



## Strategic Plan

### Mission

The mission of Okeanis is to promote the knowledge and skills necessary to manage and maintain functional marine ecosystems for the benefit and prosperity of people and wildlife through technical training, capacity building, research and information sharing.

### Vision

The vision of Okeanis is to develop a new scientific leadership for the study of the ocean and the conservation of marine landscapes.

### Values

- Okeanis operates in accordance with the highest standards in all relationships with staff, volunteers, partners, the environment and the community;
- Okeanis fosters a climate which encourages innovation and diligence amongst staff and rewards accordingly;
- Okeanis values the rights of other forms of life to exist in the best possible conditions and fosters education and research to understand how to achieve this;
- Okeanis believes in the importance of reaching to a diverse community and focuses its efforts to include underrepresented members of the community in its programs;
- Okeanis believes in the power of cooperation with other research and legislative organizations for the betterment of the marine environment.

### Objectives

1. Undertake studies that seek to understand anthropogenic impacts and interactions at different trophic levels in the marine ecosystem;
2. Develop collaborations with a network of experts in the marine field;
3. Strengthen Board of Directors and its training;
4. Develop a contingent of trained volunteers;
5. Strengthen Okeanis' presence at local events and collaboration with other local organizations;

6. Develop thematic workshops on specific issues to target sectors of the population such as park rangers, naturalists, teachers, life guards, enforcement officers and people that specifically interact with the public in coastal areas;
7. Develop internships and training programs to specifically target scientists, high school students and third world country professionals;
8. Share learning opportunities and access to a wealth of wildlife in the Monterey Bay area with scientists and other conservation professionals in the US and abroad;
9. Transform Okeanis' office into a repository of information and educational material to be accessed by the public;
10. Monitor local environmental and conservation issues and provide research-based recommendations as appropriate;
11. Strengthen outreach and increase awareness of our programs in the Monterey Bay area.

## Key Strategies

The following critical strategies will be pursued by Okeanis to achieve the above stated objectives:

1. Raise seed money for the organization;
2. Accelerate data analysis and publication for existing research projects;
3. Recruit scientists with a range of expertise for collaborative efforts;
4. Identify and schedule training for Board and key staff members;
5. Develop new and strengthen existing outreach strategies to recruit and retain volunteers;
6. Design and produce outreach materials and identify local events that would maximize outreach opportunities;
7. Focus on the design and implementation of a comprehensive web-site for outreach, educational and scientific purposes;
8. Research market to identify underrepresented workshop themes;
9. Identify potential interns and professionals for training programs;
10. Start implementation of resource library;
11. Pursue strategic alliances with complementary players.

## Major Goals

The following key targets will be achieved by Okeanis over the next 3-4 years:

1. Achieve an operating budget of \$100,000 per year;
2. Secure base salary (\$50,000) for at least one-full time staff;
3. Produce 10 peer-reviewed publications on on-going projects;
4. Develop a roster of 20 experts in key marine science areas;
5. Recruit and train 50 volunteers;
6. Produce 4-5 key pieces of literature;

7. Produce two fully developed workshops by 2010 and start implementation by 2011;
8. Sponsor 10 interns from underrepresented communities in Monterey County (4 Spanish, 3 African Americans, 1 Asian American, 3 Native Americans).
9. Develop an interpretative program for sea otters in Elkhorn Slough;
10. Develop and implement a publicly accessible resource library by 2011;

## Strategic Action Programs

The following strategic action programs will be implemented:

1. Grant Writer and CEO: Identify specific funding opportunities and maintain a steady flow of funding requests throughout the year;
2. Board and CEO: Secure salary for CEO by the end of 2009;
3. Chief Scientist: Work with students and collaborator to accelerate data analysis and identify appropriate journals for publication of existing data; plan for 4 publications in 2009, 3 in 2010 and 3 in 2011;
4. Chief Scientist: send inquiries to known members of the scientific community to establish a roster of qualified collaborators;
5. Board: Expand Board to include further independent financial and technical expertise.
6. All: Spread the word about volunteering opportunities and identify a volunteer coordinator;
7. All: Identify an Event Coordinator and support his/her efforts to increase Okeanis' presence at specific events;
8. All: Create an Education Committee and identify an Education Coordinator to work with Chief Scientist to develop thematic workshops;
9. Task Education Coordinator with developing Sea Otter Interpretive program in collaboration with Elkhorn Slough Preserve and Foundation;
10. Volunteer Coordinator: Focus volunteer effort into the development of public resource library for marine issues;
11. Chief Scientist: Identify key local marine issues where Okeanis can become a major contributor;
12. All: Develop materials and framework for web-site;

## Strengths, Weaknesses, Threats & Opportunities

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities for Okeanis:

<b>Strengths:</b>	<b>Weaknesses:</b>
<ul style="list-style-type: none"><li>• Excellent research training</li><li>• Excellent educational expertise</li><li>• Numerous contacts within community</li><li>• Located near a major centre of marine research</li><li>• Very focused management/staff</li><li>• Grass root focus</li></ul>	<ul style="list-style-type: none"><li>• Insufficient financial resources</li><li>• Board of Directors is too narrow</li><li>• Lack of awareness of our programs within the community</li><li>• Absence of strong marketing expertise</li><li>• Overdependence on few key staff</li></ul>
<b>Threats:</b>	<b>Opportunities:</b>
<ul style="list-style-type: none"><li>• Competition with other organizations</li><li>• Slow economy may shift focus from environment</li><li>• Loosing momentum because of lack of resources</li></ul>	<ul style="list-style-type: none"><li>• Need for technical expertise in underrepresented communities</li><li>• Provide hands-on training which is difficult to get somewhere else</li><li>• Appeal of subject to general public</li></ul>