating policies and protocols, test their effectiveness and learn from experience
Past and most recent independent audit and 990 Forms posted on ASLC website and annual reports posted in a timely manner (within 3 months of end of fiscal year)	ASLC routinely meets relevant standards for corporate reporting in a timely manner

4. Accreditation and external oversight – The Alaska SeaLife Center shall be accredited and meet the current professional standards of appropriate independent professional and regulatory authorities and shall actively use the standards they establish to guide business operations and accountability. Additionally, we shall maintain a mission technical advisory committee (MTAC) that plays a key role in all aspects of our mission implementation from knowledge generation to promoting stewardship.

2010-2012 Targets	2020 Targets
Accreditation maintained for AAUS and NAML and new accreditations achieved for IACUC, AMMPA and AZA	ASLC and relevant staff are routinely re-accredited by all leading professional and regulatory authorities
ASLC accredited as a sound charity by Better Business Bureau (BBB)	ASLC highly rated by BBB, Charity Navigator and other philanthropic accreditation systems
Proposal submitted for accreditation with Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC)	IACUC and AAALAC standards consistently met

6.2 2020 Strategic Goal: Mission

In 2020, knowledge and understanding generated by the Alaska SeaLife Center will guide stewardship decisions for Alaska’s marine ecosystems, and the feedback from those stewardship and education activities will inform our science investments.

Key Mission Strategies and Performance Targets:

- 1. Mission statement and overall mission definition** – A widely understood mission statement guides ASLC work in Science and Education, with an end result/purpose of Stewardship.

2010-2012 Targets	2020 Targets
Mission statement and vision statement as revised are widely understood by all ASLC stakeholders and form basis for our brand image, work plans and actions	Mission statement is a reflection of who we are and what we do on a day-to-day basis
Science, Education and Stewardship are the hallmarks of the ASLC mission and we develop specific plans for each	From 2011 roughly 60% of mission resources are allocated to Science, 30% to Education and 10% to Stewardship
Knowledge, understanding and stewardship are more tightly linked with all mission staff tasked to contribute in each of these areas	Knowledge, understanding and stewardship, activities creating learning feedback that improves our core abilities in each area
SAC reformulated as MTAC to advise all areas of our mission including promotion of stewardship; membership adjusted by consensus to meet new roles	MTAC self assesses annual effectiveness as >90%
Organizational structure, fundraising priorities and business processes are aligned with mission	ASLC’s mission is a strength in seeking funding; key partners value ASLC’s unique mission

- 2. Science/Discovery plan⁶** – A science plan guides the program in terms of staffing and funding priorities focusing on areas where our facility and location offer clear advantages, or where we have particular competency (we can do something no one else can, or can do something better than anyone else).

2010-2012 Targets	2020 Targets
Written Science Plan is developed and approved by Board by mid 2011. Plan is focused on our facility/location advantages and core competencies (e.g., captive animal research, endangered species research, Gulf of Alaska, ocean observation) and identifying emerging areas into which we are competent and well-positioned to grow	ASLC is viewed as a scientific leader in areas where we are active in research, as evidenced by citation rates and invitation to engage in State, national and global science collaborations

⁶ Existing conservation activities are incorporated under Science and/or Education

Deep Blue: Alaska SeaLife Center 2020 Strategic Plan

Science leadership strengthened by recruiting a new V/P Mission Programs by the end of 2011	Science leaders in ASLC mentor new researchers by working effectively with graduate students from UAF, UAA, APU and other universities with an interest in Alaska
Science/mission program leader(s) performs a capacity mapping of science talent to identify gaps and assess linkages to education and stewardship	Senior scientists and educators provide direction and mentorship to science and education program staff
<p>Relevant elements of <u>stranding science</u> are incorporated as a core component of ASLC's science program and helps inform and enable stewardship of Alaska's marine wildlife</p> <ul style="list-style-type: none"> ▪ Guidelines established and resources allocated for live animal response in line with funding realities (see stewardship also) and for scientific investigation of both live and dead animals ▪ Live response partially funded by placement locations for live animals (zoos, aquaria) 	<p>The stranding program is supported by Federal, State, private and community partners</p> <ul style="list-style-type: none"> ▪ Core animal response capabilities are recognized and supported by oil spill response industry partners, the State and Federal regulatory agencies ▪ ASLC mentors network of live animal stranding response organization throughout Alaska, providing both technical and leveraged funding assistance
A long-term ecosystem monitoring program is developed with support from multiple funding sources, using internal and external scientific expertise and engaging citizen science methods	Mid Gulf/Resurrection Bay long term ecosystem monitoring program implemented and contributes to decision-making by fisheries agencies and other resource managers
Plan is established with UAF for using our laboratory facilities and education programs to support the <i>R/V Sikuliaq</i>	ASLC is core part of UAF's strategy for <i>R/V Sikuliaq</i> projects, with frequent use by non-Seward-based faculty; that work has national linkages (e.g., via CAP)
Established PIs fund 50% of their salaries through competitive grants, with each contributing 2 peer-reviewed journal articles annually; New researchers are funded at higher levels and expected to publish 1 peer-reviewed journal article and 2 conference papers/year	Number of PIs is doubled, with each contributing two peer-reviewed journal articles annually in high impact journals. Increased diversity of science disciplines such as social sciences and on integrating work across disciplines
Two major citizen science programs funded in concert with Science or Education programs and in partnership with local, State and international networks; may build on existing work (e.g., invasive species monitoring)	By 2016 ASLC has established an Alaskan Center for Citizen Science (including a physical training center in Seward with distance learning tools) that builds capacity to undertake sound marine science Statewide

Deep Blue: Alaska SeaLife Center 2020 Strategic Plan

- 3. Education/Understanding plan** – An education plan guides the visitor, K-12 and outreach programs in terms of staffing and funding priorities focusing both on areas where science programs provide content and expertise and on complementary sources of knowledge and methods for promoting stewardship.

2010-2012 Targets	2020 Targets
Written Education Plan is developed and approved by Board by mid-2011 that defines both our distinctive role and key partnership priorities (current and future) in each program area and incorporates an Interpretive master Plan (see Messaging strategies)	ASLC is viewed as a leader in education relating to ocean literacy, marine resources of Alaska, sustainable human use of marine resources and adaptation to change in marine systems
Education (and Interpretive) plans emphasize the relevance and value-added of ASLC research; by 2012 >50% of visitors understand the main work we do and why ASLC research is important	Aquarium experience plays key role in promoting mission and vision of ASLC and experience is valued by visitors (consistently rated above the 90% level)
Staff capacity, objectives and schedules reviewed and integrated with science staff as appropriate to ensure effective bridges and links exist between science, education and stewardship	ASLC's science is highly visible through compelling education programs, and educators engage in science programs directly
Distance learning programs average 6+ sessions/week	Distance learning programs average 12+ sessions/week
ASLC capacity building has begun in outreach technologies to include video/movie making, interactive website components, spherical displays, social media and other innovative learning technologies such as "moodling"	ASLC outreach happens nationally, and virtually bringing the Alaska experience to classrooms throughout the US using technologies including videos, website components, and possibly technologies that do not even exist yet
Interpretive programs and outreach activities take place in 3 new venues outside of ASLC (e.g., fair, hotels, cruise ships, etc.). In some cases this may involve new uses of social media (e.g., Facebook) for education	Greatly expanded activities occur outside of ASLC, doubling our penetration over Seward-based visitors
Education and other staff continue to give greater emphasis to engagement of Anchorage residents through events such as the Marine Gala and Kid's Day	ASLC learning center/annex established to facilitate public access and education by 2016; this may be either a stand alone or cooperative facility with another wildlife education facility and will be addressed as part of the overall Aquarium and Facilities Master Plan
ASLC education programs better integrated with relevant programs at Alaska Zoo, Alaska Wildlife Conservation Center, Bird Treatment and Learning Center, and other State wildlife centers; agreements signed with those institutions by 2012	Joint programs with leading Alaskan and national wildlife research and education centers routinely occur and we share marketing, education and related resources to sustain and promote programs
All education activities incorporate a standardized evaluation protocol	We can demonstrate impact of education activities as a result of evaluation/tracking of outcomes and impact on stewardship activities

4. **Stewardship plan**⁷ – Stewardship of marine resources is the key outcome of, and permeates our Science/Discovery and Education/Understanding programs. All work undertaken at the Alaska SeaLife Center is planned to ultimately promote stewardship of marine resources. While we are not directly a steward of marine resources, we can and do play a key role supporting the work of others, and do play a significant role in stranded marine animal and seabird response in Alaska.

2010-2012 Targets	2020 Targets
Development (and BoD approval by mid-2011) of a stewardship plan that delineates how ASLC mission programs contribute to stewardship targets, clear guidance on what is appropriate and inappropriate public policy engagement on stewardship matters, and that has defined communication strategies	ASLC is viewed as a leader in communicating stewardship messages to all stakeholders
Rescue and rehabilitation (<u>stranding stewardship</u>) program gives priority to activities that directly respond to human impacts on marines species. Arctic spill wildlife response partnership launched by end 2010 and capacity established and protocols are developed for response that properly reflects our defined stewardship role and resource limitations	ASLC maintains leadership role in oil spill wildlife response capacity and partners with others in the Alaska stranding network to ensure capacity exists for competent and cost-effective local response
Partnerships formally established with AMMPA- and AZA-accredited institutions to rescue, treat/rehabilitate and (as permitted) share stranded animals (may involve renovation of ASLC facilities, staff exchanges, etc.)	ASLC plays acknowledged leadership role working with accredited institutions to share knowledge and facilities to ensure rehabilitation of marine animals and seabirds
ASLC continues to play lead role in supporting Alaska Strandings Network in partnership with NOAA; hosts 2011 and 2012 strandings network meeting	ASLC mentors Alaska Strandings Network members and works with NOAA, USFWS and other regulatory agencies to promote improved statewide strandings response capacity
ASLC staff are involved in mission-relevant resource management advisory boards/species recovery teams and area planning or management initiatives (such as Cook Inlet Beluga Recovery Team, proposed Alaska Marine Spatial Planning initiatives etc.)	ASLC scientific input is regularly requested by agencies and resource managers, including industry and communities
All education programs include well defined and age-appropriate stewardship messages	ASLC routinely evaluates impact of education programs delivered by ASLC educators on stewardship actions of ASLC visitors and partners

⁷ Existing stranding activities are divided between Science and Stewardship

6.3 2020 Strategic Goal: Funding

In 2020, the Alaska SeaLife Center will have a stable, predictable mix of both programmatic and unrestricted funding streams that are sufficient to manage the operational needs of the facility, generate investment capital to continually upgrade facilities and programs, and enable the maintenance of appropriate contingency reserves.

We estimate that this will require a base of \$2,500,000-\$3,000,000 /year in new unrestricted funding by 2020. A large portion of that base fund will be generated and maintained from a pool of unrestricted endowment funds, estimated to be \$30,000,000, adequate to meet any unforeseen/emergency expenses and to “even out” the normal fluctuations in annual funding.

Key Funding Strategies and Performance Targets:

1. **Existing funding streams** - Current funding streams will be continuously analyzed and improved to maximize the existing revenue-producing sources.

2010-2012 Targets	2020 Targets
Visitation: Enhance visitor margins via 15% more premium product offerings, better Discovery Shop product integration, 10% better Seward visitor capture rate, and minimum 20% improvement in shoulder and off-season visitor volume. Total improvement target: +10,000 visitor base; +\$200,000/year visitor revenues by 2013	Visitation levels exceed 200,000/year, yielding an improved gross margin per visitor of \$3. This would yield an additional visitor margin in excess of \$1,200,000 annually
Donations: Improve annual giving results through better BoD involvement in fund-raising, more focused fund-raising strategies, 2x annual appeals, high-return and well executed events, and enhanced lower-48 awareness. Total improvement target: \$200,000/year beginning in 2011	Unrestricted donation revenue is predictable at \$500,000-\$750,000/year from which \$250,000/year is directed towards endowment
In-Sourcing: Secure additional accounting and grant management customers from non-profit base in Alaska. Total improvement target: \$50,000/year from 2011	ASLC manages a portfolio of accounts that generate >\$250,000 annually and which continues to provide ‘economies of scale’ and other efficiencies in our administration systems
Grant Funding: Continue to seek programmatic or infrastructure grant funding via private foundation and competitive grant support. Total improvement target: \$300,000 additional in 2011 and 2012, and >20% of proposals submitted are successful	ASLC’s scientific and educational reputation will improve baseline grant funding levels in excess of \$1,000,000 annually; our proposal success rate is >50%

Deep Blue: Alaska SeaLife Center 2020 Strategic Plan

<p>Membership: Increase membership to >1,000 members by the end of 2012, and use membership as a key marketing and engagement network for legacy and capital campaign gifts. Total improvement target is an additional 450 members by 2012 and for all members to contribute 25% of their membership fees towards endowment by 2012</p>	<p>ASLC to have 4,000 members by 2020 and for >50% of those members to contribute actively to endowment and capital campaigns and for >10% to be legacy donors</p>
---	--

New funding streams – The Alaska SeaLife Center will identify and secure both programmatic and unrestricted funding from previously untapped streams.

2010-2012 Targets	2020 Targets
<p>EVOSTC: Through either/both of core focus area strategy or geographic coalition strategy, generate programmatic revenues. Total target: \$300,000/year from 2010</p>	<p>Secure a legacy endowment that will generate \$1,000,000 in annual revenue for programs and infrastructure</p>
<p>New Federal Appropriations: Based on our existing competencies, secure continued (e.g., NOAA) and new federal agency sources, such as Office of Naval Research, USFWS, etc. Total target: \$300,000 in new money by December 2010 and restore overall appropriations to >\$3,000,000 /year by 2012</p>	<p>Seek new federal funding across all agencies with interests consistent with the ASLC mission; to secure grant funding of >\$3,500,000 million annually</p>
<p>Private Sector Consulting: Utilize existing in-house capabilities or, as appropriate, procure capabilities that can deliver revenue generating scientific consulting work. Total Target: \$100,000/year by 2012</p>	<p>Maintain a productive consulting arm performing high-quality assessment/testing/baseline science and education work ; this work would generate \$250,000 annually</p>
<p>Endowment: Begin to build an endowment that can generate unrestricted funding. Performance Target: \$500,000 by December 2012. To initiate this process, 30% of all unrestricted gifts will be allocated directly to an endowment account effective June 2010</p>	<p>Maintain an endowment principal of \$30,000,000 that will generate annual revenue of at least \$1,200,000 annually</p>
<p>Pick, Click and Give: ASLC registered as a PCG recipient in time for 2011 round. Total target: \$10,000 per year in 2011 and \$15,000 in 2012</p>	<p>Pick, Click and Give generates at least \$25,000/year after 2013, and increases at 10%/year after that</p>
<p>State of Alaska: Obtain legislative support for programs and infrastructure. Performance target: State supports two projects at ASLC by December 2012</p>	<p>ASLC is well-integrated into the state agency budget baseline, generating appropriations and or contracts of up to \$1,000,000 annually</p>
<p>Capital Campaign: Use capital improvement priority plan to fund small new exhibit (\$50,000) by end FY12 and have a meso-scale (\$250,000 – 400,000) capital campaign for a major new exhibit ready to launch in 2013</p>	<p>Capital Campaign program funds major new exhibit (\$3,000,000) by 2017 (current priority is Bering Sea Canyon, but that will be reviewed as part of Interpretation Master Plan) and generates \$5,000,000 towards endowment</p>

Legacy gifts: program established by September 2010 and first commitment secured by the end of 2011	Contribute \$10,000,000 by 2020 towards endowment
Education Tax Deduction: Work with UAF to reinvigorate ASLC and UAF marketing of education gifts. Performance target: \$50,000 by the end of 2012	Work with Alaska State Legislature to authorize ASLC to be a direct recipient of tax deductible education donations. Target of >\$100,000/year by 2016
Education and Training: Work with UAF, UAA, APU, AVTEC and other providers to develop professional skills education and undergraduate education programs that are “pay as you go.” Performance target: One pilot program designed and implemented by the end of 2012	Complete planning for Citizen Science programs and education facilities by 2013 and secure support by 2015 for (a) State of Alaska tax deduction status as an authorized education provider and (b) a new training and dormitory center on Arcade property

6.4 2020 Strategic Goal: Partnerships

In 2020, the Alaska SeaLife Center is a partner of choice for organizations, groups and individuals who seek to discover, understand and/or promote stewardship of Alaska’s marine ecosystems.

Key Partnership Strategies and Performance Targets:

1. **Partner with the best using the best partnership approach (BPA)** – Since partnership is so important to our future and also represents a significant business risk, it is important that we establish clear criteria for partner selection and a comprehensive engagement strategy that involves clarifying partner expectations, determining an appropriate level of approval for the type of partnership proposed, a risk assessment, a jointly-agreed framework for performance assessment, and mechanisms for partnership evolution and termination. Our BPA will be a hallmark of all partnerships we enter into whether they be formal or informal, short or long term – we want to be known as a good partner “who always meets our end of the deal.”

2010-2012 Targets	2020 Targets
Work with Foraker group to develop ASLC BPA standards for Board approval by end 2010 – link with work of Community Relations and Risk Management Committees as appropriate	BPA standards reviewed annually based on operational experience and partner feedback
Review all current formal partnership agreements to assess conformity with BPA screening of top 10 potential partner prospects, with up to three/year moved to formal partner status (aligned with BPA principles)	Partnership agreements meet standards and all formal partners rate ASLC above 90% on all partnership criteria

2. **Priority partnership agreements for immediate future** – We recognize that some partnerships are more important than others in the immediate future - while these may change over time,

Deep Blue: Alaska SeaLife Center 2020 Strategic Plan

we have identified four critical partnerships that require immediate or ongoing priority attention in the initial implementation period of this plan.

2010-2012 Targets	2020 Targets
City of Seward: Complete joint workshop to review Lease Operating Agreement and develop a new legally-sanctioned agreement for approval by EVOSTC, ADF&G, City and ASLC BoD. Identify opportunities for sharing of resources with City and expand engagement with Seward Chamber of Commerce	Ongoing Lease Operating Agreement approved on a three-year rolling basis, synchronized with the City, as we proceed with the implementation of this strategic plan. City and ASLC routinely share resources for community benefit
University of Alaska: MoA with UAF-SFOS implemented and reviewed annually; BoD and UAF faculty meet to decide future of relationship at institutional level biennially. Joint task force formed to evaluate options for engagement and partnership in discovery and understanding programs related to <i>R/V Sikuliaq</i> . Engagement options analysis completed for entire UA system and strategy for broader engagement approved by UA President/Chancellors	To be further determined subject to UAF role in ASLC after 2015. ASLC and UAF teams routinely engaged in <i>R/V Sikuliaq</i> trip planning, conduct and outreach. UA staff and students routinely engaged in ASLC operations and training activities (at both undergraduate and postgraduate levels)
NPRB and AOOS: The ASLC continues to operate as the fiscal agent and administrative support organization for both NPRB and AOOS. ASLC staff work with NPRB and AOOS staff to ensure services provided meet needs at >90% satisfaction level	NPRB and AOOS continue to collaborate effectively on administrative matters and routinely share knowledge they generate via ASLC education programs
EVOSTC: ASLC to propose endowment for long term implementation of EVOSTC restoration priorities and make ASLC available as fiscal agent and partner in network of institutions undertaking work. ASLC to seek relief from operational provisions of the 1994 EVOSTC resolution	EVOSTC investments in ASLC continue to yield significant return on investments. Coordinated science and education programs with other institutions in spill-affected area (e.g., Prince William Sound Science Center) yields improved understanding of spill recovery and health of Gulf of Alaska ecosystems

3. **Ongoing and emerging partnerships** – The Alaska SeaLife Center maintains a close working relationship with numerous government, academic, private and community organizations that will likely become even more significant as we strengthen existing collaboration and build out new programs. All need to be implemented with a consistent commitment to our BPA.

2010-2012 Targets	2020 Targets
Federal Agency Partnerships: Joint work plans developed and reviewed annually with the NOAA, the NPS, USFWS, USGS and with other Federal marine management agencies via the Coastal America Partnership (CAP). AK Coastal Ecosystem Learning	To be determined subject to agency roles in ASLC after 2015. CAP forms basis for routine engagement of ASLC and 16 federal agencies. ASLC continues to build coalitions under CAP with public and private agencies (particularly CELCs) on issues of national and

Deep Blue: Alaska SeaLife Center 2020 Strategic Plan

<p>Center (CELC) development strategy approved by AK and national CAP partners. CAP strategies for Arctic Partnership and North America Protected Areas Network (NAMPAN) collaboration under implementation with other CELC partners will be developed. ASLC works with NOAA and other agencies to define a role in Coastal and Marine Spatial Planning, climate change adaptation and other emerging elements of new National Ocean Policy</p>	<p>international significance. ASLC recognized as a clearinghouse and valued partner for knowledge that underpins stewardship of Alaska’s coastal and marine systems by Federal agencies</p>
<p>State of Alaska: ASLC staff meet with heads of all relevant agencies (ADF&G, DEC, etc.) to identify top 2-3 areas for potential collaboration and at least one activity implemented with the top three agencies by 2012</p>	<p>ASLC routinely contributes to State initiatives and ASLC staff serve on relevant AK advisory panels and Boards</p>
<p>Local Governments and Alaskan Native Organizations: ASLC staff continue to work with existing partners such as Kenai Peninsula Borough and to meet with leaders of up to six new local governments and native organizations to identify top 2-3 areas for potential collaboration and at least one activity implemented with the up to three groups who seek our partnership</p>	<p>ASLC routinely invited to work with a broad suite of local governments and Alaskan native organizations All local governments and Alaskan native organizations know about our work and solicit our partnership</p>
<p>Industry Partnerships: ASLC develops corporate engagement policy to define principles for industry partnership – submitted for Board approval by the end of 2010. ASLC enters into at least three new industry partnerships (fishing, tourism and oil/gas are current priorities) applying the principles for industry partnership and our best partnership approach</p>	<p>ASLC routinely works with appropriate private sector organizations in ways that enhance our capability and reputation and which meet the needs of industry for science, education and stewardship assistance Industry partnership principles reviewed regularly with industry and improved as we gain experience</p>
<p>Community Partnership: ASLC Seward Community Relations Committee (CRC) continues to meet 3-4x/year and develops community partnership principles; makes decision on whether to become CRC for all communities. ASLC contributes to at least three science, education or stewardship initiatives at request of communities beyond Seward per year beginning in 2011</p>	<p>ASLC valued as a community partner by all communities we work with. ASLC routinely contributes to community initiatives and ASLC staff serve on relevant community advisory panels and processes</p>
<p>Academic Partnerships: ASLC to explore closer cooperation with APU, UAA, other relevant national and international universities, and AVTEC to meet need for inter-disciplinary and other types of applied undergraduate and professional training, including life-long learning demands</p>	<p>ASLC routinely provides facilities and programs for undergraduate and professional training in partnership with other local, national and international academic centers. This includes major conferences and other meetings where we can provide either specific expertise or more general support</p>

<p>Non-Governmental Organization (NGO) Partnerships: ASLC staff maps out local, national and international NGOs of interest, and identifies priority relationships to formalize, and others to maintain on an <i>ad hoc</i> basis. Other strategies also discuss specific partnerships of particular importance (e.g., Alaska Zoo – see proposed education partnership under mission section)</p>	<p>ASLC is in demand by partners seeking science, education or stewardship expertise relevant to Alaska’s seas. ASLC works effectively with relevant NGO partners and we share resources as appropriate to improve organizational efficiency and public service</p>
--	---

6.5 2020 Strategic Goal: Messaging

In 2020, the Alaska SeaLife Center will have a consistent and clear Center -wide messaging plan. This plan will include all avenues by which we share information with internal and external stakeholders, including visitors, as well as members of the general public, who may not be directly linked to the ASLC.

Key Messaging Strategies and Performance Targets:

- 1. Key messages established** – A set of key messages to be shared by the ASLC will be established and the staff will be trained on the content of that message with an ultimate goal of all staff being able to share our messages in a consistent and effective way via their work each day.

2010- 2012 Targets	2020 Targets
Key messaging document that defines our core “top line” messages, our brand identity standards and their appropriate use drafted by members of the ASLC staff via a cross-cutting team and then approved by ASLC BoD by end of April 2011	Top line “messages” and current brand identity of the ASLC are apparent in all our written materials, gallery and personal interactions. At least one of these messages is present in any publication, presentation or exhibit
All ASLC Staff are trained in the key messages by summer 2011 and understand their use and limitations	All members of the ASLC staff can easily identify our key messages and see those messages being shared in all aspects of our outreach; messaging is a core element of new staff training and BoD and MTAC orientation
We initiate messaging into three new markets to test messages and our messaging approach, including new uses of social media	Through a continual process of review and expansion, we are able to increase our messaging venues to the general public each year

- 2. Messaging to our in house guests** – We will create an Interpretation Master Plan to guide messaging and improve the experience of the 150,000+ annual visitors to our facility.

2010-2012 Targets	2020 Targets
Interpretation Master Plan created for ASLC facility (including web presence, signage leading to Seward, building exterior and interior galleries) by a cross-	A cohesive team relays ASLC messages to all visitors in accordance with Interpretation Master Plan in effort to maximize the impact of our work and ensure visitors

Deep Blue: Alaska SeaLife Center 2020 Strategic Plan

cutting team. This plan will be linked to the overall ASLC Education Plan, messaging strategy and Aquarium and Facilities Master Plan. Plan approved by ELT by March 2011. All ASLC staff trained to an appropriate level on interpretive messages by summer 2011 (<i>"everyone is an interpreter"</i>)	receive accurate and relevant information that enhances the quality of their experience
Generate progressive changes to our visitor gallery at macro (exhibit) and micro (content) levels bringing it into line with our new Interpretation Master Plan and relevant elements of our overall Aquarium and Facilities Master Plan	The ASLC gallery becomes an immersive journey for our guests which is distinctive, appealing and encourages repeat visitation above 40%/year level
Establish a 24 month "look ahead" events calendar to capitalize on current events in the Center and in the wider community and synchronize with national and international opportunities (e.g., World Ocean Day, the Jeju 2012 World Expo, Seward and Anchorage conventions)	We are a key component of Seward and Anchorage destination marketing particularly for Meetings, Incentives, Conventions and Events (MICE) sector. Major events conducted at the ASLC attract target audiences and are rated at better than 90% level of enjoyment
Conduct annual visitor surveys to gather feedback our guests' experience which will be analyzed and presented to SMT/Staff in November of each year. By Summer 2011, a mechanism exists to catalog contact information of guests to allow for further messaging after their visit ends	Exit surveys exist not only to allow the ASLC staff to better the visitor experience, but also as a mechanism for visitors to pledge either monetary support or to make a change in their own life to become better stewards of our environment. Continued communication with former guests ensures that their ASLC experience has a positive long term effect

- 3. Non-visitor messaging** - Acknowledging that messaging to our visitors is only a portion of the total messaging we do, we will also revamp the way we represent our organization in all media formats, improve the way we communicate internally as a staff, and provide a consistent messaging framework for our fundraising events, public presentations, social media and other communications.

2010-2012 Targets	2020 Targets
Messaging guidelines that reflect our brand identity created for all external communications, including routine communications, marketing activities and crisis communications. This protocol will include a prerequisite review process by designated staff, development of brand standards, message management process, and a periodic review by members of the BoD	All public materials released by the ASLC have a consistent look and feel, and media/public know whom to ask for more information. The over-arching content, look and feel of each message are in line with our overall messaging objectives, and all material is approved by one designated person prior to release
A database of all ASLC presentations, photographs and posters will be established and maintained as a communications resource by the marketing and	Print media, multimedia releases and public speaking engagements by ASLC staff are implemented in accordance with ASLC communication guidelines and

Deep Blue: Alaska SeaLife Center 2020 Strategic Plan

philanthropy team by March 2011	with a commitment to promoting ASLC current top line messages
Funding is secured and a development plan put into place to create a new web-based presence for the ASLC by January 2012; web site development is linked with other information technology initiatives that enhance our accessibility and effectiveness, including social and other marketing media	Visitors to the ASLC web site have a clear understanding of what we do and what resources are available from us for them to use. The ASLC web site receives >500,000 hits annually and the site is rated at above the 90% level in user surveys
Internal messaging to staff members will be improved by expanding opportunities for cross-departmental information-sharing, developing new formats for all staff and departmental meetings, creating more informal and team-based communications forums and by rewarding innovations that promote better communication. These measures will be operational by January 2012	ASLC staff feel empowered to enact change, offer ideas for the betterment of the organization and make a difference in their workplace on a daily basis. There is a structured flow of opinions and assessments between staff and management
ASLC fundraisers exhibit the same messaging commitments and follow a distinctive ASLC format to promote our message in conjunction with fundraising events beginning with the 2011 Marine Gala	Attendees or donors to an ASLC fundraiser understand what they are donating to and why it is important to the success of the ASLC, more importantly why contributing to ASLC causes is worthwhile, effective and responsible investment that truly makes a difference
Anchorage office role in messaging and communication about ASLC activities expands with recruitment of Anchorage-based philanthropy and marketing staff and volunteers. Through marketing and corporate engagement, we establish new ways to market the ASLC brand in Anchorage	Anchorage annex to ASLC established by 2017 to better serve members and partners and to act as a “beacon and engagement center” for the ASLC; annex to be defined further under Aquarium and Facilities Master Plan

6.6 2020 Strategic Goal: Operations

In 2020, the Alaska SeaLife Center will function smoothly and efficiently, conducting the right business activities with talented staff who want to work for the ASLC. The ASLC is viewed as a choice place to work in Seward and in the national marine research and public aquarium community.

Key Operations Strategies and Performance Targets:

- 1. Value analysis** – Activities conducted by staff and contractors are the right ones and at the right levels of service during all times of the year.

2010-2012 Targets	2020 Targets
Initial listing of quick-hit operational improvements requiring little/no investment are completed (list submitted to SMT in March 2010)	Staff regularly submit operational improvement items to SMT to be resolved in a short time frame

Deep Blue: Alaska SeaLife Center 2020 Strategic Plan

A value analysis is conducted of all ASLC activities. Activities with low value are ended to create an investment pool	Annual business plan and GOSP reviews keep managers constantly thinking about what activities are of the highest value and what need to stop happening
--	--

- 2. Staffing** – We have the right *people* in the right *positions* under the right *organizational structure*, and those staff contribute actively to the effectiveness and good stranding of the ASLC.

2010-2012 Targets	2020 Targets
An asset mapping of staff skills and capabilities is completed to identify overlaps and gaps and support overall reorganization process	All key skills are represented among the staff and an annual assessment is completed by HR Manager of skills gaps and needs
New ELT [Chief Operating Officer (COO) and V/P for Marketing and Philanthropy (V/P M&P)] recruited and in place by August 2010. New V/P for Mission Programs recruited by end 2011. CEO succession strategy approved by BoD by Dec 2012. New staff organizational structure is in place by October 2010, aligned with the mission	Organization development and succession planning are part of normal operations
New ELT (CEO, COO, V/P M&P) chartered and meets weekly. SMT reconstituted once reorganization complete and then chartered by CEO. SMT meets monthly with ELT and monthly as a group	SMT forms effective partnership with ELT and provides opportunities for staff mentoring and progression
Improved staff recruitment and retention strategies developed by HR manager – includes evaluation of options for expanded housing and travel support as well as professional development support	ASLC does not lose any staff through being non-competitive as an employer and encourages staff to be current in their professions
ASLC Volunteer and Internship Programs continue to be strengthened and supported with additional dedicated resources	ASLC volunteers and interns rate their experience with ASLC above the 90% level routinely. Internship offerings expanded to enable more year-round and longer-term engagement
Factors affecting staff morale are regularly addressed in all staff and departmental meetings and measures implemented to strengthen sense of pride and community within ASLC; recognition systems and staff retreats strengthened	ASLC is viewed as a choice place to work in both Seward and in the national research and public aquarium community. Successful annual staff retreats are attended by >80% staff and are rated as >90%
Depth of staffing is enhanced by <i>all</i> operational staff able to wear more than one hat. All key positions have backups; staff are cross-trained to cover staffing requirements as needed. ASLC HR policies place emphasis on workplace safety and healthy living	A strong team approach and appropriate staffing enhances staff flexibility (e.g., leave schedules), work/life balance, and overall retention

Deep Blue: Alaska SeaLife Center 2020 Strategic Plan

Outsourcing, in-sourcing, and staff sharing are considered for all staff positions	A competitive compensation/benefits plan is in place, including regular cost of living adjustments
Staff have clear annual performance plan aligned with Department GOSPs and review them regularly with supervisor. Staff understand expectations for behavior and work performance and routinely check on progress with their supervisor	>50% of staff exceed expectations on annual performance review; staff not meeting expectations (or barely meeting expectations) have an improvement plan established
Strategic performance goals aligned with the 2020 strategic plan drive work for all staff, volunteers and interns	More staff engage with future strategic plans because they regularly engage on strategic issues through personal and departmental annual goal setting
Staff continue to be rewarded for innovation and taking initiative to reduce costs and secure new resources	Staff innovations highlighted in annual reports

3. Green operations – ASLC is a leader in Alaska for green business operations – we “walk the talk” and so demonstrate an ethic of stewardship in our actions.

2010-2012 Targets	2020 Targets
Green operations is understood as a business necessity, distinct from mission activities – we “walk the talk” in all areas of our business	All staff seek out ideas for green operations
A blue team operates on an as needed basis with a small budget to establish and implement sustainability principles working directly to the COO	ASLC is a Green Star certified business
Facilities department maintains awareness of emerging green technologies relevant to our Aquarium and Facilities Master Plan; heat pump technologies on line, an educational exhibit established and demonstrating savings	Siemens (or similar) infrastructure upgrades reduce our energy use by 15%; ASLC evaluates potential to be a heat utility for Seward using seawater heat pump technology
ASLC purchases its first green vehicle by the end of 2010; staff pledge to increase ride-sharing to/from Anchorage	Two-thirds of our vehicle pool is viewed as green (all except for work trucks)
By 2012, the Discovery Shop participates as a partner by highlighting green/recycled merchandise for sale, selling reusable shopping bags, participating more actively as a recycling partner, etc.	The Discovery Shop is a leader in green merchandising in Alaska

4. Risk management – We have an appropriately focused risk management program that adjusts with changes in our strategic direction.

2010-2012 Targets	2020 Targets
Risk Management Committee modifies current risk management protocols and implements risk strategies	Robust risk management system has successfully addressed and mitigated risks for >5 years

Deep Blue: Alaska SeaLife Center 2020 Strategic Plan

for top 10 priorities identified as part of Deep Blue implementation planning	
Safety policy and procedures are clearly articulated and well understood by all staff and modified as needed, based on operational experience and emerging trends	No accidents that injure staff or visitors or undermine reputation of ASLC

5. Infrastructure – We have up-to-date building systems and “mobile assets” (computers, vessels, vehicles) that are managed with proactive maintenance and upgrade plans.

2010-2012 Targets	2020 Targets
Basic upgrades are made to all mobile assets. Policy on proactive maintenance and upgrades is developed. Vehicles are replaced by 100,000 miles	A pro active maintenance and upgrade plan exists for all mobile assets, providing safety, security and consistency. Vehicles are replaced by 75,000 miles (or as green standards determine)
Building systems are evaluated (update 2006 mechanical engineering assessment) and stabilized taking into account recommendations arising from the 2009-10 Siemens analysis	A long-term proactive and comprehensive building maintenance plan provides guidance for maintenance and upgrade/replacement requirements on a daily, monthly, annual, biannual, 5-yearly, decadal basis
Create an overall ASLC Aquarium and Facilities Master Plan which addresses the physical development and maintenance of the building, life support and infrastructure systems, future use of the Depot, 4 th Avenue dock, Arcade lot, intern and related staff housing, storage warehouse, proposed Anchorage annex and shared space/facilities with the City of Seward and the UAF-SFOS. Plan is to be completed for BoD review by March 2012, although some elements may be completed earlier	Implement 2020 Aquarium and Facilities Master Plan adjusted as appropriate to take account of emerging opportunities (e.g., new sources of energy) and unforeseen events (e.g., tsunamis). Review annually as part of budget

7. Implementation Process and Timeline

The strategies outlined in preceding sections have three time horizons for implementation:

- a. **Immediate and concurrent actions** – several of the proposed recommendations are being implemented concurrently with this planning process (e.g., EVOSTC engagement), while others are being queued up to be implemented upon approval of the plan by the Board and will take effect over the remaining 6 months of our current fiscal year in 2010;
- b. **2012 Horizon** – as indicated above, we have set targets for each strategy through the end of 2012 – many of these will commence in October 2010 with our FY11 budget. At the end of FY11, we shall also undertake a similar three year plan (2013-2015) for Board approval; and
- c. **2020 Horizon** – we have set targets for 2020 for each strategy, recognizing that in reality, these will likely be adjusted or refined as we gain experience and the implementing environment changes. Those adjustments will be made in both annual work planning processes and in three year review cycles where new targets are set for 2013-15, 2016-18 and 2018-20.

The immediate implementation priority steps for the remainder of 2010 are:

1. Governance

- a. Process underway to free ASLC from outdated 1994 EVOSTC grant conditions
- b. FY10 Department GOSPs reviewed by SMT to align them with Deep Blue strategies by the end of May 2010 and FY11 GOSPs aligned with Deep Blue strategies and targets
- c. Board restructuring underway with four new members recruited by October 2010
- d. ASLC accredited with AMMPA and AZA accreditation process underway by April 2011

2. Mission

- a. Mission statement shared with stakeholders and used to rebrand communications
- b. SAC reformulated as MTAC by October 2010
- c. Development and integration of operating plans for Science, Education and Stewardship submitted for Board approval by spring-2011
- d. Fundraising begins in 2010 to recruit new V/P Mission Programs in 2011
- e. Arctic wildlife spill response partnership established by the end of 2010

3. Funding

- a. Endowment Task Force formed (Board and SMT) to establish mechanism for endowment management; all non-restricted donors to the ASLC are asked to allow 30% of all gifts to be devoted to endowment-building from June 2010 forward
- b. Deep Blue to be used as a Spring 2010 marketing and fundraising opportunity
- c. CEO focuses at least 40% of effort on expanding existing fundraising and building new sources of funding, and works with new V/P of Marketing and Philanthropy, and science and education teams, to secure \$500,000 in new funding by the end of 2010
- d. Increase current memberships to more than 1,000 by the end of 2012
- e. ASLC an eligible recipient of Pick, Click and Give funding in 2011

- f. Legacy/bequest mechanism established and promoted to members and visitors by September 2010

4. Partnerships

- a. Team formed with Board and SMT membership will work with Foraker group to develop best partnership approach by September 2010
- b. Policy for corporate partnership submitted to Board by the end of 2010
- c. MoA with UAF-SFOS complete by September 2010
- d. Coastal America Partnership engagement expanded by September 2010, to include links with other Coastal Ecosystem Learning Centers in North America

5. Messaging

- a. Deep Blue plan communicated to all ASLC stakeholders in a consistent way from May 2010 forward; summary brochure and PowerPoint slides prepared to aid messaging
- b. Key top line messages established by a staff/partner working group commencing in 2010, and approved by Board by April 2011; all staff trained in top line messages and brand identity guidelines by summer 2011
- c. Progressive changes to signage, gallery and waterfront reflect Deep Blue messages and strategies from summer 2010
- d. Standard 2010 visitor survey implemented by June 2010

6. Operations

- a. Recruitment of two new ELT members: V/P of Marketing and Philanthropy and Chief Operations Officer (Administration & Technical Services). Implementation of these steps and related Departmental reorganization will commence immediately, to be completed by October 2010 (or earlier as opportunities arise)
- b. Departmental plans and staff business objectives align with GOSPs and with Deep Blue strategies and priorities from October 2010 forward
- c. Completion of immediate actions resulting from staff SWOT inputs
- d. ASLC purchases first green vehicle by September 2010
- e. Risk Management team implements risk management strategies for top 3 risks by October 2010

8.0 Monitoring, Reporting and Review

Consistent with our values and the overall approach of the Deep Blue process, we intend to carefully track progress implementing our 2012 strategies and to adapt our strategies based on experience and on our ongoing organizational evolution.

That commitment to adaptation recognizes that much can change in a ten year period, some of which can reasonably be predicted and anticipated, but much of which cannot. In that respect, our implementation approach mirrors the guidance provide by Heath and Heath (2010) who suggest that we must shape the path forward, but concurrently need to continuously direct the rider (the rational elements of the organization) and motivate the elephant (the less controlled elements of the organization).⁸ Their book “*Switch*” has been shared with all current Senior Management Team members, Board Directors and also made available to staff to both inspire their input to the change process and to help them commit to learning and innovation throughout the implementation process.

To help monitor progress towards our 2020 Vision and Strategic Goals, we plan to implement a simple strategy tracking system that will form the basis for Board reports and for framing annual work plans. The system is founded on identifying a designated Executive Leadership Team member responsible for each Strategic Goal, and then a staff lead for each of the 21 strategies under those goals – in some cases this will require the formation of small cross-cutting teams with chartered deliverables. In other cases teams will be formed on an *ad hoc* basis.

Targets set in this plan are to be further refined and articulated in the annual workplan GOSPs (example in Annex A) and then reported in the same format at 6 month intervals.

In assessing those reports, the Executive Leadership Team and the Board will pay particular attention to strategies that over-or under- shoot targets by more than 20%. Such variances will trigger an immediate review and may require the strategy or targets to be adjusted. Additionally, before each annual workplan is formulated each August-September, or more immediately if needed, the ELT shall identify any strategies that are clearly inconsistent with new legal guidance or which may now, for any reason, need to be added to the suite of strategies outlined in this plan.

Any such amendments to this plan are ultimately subject to Board approval.

⁸ Heath, C. and D. Heath 2010. *Switch: How to Change Things When Change is Hard*, Random House, New York

Planning Team

ASLC Staff

Dr. Ian M. Dutton	President and CEO
Dr. Tara Riemer Jones	Director of Research and Grant Operations
Nikki Nelson	Education Manager
Carl Stevens	Finance Director/CFO
Nancy Anderson	Executive Assistant

External Members⁹

J. Steve deAlbuquerque	Conoco Phillips
Dr. John L. Bengtson	Director, National Marine Mammal Laboratory, NOAA/NMFS Seattle
Pat Pitney	Vice Chancellor for Administrative Services, UAF, Fairbanks

Acknowledgements

As with any planning process, Deep Blue 2020 involved extensive consultation with the many stakeholders in the Alaska SeaLife Center. The team would like to particularly acknowledge the staff and partners from the City of Seward and the National Park Service who attended the SWOT sessions and subsequent listening and focus meetings with staff and external partners throughout Alaska and nationally to develop and refine core strategies. The process benefited greatly from past surveys of ASLC members and visitors and from extensive consultations with industry, academic, non-profit, local, state and federal leaders who care deeply about our mission.

The team is also grateful to both the ASLC Scientific Advisory Committee and the Board of Directors for the extensive inputs they provided during retreats in February 2010 and in many subsequent discussions with individual members. Those sessions proved critical in shaping the future of the Center and provided the core directions reflected in these strategies

⁹ Dr Phillip Oates (City of Seward) also served as an *ex officio* team member

Appendix A

Office of President (OOP) GOSP October 1, 2009-September 20, 2010

Mission: The Alaska SeaLife Center is dedicated to understanding and maintaining the integrity of the marine ecosystem of Alaska. We achieve our mission through research, rehabilitation, conservation, and public education.
 2010 Goal: To maintain a viable and well-regarded business operation with >\$7m income projected forward into 2011 whilst developing and implementing a transformative 2020 strategic planning process.

<p>2009 Objectives</p> <p>Fundraising</p> <ul style="list-style-type: none"> • Federal Government - Secure President's allocation and raise at least \$500k in new federal funding • Secure at least one State of AK grant • Submit \$5m of new proposals in 2010 to all funders • Fundraising events raise >\$100k in 2010 <p>2020 Strategy</p> <ul style="list-style-type: none"> • 2020 process leads to stakeholder support for new business model by mid 2010 • 2011 budget process guided by 3 year plan <p>Board Effectiveness</p> <ul style="list-style-type: none"> • Board self assessment score increases • % Board attendees at meetings = >80%/meeting • Board members engaged in solving key problems • Board giving to ASLC exceeds 2009 level <p>Partnership and External Representation</p> <ul style="list-style-type: none"> • DC meetings build ASLC support • ASLC priorities promoted by Seward and KPB <p>Scientific Leadership</p> <ul style="list-style-type: none"> • Undertakes research that leads to at least 2 refereed papers and >3 other science publications • Participation in up to 2 major science meetings • Active participation in NPRB ExCom and SPOS Advisory Council 	<p>STRATEGIES (% ID time allocated/staff):</p> <p>1) Grow the Pie (40%/JC + AH) – lead fundraising across public and private sectors and in private philanthropy to secure >\$1.5m of new funding in 2010</p> <p>2) 2010 Strategy (10%/CS, TRJ + NA) – lead multi-stakeholder process to develop 2010 Strategic Plan and Three Year Implementation Plan by mid 2010</p> <p>3) Effective Board (10%/NA) – to actively engage Board in ASLC governance and expand Board membership to better link us with the AK community</p> <p>4) Effective External Relationships (20%/AH) – ASLC valued as a partner and has strong relationships with key agencies at local, State and federal levels as well as in community and professional networks</p> <p>5) Scientific Leadership (20%/TRJ) – using science skills and experience to support partner institutions and expand ASLC science capacity in new areas; undertake new types of research to expand ASLC capacity</p>	<p>2009 PLANS</p> <p>1 a) work effectively with lobbyist in DC to engage Federal representatives and agencies</p> <p>1 b) work effectively with Seward and KenalPB to engage AK legislature and State agencies in ASLC support</p> <p>1 c) oversee all grant and fundraising efforts and proposals above the \$50k level, incl. AK Marine Gala</p> <p>1 d) Meet with Foundation representatives as needed to secure new funding</p> <p>2 a) establish Core team and lead efficient process to engage all key stakeholders</p> <p>2 b) lead role drafting Strategic plan and working papers</p> <p>3 a) Conduct 3 effective Board meetings</p> <p>3 b) Recruit and mentor up to 5 new Board members</p> <p>3 c) Plan interactions with Monterey Board in 2010</p> <p>4 a) Regular meetings with local and State Govt partners</p> <p>4 b) Two annual visits to DC to meet delegation/agencies</p> <p>4 c) New MoA with UAF, APU and other key industries</p> <p>4 d) Accreditation by AZA and related professional entities</p> <p>5 a) active in up to three new areas of marine science to develop ASLC capacity and reputation</p> <p>5 b) maintain currency in new areas of science by participating in professional meetings</p> <p>5 c) Chairs NPRB and active in other partnerships</p>
---	---	--

Revised 03/10/09