



2011

Seattle
Aquarium
Goals and
Results

2011 GOALS & RESULTS

1. KEY METRICS & ACHIEVEMENTS

a. General

- i. The Aquarium increased attendance by 1% to 802,649 visitors, the ninth largest Aquarium by attendance in the United States, and among the top five paid visitor attractions in the Puget Sound region. 587,472 general admission visitors, 143,452 member visits and 40,000 student visits. We were pleased to increase our community outreach admissions by 36% this year through a new initiative with partners Big Brothers Big Sisters of King County and the Salvation Army.
- ii. The Aquarium generated \$11,733,672 of revenue, making it among the top 75 largest nonprofits in the region. Preliminary year-end financials indicate an operating loss of \$125,000.
- iii. We held over 108 evening rental events, attended by more than 34,592 guests. Some clients included: Boeing, Wells Fargo, Amazon, Bill & Melinda Gates Foundation, American Fisheries Society, Accenture, the City of Seattle and UW.
- iv. The Café/Evening Rentals and Gift Store produced a net income of \$936,300 in support of the Aquarium and its Mission.
- v. As of 12/31/11 the Aquarium staff is comprised of 46 Aquarium/City employees and 51 Aquarium nonprofit employees. Under the Operating Agreement with the City of Seattle, City employees have until the end of 2014 to transition to nonprofit employment.

b. Program Impact

- i. 39,335 students attended class experiences at the Aquarium; 16,210 in formal classes, 23,125 in self-guided visits.
- ii. Increased summer camps to 11,212 campers, a 38% increase.
- iii. Conducted 4 training workshops attended by 120 teachers.
- iv. Over 32,000 people participated in low-tide beach experiences with 200 volunteer Beach Naturalists.
- v. Distributed 250,000 Seafood Watch pocket guides for sustainable seafood consumer education. Also trained 100 local seafood restaurant personnel on sustainable seafood practices.
- vi. Over 750 guests attended our 5th Sound Conversations lecture series featuring Kristin L. Laidre, Ph.D, Mark Schrader, Daniel Beltra and Gary Chittim.
- vii. Hosted the 7th biennial International Sea Otter Conference, attended by 120 experts with 53 presentations.
- viii. Five scientific papers were published in peer-reviewed journals; conducted field research efforts related to sea otters, Washington and Hawaii reef surveys.
- ix. Convened a new Marine Conservation Network with 15 leading marine environmental organizations to encourage collaborative efforts focused on Puget Sound and the oceans.

c. Future Direction

- i. The Board of Directors adopted the Seattle Aquarium Strategic Plan in May 2012, laying out in clear and concise terms the future direction for the Aquarium.
- ii. Seattle voters, with Aquarium support, voted overwhelmingly to proceed with construction of a new State Route 99 tunnel and removal of the Alaskan Way

Viaduct. This opens the way to an entirely new Waterfront, with the Aquarium at its center.

2. DEPARTMENT ACCOMPLISHMENTS

a. DEVELOPMENT

- i. Annual Fund Goal: \$480,000, Result: \$477K
- ii. Special Event Goal: \$809,000 (gross)/\$415,000 (net): \$740,114 (gross)/\$364,900 (net)
- iii. Develop a fundraising plan to proceed in parallel with the conceptual design and planning for capital investment in Pier 60 with target completion of summer 2013. Done: Fundraising Operating Plan completed. Board campaign launched. Collateral for campaign under development. External prospects identified with research underway.
- iv. Completed an Individual Giving Plan which is systematic and donor centered before August 1st.

b. **CONSERVATION/EDUCATION:** Conservation/Education Department's major focus was on building a high quality informal science education and conservation programming and increasing attendance in programs by addressing the major goals listed below. The department worked actively with the Development staff to secure funding needed to reach many of these goals and develop new programming. Nurturing and building on existing partnerships (COSEE, Informal Science Consortium, Islandwood, UW Department of Museology) as well as developing new partnerships continue to be an important strategy for expanding our presence in the community and extending our resources. Training, supporting and growing Conservation Education staff and leadership is essential to reaching goals for 2011 and beyond, and continue to be an important primary goal.

- i. **Expand conservation messaging** throughout the Aquarium and the community.
 - **Beach Naturalists:** Train 160 Beach Naturalist volunteers to make 25,000 public contacts: **200 volunteers with over 32,000 contacts**
 - **Citizen Science:** Reach 225 high school students in 12 local schools: **375 students in 13 schools plus developed contacts with Citizen Science programs in Ukraine, Chile, Russia and UNESCO.**
 - **Diversity Outreach:** 1000 participants via Latino Family Night: **475 of a more selected audience**, Salmon Homecoming: **750 participants**, MESA, tribal, Goodwill pilot project, IDHA Project Wild; **Completed.**
 - **Seafood Watch:** Distribute 250,000 pocket guides: **Completed**; train 100 seafood restaurant personnel: **Held a single more intimate function with about 30 seafood personnel with Monterey Bay Aquarium staff; translates to over 100 restaurant staff affected by these 30. Added two new sustainable seafood members to our partnership with total of 19 for 2011.**
 - **Ocean Change messaging:** train 50 Aquarium, NWZAA staff: **Nicole Killebrew and Darcie Larson completed three trainings around the country with the National Network for Ocean and Climate Change "Interpretation Study Circle." These findings integrated into "Reflecting on Practice" informal science training begun in 2011 and to be completed in 2012.**
- ii. **Visitors:** Increase quality of and participation in visitor exhibit experiences.
 - Evaluate and upgrade three major public presentations (WOWW, DOME, and Marine Mammal): **Major focus was on Underwater Dome talk;**

revisions were made to improve experience for guests during high-traffic Summer season to shorten the time interpreters were on microphone with the diver and shift focus to informal, non-microphone interpretation. Feedback was that this did improve the experience for guests. Some modifications were made to the mammal talk with the introduction of the NASA- funded improvements (kiosks, new cart), and formative evaluation as part of the NASA grant was conducted. WOWW talk is still on the list to be evaluated.

- Expand E-learning volunteer training program with 2 additional modules: **Two new diver modules covering information on our Pacific Coral Reef Fish and the Underwater Dome were added during 2011, and a third, focusing on WOWW, was completed in November of 2011.**
 - Continue working with UW Museology Department and Aquarium family/school programs team on evaluation and development of young family programming in exhibits. **Completed.**
 - Broaden and enrich utilization of volunteers: **Multiple actions:**
 - **Improved Aquaversity schedule to address volunteer needs per the survey given in 2010. Added additional FAC Aquaversity to encourage volunteers spending time interpreting in FAC. Discussions have been ongoing regarding the development of a new volunteer position available for volunteers who showed proficiency and were given further training, some kind of leadership position.**
 - **Developed and implemented the Volunteer Training Assistant program (VTA). The VTAs assist staff with new volunteer orientation and training. This has proven to be very successful and is helping make a smoother transition for the acting Training Supervisor**
 - Increase training opportunities: **Staff attended the NAME conference, AZA, and began the "Reflecting On Practice" training. For volunteers: increased Aquaversity offerings. For both staff and volunteers: offerings such as the Seafood Watch training, artist trainings with the Spill and Watching Waters exhibits.**
 - Staff Family Activity Center, Wonder Cart, PCR "dryside" presentations: **FAC and WonderCart were staffed using restricted funds from NOAA Orca and NASA (May-Sept 2011). PCR dryside presentations were implemented in early 2011 and as planned, were stopped when crowds became too big. We have not reinstated the PCR talks due to poor audio quality when more than a handful of visitors attend the talk.**
- iii. **Education Programs:** Increase quality of and participation in on/off-site education programs
- School Programs: develop/implement outreach program; market to new audiences: **New programs included Sea Songs & Stories, Ocean Animals, Home School Thursdays, Sea Star Holiday Camps and Plankton Lab.**
 - Summer Camp: add 2 camps for younger children: **38% increase with new Islandwood and Seattle Children's Theater camps.**
 - Family Programs: use multi-purpose room to increase toddler/young family programs offered by adding 5 summer sessions, 6 fall/winter sessions: **Exceeded goals with 5 summer sessions and 10 for fall/winter (over 50% increase).**
 - Teacher Workshops: increase with 2 new workshops: **Exceeded goal with 3 new workshops with Ocean Science, Nat. Geo Society, "My Place in Puget Sound" and "Orcas in Puget Sound" with KCTS Quest.**

- Outreach: Develop/implement K-12 outreach program: **Refurbished existing early childhood kits and piloted partnerships with Salmon Bay Elementary and Starbucks Day Care.**
 - Continue working with Teacher Advisory Group to build quality school programming: **Collaboration on-going.**
 - Provide staff with focused professional development opportunities: **"Reflecting on Practice" series started in 2011 to raise informal science education/inquiry skills with visitors and students to be completed in 2012. Staff attended the NAME conference, AZA, NNOCCI Study Circle. In addition, over 10 staff participated in over 12 professional development trainings including several at AZA national.**
 - Continue development of three new curricula for high school/middle school students, self-guided middle school exhibit visitors, family exhibit visitors: **Achieved new high school program, redeveloped Salmon Field Lab and added NASA curriculum for self-guided audiences.**
 - Complete final year of implementation of Ocean Science program to reach 2400 students, 80 teachers and 100 families in Western Washington: **Completed.**
 - Develop/implement Ocean Change program: **No – NOAA funds not received; will try for funding in 2012.**
- iv. **COSEE Ocean Learning Communities**
- Catalyzing scientist involvement in marine and geosciences: **Ocean Inquiry Project cruises, hosted UW scientists/educator fair, hosted Orca Bowl, co-sponsor of Sound Conversations, NAME conference participant, Family Science Weekend.**
 - Promote scientifically/educationally rigorous citizen involvement in marine/geosciences: **collaboration/workshops with UW Sound Citizen, "My Place in Puget Sound" collaborator, broader impacts workshop with scientists at Aquarium.**
 - Cultivate new and existing partners: **collaborations with UW College of the Environment functions, UW Sea Grant, COSEE Alaska and COSEE Pacific.**
- v. **Other**
- **Sustainability:**
 - increase recycling/compost: **increased about 40% to 80Tons/yr;**
 - decrease carbon footprint of 2010 (411 Tons); **no change in '11.**
 - **Conservation Networking**
 - **Established Seattle Aquarium as the hub of new "Marine Conservation Network" of 15 leading environmental orgs with fall '11 breakfast launch, gubernatorial forum of Jay Inslee in Dec. '11 (followed by Rob McKenna in Feb. '12) and more collaborative events planned for '12.**
 - **Public Policy/Affairs**
 - **Increased Aquarium's "authority branding" potential with emergence of a more active public affairs role around marine conservation with Board's Public Partnerships Committee and Public Affairs sub-committee.**
- c. **FINANCE & ADMINISTRATION:** In 2011, many of the successful work products were often preceded by "first-ever." These included implementation of the first combined budget, first audit of combined performance, board reports requiring reference to non-SEAS financial totals (for first half of 2010). On the IT front, outsourcing the function responsibility to an outside firm seemed prudent and the results were positive. A new

manager was named head of the Admissions team which can proudly boast an increased number of visitors over the previous year.

i. **Accounting/Finance**

- Support Finance Committee with timely financial reporting and analysis. **"FinComm" report is prepared monthly. The strategic intent for these reports to be robust enough to serve as 'early warning' indicators was the case in 2011.**
- Upgrade monthly management/Board dashboard with key metrics. **See "Attendance & Revenue Report"**
- Provide consistent, detailed monthly departmental financial reporting. **All 22 Aquarium departments receive detailed monthly financial reports comparing actual to prior year and budget.**
- Complete Clark Nuber PS financial statement audit by April 2011. **Clean opinion and first-ever A-133 audit had zero findings.**
- Submit Form 990 tax return & state returns by September 2011. **Returns were filed consistent with IRS approved extensions.**
- Produce annual budget for 2012 in Fall 2011 with bottom-up participation. **Improved over prior year versions – started earlier and conflicts were resolved collaboratively and end product delivered on time to Executive Committee and full board in December.**
- Adapt financial and accounting system and procedures to ensure compliance with federal funding guidelines. **Completed.**

ii. **IT**

- Move toward open, transparent institutional calendar. **Significant institutional movement made culturally to utilize the MS Outlook tool to organize work at the Seattle Aquarium.**
- Support IT needs across all departments. **Using a ticket based system and excellent work the IT staff, the Seattle Aquarium has enjoyed a never-before-seen level of dedicated IT support.**
- Evaluate outsourced IT model. **Aquarium spending on IT is the equivalent of 1.8 FTE – very compelling given the size and complexity of the organization.**
- Integrate Raiser's Edge and Galaxy POS. **Completed by in-house staff for significantly less money than if we had contracted directly to perform the work.**
- Install new telephone system. **Management decision to postpone this indefinitely due to cost and other relatively more important priorities.**
- **Late in 2011, momentum spurred by successful deployment of new wireless network in the Aquarium prompted a priority investment in "otter cams" modeled after Monterey Bay Aquarium. Working collaboratively (after several technical hurdles) with many departments in the Aquarium as well as outside consultants, this project was successfully delivered in early 2012.**

iii. **Admissions**

- Transform front admissions to better meet needs of the public. **Some improvements in 2011 include hiring of dedicated greeter/ticket-taker to expedite line movement and access and up sell memberships. A dedicated exit lane was developed with an exit only door. New security firm selected and deployed with particular attention to gate-jumping**

activities. Firm has proven to be less expensive than the incumbent and significantly more reliable and professional as well.

- Staff appropriately for Summer season. Completed by hiring greeter/ticket taker.
- Determine peer-informed best organizational structure. Ongoing work in progress.

iv. **Administration**

- Due diligence and planning to deal with impacts to Aquarium access which could negatively impact attendance (i.e. seawall, viaduct, utilities construction). **Disruption analysis is underway with peer review as well as request for information from appropriate external parties (seawall project team) to better inform relative impacts to Aquarium operations as early as Fall 2013.**
- Renegotiate external partnerships where appropriate to best meet aquarium requirements and opportunities. **Renegotiations with one partner improved financial results to the Aquarium by nearly \$40,000 during the year.**
- Collaborate in plans to strategically enhance the Aquarium's outreach to and access by underserved communities. **Existing process was identified via cross functional discussion. Strategic direction changed to emphasize use of partners better equipped to distribute community tickets on Aquarium's behalf, e.g. renewed Parks Department approach, new partnership with Big Brothers Big Sisters of King County and the Salvation Army. A new web page outlining who these partners are and how to connect with them was produced. Redemptions of community tickets were up 36% over 2010.**
- Maintain (with HR) the ongoing communication with City Aquarium labor unions. **See HR section for more details.**

v. **Concessions**

- Manage food & gift partner relationships to enable best level of mutual success. **Better than budgeted financial returns to the Aquarium in 2011 led by Sodexo performance. See Marketing and Evening events.**

d. **HUMAN RESOURCES**

- Compensation:** Develop plan and salary administration manual, includes a full market study.
- Support the Board Compensation Committee** in its strategic overview function.
 - **Compensation: The Market Study was completed along with the development of new Salary Administration process. 4/1/11 nonprofit wage review recommendations were completed. All was presented to and approved by the Compensation Committee. On 4/4/11, recommendation was presented to Executive Committee and was approved for implementation.**
 - **Merit Increases: Completed the approved wage review process for nonprofit staff and all wage increases were discussed with staff and implemented 4/1/11.**
 - **Job Descriptions: Finished the end of January as a first step for both the Market Study and the Performance Management process.**
 - **Annual Performance Review process: Completed as planned 4/1/11. 403b Investment Review Committee: We held our first meeting on 3/7/11 with the Compensation Committee and the Investment Advisor from QPS. Held a second meeting in October.**

- Annual Benefit Renewal: The renewal process for our Medical, Dental, Health care Reimbursement and 125 Flexible Spending accounts began in early May and was completed in June. Employee meetings held. New benefit plans were effective 7/1/11.
- iii. **Employee Handbook** developed and distributed to all nonprofit staff. Completed and introduced to Leadership Team on Nov. 15. Held three employee meetings to introduce the new handbook to non-profit staff first two weeks of December.
- iv. **Recruiting and Selection** process: Develop structure, policies/procedures/process in place and use consistently. Completed and approved by the CEO in August, implemented and used throughout the year. Includes a requisition form, requirement for updated job description, wage/salary review and structured posting, interview and selection process.
- v. **Conduct the annual "open enrollment"** for city employees to transfer to the nonprofit Aquarium.
 - Annual Transition Opportunities: These were completed as scheduled. Currently City staff have this opportunity in July and December of each year.
 - July 2011: We had 4 City employees transition to the nonprofit.
 - December 2011: No city employees transitioned.
- vi. **Maintain (with Director of Finance & Administration)** the ongoing communication with City Aquarium labor unions. Overall communications with the City labor unions have gone well this year. City staff have given us guidance and answered questions as they arise. Interactions with the Union representatives have gone smoothly when we have had reason to talk with them. We have continued our intention of being as transparent as possible with our staff and union representatives.
- vii. **Adopt a new employee recognition and fellowship program** to replace former Parks/SEAS programs. The first phase was completed. Implemented a new hire and employment anniversary recognition process which includes an introduction/announcement at the All Staff meeting each month, a handwritten card and Café certificate from the CEO.
- viii. **Other**
 - All Staff meetings: 10 monthly All-Staff meetings were held as planned.
 - Organization Chart: Project was completed end of January and shared with Staff and Executive Committee. This is updated as needed, distributed, and on shared drive for all to access.
 - 2012 Plan and budgeting completed.
 - Employee Relations issues: Managed through 18 major employee relations issues in 2011. These included retirements, family medical leaves of absence, and other issues.
 - Positions Filled in 2011: 18 total Regular Full and part-time non-profit:
 - 4 position filled by City staff who transitioned to the non-profit in July;
 - 8 replacements hired for staff who left employment; and
 - 6 new positions/additions to staff.
 - Turnover in 2011: 8 Regular staff members left Aquarium employment. 12 Temporary staff left employment. (Summer Camp staff)
- ix. **Safety and Security**

- Safety and Accident Prevention Program to be fully developed and implemented and tailored to the Aquariums needs. **A Parks Safety Specialist started working with the Aquarium one day per week in January, 2011 to assist in developing a Safety and Health program for our staff, volunteers and visitors to ensure we are both compliant and build safety into our culture. This program is approximately 75% complete. Completion of the critical staff, hands-on safety training became a priority. This included fire alarm response, CPR/First Aid, confined space, fall protection, MSDS and scissor and boom lift.**
 - **A Safety and Security Manager was designated on 7/6/11.**
 - **NASA - 504 Audit Completed: NASA had three representatives conduct a thorough audit of the Aquarium in mid January, 2011. We have a large grant from NASA and part of our requirements is to comply Section 504 which outlines the regulations for public access. These include reasonable accommodation for employees with disabilities; program accessibility; effective communication with people who have hearing or vision disabilities; and accessible new construction and alterations. Each agency is responsible for enforcing its own regulations.**
 - **NASA 504 audit report received. Reviewed and are working on next steps in implementation/compliance plan.**
 - **OSHA: Had OSHA inspection/walk through completed in August 2010. Worked with Facilities/Engineering to ensure all requested/required changes from inspection are completed. We are 100% complete on all items required.**
 - **Security: New security services firm contracted and hired and all has run very smoothly.**
- x. **Volunteer and Intern Program: Work to showcase diversity and continue to increase our recruitment efforts for new adult and high school volunteers.**
- **1089 (+15% from 2010) volunteers gave over 91,000 (+6% from 2010) hours of service to the Aquarium. The "donated value" of this time is nearly \$1.95 million.**
- xi. **Youth Volunteer Program: 4 students from under-served backgrounds were placed as paid high school interns; we attended 10 career and/or service fairs at area schools reaching approximately 2,000 students during those events. Prior to the summer session, we partnered with the Downtown YMCA which is working with at-risk students through Seattle's Youth Violence Prevention Initiative. They placed in the volunteer program 3 students who received stipends through YVPI.**
- xii. **Adult Volunteer Program: Made additions and improvements to adult volunteer recruitment efforts using Social Media. Doing this, increased the traffic to the Volunteer section of the Seattle Aquarium website, the number of requests for information as well as the number of diver candidates.**
- xiii. **Work with all Aquarium Departments to streamline the volunteer experience through the Volunteer Office in order to accurately track volunteer service and provide the necessary recognition and support.**
3. **New position descriptions were written for IT Help, Data Entry, Greeters, Development and Education with recruitment to take place in 2012. We continue to work with the Departments on what are appropriate roles for volunteers.**
 4. **100% of Beach Naturalists successfully entered and tracked using volunteer database. The Volunteer Office will continue work with the Beach Naturalists program to learn how to fully utilize the database.**

5. **100% of Aquarium volunteers were documented using the volunteer database we were able to account for episodic volunteers who helped with Otter Open, Splash, Little Bit Overnight and Coastal Clean-up events.**
 - xiv. Offer **training opportunities** for Aquarium Staff who regularly supervise volunteers.
 - **No official staff training conducted during 2011. Manager continues to work with outside organizations providing services for people with disabilities to find the best training for our staff.**
 - xv. **Increase the visibility and presence of volunteers** in all public spaces of the Aquarium.
 - **Discussions continued with Interpretation staff to pilot a new volunteer position available for volunteers seeking a higher level experience acting as a shift captain for Pier 6o. This plan was put on hold for 2012 with two staff taking leave .**
 - **Successfully developed and launched a Volunteer Training Assistant (VTA) program. The VTA volunteers assist paid staff during all three New Adult Volunteer training series. Though no formal evaluation has been completed of the VTA program, feedback indicates this was very beneficial to both staff and volunteers.**
 - xvi. **Review and evaluate the effectiveness of the current Volunteer Recognition Program.**
 - **Though we did not complete a formal evaluation of the current Volunteer Recognition Program, we did review the planning and implementation of our Annual Volunteer Recognition Event. Rather than relying on just Volunteer Office staff, we engaged a group of staff from all departments who know how to plan and execute high quality events. It was the most successful (and under budget) Volunteer Party in our history.**
- e. **MARKETING: Attendance:** The marketing department continued to support attendance and membership, maintaining flat attendance in another challenging year without new attractions or new programs in a lackluster economy. The department created excitement with new promotions to drive weekend traffic and created new, strong branded looks for our event series. The team executed a successful advertising campaign to maintain traffic during our peak season and continued to build on the media relationships for earned media. We started to define the role of Public Affairs for the institution. We produced another successful season of Sound Conversations.
- Communications:** We designed and produced multiple publications in support of staff, visitors, donors, events, members and volunteers. We selected and sourced gifts, uniforms and give-aways to support our many client group needs. We added consistency and increased professionalism to our graphic communications and signage. Through the addition of a web/social media staff member we quadrupled our social media presence and redesigned and added content and relevance to our website.
- Program Support:** We continued to work closely with education to design and develop materials in support of our NOAA and NASA programs. **Membership:** With a new membership coordinator staff and a data base integration project, we improved member communications, improved member services and benefits. **Facility:** We created new office spaces for many staff and created a professional multipurpose meeting/classroom suitable for internal and external use. We participated in developing improvements project for pier 6o. And we successfully integrated exhibits and graphics into the events and marketing team. **Evening events:** Through better calendar communication and process we made way for 95 evening events for additional audience exposure and revenue.

- i. **Gate:** Develop 2011 marketing plan to maximize ad campaign effectiveness, raise awareness and drive gate.
 - **Groupon Promotion – Set local sales record of 14,355 units and \$98,690 in revenue to jump start the first quarter of the year.**
 - **Successfully launched “Come See” campaign supporting local/tourist traffic during peak season.**
 - **Daytime: Maximize traffic and activity on no-school days. Increased Aquarium traffic with larger Hawaii event promotions (27%), new Marine Mammal Mania event (27%) and new Halloween activities (19%).**
 - **Evening: Increase third party event booking and continue to remove internal barriers for events.**
 - **Improved facility wide calendar process and protected prime calendar inventory to allow for 108 third party events totaling \$415,314 in revenue share to the Aquarium or a 28.6% increase.**
 - **Produced and installed 3 art shows that brought in new visitors and generated conservation conversations.**
 - **Lead the project to secure an appropriate security service provider and improved security standards of service.**
- ii. **Web and Social Media:** Improve website and social media effectiveness with minimal resources.
 - **Added staff web social media coordinator who successfully activated Aquarium social media and improved updating content on our website.**
 - **Launched fresh, current design for website with better navigation, more intuitive interaction and attractive appearance.**
 - **Launched popular Seattle Aquarium blog (blog.seattleaquarium.org) that supports our field and on site news and research.**
 - **Increased awareness of Aquarium special events on social media accounts by incorporating print design into digital media that are clearly driving traffic and awareness.**
 - **Leveraging our content-rich institution through content sharing on all social media platforms (Facebook, Twitter and YouTube).**
 - **Coordinated in-house design with digital media by integrating graphics staff to create needed digital materials.**
- iii. **Membership:** Establish desired target number of member households and create strategy to obtain this number. **Due to systems issues and lack of staffing and investment to support improved reporting we are still challenged in obtaining consistent, detailed reports. Data reporting on members is better but still needs improvement. Because membership is a percentage of gate we focused instead on better member services and communications on the benefits of membership.**
 - **Implemented exclusive programs and activities to add value for members.**
 - **Produced new events to drive gate & café revenue through “Member Early Openings.”**
 - **With addition of new membership associate, increased contacts with members.**
 - **Developed new collateral to bring awareness to membership benefits.**
 - **Improve member service and processing at gate.**
 - **Facilitated the RE/Galaxy sync which significantly improved service at the gate with real time integrated data.**

- Additional cashier training sessions to improve their knowledge of membership program and to assist them in providing improved member service.
- iv. **Front of the House, Offices & Public Spaces**
- Establish new process for exhibits to include all appropriate departments.
 - Assembled and organized exhibit ideas and requests from staff into single document to help prioritize next exhibit refreshment or redesign when funds become available.
 - Create standards for appearance front of house, including signage, graphics and interpretive messages.
 - Improved graphic consistency and brand application to new graphics and internally designed communication materials.
 - Coached internal graphic and exhibit staff for better understanding of professional information presentation.
 - Participate in facility improvements.
 - Facilitated upgrades and improvements to offices and meeting rooms.
 - Developed and executed new interpreter center in Aquarium East.
 - Created highly desired multipurpose room including the facilities first child sized furniture and first professional meeting room in aquarium history.
 - Improved education and interpreter offices in Aquarium.
 - Improved Aquarium conference room and library.
 - Liaison with staff and architects on conceptual renovation of multiple exhibits on Pier 6o.
Partner with architects on renderings for presentation materials for Pier 6o Harbor Seal exhibit for use in fundraising.
- v. **Other**
- Earned Media
 - Leveraged and increased earned media placements on Aquarium news and promotional subjects.
 - Public Affairs
 - Convened task force to explore our Public Affairs role and set objectives for 2012 and beyond.
 - Successfully produced the 4th season of Sound Conversations.
 - Supported the creation of the Marine Conservation Leadership Network.
 - Participated in strategic planning to improve reach to underserved audiences.
 - Brand Presentation & Creative Direction
 - Significantly increased credibility and consistency of publications and other messaging.
 - Designed and produced Annual Report, Research Report, Volunteer Report, Currents and other pieces of collateral to support staff, education, membership, donors and gate.
 - Selected the animal and color pallet for all Splash materials, gifts, communication and décor.
 - Selected and sourced gifts, tee shirts, gifts, awards to support staff, volunteers, members, events and donors.
 - Marketing Expansion & Integration
 - In 2011 the existing Exhibit Tech, and two Graphics staff became part of the marketing group. We created a centralized tracking of all institution purchased printing, centralized exhibit ideas, improved

graphic presentation consistency and began better communication about exhibit repair. This integration has allowed us to identify opportunities to consolidate similar work processes and has improved communication inside the marketing team and to Executive Team.

- Orca, NASA & NOAA Projects
 - Provided creative direction and production coordination for a new NASA floor game that will appeal to small groups and individuals for toddler through 6th grade.
 - Provided creative direction and production coordination for a new edition of over 80 Orca cards containing more than 2000 unique pieces of information.
 - Secured and provided oversight for a new orca video for the orca center triptych video screens.

f. LIFE SCIENCES

- i. Reshape the Aquarium veterinary program to meet the changing needs of the Seattle Aquarium. **New veterinarian began in late December 2011.**
- ii. Prepare for the potential acquisition and successful rearing of a female orphaned northern sea otter pup. **Completed, although we did not receive a pup, our equipment has been inventoried and we are prepared to receive a pup.**
- iii. **Completed our 4th collecting trip to Hawaii to augment our tropical collection through safe collecting practices.**
- iv. Implement ZIMS into our normal record keeping protocols, moving toward all animal records being kept electronically. We will also host a "road show" for the system, to educate other aquariums about it and provide teaching and development opportunities. **Due to a variety of issues at ZIMS (not in our control) the ZIMS project is behind schedule.**
- v. Revise and complete the Seattle Aquarium Collection plan. **Postponed until 2012.**
- vi. Host the 7th International Sea Otter Conservation Workshop: **This was our best conservation workshop to date hosting 120 attendees with 53 presentations This biennial meeting has become the largest regularly scheduled sea otter workshop in the world providing a platform where husbandry experts, governmental agencies (permit and research), and research biologists can discuss current issues pertinent to sea otter conservation.**
- vii. **Completed year three of our Hawaii reef fish surveys.**
- viii. Complete year seven of our Washington reef fish surveys. **Procured 3 new cameras for this field work through a NWZAA grant and gave a poster at Salish Sea Conference and a talk at Western Society of Naturalists describing results.**
- ix. Participate in the annual Washington State sea otter census. **Completed our 11th year of participation in this census.**
- x. Continue sixgill shark research events throughout the year. **Completed.**
- xi. Complete and submit three scientific papers for publication in peer reviewed scientific journals.
 - **Completed. Papers noted below.**
 - Jones, T.L., B.J. Culleton, S. Larson, S. Mellinger, and J. F. Porcasi. 2011. Toward a Prehistory of the Southern Sea Otter (*Enhydra lutris nereis*). Pp. 243-272 *In* Human and Marine Ecosystems: Archaeology and Historical Ecology of Northeastern Pacific Seals, Sea Lions, and Sea

- Otters. Edited by T. Rick, and T. Braje. University of California Press, Berkeley.
- Shawn Larson, Ron Jameson, Michael Etnier, Terry Jones, and Roberta Hall. Genetic diversity and population parameters of sea otters, *Enhydra lutris*, before fur trade extirpation from 1741-1911. In review. PLoSOne.
 - Shawn Larson and Debbie Farrer. Population genetics and relatedness of the broadnose sevengill shark, *Notorynchus cepedianus*, in two estuaries of the northeast pacific. In review. Copeia.
 - S. Larson, T. Belting, K. Rifenburg, G. Fisher, and S.M. Boutelle. Preliminary findings of fecal gonadal hormone concentrations in six captive sea otters (*Enhydra lutris*) after deslorelin implantation. In review. Zoo Biology.
 - Denise Griffing, Shawn Larson, Joel Hollander, and Jeff Christiansen. Preliminary observations on seasonal abundance of bluntnose sixgill sharks, *Hexanchus griseus*, in Puget Sound, Washington 2000-2009. In preparation for PLoSOne.
- xii. Continue a systematic analysis of our staff and volunteer diving programs and complete the Scientific Diver Education and Practical modules specific for the Seattle Aquarium. **9 of 18 staff divers through basic AAUS Essentials of Recreational Diving course; Institutional Dive Program Manual under modification and in-house Dive Program White Paper in progress to be completed by year end, 2011; Institutional field diving methods significantly modified and being phased into operation as time allows to get divers proficient; Jeff Christiansen primary co-author of AAUS "Essentials of Scientific Diving" curriculum.**
- xiii. Implement safety drills specific to "in house" SCUBA diving. **The first drill/training session has been completed.**
- xiv. Aquarium Dive Safety Officers will attend relevant annual diving regulatory symposiums (AAUS and ADPA) as appropriate to maintain our participation in these organizations and continue to participate locally as members of the Pacific Northwest Regional DSO Subcommittee. **Did not participate in AAUS or ADPA meetings – will participate every other year. Dive Master attended the DSO meeting in Friday Harbor and communicates with the local DSO group as well as AAUS members.**
- xv. **Participate and/or serve in at least six industry leadership positions with AZA or IMATA. Leadership positions were: AZA sea otter subject matter expert and studbook keeper, AZA accreditation commissioner, AZA TAG Marine Mammal Steering Committee member, AZA TAG Marine Fish Steering Committee member, Puffin PMP manager and studbook keeper, IMATA Board Member, Seahorse PMP manager and Studbook keeper.**
- xvi. Begin preparing for our 2012 AZA reaccreditation. **Began preparation which was enhanced with the Director of Life Sciences' appointment to the AZA accreditation commission.**
- xvii. Participate with the Washington Department of Fish and Wildlife in the annual Puget Sound harbor seal health assessments. **Completed.**
- xviii. Partner with USGS on observations of wild sea otter activity as part of "Coastal ecosystem responses to influences from land and sea" - a three year study of sea otters and their changing environment. **Participated in the Washington sea otter capture effort with partners from USGS, USFWS, and Monterey Bay Aquarium. This portion of the project was scheduled from 8/3-8/19/11 with the goal of temporarily capturing, sampling and then releasing 30 sea otters off the Washington coast. Staff completed foraging data needed for**

the project as well as facilitated the collection of 50 greenling and 50 black rockfish heads as an indicator of ocean productivity.

- xix. Participate with strategic planning efforts including for Pier 60 redevelopment. **Completed.**

- g. **FACILITIES:** Facilities section has gone through significant changes over the past year, with work once the provenance of City of Seattle staff now an Aquarium activity. We aggressively limited contractor work to legally required tasks and completed much of the “other” work internally.
 - i. Preventative maintenance: **System was only partially successful this year, with the departure of key staff although multiple work orders and routine preventative maintenance tasks were completed.**
 - ii. Pier 60: **Efforts to refresh Pier 60, integrating that work with the finger pier work are in progress, with multiple design choices refined to a package suitable for discussion among funders, permit reviewers and construction managers. Permit is in progress and on schedule.**
 - iii. Corrosion: **Pier 60 Corrosion project met the scheduled work window and is in progress, with completion in Spring, 2012 rather than summer now expected.**
 - iv. City Projects: **The two final City of Seattle-administered projects, the Filter Controls program and a rebuild of the main sea water pumps are complete. In December, these controls migrated to a web based system accessible from multiple locations. This will allow access to both life support and building HVAC systems.**