Board of Trustees Meeting Friday, April 18, 2025

Zoom Conference Call: https://us06web.zoom.us/j/82802389422?pwd=5Uij5z213wadgAARdfbFW3yCiLNif8.1

10:00 a.m. to noon Pacific Time 1:00 p.m. to 3:00 p.m. Eastern Time Agenda

1)	Meeting called to order/quorum noted	Mr. Shedd
2)	Welcome and introductions	Mr. Shedd
3)	Motion to waive reading and approve minutes of 1/31/25 meeting	Mr. Shedd
4)	Nominating Committee	Mr. Stewart
	a) Discussion of Prospective Trusteesb) Appoint Courtney Snyder VP for Community Relations	
5)	Science Committee	Dr. Dold
	 a) Program Activity Update b) Strategic Plan Progress and Updates c) Science Presentation by Wendy Noke-Durden: Update from FL Marine Mam 	mal Program
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6)	Development Committee - 2nd Quarter Development Report	Ms. Thompson
7)	Development Committee - 2nd Quarter Development Report Finance Committee- 3rd Quarter Financial Report	Ms. Thompson Mr. Gardner
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7) 8)	Finance Committee- 3rd Quarter Financial Report	Mr. Gardner
7) 8) 9)	Finance Committee- 3rd Quarter Financial Report Subsidiaries	Mr. Gardner Mr. Kent
7) 8) 9) 10)	Finance Committee- 3rd Quarter Financial Report Subsidiaries Government Relations Committee Update on Activities	Mr. Gardner Mr. Kent
7) 8) 9) 10) 11)	Finance Committee- 3rd Quarter Financial Report Subsidiaries Government Relations Committee Update on Activities Press Packet	Mr. Gardner Mr. Kent
7) 8) 9) 10) 11)	Finance Committee- 3rd Quarter Financial Report Subsidiaries Government Relations Committee Update on Activities Press Packet Past Business	Mr. Gardner Mr. Kent

Minutes of the Meeting of Hubbs-SeaWorld Research Institute Board of Trustees January 31, 2025

Hubbs-SeaWorld Research Institute's board meeting was called to order via Zoom at 10:00 a.m. Pacific Standard Time by Mr. Bill Shedd. A quorum (12 of 14) of the trustees were present.

Present via Zoom conference were trustees: Dr. Chris Dold, Mr. Robert Fletcher, Mr. Paul Fruchbom, Mr. David Gardner, Mr. Reese Jarrett, Mr. Michael King, Ms. Laura Chapman, Mr. Bill Shedd, Mr. Ian Stewart, Ms. Laurilee Thompson, and Mr. Louis Zimm. Mr. Shedd introduced Mr. Tyler Carter, our newest Trustee, who provided a brief autobiography. HSWRI staff included: Mr. Don Kent, Mr. Lenell Carter, Dr. Danielle Haulsee, Dr. Jeff Eble, Ms. Courtney Snyder, Dr. Ruairi MacNamara, and Ms. Julie Carpenter.

Mr. Shedd began the meeting by welcoming trustees and congratulating Mr. Kent on the acquisition of the land donation from NRG for CEMA. Mr. Shedd requested a motion to approve and waive the reading of the minutes of the October 18, 2024 board meeting. Mr. Zimm made the motion and Mr. Fletcher seconded. The motion passed unanimously.

Nomination Committee

Mr. Kent presented while Mr. Stewart corrected some technical difficulties with his zoom connection. The committee is seeking key prospective trustees from both coasts within the seafood community. In response to traits to look for in potential prospects, the committee has developed a list of actions to be undertaken over the next couple of weeks with the hopes of identifying and engaging a few strong prospects by the next board meeting. Trustees were asked to pass along suggestions to Mr. Stewart.

Science Committee

Dr. Dold reviewed the science committee meeting before Dr. Haulsee highlighted key funding updates, including Dr. Eble's federal appropriation for marina site improvements and the IRL restorative program. Discussion covered balancing a competitive indirect rate with support costs. Quarterly presentations now include conservation efforts, with a focus on the avian flu's impact on Florida's dolphin population (see the Press section of the board packet). Strategic updates: SeaWorld partnership reinvigoration (three projects in progress), Florida program recruitment, and the completed CEMA land donation. New partnerships include local colleges, NOAA, OSU, Sea and Shoreline, and Blue IQ. The implementation plan remains on track for FY25 goals. IRL Restorative Aquaculture Station updates and next steps for CEMA are underway. Contact Courtney for Don's presentation link. Mr. Kent provided an update; the \$1.2M appropriation request is unlikely to come through due to the continuing resolution of the federal budget. A copy of the CEMA survey, phasing, and timeline (POA) are in the board packet. Mr. Kent is available for questions.

Dr. Haulsee introduced Dr. Ruairi MacNamara, who presented "Finfish research at HSWRI to support stock replenishment and fisheries management."

Development Committee

Ms. Thompson introduced Ms. Snyder, who presented Q2 highlights and thanked board members for their contributions. Highlights included: new relationship funds of \$1.6M toward the \$2.3M goal, with \$625,000 from end of 2nd quarter expectations. Ms. Watts secured tax collectors' support for promotions and a new partnership with Indian River County for extended advertising. Updates on grants and sponsorships are included in the board packet, along with an overview of marketing efforts. Trustees were asked to provide corporate sponsor connections. CEMA outreach event planning is underway with the hatchery's 30th anniversary set for October 13, 2025.

Finance Committee

Mr. Gardner and Mr. Kent co-introduced Mr. Carter, whose appointment as CFO/COO was unanimously approved by the board. Mr. Carter provided a self-introduction and an outlook on future strategies and opportunities. He reviewed the financial summary, noting expected grant funding delays and lower-than-anticipated fundraising, though development team growth is projected. Expenses remain below budget, and unrestricted grant timing aligns with last year's position despite some large grants closing. Board members are encouraged to reach out to Mr. Carter with any questions.

Subsidiaries

Mr. Kent provided an overview of HFOF activities, reporting that revenue from the Discover Florida's Oceans license plate program is 1% lower than last year and 8% under budget for Q2. POF remains on hold.

Corporate and Government Relations

Mr. King reported that the CEMA land donation was finalized on December 31, 2024. Ms. Snyder is working with NRG on an event to publicly announce the donation. The hatchery's 30th anniversary on October 13 will mark the transition from a quiet phase to a public 10 million dollar fundraising push, with a projected goal of 20-25 million dollars to cover initial operating costs. Strategies to increase HSWRI's exposure in the SeaWorld San Diego park are underway with new trustee and Park President Tyler Carter.

Future Business

2025 Board Meeting Dates

- Friday, April 18, 2025
- Friday, July 18, 2025
- Friday October 17, 2025 (Annual Meeting)

With no further business, the meeting adjourned at 12:00 pm.

Nominating Committee Highlights



Board structure and expectations

- We should develop a matrix of the skill sets needed
- Seeking nominees to fill those skills

New Member Recruitment Strategy

- Review prospect list and skillsets needed
- Brainstorm additional candidates or points of contact

Outreach Assignments and Next Steps

- Determine who will follow up with each candidate
- Set timeline for progress check-in

Proposal for Ad Hoc committees to Develop CEMA

- Business Development Advisors strategic, philanthropic, and business
- Scientific Advisors scientific and subject-matter expertise

Board of Trustees Slate



Board of Trustees	Trustee Since	Executive	Nominating	Audit	Finance	Science	Corp & Govt Relations	Development
1 Tyler Carter								
² Chris Dold	Sep-16	X	X			Chair		
³ Robert Fletcher	Jan-93					Χ		
⁴ Paul Fruchbom	Apr-20				X	X		
⁵ David Gardner - Immediate Past Chair	Sep-93	X	X		Chair			
6 Reese Jarrett	Apr-23			X			X	
⁷ Michael King	Jun-22						Chair	
⁸ Laura MacKinnon	Jun-22		X					X
⁹ Ermelinda Ruiz Moretti	Jan-19						X	
10 Bill Shedd - Chairman	Apr-94	Chair	X	X	X	X	X	X
¹¹ Ian Stewart - Vice Chair	Jan-21	X	Chair				X	
12 Laurilee Thompson	Sep-16	X	X			Χ	X	Chair
¹³ Robert Weiner	Jan-21	X		Chair			X	X
14 Louis Zimm	Jul-13					X		
Non-Trustee Committee Members								
Corrine Brindley	Apr-21						X	X
Amy Hammer	Apr-21		-				X	
Sarah Nemes	Sep-24						X	
Matt Oliver	Jul-24		-			X		
Keith Winsten	Dec-21					X		
Officers								
Donald B. Kent, President		Ex Officio	Ex Officio		Ex Officio	Ex Officio	Ex Officio	Ex Officio
Lenell Carter, CFO/Secretary				Ex Officio	Ex Officio			
Danielle Haulsee, CSO/VP						Ex Officio		
Courtney Snyder, VP Community Relations			Ex Officio					Ex Officio
Trustees Emeriti]				
Milt Shedd-Chairman Emeritus (deceased)		George Gildred (d	eceased)					
Dr. Carl Hubbs-Science Committee Chair (deceased)		Wally Schirra (dec	ceased)					
Sen. Dede Alpert		Art DeFever (dec	eased)					
Char DeMotte				1				

Nominating Committee Suggested Trustee Candidates



- Linda Pazin Retired from Sempra Media/Communications
- Amber Ter Vrugt Senior Director at Scripps Government Relations
- Susanna Villegas Former Advisor to the San Diego City Council
- Justin Quis Quis: San Pasqual Band of Mission Indians
- Kristin Eaton- Florida Power and Light; Environmental Services
- Patty D'Alessandro Gov. and Community Relations Mgr. at Duke Energy

Nominee Bios





Linda Pazin

Former Head of Strategic Communications for Sempra with over 20 years of leadership experience across corporate communications, investor relations, and marketing. Linda has held senior roles at Sempra, Live Nation, Deckers Brands, and the NYSE, and has led communications for over 50 IPOs and major transactions.



Amber Ter-Vrugt

Senior Director, Government Relations at Scripps Health where she advocates on behalf of Scripps with elected officials, regulators, and community organizations. With over a decade of experience in public affairs, including time at Sempra Energy Utilities, she also leads Scripps' community relations efforts. Amber is an award-winning leader active in regional civic and educational boards.



Susanna Villegas

President of SVPR Communications and a bilingual communications expert with deep experience in San Diego government, political campaigns, and community-based organizations. A former Policy Advisor to the San Diego City Council, she has managed numerous local campaigns and held leadership roles in both the nonprofit and private sectors.

Nominee Bios





Justin Quis Quis

Founder, Sacred Bev Native Wellness, Self-employed Vice Chairman, San Pasqual Band Of Mission Indians Executive Director, San Pasqual Tribal Gaming Commission



Kristin Eaton

Florida Power and Light, Environmental Services



Patty D'Alessandro

Government and Community Relations Manager at Duke Energy Corporation

Science Committee Highlights



- Quarterly Science Funding and Activity Metrics
 - Delays in Federal grant decisions offset by philanthropic donations
- Strategic Plan Progress
 - Manuscripts up 43% (14 to 20); presentations more than doubled (23 to 49).
 - Seminars increased from 11 to 26, expanding scientific visibility and external engagement.
 - Strengthened academic activity and partnerships; growing regional leadership in applied marine science.
 - Over 85 education events in two years; student engagement up 23% (13.4 to 16.5).
- Science Presentation by Wendy Noke-Durden
 - Update from Marine Mammal Program in FL



Hubbs-SeaWorld Research Institute New Research Projects As of March 31, 2025

Job#	Project Name	Funding Agency	Principal Investigator	Award#	Start Date	End Date	Grant Amount	Percent Spent	Balance to Spend
6650	Prescott Stranding	NOAA	Noke	NA0336	1/31/2024	7/31/2025	150,000	46%	81,621
6800	Halibut '25	Fruchbom / Laub / Chevron	Drawbridge	Restricted	4/1/2025	Open	460,000	0%	460,000
6654	IRL Restoration Aquaculture	NOAA	Eble	NA496	1/1/2025	12/31/2027	405,000	0%	404,385

New Research Projects = 1,015,000 7% 946,006

Hubbs-SeaWorld Research Institute Continuing Research Projects As of March 31, 2025



Job#	Project Name	Funding Agency	Principal Investigator	Award#	Start Date	End Date	Grant Amount	Percent Spent	Balance to Spend
6631	Brevard Stranding '21- 25	Brevard Co	Noke *	02/25 - Add'l \$25K	6/1/2021	9/30/2025	125,000	68%	39,991
6648	HBOI Stranding '25	Florida Atlantic U	Noke / Jablonski		7/1/2024	6/30/2025	9,971	57%	4,245
6649	HBOI Dolphins '25	Florida Atlantic U	Noke		7/1/2024	6/30/2025	25,500	43%	14,545
6651	Benthic Monitoring '25	FIT	Eble	GR-232878	7/1/2024	6/30/2025	136,800	75%	34,200
6652	Seagrass Restoration	USDA	Eble	NR244209XXXX C011	9/24/2024	9/30/2029	99,209	6%	93,100
6653	BCF Outreach '25	Brevard Community Foundation	Noke *		9/1/2024	8/31/2025	3,000	98%	47
6704	Fisheries Enhancement	Fruchbom WROS	Drawbridge / Kent / MacNamara*	Restricted	6/30/2021	Open	1,298,500	95%	65,128

Hubbs-SeaWorld Research Institute Continuing Research Projects As of March 31, 2025



Job#	Project Name	Funding Agency	Principal Investigator	Award#	Start Date	End Date	Grant Amount	Percent Spent	Balance to Spend
6777	UCSD NSG CYT '23-25	UCSD	Drawbridge / Stuart	705583	7/1/2022	6/30/2025	537,679	67%	175,555
6779	NSG CYT Larvae	University of Maine	Drawbridge / Stuart	UMS1408	7/1/2022	6/30/2025	218,275	63%	80,991
6780	Aquaculture Services	Port of San Diego	Drawbridge / Primus	04-2023JR	2/1/2023	12/31/2025	64,000	62%	24,331
6785	IMT A '23-25	Builder's Initiative	Drawbridge / Huo		2/1/2023	3/31/2025	1,000,000	85%	147,785
6786	S-K WSC '24	NOAA S-K	Drawbridge / Huo	NA23N70263	9/1/2023	8/31/2025	299,983	57%	130,104
6787	Lund SITC '23-25	American Endowment Fund	Shane / Heiner*	Restricted	2/1/2023	12/31/2025	734,148	47%	386,891
6788	S-K WSB Genetics	NOAA S-K	MacNamara / Shane	NA234270265	9/1/2023	8/31/2025	299,902	52%	145,213
6795	OREHP '25-28	CDF&W	Drawbridge / Shane / Kent	P24 70001	7/1/2024	6/30/2028	7,222,389	23%	5,556,518

Hubbs-SeaWorld Research Institute Continuing Research Projects As of March 31, 2025



Job#	Project Name	Funding Agency	Principal Investigator	Award#	Start Date	End Date	Grant Amount	Percent Spent	Balance to Spend
6796	Catalina	Catalina Sea Bass Fund Inc.	Drawbridge	Restricted	7/1/2024	6/30/2025	40,000	12%	35,303
6797	Seedstock	FAU	Drawbridge		9/1/2024	8/31/2025	59,921	27%	43,907
7050	CEMA	CEMA Capital Campaign	Kent *	Restricted	4/1/2023	Open	712,183	30%	501,009

Continuing Research Projects = 9,483,493 21% 7,478,862

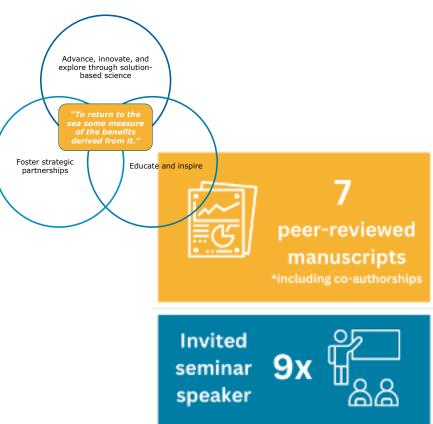
Total Research Projects = 10,498,493 20% 8,424,868

Proposals Submitted in the Last 3 months

	Awarded	Denied	Pending	Total
Count	2	3	9	14
Amount	\$555,000	\$1,158,647	\$1,283,920	\$2,997,567

Science Activity - FY25Q3







presentations at scientific conferences

40
active
collaborative
projects
34
students
actively
involved





Science Activity - 2023 vs 2024

Goal 1: Advance, Innovate, and Explore Through Solution-Based Science

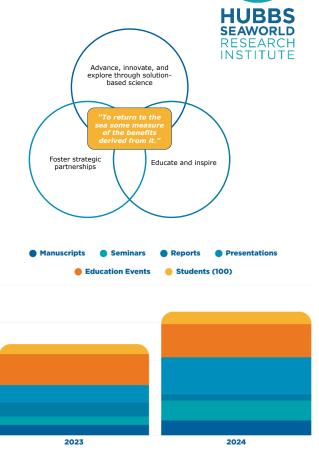
- •We are seeing steady growth in research productivity and dissemination:
- •Manuscripts increased from 14 in '23 to 20 in '24, with 7 already submitted in Q1 of '25.
- •Presentations more than doubled, rising from 23 in '23 to 49 in '24
- •Seminar participation expanded, from 11 in '23 to 26 in '24.

Goal 2: Educate and Inspire

- Education and outreach remain core to our mission:
- •We supported **educational events** throughout the reporting period, with **over 85 events** delivered between `23 and `24.
- •The **number of students engaged** (in 100s) **increased** from 13.4 in '23 to 16.5 in 2024..
- •This momentum supports our **commitment to STEM education**, **diversity**, **and inspiring the next generation** of marine scientists.

Goal 3: Foster Strategic Partnerships

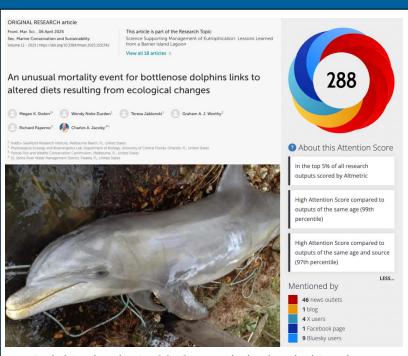
- •Our increased activity in seminars and presentations also reflects our focus on building external collaborations and increasing institutional visibility:
- •Growth in seminars and academic events supports the **formation of new partnerships** with universities, industry, and government.
- •Student engagement suggests the successful **expansion of internship pipelines and collaborative training opportunities**.
- •These efforts position HSWRI to grow its influence and impact in **marine** conservation and sustainable development.



200

100

Publication Spotlight - FY25Q3



- Dolphin deaths in 2013 were linked to habitat loss and a shift to lower-energy prey after harmful algal blooms.
- Phytoplankton blooms reduced seagrass and algae, disrupting the food web.
- The study shows how environmental changes can ripple through ecosystems and affect top predators.



Aquaculture Volume 600, 30 April 2025, 742233



Growth and nutrient assimilation capacity of the warty sea cucumber (*Apostichopus parvimensis*) fed wastes from white seabass (*Atractoscion nobilis*)



Matthew S. Elliott ™, Katherine Roy, Yuanzi Huo, Mark Drawbridge 🌣 🖾

Hubbs-SeaWorld Research Institute, San Diego, CA 92109, USA

- Sea cucumbers grew well when fed waste from white seabass.
- A 4% of body weight feeding rate is optimal, especially for smaller ones.
- They show strong potential for recycling waste in aquaculture systems.





REGULAR ARTICLE

Otolith ageing of white seabass (*Atractoscion nobilis*): Knownage validation, reader performance and sex-specific growth patterns

Michael A. Shane , Ruairi MacNamara, Lyall F. Bellquist, Mark A. Drawbridge

First published: 12 March 2025 | https://doi.org/10.1111/jfb.70016

Michael A. Shane and Ruairi MacNamara have contributed equally to this study.

- Validated age and growth rates of white seabass using otoliths from 196 known-age hatchery fish.
- Found that females grow faster and live longer than males.
- Study supports using hatchery fish to improve management of wild populations.

Conservation Activity - FY25Q3



Marine Mammal Stranding/Response



•Marine mammal stranding:

14

•Marine mammal entanglements/entrapments:

-3

Marine mammal rescues:

1

Habitat Restoration



- •Seagrass acreage planted: **22**
 - Seagrass planting units:121,000 (3 spp)
 - •Seagrass in production: **150,000 units**

Population Enhancement



•White Seabass released this quarter:

5,340

•White Seabass released YTD:

5,340

•White Seabass released total (across all years):

2.89 million

•CA Halibut released this quarter:

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•CA Halibut released YTD:

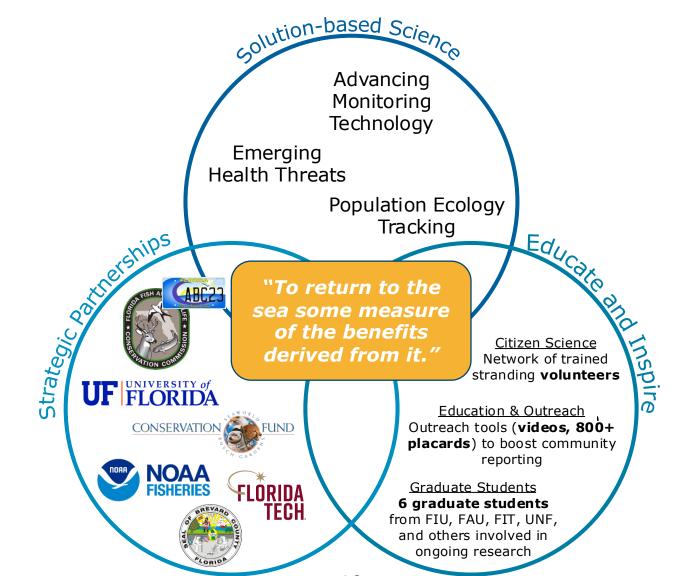
TBD

•CA Halibut released total (across all years):

3,391

Science Presentation & HSWRI's Vision

HUBBS



Challenges facing Indian River Lagoon dolphins





Wendy Noke Durden, wnoke@hswri.org

Indian River Lagoon (IRL) dolphins

- Long-term residents of the IRL (extends ~40% FL east coast)
 - Considered immunocompromised population
 - Strategic stock: # anthropogenic mortalities likely exceeds what is sustainable
- Vessel-based abundance estimate: 1,032
 - Telemetry: 17 mi average; some shortterm nocturnal movement into oceanic habitat



E-mail: wnoke@kswri.org Ecological Program, Mail Code IMSS 300, Kennedy Space Center, FL 32899, USA







Unusual Mortality Events (UME)

- Increased dolphin mortality confined geographical area
- Three UMEs
 - IRL: 2008: 47 dolphins; Undetermined
 - IRL: 2013: 77 dolphins;
 - Suspected cause: ecological changes
 - Multi-species event (manatees/pelicans + seagrass/fish)
 - Emaciation leading cause of death (Durden et al. 2023)
 - Loss of prey species may have contributed (Stolen et al. 2025)
 - Atlantic Ocean/IRL: 2013-2015: 1,600 dolphins
 - Mid Atlantic UME: Morbillivirus







Indian River Lagoon dolphins

- Estuary experienced significant ecosystem impacts in the last decade
 - Poor water quality
 - Seagrass loss
 - Declining prey
- Widespread and increased malnourishment has been documented
 - 2023: 93% of animals in poor nutritional condition
 - 68% thin, 25% emaciated
 - Females with calves more often in poor nutritional condition





Anthropogenic trauma

- Leading cause of mortality for dolphins in Indian River Lagoon
- Chronic entanglement:
 - Severe injuries
 - Amputations
 - Infection-sepsis
 - Mortality
- Poses an increased threat for young animals that grow into gear











Dolphin Entanglement Intervention

- Between 2008-2023; responded 29 lifethreatening entanglements
 - Majority (75%) were calves
- To evaluate success/survival used postrelease monitoring
 - Radio-telemetry/photo-identification
 - Success (> 3 mo survival)
- Nine cases
 - Perished (n=6) or shed gear (n=3) prior to intervention















Rescue efforts

- 20 interventions conducted
 - 14 net set
 - 2 with remote tools (concealed blades/grapples on long poles)
 - 4 manually
- Intervention occurred 26.4 ± 28.29 d (0-115 d) after discovery
 - 80% Mono-multi-filament
 - 10% crab pot fishery, 10% other













Post-release survival

- 70% efforts successful
 - 20% recovered deceased
 - 10% presumed dead
- Six unsuccessful cases
 - All calves(3 manually disentangled)
 - Malnourished
 - Severe lacerations
 - Body wrap or constricted appendages











Increasing threat

- In the last 15 y, ~200 were recovered deceased with evidence of fishing gear interaction
- In 2024, we responded to 16 entangled estuarine dolphins in our study area
- In 2025, five entanglements to date
 - One shed gear, one disentangled, collecting data on three recent cases to enable rescue











Fueling Entanglement Risk

- IRL ecosystem degradation corresponded:
 - Two-fold increase human interaction
 - Reduced nutritional health
- Increased entanglement risk may be due to:
 - Ecological changes and decreased health may fuel risky interactions with fishers
 - Overlap of key foraging habitats & recreational fishing activities
 - Accumulation of derelict gear (remains for 100's of years)











Mitigating Entanglement Risk

- Mitigating increased entanglement dependent on increased capacity for quick response and thorough assessment
- Remote disentanglement expedites response (concealed knives and grapples on poles)
- Drone technology provides a more complete assessment of severity and configuration













Outreach and Education

- Continued targeted outreach needed to improve community engagement and reporting
- Developed/distributed over dozen outreach items, several training videos, and installed placards (>800)
 - Efforts will enhance reporting and response time
 - Decrease wildlife entanglement

























Avian Influenza Detected in IRL Dolphins

- Winter 2023 & 2024
 - Initially noticed a spike in winter 2023
 - Histology revealed three cases with encephalitis (Summer 2024)
 - Investigated virus/bacteria
 - Those 3 cases were positive for HPAI (highly pathogenic avian influenza H5N1) (Fall 2024)
 - Second time in US history HPAI detected in a dolphin (prior, only one)

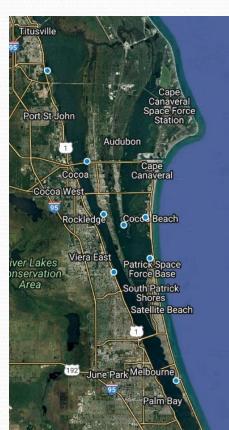






Avian Influenza Detected in IRL Dolphins

- Monitoring all stranding events with NOAA
- 26 IRL dolphins tested (4 AO, 1 ICW)
 - 15 negative
 - 3 suspect positive
 - 8 positive (5 Winter 2023; 3 Winter 2024)
 - All in Brevard County between Titusville and Melbourne Beach
- Majority immature (6/8) & good nutritional health
- Inflammation of brain
 - Neurological symptoms



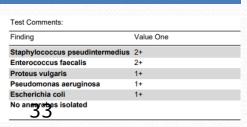
Avian Influenza

- Likely acquired by foraging in close proximity to infected birds (shed through saliva, mucus, feces)
- Continue to monitor all animals and use PPE; likely seasonal
- Last positive: January 1, 2025
- Next steps: Immunohistochemistry to potentially detect the virus in animals with mild or no brain inflammation
- Prepare data for manuscript submission
- Future non-invasive sampling: Collected blow samples 2025 in the most impacted area

Blow vs. Culture



Staphlylococcus sp. & other bacterial pathogens











Preliminary investigation: necrotic orofacial lesions

- Dozens of cases of IRL dolphins with orofacial lesions (immature animals)
 - 4 cases (swab samples) evaluated by metabarcoding (manuscript in review)
 - High bacterial diversity
 - Isolated pathogenic species known to cause necrotizing/ulcerative disease (*Treponema*, *Hathewaya*)
 - One case associated with fishing gear
- Future work to evaluate orofacial lesions comprehensively (2010-2025)



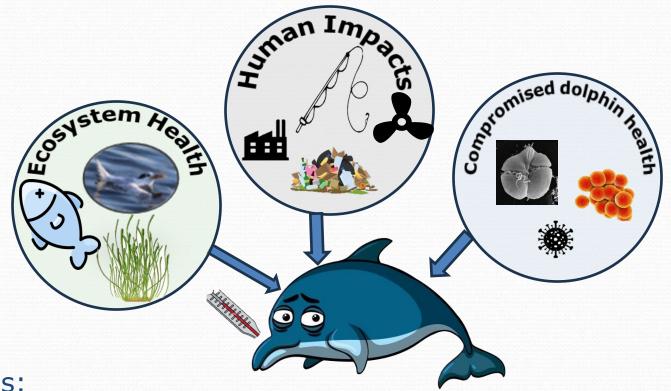








Summary of threats to IRL dolphins



Priorities:

- Understanding emerging health threats
- Utilizing emerging technology to advance conservation
- Advancing rescue efforts and community engagement
- Monitoring population ecology-critical to all studies







- Total Funds Raised
- Marketing Impact
- Funding Strategy: Building New Relationships
- NRG Land Donation Event

Fundraising Update

YTD Total: \$2,000,389



Of Annual Goal: \$2.3 M



Pending Gifts:

Sharon D. Lund Foundation - \$125K

My Charitable Heart: \$250K + \$47K + \$125K/year for 3 years

Seaworld & Busch Gardenas Conservation Fund: \$500K

Discover Florida's Oceans License Plate Sales



Valid Registrations:

14,018

Q3: Declined 36 Plates

Pivot Strategy: Plate Redesign, SEO & Google Ads Grant⁰, Billboard Advertising, and Leveraging Partnerships (e.g., FL Fish and Wildlife Foundation

Grant Funding Updates:

Won (awaiting checks):

- Art Pratt Grant- \$9,300
- Preserve Surfing Beaches \$8K

(Told to apply for \$12-\$15K next year)

Pending:

- Mission Federal Credit Union (\$25K)
- Mission Beach Women's Club (May 2025)
- Buc-ees (\$25K) & Bass Pro Foundation (25K)
- Sefton Trust

Expected Sponsor Renewal

- Verizon- \$40K
- Wells Fargo \$2,500

Marketing & Communications

Social Media Performance



LinkedIn: 1,478 followers (+115)



X: 1293 Followers



Instagram:

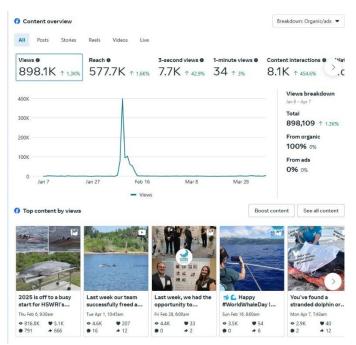
2,891 followers (+91)

INSTITUTE



Facebook:

8,566 followers (+641)

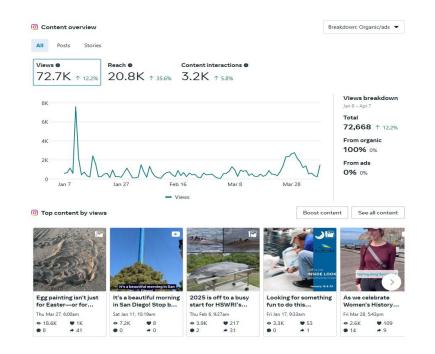




E-Mail Marketing

+148 (+5%)

Total: 5,561



Funding Strategy Landing New Funders



Goals

- Increase foundation support
- Build a pipeline of 50-150 funders
- Strengthen relationships with current funders
- Improve proposal and reporting success
- Align with strategic priorities

Strategy Components



Prospect Identification



Outreach & Relationship Building



Proposal Development & Submission



Execution & Team Reportring



Evaluation & Continuous Improvement

Outreach Process



Research & Targeting



Initial Outreach



Leverage Third-Party Introductions



Thoughtful Application & Follow-Up



Stewardship & Long-Term Relationship Building









Support the Land Donation Ceremony





Before the Event

- •RSVP & Attend: Ensure your attendance is confirmed and encourage other local leaders or partners to join.
- •Share the Invite & Connect Courtney:

Personally forward the invitation to:

- Industry peers
- Local elected officials or community leaders
- Contacts in media, education, environmental advocacy, or corporate sustainability

During the Event

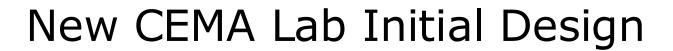
Engage with Guests Join the Tour

After the Event

Post-Event Thank You Notes Debrief & Share Feedback Amplify the Impact

Go the Extra Mile

- Sponsor a future fundraising event of CEMA
- Host a mini tour or industry mixer
- Support fundraising efforts

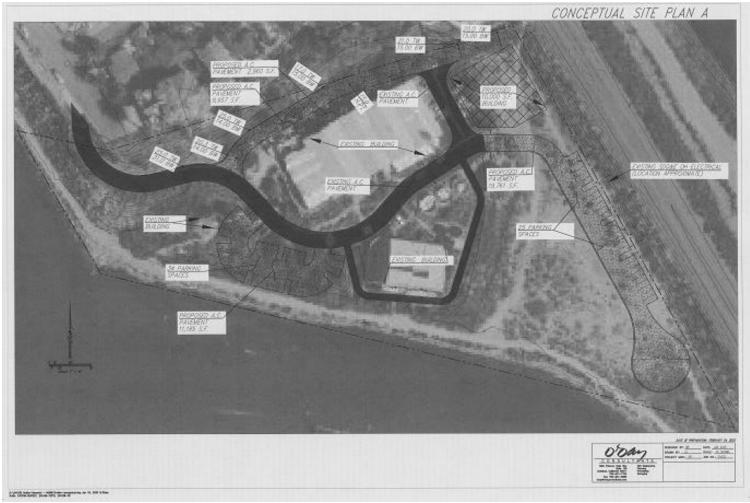






Revised CEMA Lab Site Plan





Financial Highlights

As of March 31, 2025 April 18, 2025

HUBBS SEAWORLD RESEARCH INSTITUTE

FY 25 Financial:

- Stable Grant Revenue: Grant support remained strong and consistent, providing a critical foundation during the fiscal year.
- **Growth in Individual Giving**: Other individual contributions grew by nearly 60%, offsetting declines in major gifts and events.
- **Expense Containment**: Proactive expense management significantly limited the overall operating loss despite revenue challenges.
- Improved Liability Management: Current liabilities decreased by over \$470K, strengthening the organization's financial position.
- Cash Position Challenges: Cash and cash equivalents declined significantly, highlighting a key area for focus and rebuilding.
- Research Projects Performing Well: Grant-funded research programs posted a \$121K surplus, demonstrating effective project cost management.
- **Opportunity for Strategic Growth**: Renewed emphasis on unrestricted fundraising, board giving, and event strategies offers clear pathways for financial recovery and future expansion.

Profit & Loss Statement

As of March 31, 2025 April 18, 2025

	Research Projects	Unrecovered Science	General & Admin	Fund Raising	FYTD Total	FYTD Budget	Prior FYTD
Income							
Unrestricted contributions			2,625	132,750	135,375	840,725	205,171
FL License Plate		144,028	42,684	43,089	229,801	252,500	236,708
Special Events					-	30,000	184,390
Grants & Contracts	3,404,549		38,591		3,443,140	3,883,200	2,877,575
Total Income	3,404,549	144,028	83,900	175,839	3,808,316	5,006,425	3,503,844
Expense							
Salaries	1,179,827	275,330	1,041,270	126,485	2,622,912	2,752,575	2,391,867
Fringe benefits			383,807		383,807	381,600	316,551
Fringe allocations	437,431		(621,921)		(184,490)	(132,750)	(170,718)
Fringe Matching Unrecovered		110,728	24,431	49,332	184,491	132,750	170,718
Outside services	170,906		52,482		223,388	372,975	160,127
Equipment	118,202		81,670	10	199,882	143,775	189,529
Equipment - Matching		14,965			14,965	70,725	63,444
Additions to Fixed Assets	(25,856)		(4,713)		(30,569)	(276,800)	(191,094)
Supplies	380,272		53,875	19,457	453,604	425,850	397,433
Supplies - Matching		11,624			11,624	2,100	6,457
Occupancy expenses	244,969		104,504		349,473	423,250	376,294
Travel	31,002		9,283	12,127	52,412	89,925	62,788
Travel - Matching		5,392			5,392	2,775	2,049
Indirect billed to contract	712,654				712,654	827,325	601,798
Indirect transfer			(712,654)		(712,654)	(858,900)	(601,798)
Matching expenses					-	31,575	
Depreciation	24,157		298,609		322,766	298,500	284,773
Special event					-	6,000	24,000
Business expenses	9,665	1,688	172,303	6,089	189,745	132,225	182,804
Total Expense	3,283,229	419,727	882,946	213,500	4,799,402	4,825,475	4,267,022
Net Operating Income	121,320	(275,699)	(799,046)	(37,661)	(991,086)	180,950	(763,178)

As of March 31, 2025 April 18, 2025

Income Overview (FYTD Actual vs Budget & Prior Year):

For the fiscal year-to-date (FYTD), total income stands at \$3.81 million, which is \$1.2 million below the budgeted income of \$5.01 million, and approximately \$0.3 million above prior year-to-date (FYTD) income of \$3.5 million.

• **Grants & Contracts** remain the largest revenue source, totaling **\$3.4 million**, in line with prior performance.

	FY25	FY24
Board Gifts	17,585	32,500
SeaWorld	0	0
Major Gifts	57,000	81,076
Other Individual Gifts	502,421	314,653
Bequests	0	11,546
Foundations & Corporate	690,152	632,599
Events	0	184,390
TOTAL	1,267,073	1,256,764
HFOF	229,801	236,708
GRAND TOTAL	1,496,874	1,493,472

Grand Total:

FY24: \$1,493,472

• FY25: \$1,496,874 (+0.2% increase)

•Strong Performers:

• Other Individual Gifts: Increased by \$187,768 (+59.7%)

• Foundations & Corporate Giving: Increased by \$57,553 (+9.1%)

Opportunities:

Major Gifts: Down by \$24,076 (-29.7%)

Board Gifts: Down by \$14,915 (-45.9%)

• Event Revenue: Down by \$184,390 (-100%)

• **HFOF:** Slight decrease of \$6,907 (-2.9%)

As of March 31, 2025 April 18, 2025

Income Overview (FYTD Actual vs Budget & Prior Year):

- Unrestricted Contributions are significantly under budget at \$135k vs \$841k budgeted, a shortfall of over \$700k.
- **FL License Plate** revenue came in at **\$229k**, tracking slightly under budget.
- **Special Events** show no revenue yet against a \$30k budget.

This income variance reflects a reliance on grant funding; while fundraising and unrestricted donations present opportunities for growth.

Expense:

Total FYTD expenses amount to **\$4.8 million**, slightly under the budgeted **\$4.83 million** and up from **\$4.27 million** in the prior year.

- Salaries and Fringe Benefits total approximately \$3.0 million, roughly in line with budget.
- Fringe Allocations appear as a negative expense (-\$184k), likely a cost recovery or allocation adjustment.
- Indirect Transfers (-\$713k) and Indirect billed to contract (\$713k) balance each other, indicating standard internal cost allocation.
- **Depreciation** (\$323k) and **Supplies** (\$453k) are slightly over budget.
- Outside Services and Travel remain below budget, helping control costs.

Overall, expense management has helped limit overspending despite the revenue shortfall.



As of March 31, 2025 April 18, 2025



Net Operating Income

The organization reports a year-to-date net operating shortfall of (\$991K). While this is behind the budgeted surplus of \$181K and last year's (\$763K) shortfall, the organization has demonstrated strong expense management to limit further losses.

The key contributor to the gap is **the shortfall in unrestricted contributions and the absence of special event income**. However, **grant revenues have remained stable**, providing a resilient foundation for future recovery.

Continued expense containment and renewed focus on unrestricted fundraising efforts position the organization for improved performance going forward.

Functional Area Analysis

- Research Projects are performing well, posting a modest surplus of \$121K, demonstrating that grant funding is effectively covering project-related costs.
- Unrecovered Science and General & Administrative activities reflect planned investments that contribute to a temporary deficit of (\$276K) and (\$799K), respectively.
- **Fundraising** operations, while posting a small shortfall of **(\$38K)**, continue to operate with lean expenses, building a platform for future donor growth.

Balance Sheet

As of March 31, 2025 April 18, 2025

	Mar-25	Jun-24	\$ Change
ASSETS			
Current Assets			
Checking/Money Market/Bonds	401,635	1,519,645	(1,118,010)
Accounts Receivable	671,931	428,037	243,894
Endowment Funds			-
Other Current Assets	17,796	27,030	(9,234)
Total Current Assets	1,091,362	1,974,712	(883,350)
Fixed Assets		_	
Fixed Assets at Cost	11,404,220	11,377,700	26,520
Less Accumulated Depreciation	(7,216,590)	(6,893,824)	(322,766)
Total Fixed Assets	4,187,630	4,483,876	(296,246)
Other Assets			
Notes Receivable - POF	1,260,498	1,260,498	-
Right of Use Assets	20,494	20,494	-
Total Other Assets	1,280,992	1,280,992	-
TOTAL ASSETS	6,559,984	7,739,580	(1,179,596)
LIABILITIES & EQUITY			
Liabilites			
Current Liabilities			
Accounts Payable	74,482	78,215	(3,733)
PrePaid Grants		32,621	(32,621)
Accrued Vacation	168,527	168,527	-
Other Current Liabilites	370,891	806,147	(435,256)
Total Current Liabilities	613,900	1,085,510	(471,610)
Total Liabilites			
Equity			
Unrestricted net assets	1,906,685	1,906,685	-
Temporaily restricted net assets	2,180,689	2,870,955	(690,266)
Permanently restricted net assets	2,849,801	2,849,801	-
Net Income	(991,091)	(973,371)	(17,720)
Total Equity	5,946,084	6,654,070	(707,986)
TOTAL LIABILITIES & EQUITY	6,559,984	7,739,580	(1,179,596)



As of March 31, 2025 April 18, 2025



Balance Sheet:

The balance sheet shows that HSWRI ended the third quarter of the fiscal year with \$401,634 of available cash:

Torrey Pines Bank checking	\$51,632
Schwab Money Market fund	350,002
Schwab Index Bond Fund	0.00
	\$401,634

The Institute borrowed \$300,000 from the investments to fund operations as we wait for both delayed contract funding and fundraising campaign to kick in funds. The investment fund have been redeposited into the Money Market Fund. Fundraising efforts and operations contributed to the increase money.

Prepaid grants and restricted contributions include the following projects:

Seabass in the Classroom	\$386,891
Replenishment	65,128
Integrated Aquaculture	145,213
СЕМА	501,009
Halibut '25	460,000
	\$1,558,241

We expect most of these funds to be spent down over the next 12 months.

As of March 31, 2025 April 18, 2025



Balance Sheet Performance Analysis

Total Assets:

- Decreased by (\$1,179,596) from \$7,739,580 (June 2024) to \$6,559,984 (March 2025) this was primarily driven by a significant reduction in cash and cash equivalents, down (\$1,118,010).
- Accounts Receivable increased by \$243,894, reflecting more outstanding collections expected.
- Fixed Assets decreased modestly (\$296,246) due to regular depreciation.
- Other Assets remained unchanged.

Current Assets:

- Fell by (\$883,350), with the majority attributed to the decline in Checking/Money Market/Bonds.
- Endowment Funds dropped by (\$9,234).

Fixed Assets:

- Net Fixed Assets decreased by (\$296,246):
 - Gross Fixed Assets slightly increased by \$26,520 (minor additions).
 - Depreciation accumulated another (\$322,766) during the period.

As of March 31, 2025 April 18, 2025

Balance Sheet Performance Analysis



Liabilities:

- •Current Liabilities decreased by (\$471,610):
 - **Prepaid Grants** fell by **(\$32,621)**, indicating recognition of prior deferred grant revenue.
 - Other Current Liabilities fell sharply by (\$435,256), a strong positive indicator of debt/obligation management.

Equity:

- •Total Equity declined by (\$707,986):
 - Unrestricted Net Assets remained unchanged.
 - Temporarily Restricted Net Assets declined by (\$690,266), due to the release of grant/designated funds.
 - **Net Income** shows a loss of **(\$991,091)** year-to-date, worsening compared to the **(\$973,371)** in June 2024.

As of March 31, 2025 April 18, 2025



Statement of Cash Flows:

The organization experienced a **net decrease in cash and cash equivalents** during the fiscal year-to-date. The primary drivers of the cash decline include the **operating deficit** resulting from new opportunities needed in unrestricted contributions and the **absence of special event revenue**, alongside the regular cash outflows associated with program operations and administrative expenses.

Overall, the organization managed cash during the fiscal year-to-date, prioritizing core program operations and maintaining financial discipline. While cash and cash equivalents declined, this reflects intentional investments in mission-critical activities and consistent program delivery, even amid a challenging unrestricted revenue environment.

Expense control efforts helped minimize the draw on cash reserves, and the organization maintained a stable asset base without taking on new debt or major capital obligations.

Moving forward, enhancing liquidity through strengthened unrestricted fundraising and event revenue will position the organization for renewed financial growth and resilience.

Corporate and Government Relations Committee Highlights



Appropriations Update

- Submitted Cooperative Institute programmatic ask to Senate and House offices
- Resubmitted last year's CEMA ask to Congressman Levin (CA-49)
- Submitted IRL Restorative Aquaculture Station improvements appropriation to both State and Federal representatives

Other Activity

- Offered impacts of federal funding cutbacks to Senator Schiff's office
- Submitted report for 2024 activities to SWBGCF
- Working on land donation celebration with NRG Energy

Cooperative Institute



Establishing a NOAA Cooperative Institute for Aquaculture Research and Development

The Need for a Cooperative Institute (CI) in Aguaculture

The National Oceanic and Atmospheric Administration (NOAA) supports aquaculture to enhance sustainable seafood production, reduce the U.S. Seafood trade deficit, stimulate economic growth, and ensure resilient seafood markets. While NOAA provides grants and research support through regional Science Centers, these efforts would benefit from direct coordination with industry and regulators. A NOAA Cooperative Institute (CI) would bridge this gap by fostering collaboration between NOAA, academic researchers, and industry stakeholders. This structure ensures expenditures are strategically aligned with NOAA's mission while also addressing real-world aquaculture challenges.

A CI allows for joint planning and execution of prioritized projects, enabling NOAA to rapidly respond to emerging industry needs and regulatory challenges. Additionally, it provides critical workforce development, preparing industry professionals while driving U.S. Innovation in aquaculture science and technology.

Advantages of a NOAA CI for Aquaculture

1. Enhanced & Efficient Collaboration and Resource Sharing

The proposed CI would unite top academic and research institutions and NOAA laboratories, leveraging their expertise to address aquaculture trade, industry development, technology, and policy challenges. Partner institutions—including the University of New Hampshire, the University of Hawaii, the University of Southern Mississippi, and the Hubbs-SeaWorld Research Institute—bring diverse strengths in aquaculture engineering, hatchery technologies, stock enhancement, regulatory science, and production management. This interdisciplinary approach would accelerate innovation, streamline data sharing, and optimize program efficiency across major regions of the United States.

2. Alignment with NOAA's Strategic Priorities

The CI would directly support the U.S. long-term aquaculture development priorities, including:

- Developing sustainable aquaculture practices to significantly increase U.S. seafood supply.
- Advancing science-based solutions for efficient aquaculture development in line with NOAA's National Aquaculture Strategic Plan.
- Expanding domestic workforce development and training programs to prepare future industry professionals.

3. Geographic Seafood Markets

With partners spanning major economic regions of the country, the CI would ensure aquaculture product development to expand local seafood markets with a consistent, domestic supply. The CI will pursue a vertically integrated approach to











Establishing a NOAA Cooperative Institute for Aquaculture Research and Development

expand breeding, hatchery, and growout of domestically produced fish, shellfish and seaweed into new markets that will benefit local communities.

4. Supporting National Science and Technology Council (NSTC) Priorities

The CI would align with key administrative priorities in the NSTC Strategic Plan for Aquaculture Economic Development, including:

- Technological Innovation: Developing advanced aquaculture technologies.
- Economic Viability: Reduction of trade deficits, enhancing market analysis and business models.
- · Regulatory Science: Supporting streamlined, science-based regulations.
- Coastal Resilience: Protecting working waterfronts by providing new jobs and producing aquaculture products that can withstand a wide range of environmental conditions.
- Workforce Development: Expanding training programs for industry professionals.

5. Strengthening Public-Private Partnerships

A NOAA CI for aquaculture would facilitate technology transfer and innovation by fostering partnerships between academia, industry, government, and non-profit organizations. These collaborations would improve U.S. standing in global seafood trade, enhance domestic, commercial aquaculture operations while ensuring a consistent and healthy supply.

6. Workforce Development and Capacity Building

One of NOAA's primary goals is to develop a highly skilled workforce in aquaculture science. The CI would contribute by:

- Providing highly technical industry professional to develop technological innovations.
- Offering industry training programs for resilient aquaculture businesses.
- Establishing efficient NOAA practices to enable a nationwide approach to greatly reduce the seafood trade deficit.

Conclusion

Establishing a NOAA Cooperative Institute for Aquaculture Research and Development would be a transformative step in advancing U.S. aquaculture. By fostering interdisciplinary collaboration, aligning with NOAA's strategic goals, and supporting workforce development, the CI would play a critical role in promoting consistent seafood production while protecting marine ecosystems. This initiative would strengthen the nation's ability to meet the growing demand for sustainable seafood and contribute to the resilience of U.S. coastal economies.









Summary of Congressional Requests



			Closing date	Closing date						
Congress person	Party/District	Website	Program	Community	#1	#2	Status	Copy of completed forms		Let ters
								Programmatic	Community	
Sen. Alex Padilla	D/CA	ht tps://o ampu blic.senate.gov/constituen t/login/de71f5c0- 70 0b-4b 4d-8b aa-f12 9bb 539 478/		31-Mar	CI		Waiting on program guidance			
Sen. Adam Schiff	D/CA	https://www.schiff.senate.gov/helping-you/appropriations/.	28-Mar	28-Mar	CI		Submitted (Programmatic)	2_Schiff-Cl_pdf		
Rep. Mike Lev in	D/CA 49	https://docs.google.com/forms/d/ie/TEAhQUScFtbXOdz/hgdSU 53Uno604skBNGPH3-2-JDCWmDips-4uuQ/viewform(program ank/l	28-Mar	18-Apr	CEMA		Submitted (Programmatic and Community)	3. Levin-Cl-FINAL pdf	8 Levin - CFMA. pdf	(For Community) Evidence of public support is required. Agreater volume of evidence will increase your project's chances of receiving funding. This may include letters from local elected officials, press articles, op-eds, city council or county board resolutions, publicly available state planning documents, etc. that demonstrate need or public support for the project. Yournay also include the names of additional local governments or nonprofits that are supportive of the project and would likely be willing to provide aletter of support in a quick ktumaround time.
Rep. Darrell Issa	R/CA 48				CI		Waiting on program guidance			
Rep. Scott Peters	D-CA 50	https://scottpeters.house.gov/appropriations-requests-for- fiscal-year-2026	28-Mar	28-Mar	CI		Submitted (Programmatic)	4_Peters - Cl.pdf		
Rep. Sara Jacobs	D/CA 51				CI		Waiting on program guidance			
Rep. Juan Vargas	D/CA 52	https://vargas.house.gov/appropriations-requests.	TBD	TBD	CI		Submitted (Programmatic)	5_Vargas - Cl_pdf		
Rep. Ken Calvert	R/CA 41				CI		Submitted (Programmatic)	6_Calvert - Cl.pdf		
Sen. Rick Scott	R/FL	https://o.ampublic_senate_gov/constituent/login/52eafe1c- 9h19-4ff8-b0d9-3c9e1030d610/	2-May	N/A	CI		Submitted (Programmatic)	7_Scott - CL pdf		
Sen. Ashle y Mood y	R/FL	Und ecide d on whether to do either			CI					
Rep. Harido polis	R/FL 8	https://haridopolos.house.gov/se.nices/a.ppropriations- request-form.	24-Mar	24-Mar	Station	CI				

Congressional Directed Funding Requests



HSWRI Asks

- Programmatic (CI)
 - Sen. Schiff (D/CA)
 - Rep. Levin (D/CA-49) (CI)
 - Rep. Peters (D/CA-50) (CI)
 - Rep. Vargas (D/CA-52) –(CI)
 - Rep. Calvert (R/CA-41) (CI)
 - Sen. Scott (R/FL) (CI)
- Community Development
 - Rep. Haridopolis (R/FL-8)
 - Rep. Levin (D/CA-49) (CEMA)
- We are awaiting instructions for CI submissions to:
 - Sen. Padilla (D/CA),
 - Rep. Issa (R/CA-48)
 - Rep. Jacobs (D/CA-51)

CI Partner Asks

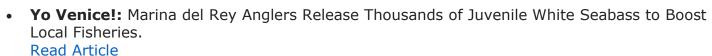
- Programmatic (CI)
 - Sen. Cindy Hyde-Smith (R/MS)
 - Sen. Wicker (R/MS)
 - Sen. Schatz (D-HI)
 - Rep. Pappas (D/NH-1)
 - Rep. Case (D/HI-1)
 - Rep. Calvert (R/CA-41) (CI)
 - Sen. Scott (R/FL) (CI)

Press Highlights - Links

Sustainable Seafood

• **The Log**: Conservation is Still Fishing - Highlights Casey Shedd and AFTCO's commitment to conservation and Milt's founding of SeaWorld and HSWRI.

Read Article





 San Clemente Times: San Clemente High School Students Help Restore Sea Bass Population Read Article

Florida License Plate

• **10 News**: Florida's 'Protect Marine Wildlife' Specialty License Plate Awards Nearly \$140,000 for Florida Conservation Initiatives.

Read Article

Seagrass Restoration

 Florida Today: Brevard Zoo Restore our Shores planting sea grass in Palm Shores <u>Read Article</u> <u>Press Release</u>

Ocean and Coastal News

• **The Log:** Pacific Coast Sportfishing Festival - The Pacific Coast Sportfishing Festival isn't just about fun; it's also a hub for education and conservation. Esteemed organizations like the Hubbs-SeaWorld Research Institute will be on hand to discuss their groundbreaking white seabass program and share insights into marine conservation efforts.

Read Article

• **The Reader:** Big bugs and 'buts in San Diego's big bay - Hubbs-SeaWorld boosts halibut population here. Read Article

Press Highlights - Links

Oysters

• **Spectrum News 1:** Researcher says water temperature key to managing virus in oysters. Read Article

Documentary

 Are the Dolphins Alright?: Highlighting Wendy Noke <u>View Film</u> The password is Porpoise

Dolphin Health Altmetric Report

- **Frontiers:** Scientists link a phytoplankton bloom to starving dolphins in Florida Read Article
- **Study Finds:** Mysterious Deaths of 77 Dolphins in Florida Lagoon Finally Solved by Scientists Read Article
- Oceanographic: Historic bottlenose dolphin deaths linked to phytoplankton bloom Read Article
- MSN: Mysterious Deaths of 77 Dolphins in Florida Lagoon Finally Solved by Scientists Read Article
- Phys Org: Scientists link a phytoplankton bloom to starving dolphins in Florida Read Article
- Gizmodo: Starving Dolphins in Florida Traced to Algae Bloom Fueled by Human Waste Read Article
- **Discover Wildlife:** In 2013, dozens of dolphins mysteriously died in Florida scientists just figured out why Read Article
- Fox 35 Orlando: Fishermen, rescuers race to save dolphin trapped in fishing line spotted in Indian River Lagoon
 Read Article



Press Highlights - Links

 Chip Chick: Scientists Discover That Dolphins Starved In Florida Due To A Phytoplankton Bloom Read Article

Dolphin Rescue

 Fox 35 Orlando: Fishermen, rescuers race to save dolphin trapped in fishing line spotted in Indian River Lagoon Read Article



Carlsbad Memberships

 Carlsbad Village Association – Village Voices <u>Development Team Participation</u>