

Sanctuary Advisory Council

3rd Meeting of the Marketing Subcommittee

January 11, 2013 -- 1:00 to 3:00 pm

Santa Barbara Zoo, 500 Niños Drive, Santa Barbara, California

Final Meeting Notes

Members in attendance: Richard Block, Michael Cohen, Andrea Mills, Amanda Allen, Maria Petueli.

Sanctuary Staff: Julie Busek, Laura Francis, Shauna Bingham, Mike Murray, Darrell Gregg, Chris Mobley.

1. Facebook for CINMS

A. Brief Background, Context, Status (Sanctuary Staff & Superintendent)

Chris Mobley reported that a Facebook account will be set up for CINMS. There will be rules for how it is supposed to be properly used by a federal agency, and he hopes to see it become an effective tool for the sanctuary will being one that is efficient from a staffing perspective.

B. Subcommittee Member Suggestions and Recommendations for Success with Facebook

Michael Cohen emphasized that the Facebook world likes things that are “cool”, which is good because the sanctuary has so many “cool” aspects going for it. Everything should come with pictures, and video clips should be one minute or less.

Members that currently manage (or have staff that manage) Facebook accounts for their organizations commented on a concern raised about how to deal with unwanted and inappropriate posts. The mechanics of how that works were explained, with one important aspect being that most times it is easy to remove a post before your friends and followers notice it. Control the conversation to keep from getting bogged down. Advise that ongoing comments move offline to another venue. Don't engage in an argument. Also, the lifecycle for most posted material is so short, it was pointed out, so that even posts made by staff that aren't ideal will quickly drop away.

If content encountered is good, and helpful, you can easily repost it. It's all about pushing content out.

Staffing was discussed several times. The emphasis from the group seemed to be that devoted staffing must be given to this, that it does take some time to get good and proficient at managing Facebook, and that rotating the duty would mean breaking up of a consistent “voice” with the posts, and someone having to learn again with each rotation. That said, it was also shared that on a daily or weekly basis Facebook does not have to take too much time.

In terms of getting started, the group recommended getting the page up and running, and then growing into it. At the same time, it was suggested that we should begin with enough interesting content (e.g., photo galleries) so that we can more quickly attract followers. The group reflected on recent big events that would have pushed content out very

effective through Facebook: *George E. Billings* shipwreck discovery; IMO approval of shipping lane changes).

The group also discussed such issues as the best times of the day to post on Facebook in order to reach your audience, as well as the issue of posting photographs of people with proper permission. In that regard, many understood that the sanctuary would appropriately keep photos posted conservative.

The subcommittee also discussed how interactive posts on Facebook can be helpful. For example, the Santa Barbara Zoo has had contests involving Facebook fans posting their guesses on how much an elephant weighs, with some prizes involved. The Channel Islands National Park has been doing some “where in the park are you” types of posts with photos. Other ideas are the “critter of the day” or “site of the day”.

It was mentioned that perhaps many volunteers with the Channel Islands Naturalist Corps would enjoy posting their sanctuary trips, experiences and photos on the CINMS Facebook page.

There are analytics available with Facebook that can provide more detailed information about what your “friends” are really interested in, which can be valuable information. Rich Block emphasized that it is important to think about what you’re going to analyze and learn from Facebook use and the profiles of those that interact with you.

Maria Petueli noted that she has seen Facebook used to recognize, thank and promote corporate and other sponsors, which can have a good effect. Amanda Allen added that she has seen Foundation-based pledge drives enhanced through Facebook use.

It was also suggested that to only think of Facebook as a communication tool to help raise general awareness about the sanctuary would be to fall short and miss out on greater opportunities, such as building a coalition of supporters that may be willing to take action on your behalf, to potentially include fundraising, writing letters on behalf of the sanctuary program, or offering other forms of support. You will start out small with it and then, if done right, the number of friends and followers will rise and when it surpasses 10,000 you begin to have some leverage with that kind of status and following. This is what will ultimately get you to a place where you can be more effective with fundraising, sponsorships, and beneficial partnership arrangement.

The group also talked briefly about concerns that could arise if the sanctuary appears to be showing favoritism to organizations or businesses that it becomes Facebook “friends” with and that it might occasionally “plug” through online posts. The sanctuary will continue to try to be fair and open, but some complaints might be inevitable.

The group looked briefly at the Thunder Bay National Marine Sanctuary’s Facebook page and agreed that they are probably offering a good model for what’s possible and successful.

Final thoughts on this including re-emphasizing the need to get the CINMS Facebook page up and running soon – not letting a long preparation and planning horizon keep it on hold. There is a lot of good content available. Another closing thought was a reiteration about the importance of making this a dedicated part of someone’s job at CINMS.

2. Convention & Visitor Bureaus

Subcommittee Member Suggestions and Recommendations for Successful Outreach and Connection with these organizations

Mike Murray explained that at the recent national SAC Summit, he and SAC Chair Eric Kett heard a lot about the importance of connecting sanctuaries to the tourism, visitor, and recreational industries. Mike explained that Eric Kett would like to extend an invitation for representatives from local Convention and Visitors Bureaus (CVBs) to attend a future SAC meeting, teach us about how they market the destination, and then engage them in discussions about what the sanctuary may have to offer to enhance their marketing efforts.

Chris Mobley liked the idea of possibly setting up a panel of visitor bureau representatives, including perhaps someone from the Monterey or Santa Cruz area with experience marketing some aspects of that sanctuary. Michael Cohen thought something like that could work, but emphasized that it could not take the place of sanctuary staff becoming members of these groups (approx. \$400/year). He knows people at the Santa Barbara CVB that are really good at what they do and could be very helpful in discussions about how to connect with the sanctuary. With regard to what the sanctuary can bring to these organizations, Chris pointed out that sanctuaries do get a lot of very visible media attention, which CVBs would value. The group talked about other aspects of the sanctuary that should hold some appeal to CVBs, including the visitor centers we enhance with exhibits and kiosks. It was suggested that Chris Mobley should attend and maybe present the sanctuary to the CVBs.

3. Administrative Business and Next Steps

Michael Cohen offered to provide a subcommittee report at the next SAC meeting.

The Subcommittee agreed to review the initial/draft CINMS Facebook page, when it's ready.

The Subcommittee can reconvene to evaluate the page and help move it forward successfully. The date for that future Subcommittee meeting has not yet been set.

2nd Meeting of the Marketing Subcommittee

November 8, 2012 -- 10:00 am to 12:00 pm

Santa Barbara Zoo, 500 Niños Drive, Santa Barbara, California

DRAFT Meeting Notes

Subcommittee members in attendance: Michael Cohen, Andrea Mills, Luhui Isha Ward (on phone); Phyllis Grifman (on phone), Susan Curtis (on phone).

Sanctuary Staff: Julie Bursek, Shauna Bingham, Mike Murray.

Channel Islands Sanctuary Foundation: Harry Rabin, Board Liaison.

1. Synopsis of Education and Outreach Drivers, Resources, and Program Priorities

Julie Bursek, CINMS Team Lead for Education and Outreach, provided an overview of priority program areas, touching on audiences reached, key partnerships, resource challenges, funding mechanisms, and opportunities. Members were impressed with how much is able to be accomplished with such limited staff and funding.

Michael Cohen: Very impressive what you can all accomplish with such limited resources, but it looks like you need more staff. Maybe university partners can help contribute more, and have a presence on the SAC and its working groups.

Harry Rabin: Would be a good starting place to go back and review what was done with funding several years ago (prior to 2004) when there was some additional budget discretionary funds available for education and outreach. The group talked about how several sanctuary programs were started prior to 2004, such as MERITO, but have since then either had to be kept going with external funding arrangements, or not at all.

Michael Cohen: Strong area of emphasis should be “new media” (not just social media). [According to Wikipedia, “New media” refers to on-demand access to content anytime, anywhere, on any digital device, as well as interactive user feedback, creative participation and community formation around the media content]. The CINMS web site is good but could be so much more. Short of additional cash coming in to the sanctuary, new media seems like it could be the most important focal area. Done right, it can feed everything else. Maybe within the Channel Islands Naturalist Corps there may be a few folks with the skills and interest to help with this.

2. Sanctuary Outreach Program

Shauna Bingham, CINMS Volunteer Outreach Coordinator, reviewed sanctuary outreach programs and products. She began by explaining that the sanctuary and the Channel Islands National Park recruit, train and manage 140 volunteers members of the Channel Islands Naturalist Corps. Members are on whale watch trips and other marine excursion tours, leading island hikes, and working at community outreach events. It takes about 3 staff to manage the program. The volunteer contributions are worth about \$600,000 to \$700,000 in value.

Shauna then stepped through a tour of printed sanctuary outreach products, including various brochures, field guides, books and posters. Shauna pointed out which few products, such as the *Protecting Your Channel Islands* brochure remain a priority that we try to find funding to keep going, and characterized most of the remaining products as having not been restocked for a while, with many having been opportunistically produced. When asked what we might try to reprint/restock next, Shauna replied: 1) *Protecting Your Channel Islands* brochure; 2) the CINMS large map poster; 3) the Boating & Safety brochure.

Michael Cohen: Understand that you need to have some printed products, but for the most part “print is dead”. The sanctuary might be better off putting whatever printing funds that can be obtained into electronic products, mobile/tablet products, and help with online services. Tablets are going to end up being everywhere, used for everything, and linked to databases, so that seems like the direction

to move in. Staff described some of the newer projects that are in fact moving in that direction (e.g., a “Whale Spotter” app, the California Tidepools app).

Michael Cohen: The new California Tidepools app is great. It offers so much more potential to get sanctuary messages out, as well as to help with fundraising.

3. Long Range Interpretive Plan for West Coast National Marine Sanctuaries

Julie Bursek highlighted CINMS segments of this draft plan, and then showed slides to explain the types and locations of CINMS signs and kiosks, as well as various partner facilities that currently, or will in the future, bring visibility to the sanctuary.

Harry Rabin: Perhaps the kiosks could be integrated into student activities, driving more interest to the sanctuary and serving as something that is attractive to potential funders.

Michael Cohen: It costs money to maintain, update and replace signs. However, linking your signs back to websites (e.g., with QR codes) can really help. Julie Bursek explained how we are starting to do this with some newer signs. Also, with regard to the very real need for additional funds at the sanctuary, Michael Cohen noted that it is important to keep in mind that lots of people will contribute something as small as one dollar for lots of things. And so, with this in mind, perhaps at the various sites, facilities, and places of interaction that Julie described visitors can be asked to make a small contribution, like just a dollar? Those small amounts of funds could help with upkeep, maintenance, etc. Think of the Zoo train as a successful example.

4. Organizational Memberships

A list was provided of organizational memberships that CINMS has which relate to sanctuary education, outreach, tourism, and marketing. Julie Bursek and Laura Francis maintain some memberships, but it used to be the case that the sanctuary was able to participate in even more.

Michael Cohen: Suggests that sanctuary staff consider joining the Convention and Visitors Bureaus in both Santa Barbara and Ventura. Just get a membership (don't have to be on the board) to get linked into the tourism sector and destination marketing.

5. Social Media and Online Tools

Time was running short at this point in the meeting, but staff acknowledged that the list of online tools that Michael Cohen had previously shared with the Subcommittee via email (see attached) was a very helpful starting point for investigating some options of interest. Michael Cohen indicated he might be able to help bring in some expertise to help us understand and evaluate the latest available tools.

The group also quickly reviewed recently compiled CINMS web site visitation statistics, noting that the overall traffic was pretty good, and that there is something to be learned about which pages are most visited. That said, it was also understood that visitation could always be driven higher, including to certain pages that we may want to be seen more often. Using Google analytics, Michael Cohen said, we could learn a lot more about how the CINMS site compares to others.

6. Administrative Business and Next Steps

There was a nomination made by Michael Cohen for Rich Block to be chair. However, given his absence, the group deferred taking any action on this at this time. The group asked that a simple staff report be provided at the next SAC meeting. Michael Cohen added that he hopes the Subcommittee will soon get to the point where they are laying out some real actions that can be taken, and helping to get things done. He hoped that an extended planning and study process would not characterize the road ahead for this group.

The sanctuary staff present agreed that they should come back to the subcommittee with some specific high priority needs that they feel the subcommittee could help with. It was suggested that the next meeting could be in January.

ATTACHMENT:

Notes from SAC member Michael Cohen, President, Santa Barbara Adventure Company

September 19, 2012

With permission, shared with the SAC Subcommittee on Sanctuary Marketing

Mike [Murray]:

I will be bringing this up at the next meeting, but I wanted to get you an outline of thoughts. My business lives and dies by our online campaign, we are currently #1 on trip advisor and well ranked on Google. We ask all of our guests where they heard about us and 90 percent say through Google and trip advisor. We need to have a review of and plan for the CINMS internet presence moving forward if we are going to create visibility. This is essential to move forward and will add to your bottom line over time. The biggest challenge is setting up a solid plan and designating a paid person to get these steps accomplished. You have to look at it as being as essential as opening the doors and paying the power bill, or making pay roll. It has to happen regularly and be monitored for progress. Basically, you'd need to evaluate your staff, reassign duties, and assign these tasks with a plan. Or, hire a consultant.

I realize your funding is short and no one can do this stuff on your current budget. However, this project alone will increase your visibility and income more than any other plan we put forth. It is an issue of realigning funds and staff duties, which may not be possible. But the results will be worth it. I know I'm not super realistic on this front as you are already doing so much with so little, but I can dream.

Website, social media, and blog review:

This could be a basic plan, and is based on a quick review of your current internet media presence.

- **Internal Control of Online Content/Presence.** Look at who has control of your new media assets, and how to can gain control to make your site and internet presence more effective. You have a lot of cool stuff that could be used as content. All of your SAC members could push the content as well, and link into your assets when possible using: Facebook, websites, reviews, and Pinterest. You'd need one person or a small team in your office to control it. How does the organization make changes, updates and additions to the website, reviews and social media? What are the steps? This should be streamlined with control to come from your office, and ideally be handled by a person or team that is new media savvy. This can affect Google rankings, search engine optimization, Facebook and reviews.
- **Trip Advisor Attractions.** Get listed on Trip Advisor and Yelp. Solicit and get ratings. To get reviews we'd need to determine what people are visiting. This may have to wait until there is more of a physical space to visit, like OCTOS or the Channel Islands Boating Center, but we need to get CINMS listed and bring in reviews. Consider that if State Street in Santa Barbara can have a Trip Advisor page, then CINMS could be working on a review presence. All SAC members could help and may link to it. Check out this "Things To Do in Santa Barbara" Trip Advisor page: http://www.tripadvisor.com/Attractions-g33045-Activities-Santa_Barbara_California.html
- **Google and Search Engine Optimization (SEO).** You have good rankings for the Channel Islands National Marine Sanctuary. We should also look at getting your ratings boosted on just "Channel Islands." You have what Google loves, which is educational and free content. Some tweaking could get you even higher ranked. You don't want to wait until you have to two new physical attractions (OCTOS and CI Boating Center). Google places and Google ratings should be included. You may need a consultant, or I could have my person look at your stats. We should look at the words "channel islands" as your main key words. You'd probably never top the Channel Islands National Park rankings but you'd want to be ranked 2nd.

- **Facebook.** This is your Facebook page: <http://www.facebook.com/mchiacos?composeropen=1#!/pages/Channel-Islands-National-Marine-Sanctuary/132504840120529>. Suggest getting someone young to update and post. The value on this is actually very high and should be a priority. You will easily get “friends” and “actions” because what you are doing in a lot of cases is very cool. This is essential for increased visibility and should be looked at as a required duty, somewhat. The experts suggest posting 1 time per day. Let’s start by just getting CINMS up and running. Again, Facebook will love CINMS - it is something all fans can get behind. Get control of this and use it. It is your greatest tool for views. Remember “cool” wins on Facebook.
- **Blogs.** You could use Facebook as your blog, but Google ranks new educational content the highest. Then your fans can push it even further through their social media contacts. Every “like” gets 1,000 views, which is a far reach. You need a blog on your website. You are already doing it, sort of [<http://channelislands.noaa.gov/focus/wnew.html>], but we should evaluate doing that in Word Press in order to increase Google recognition. We should also talk about the fact that you are already blogging in a way, but how it can enhance search engine optimization.
- **Pinterest.** I recently saw an expert speak on social media for the tourism industry through the Santa Barbara Conference and Visitors Bureau. He recommend if you only have limited time and resources focus on Facebook ads, Facebook calls to action (think likes and comments), and Pinterest (this is picture board that is used in social media). This is your Pinterest board: <http://pinterest.com/search/?q=channel+islands+national+marine+sanctuary>. Gain control of this and get many cool awesome photos up.
- **Flicker.** Again, another posting place for photos that people can use and browse. Very cool and helpful for links, likes, and search engine optimized (somewhat). People use the photos for Pinterest or personal stuff, so be warned about licensing.
- **Promotional video.** Suggest 1 minute or less, with a clear message about what are you saying, selling, calling to action. Ideally post on your web site, not YouTube, to keep people on your web site.
- **Links in.** You want to encourage all SAC members to list and link to the CINMS web site. You want any articles online to link in to your site. You don’t want people to leave your site, so you have to reduce links out from your site. For any article about the sanctuary, you should request a link into your site. These are gold.
- **Local tourism web sites.** Consider: www.santabarbara.com, santabarbaraca.com, ventura.com, oxnard.com, etc. You need to spend time getting CINMS linked and listed on any associated site you can find. Consider paying for some pertinent memberships and advertising. Think “links in” -- they boost your ratings.

Take a good look at my web site (<http://www.sbadventureco.com/>) and you will see what is considered cutting edge, even though it is already outdated and we are planning a new web site next year. The new sites are faster, bigger and ranked higher with all of their tabs, links in, photos, etc.

I am happy to help, including having my person review your site and statistics or discuss at meetings. On the Santa Barbara Conference and Visitors Bureau board I am outspoken about keeping that organization cutting edge with new technology. It is all going to mobile at a very fast rate, so you will need a mobile site down the road.

Let’s talk more at the meeting this Friday.
Excuse the typos.
Michael Cohen

Sanctuary Advisory Council

Meeting of the Subcommittee on Sanctuary Visibility and Marketability

September 10, 2012 -- 6:00 to 8:00 pm

Santa Barbara Zoo, 500 Niños Drive, Santa Barbara, California

Meeting Notes

I. Setting the Stage

Introductions: Who's here, and why?

Sanctuary Staff: Chris Mobley, Mike Murray, Shauna Bingham, Julie Bursek, Sara Hutto.

SAC members present, and introductions:

Michael Cohen – Michael reported that he is here because he owns a small business that has guided 4,000 people sea cave kayaking on the islands this year. He hopes to share his marketing experience and connection to the Board of Directors of the Santa Barbara Conference and Visitors Bureau.

Andrea Mills – Andrea stated that she wants to be a part of this because Island Packers provides the sanctuary with the most physical visibility to visitors.

Rich Block – Rich reported that the SB Zoo does a lot of marketing with the goal to use the zoo as a launch pad for visitors to be inspired to go out and really experience nature. With around 450,000 guests per year, Rich and his staff feel that “zoos are nature’s largest billboard”.

Susan Curtis – As a land use planner with the County of Santa Barbara, Susan has done a lot of media and outreach, and developed the 2012 census multimedia communications campaign, during which she learned a lot about free media options that she can share.

Amanda Allen – As a Sanctuary partner, the Ty Warner Sea Center recently launched an MPA exhibit. Amanda is interested to learn about marketing strategies and apply what she learns to the Sea Center.

Maria Petueli – As a member of the Sanctuary Education Team, Maria hopes to provide a link between the SET and this subcommittee and she stated that there marketing ties into a lot of education programs.

Eric Kett (on phone) – Because visibility and marketing are a national sanctuary priority, Eric hopes to be involved with developing marketing strategies that can be shared at a national SAC Summit meeting coming up in December.

Phyllis Grifman (on phone) – Interested in elevating public knowledge of the sanctuary.

Current Sanctuary Situation

Chris Mobley, Sanctuary Superintendent, spoke regarding the urgency to increase awareness and visibility of the Sanctuary. This is partially due to budget realities; with no increase since 2006, most of our contractors are gone and our research vessel is barely operating. He continued that there is a sense of urgency on the national level to develop new funding opportunities and new partnerships. He emphasized that we need sustainable, long-term ideas that won't fizzle out. A few of his suggestions were to learn from other sanctuaries sites, partner with local hotels, and use the skills and expertise of the members of this subcommittee. We need to better understand our audience, the best way to reach them, and our key partners. He continued that national marine sanctuaries are very innovative, but sometimes they develop short-term ideas that fizzle over the longer term. Chris would rather see fewer, more quality ideas come out of this group that can be sustainable. He also

requested that the subcommittee keep the Channel Islands Sanctuary Foundation in mind regarding issues such as the cultivation of partners and movement of money, and to expect to work with Harry Rabin, the new liaison to the foundation.

Eric Kett asked what we had in mind in terms of increasing marketability – increasing visitorship? He expressed caution regarding an emphasis on more visitors, and worried that higher level government officials may see an opportunity to impose user fees for the sanctuary. He suggested that the group remember and stress the idea that the sanctuary is important to the community and needs to keep it funded and open to the public; we don't want to misrepresent the marketing issue. Shauna Bingham added that another goal should be stewardship, not just visitorship. Andrea Mills added that the group needs to define which audience to market to before determining the tools to use.

Presentation: “*Sustaining Our Sanctuary Communities: Perspectives from the Channel Islands National Marine Sanctuary*” (May 2011)

Mike Murray gave a brief presentation to the subcommittee regarding the relevance and importance of CINMS to the community, a talk he gave last year at the annual SAC Summit. Some suggestions and goals he gave were to broaden our sphere of partners, stay rooted in our community focus, continue work with the SAC, and to bring the greater NOAA to the community (in addition to the Sanctuaries program).

Group Discussion

Chris Mobley suggested that it would be good for the group to know where the sanctuary is starting from, including what we already have to work with and some of our lessons learned. He reminded everyone that we are not starting from zero and that sanctuary staff do a lot of marketing and outreach. He suggested that maybe the group should focus on how to make current work more effective instead of creating new programs or ideas. Julie Bursek added that we could improve our relationship with some sectors of the community (e.g. inland Californians that use these waters for boating) and that sometimes not being the lead, but being present while encouraging others, is most effective. Michael Cohen suggested that the group get involved in all the surrounding cities' CBBs (conference and business bureaus). The subcommittee briefly discussed the end goals, and whether revenue increase, or just visibility increase would be the focus.

II. Getting Organized

Identification of Subcommittee goal(s)

Mike Murray presented the following DRAFT goal as a place to start:

Develop and recommend to the Sanctuary Advisory Council strategies and actions for enhancing the visibility and marketability of the Channel Islands National Marine Sanctuary. Ideally, implementation of the group's recommendations would:

- *be done in a collaborative, partnership-based fashion;*
- *be feasible despite limited available sanctuary resources;*
- *compliment and be supported by the Channel Islands National Park;*
- *represent and be perceived as fair play;*
- *help stabilize and sustain sanctuary programs that are valuable to the community;*
- *enhance the value of the sanctuary for local businesses and organizations; and*
- *strengthen and increase the local support base for the sanctuary.*

Consideration of this goal was given by the group, but there was no suggested editing or adoption of it at this meeting. Rather, it sparked conversation about a variety of marketing approaches that might have value for the sanctuary.

Susan Curtis: People will invest in what they value; what is valuable to the community.

Chris Mobley: It's important to find ways for people to take action (e.g., make a small donation) that are effective, but not "annoying" and not apt to create conflicts with other partners.

Amanda Allen: Success for us is more than just getting people into the Sea Center, but having them leave with an emotional connection. And everyone is different.

Rich Block: This is a very different sort of marketing challenge. We need to be clear about how success would be measured. Maybe we go to what Jim Collins (author, Good to Great, and other books) refers to as the "hedgehog" -- the one thing you do better than anyone else. At the Zoo, we create "high quality experiences that bring people and wildlife together". So success can be measured simply by answering "are you doing what you are best at?" Ideally sanctuary partners could be carrying the freight (on marketing), with sanctuary staff orchestrating.

Chris Mobley: This place and this sanctuary are very special. With budget cuts we have been forced to hand off more of our programs to partners, and it is difficult.

Rich Block: Think of the possibility of CINMS being more like a wholesaler of sanctuary products and tools. For example, posting the PDF version of Sanctuary Watch [a quarterly newsletter produced at ONMS headquarters] on 150 partner web sites (all of whom should be linking their sites to CINMS), and then letting those partners do the promotional work (including via social media). You want to infect and influence the message through the "retailers." It results in a better message too, because it's not just the sanctuary saying that the sanctuary is a good thing.

Chris Mobley: To do that well, we need a good understanding of the interests and needs of these partners and potential retailers.

Julie Bursek: Agreed, for example we could assess the utility/need for our MPA outreach products. Shauna Bingham: It would be helpful to have assistance with review and evaluation of the tools we've used for outreach/marketing.

Michael Cohen: Through all of this we also need to find streams of funding that come back into the programs. This needs to be sustainable.

Rich Block: At the Zoo he practices what author Jim Collins calls "productive paranoia" -- throwing out everything that can happen/go wrong and making a plan for dealing with it.

Rich Block: The sanctuary could become the source of information that others will value and consider essential. When that happens, then you can let your partners carry the ball.

Phyllis Grifman: We may want to do more market research, perhaps with focus groups or surveys. It may be wise to gather more information about what people know and what they value about the sanctuary.

Susan Curtis: And perhaps the group to focus such a survey on could be the sanctuary partners and “retailers”.

Eric Kett: The sanctuary has been missing the biggest user group – the fishing community. They don’t wish to support CINMS. If we promote the sanctuary for fishing (it has the best fishing in the world, recreationally and commercially) then a lot of support could come forward. Consider also that divers from out of state make up most of the paying customers on local dive boats.

Rich Block: [in response to questions] Reading recommendations: Good to Great, How the Mighty Fall, and Great by Choice by Jim Collins. Available from jimcollins.com.

Information Needs:

The subcommittee discussed the type of information they would like to receive in order to move forward. Staff will gather and send these materials, as possible, to the subcommittee in advance the next meeting.

Specific informational needs identified:

- Additional information from staff about CINMS programs, including marketing tools currently used (e.g., Sanctuary Watch newsletter from ONMS headquarters)
- CINMS online statistics and visibility (web, social media, other).
- Channel Islands Sanctuary Foundation (role and plans).
- Information about how other sanctuary sites (e.g., Gulf of the Farallones) have sustained key programs using entrepreneurial approaches.
- Information from ONMS headquarters on what’s being done to increase sanctuary visibility nationally.
- A list of places where CINMS has a presence (centers, museums, exhibits, signs, materials stocked, events worked, etc.)
- A list of CINMS memberships in tourism boards (and similar organizations).
- Any slogans that we use, or statements that communicate our “hedgehog”.

Subcommittee or Working Group:

Mike Murray explained the basic differences between a SAC Subcommittee (council members only) and a SAC Working Group (open to non-SAC members, meets in public). The group preferred to remain a subcommittee for now, and to delay any formation of a working group until the goals and strategies are better organized and identified. The group also decided to appoint a chair at a later date.

Future Meetings:

It was agreed that in order to determine the best date for the next meeting, Mike Murray will send out a doodle poll for options in October. The group discussed meeting options, and some members requested that a conference call or webinar be set up to facilitate those that would have to travel. Rich Block offered to have the group come back to the Zoo.