

Board of Directors & Membership Meeting

WHEN: August 15, 2023
12:00-2:00pm (Alaska Standard Time)



WHERE: ZOOM video-conference
<https://us02web.zoom.us/j/88213679893>
Meeting ID: 882 1367 9893

BOARD PACKET CONTENTS

	Pages
1) Agenda	2-3
2) Board Minutes, January 7, 2022	4-10
3) Executive Director Report (Decker)	11-13
4) Finance Director Report (Ratzlaff)	14-17
5) Development Director Report (Wilson)	18-19
6) Executive Administrator Report (Cisco)	20
7) Startup Accelerator Director Report (EvrIDGE)	21
8) ASG Fellow – Final Report (Ben Americus)	22-25
9) ASG Fellow – Final Report (Robin McKnight)	26-31
10) ASG Fellow – background (Kelly Drummond)	32
11) ED Transition Plan	33
12) ED Position Description	34-37
13) Startup Accelerator Transition Plan	38-39
14) Peter Warden – Letter of Interest & Resume	40-41
15) Joint Innovation Project (JIP) project summaries	42-49
16) NOAA SK Pre-proposals:	
a. Innovation & New Markets through Product Development	50-51
b. Using technology to fulfill research needs related to seabird interactions in the Alaska salmon fishery	51-53
c. Alaska Seafood 2075: Charting a Resilient Future	54-55
d. (submitted by ASMI) Increasing utilization of Alaska’s wild fisheries with expanded secondary US processing	56-57
17) NOAA Coastal Resilience Regional Challenge – Letter of Intent	58
18) NOAA Ocean-Based Climate Accelerator - Phase 1 application	59-60
19) Inventory List (storage unit)	61-62

FOR YOUR INFORMATION

20) AFDF Bylaws	63-77
21) Code of Conduct	78
22) Conflict of Interest Policy	79
23) For articles - see AFDF’s Facebook page: click here .	

Board of Directors Meeting

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12pm-2pm, Alaska Time

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AGENDA

- 1) Call Board meeting to order
- 2) Roll call; establish quorum (Julie Cisco)
- 3) Conflicts of interest declared (none anticipated)
- 4) Recognize AFDF members/staff/guests present
- 5) Review & approve agenda
- 6) Review and approve minutes (2023-05-09)
- 7) Review and approve new membership applications: None
- 8) **Staff reports** (40 mins):
 - a. Julie Decker, Executive Director (5 mins)
 - b. Ekaterina Ratzlaff, Finance Director (5 mins)
 - c. Julie Cisco, Executive Administrator, Membership & Symphony (5 mins)
 - d. Hannah Wilson, Development Director, Sustainability Cert & Mariculture (5 mins)
 - e. Garrett Evridge, Director, AFDF Startup Accelerator (5 mins)
 - f. Kelly Drummond, Sea Grant Fellow (introductions only, 5 mins)
 - g. Ann Robertson, Technical Facilitator, sustainability certifications - none
- 9) **Committee Reports:**
 - a. ASOS Committee - Chair - Tomi Marsh
 - b. Bylaws Review Committee - Chair - Matt Alward - postponed until fall, 2023
 - c. Industry Advisory Committee - Chair - Mike Cusack - met May 2, 2023; scheduled Aug. 23
- 10) **Old Business: None**
- 11) **New Business:**
 - a. **ED Transition Plan**
 - i. Appoint Hiring Committee: Scheer, Mierzejek, Singleton, Decker
 - ii. Schedule for hiring process - see attachment
 - iii. ED Position Description - see attachment

- iv. Announcement of ED position in press release & ads
- v. Advertise for 30 days in LinkedIn, FB (others?)
- vi. Appointment of Wilson, Acting ED as of Oct. 1, with compensation
- vii. AFDF draft statement in PSPA press release - see attachment

Recommended Motion: Approve the transition plan outlined above & in accompanying attachments.

b. Startup Accelerator Transition Plan

- i. Director position transition & timeline - see attached
- ii. Contractor – Peter Warden - see attached resume and letter of interest

Recommended Motions:

- ***Approve the Startup Accelerator transition plan outlined above & in accompanying attachments.***
- ***Approve contractual hire of Warden for 3-month trial basis***

c. Submission of future grant applications

- i. NOAA Coastal Resilience Regional Challenge – Letter of Intent-due Aug 21
- ii. NOAA Ocean-Based Climate Accelerator–Phase 1 application-due Sept 11
- iii. NOAA SK full proposals – due Nov 21
 - 1. Innovation & New Markets through Product Development
 - 2. Using technology to fulfill research needs related to seabird interactions in the Alaska salmon fishery
 - 3. Alaska Seafood 2075: Charting a Resilient Future
 - 4. (submitted by ASMI) Increasing utilization of Alaska’s wild fisheries with expanded secondary US processing

Recommended Motion: Approve conceptual grant applications (attached) for submission to the grant sources outlined above.

12) Executive Session

13) Set date for next Board meeting & membership meeting:

- a. Membership meeting & Board election options:
 - i. Oct 9-10, Anchorage, NPFMC
 - ii. Nov. 2-4, Anchorage, ASMI All Hands
 - iii. Dec. 4-12, Anchorage, NPMFC
- b. Interviews with final candidates, mid to late Oct
- c. In person Board meeting - Monday, Nov. 6, Seattle
- d. Alaska Symphony of Seafood - Tuesday, Nov. 7, Seattle

14) Adjourn

Tuesday, May 9th, 2023
9:00 am – 11:00am, Alaska Time
ZOOM video-conference

Board Meeting Minutes

Call Board meeting to order 9:02 AKST

Roll call; establish quorum (Julie Cisco)

a. Board members present:

Markos Scheer, Tommy Sheridan, Trevor Sande, Mike Cusack, John Sund, Matt Alward, Tomi Marsh, Rich Riggs, Keith Singleton, Buck Laukitis

Board members not present: Chris Mierzejek, Tom Enlow, Stefanie Moreland

Conflicts of interest declared (none anticipated)

a. N/A

Recognize AFDF members/staff/guests present

a. All current AFDF staff accounted for, Ann Robertson will be joining at 10am

b. No guests/ members present

Review & approve agenda

a. Motion to approve made by Mike Cusack, second from Matt Alward. No discussion or objection.

Review and approve minutes from 2023-02-24 meeting.

a. Motion to approve made by Buck Laukitis, second from John Sund. No revisions, discussion or objections.

Review and approve new membership applications: Kaia Fisheries and Purr-ferred Pet Food, and City of Whittier (increasing to voting status), plus paid memberships (report attached)

a. Kaia Fisheries as a voting member at \$500. Motion to approve made by Buck Laukitis, second from Matt Alward. Discussion on owner Erik Vello being a very engaged member of the Homer and fishing community. No objection.

b. Purr-ferred Pet Food as an Associate member at \$250. Motion to approve by Matt Alward, second from Keith Singleton. No objection.

c. City of Whittier requesting an increase to \$500 voting status. Review of bylaws shows governments cannot be voting members. Julie Cisco to contact the City Manager and discuss if they would want to donate the additional funds that would go to full voting membership but remain at Associate status. Not voted on. Discussion followed:

i. Matt Alward- are we allowed to consider letting governments become voting members or is this some unchangeable, foundational institution? Can we change it? Why would we want to change it?

ii. Requires further discussion/ if something changes in bylaws.

Buck- bylaw committee, looking into how and who is elected to the BOD

- iii. Anyone who is qualified as a voting member, they can become a board member as long as they fit into a seat

Staff reports (65 mins):

a. Julie Decker, Executive Director

1. NOAA fish fry/ sustainable seafood celebration which is back after COVID, evening event hosted at commerce building in Washington, D.C. Date set for June 7th. AFDF is working with partners to provide food and booth set-up. Trident is donating Chef Morgan's time. Emphasis on the Symphony, mariculture, pollock, AFDF, and Alaska Seafood in general. Question from Board if Bristol Bay sockeye would be featured? Contacted Thunder's Catch to provide their chowder, and Peter Pan's salmon with ribbon kelp chimichurri.
2. Feedback from Senator Murkowski's staff on the king crab enhancement project has been very positive.
3. Report on Global Seafood Expo in Barcelona- attended meetings with MSC and RFM staff and others around labor issues and certification issues. Continued to push against MSC although this probably will not result in changes, MSC moving forward with more requirements around social and labor issues. It was helpful that AFDF has created products around workforce responsibility already. There may be hope for RFM to be recognized globally as the certification of the future. This won't happen overnight but seems like there is movement in this direction.
4. Knowledge from South Korea mariculture trip –Will be following up with contacts that seem interested in Alaska and finding a way to involve the University and companies.
5. Blue Economy and Energy Panel
 - a. Blue Sky Maritie- AFDF to join? Moving fishing fleets to renewables, zero membership fee for nonprofits to join. No objection.
 - b. Tom Fu - Interested in potential to fund electric vessel demonstrations and workforce development around energy. Interested in engaging with this further

b. Ekaterina Ratzlaff, Finance Director

1. Middle of fiscal year, so far spent \$900,000 which is about 1/3 of expected at this point in time. Deposited Grantham Foundation \$1.25 million in CD account, so far has realized almost \$8,500 in interest. Billing for MSC and RFM salmon certification and working for invoicing for EDA green energy and research and development.
 - a. Questions?
 - i. Mike Cusack- Auditing- where are we with that? Katya- about to submit audit documents to CPA this week for FY2022. Grantham Foundation's interest earning account will be on the next audit.
 1. Cannot do the single audit until we reach a certain threshold, we are stepping into a financial audit with the understanding that the single audit will come next year

- ii. Buck- have we thought about the FDIC \$250,000 insurance limit as respects the Grantham Foundation CD?
 - 1. Julie- AFDF has 10 separate accounts at Wells Fargo and one at 1st Bank for the CD which is part of lowering risk... all still under the AFDF organization. Do we have enough to try to open up additional bank accounts? Haven't done this yet, could make things more challenging but could do this if the board is interested. Typically, AFDF doesn't sit on a lot of cash because there is so much cash flow.
 - 2. Sund- Wells Fargo is on the too big to fail list
 - iii. Buck- what is officers/ board insurance?
 - 1. AFDF does have this- largest cost for insurance policies. General liability, car insurance, workers compensation
- c. Julie Cisco, Executive Administrator, Membership & Symphony
 - 1. Continuing the transition for the Symphony of Seafood work, writing an annual work plan (thanks Val!)
 - 2. Steering meeting committee on April 18, Tomi will update, goal is to get the Call For Products out in early June
 - 3. Bylaws committee is tabled until fall
 - 4. Membership dues and invoicing.
 - 5. Working with partners on NOAA June event
 - 6. Website updates
- d. Hannah Wilson, Development Director, Sustainability Certification & Mariculture
 - 1. Seafood sustainability certifications- sending out billing for MSC and RFM. MSC salmon, condition 2 closed, other conditions on target, RFM salmon, ahead of schedule. For Cod- BOF proposal was passed successfully, RC055, that closed condition 2 on MSC cod. Invoicing for client group. RFM halibut and sablefish- major and minor non conformance (Ann Robertson to speak to)
 - 2. Grants- three denali commissions grants (kelp meal phase II, Alaska Symphony of Seafood expanding development and manufacture, Reshore Alaska seafood processing), may also rework for NOAA SK grants
 - 3. Received funding from MSC grant to do pilot projects to look at seabird/ gill net interactions. Data to be collected this summer
 - 4. Applied for an SK grant last year, will find out soon if this was received
 - 5. Green Energy and Joint Innovation RFPs for EDA BBB
 - a. Green energy closed, one proposal moving forward
 - b. Joint innovation, RFP closes May 31st
 - 6. ABEC RFP - Tommy Sheridan
 - a. \$7 million to University of Alaska (ABEC, UA, Sea Grant)

- b. PI is Gwen Holdman
 - c. Identify areas of underserved, promising, could benefit through additional funding
 - d. Related to 4 different aspects of mariculture industry
 - e. How to meet limited capacity with partnership between university and industry
 - f. First call for proposals is May 22nd and then rolling acceptance from there on
7. New Sea Grant Fellow- Kelly Drummond to start in August. Last Board meeting for Robin and Ben, big thank you!
- e. Robin McKnight, Mariculture Development Coordinator
Continuing to work on seaweed tissue analysis, working with AMA on travel funds, social media outreach. Going to Iceland in June for formal Master's Degree graduation.
- f. Ann Robertson, Technical Facilitator, RFM & MSC salmon/cod/halibut/sablefish certifications
- 1. RFM halibut and sablefish certifications are set to expire on April 19th, 2023. One major non conformance- gear loss and ghost fishing in both fisheries. Based on availability and adequacy of information is not really on public record, insufficient information that show that operations are functional and minimize waste and gear loss. One minor non conformance- halibut waste. Where are sensitive habitats?
 - 2. Provided response on April 11th: pulled together information on gear loss, science on ghost fishing impacts from gear types, overview of mandatory and voluntary measures stakeholders take to minimize gear loss; provided spatial information describing spatial footprint on halibut fishery. There is support from ADFG and NMFS, but not from IPHC. Waiting on a response from the assessment team. Provide additional information that could be helpful if you have it!
 - 3. One COD MSC condition closed out
- g. Ben Americus, Science Policy Coordinator, Synthesis & contextualization of AHRP
- 1. Minor non conformance work; mapping catch data to identify overlap with sensitive habitat areas, working with Scott Wagner on permitting with hatcheries, process is changing during this year
 - a. DOE grant application- ENSRA, renewables at hatchery release sit
 - 2. UAF on publishing hatchery synthesis for MSC
 - 3. Questions?
 - a. Decker commented- mariculture to offer solutions to hatcheries, very interesting area of work, multiple salmon hatcheries who have contacted Schery about this. How can we add capacity to this?

h. Garrett Evridge, Director, AFDF Startup Accelerator

1. Met with 17 different companies, 48 meetings, general advisory work and accountability plus hands-on guidance to develop future projections, financials, marketing, general business building
2. Liquid Ice (transition from flake ice to liquid ice) there are multiple projects happening
3. Attachments: EDA summary report (AOC work and the grant that funded it) and pitch deck
4. Help on Denali Commission grants, participated on Arctic Encounters panel
5. Industry Advisory Committee first meeting
6. Questions?
 - a. John Sund- liquid ice vs. flake ice?
 - i. Garrett- The technology is liquid or slurry ice incredibly small pieces of ice, there is better thermal connectivity because it fits fully around fish, cools fish down a lot quicker, better coverage. Uses less electricity, refine process of goal of producing smallest ice particle possible

Committee Reports: A standing agenda space for the chairs to bring forward or report anything they might want to discuss

● **ASOS Committee** - Chair - Tomi Marsh - met April 18, 2023

- a. Robust conversation at meeting, talking with Katie Goldberg and Leah about Expo West, maybe a good space for snack foods, ability to grow categories and collaborate with another show
 - i. Keith- Been to Expo West, more industry needs to be in there. Oversight that we are not in there, launched cod liver oil there
 - ii. Expand CPG

● **Bylaws Review Committee** - Chair - Matt Alward - postponed until fall, 2023

- a. Nothing pressing; please use the summer to generate thoughts about bylaws and will circle back in the fall and take a deep dive

● **Industry Advisory Committee** - Chair - Mike Cusack - met May 2, 2023

- a. Gave Garrett like 50 more things to summarize, which he will do and send out a list/ order of how to move forward
- b. Good initial first meeting, get other people on the line
- c. Covered tons of topics, AFDF to pare this down and bring back to IAC
- d. Is reshoring on the list? Yes, but lots of stuff is on the list, there is a lot of need in the industry
- e. Next meeting will be August 23, 2023

9) Old Business:

A) DISCUSS/RECOMMEND: EDA BBB - Alaska Mariculture Cluster - Join Innovation Projects RFP
- Review Committee - 1-2 AFDF Board members without conflicts interested?

- a. RFP is out for joint innovation projects, the review of proposals will happen after
- b. If there are board members interested in reviewing and scoring that is welcome, but okay if not
- c. Markos will be involved in submitting a proposal so will not review

New Business:

10) ACTION: New AFDF Visa: **Recommended Motion: Approve AFDF's application for Alaska Airlines VISA credit card account through Bank of America, and authorizing Julie Decker, Ekaterina Ratzlaff and Julie Cisco to establish and use the account.** [See draft letter attached. Two board members must sign the letter.]

- a. Following the thread of applying for AA card, required from Bank of America that two board members sign letter, AA earns better milage which would be very helpful considering all the travel
- b. Motion to approve (application and authorizing ED to take action to submit application) from Matt Alward, second from Mike Cusack
- c. Discussion? None.
- d. Motion approved at 10:37am

11) ACTION: Approve ASOS Steering Committee recommendation. **Recommended Motion: Approve adding a new category for 2024 ASOS "Around the Plate" (or other name)**

- a. Decker- Committee discussed a lot, but didn't land on title or definition, another meeting schedule but Call for Product is up and coming. Need to push through timelines, wanted the board to be aware or approve of a significant change.
- b. Mike Cusack- how do you include things like sauces, other seafood items that don't fit in with salmon, white fish, etc. Trying to capture a broader group of products and what do we call it?
- c. Name can be determined in committee meeting
- d. Motion to approve inclusion of another category (name to be determined by committee) made by Keith Singleton, second from Mike Cusack, no objection.

ASOS Discussion: Mike Cusak- Sponsors of Symphony and entrance fee for items

- a. What is the best fee to have for symphony entrants?
- b. Decker- no action item on this, need more consensus but future plans
- c. Keith- We think we need to increase the entrance fee. Minimum of \$250
- d. Markos- Counter to this would be that lower entrance fee would be allowing smaller businesses to access entering the competition
- e. Buck- maybe there could be consideration to have varying fees for small producers and start-ups versus larger companies
- f. Markos- how can we encourage innovation

- g. Decker- more discussion needed before brought to the board
- h. Julie Cisco- it will be on agenda in next steering committee meeting

John Sund- Overwhelming amount of projects at AFDF, A-Z projects, exciting to see!

Julie Decker- Staff attitude is great!

Matt Alward SK / AFAC update - Locked into old process, ranking from constituent review panel, notices out May 25, focus more on promotion and marketing. Third category of infrastructure added. Unsure of funding amount.

Mike- Can Julie send bylaws to the full board?

12) Set date for next Board meeting – August/Sept, 2023?

- a. Will be set at a later time through email in August/ Sept

13) Adjourn

- a. Motion to adjourn made by Matt Alward, second by Keith Singleton. No objections.
- b. Meeting adjourned 10:58am

To: Board of Directors, AFDF
From: Executive Director
Date: August 15, 2023



Current staff & contractors:

Staff:

- a. Julie Decker, Executive Director (job description attached)
- b. Ekaterina Ratzlaff, Finance Director (all financial management activities)
- c. Julie Cisco, Executive Administrator (membership, Symphony, GAPP)
- d. Hannah Wilson, Development Director (sustainability certification, mariculture)
- e. Garrett Evridge, Director (AFDF Startup Accelerator)

Contractors:

- Kelly Drummond, Alaska Sea Grant Fellow (will work on 5 various projects – seabird-gillnet interactions (MSC salmon cert), KelpMeal – Phase 2, seaweed tissue analysis, ASOS, Startup)
- Ann Robertson, Technical Facilitator (RFM & MSC certifications)

Previous Contractors:

- Ben Americus, Alaska Sea Grant Fellow
- Robin McKnight, Alaska Sea Grant Fellow

ED Transition Recommendations: Most of my recommendations have been included in the documents related to the ED Transition Plan. I think it is necessary to designate an Acting Executive Director, starting October 1st, when my time will begin to be 75% with PSPA, until the new ED is hired. I recommend Hannah Wilson be designated the Acting ED, with a corresponding salary increase of \$1,500 per month, for each month fulfilling that duty.

Given Katya's Financial Report, which shows that AFDF will have a net indirect income of \$59,945 as of Sept. 30, 2023, AFDF can afford a temporary raise to Hannah as Acting ED, as well as an increase of in the ED salary in order to attract a qualified candidate. I suggest something in the range of \$125,000, plus the same benefits as the other employees. (FYI – my current salary is approximately \$100,000, and including benefits, total compensation of \$118,000.)

Startup Accelerator Transition Recommendations: Garrett and I spoke about this transition and my recommendations are included with his in the Startup Accelerator Transition. I am very happy to have the good fortune to have met Peter Warden. He is a young, smart, motivated person, who has been "bit by the Alaska seafood bug". He has worked the last 9 months for EC Phillips processing facility in Ketchikan. A 3-month trial period contract will be a good way to make sure both parties are a good fit.

Storage Unit Inventory & Future Use: Julie Cisco spearheaded a cleaning and inventorying of the AFDF storage unit in Anchorage (which we pay approximately \$100/month to rent). Some historical treasures were found (see separate email with link to photos and an inventory list). Staff would like direction from the Board in the next month regarding display or auction of items during the Seattle and/or Juneau ASOS event, or other uses.

Alaska Red King Crab Enhancement in Bristol Bay: Senator Murkowski was able to include a \$4 million appropriation for this project in the version of the budget now before the full Senate.

MSC & Association of Sustainable Fisheries (ASF): Next meeting will be Nov. 14-16, 2023, in Seattle.

Certified Seafood Collaborative (CSC) and the RFM Program: Continue new collaboration with Global Seafood Alliance (GSA). Annual conference for GSA, Responsible Seafood Summit, will be held on Oct. 3-5, 2023, in New Brunswick.

South Korea Seaweed Knowledge Exchange: Daesang reached out regarding learning more about Alaska seaweed. I will follow-up and begin coordination of an exchange trip to Alaska. Additionally, I will connect contacts within the University of Alaska and Incheon University about potential partnerships in the future.

Potential new ARPA-E project: ARPA-E has issued a FOA for exploring a new topic around bio-mining REE with seaweed. They specifically call out Bokan Mountain on POW in SE AK as a potential site. UAF and UAA organized a team to submit a proposal. AFDF was included in the proposal. We should find out about funding this fall.

Alaska Sustainable Energy Conference: The Governor seems to be looking to make major progress in this area for the state. It could be an opportunity for the seafood industry and the coastal communities in which we operate. However, we still need to advocate for our energy needs, particularly for vessels, as we seem to get forgotten many times.

Tom Fu, (Office of Naval Research): I began discussions with Gwen Holdman of UAF regarding Tom Fu's suggestion of the potential to fund e-vessel demonstrations and training through the University of Alaska, utilizing industry advisors. After we have an initial discussion, I can follow up with Tom.

EVOS Mariculture ReCon: farmers beginning to work with researchers to set up site visits and training for data collection at sites. AFDF began purchasing instrumentation for deployment at farm sites. We are also beginning to organize a seaweed genetics workshop in Alaska, with the help of a ASG Fellow.

Grantham Foundation to visit Alaska, May 20-27, 2023: I was able to organize a site visit to Barnacle Foods in Juneau and one of Tomi Marsh’s seaweed farms in Sitka with the help of Angie Bowers. We met with Jeremy Grantham and some of the major contributors to the eNGO, Client Earth, while they were cruising Southeast AK on a vessel owned by the Boat Company. Angie and I gave a 1-hr presentation about mariculture in Alaska, then took the group in 2 skiffs to the farm site and pulled up lines of bull kelp. The group seemed highly engaged and Jeremy Grantham even made a speech about why he thought investing in this new industry is important. Of note, several of the passengers were curious about bycatch on trawlers, and at least one believed there is no such thing as a “sustainable fishery”.

Alaska Mariculture Alliance (AMA): The AMA Board and staff continues to work with ADCED on development of a mariculture matching grant program that will supply matching grants for *farmers, processors, or hatcheries/nurseries*. Currently, ***the matching grant program is scheduled to open on Oct. 1, 2023, total \$1.5 million and be first-come-first-serve.***

Grant projects closing out by Sept., 30, 2023:

- WWF – Alaska Mariculture Alliance – Increasing Social License for Seaweed Farms (may need an extension)
- PSMFC (Pacific States Marine Fisheries Commission) – Alaska Mariculture Initiative – Phase 3
- NOAA SK – Hatchery Capacity & Technology Development to Secure Seed Supply for Oyster Farming in Alaska
- ARPA-E – Phase 2 - Seaweed Farming Demonstration in Kodiak

New grants awarded:

- MSC Ocean Fund (\$45K) work on conditions related to seabirds and salmon hatcheries
- Denali Commission (\$30K) KelpMeal – Phase 2
- Denali Commission (\$70K) Reshoring Alaska Seafood Processing

New grant applications submitted: Alaska King Crab Enhancement (\$4 million); ARPA-E bio-mining (\$1.275M); 3 x NOAA SK pre-proposals (\$975K)

New grant applications coming soon – see agenda

Financial Update by Ekaterina Ratzlaff

We are almost done with this fiscal year. So far, we spent \$1,321,348, which is about half of the proposed and approved budget expenses (\$2,794,646) and received \$1,785,462 (plus \$1,250,000 match from Grantham Foundation (part of EDA R&D grant), \$1,248,999 were deposited to a separate CD account at First Bank, the remainder is in First Bank Checking account. Since March 2nd, we earned \$22,690 (4.75% interest rate). Our projected budget receivables are \$2,903,302. Current net income is \$441,424 (no match). The breakdown of those funds is below:

- \$105,102 for FY 2022 expenses
- \$83,592 – expenses that we accumulated so far for this FY and we will request the reimbursement in the next few months.
- \$681,528 – we collected these funds for MSC and RFM P. Cod, MSC and RFM Salmon and expenses will accumulate during the remainder of FY 2023 and beginning of FY 2024

Here is the summary of our indirect funds balance as of today:

- We collected \$97,566 of Indirect funds in FY 2023
- \$30,000 for membership and other miscellaneous income
- \$64,689 FY 2022 indirect balance
- We spent \$102,310 in Indirect account, which leaves us with **\$59,945** balance of indirect funds as of today. More indirect funds are coming by the end of this fiscal year.

FY 2023 Budget Actual for All Programs (no match) as of July 31, 2023

Last Revision 2023-8-9

	Indirect	Federal Programs						Non Federal Programs											Total All Programs	
		EDA BBB Phase 1	EDA BBB - Research & Dev*	EDA BBB - Green Energy	USDOE - ARPA-E II	NOAA - Oysters	USDA	ASOS	Bigelow	Builders Vision	BSFA	EVOS	GAPP	MSC & RFM P. Cod	MSC Salmon	RFM Salmon	RFM Halibut and Sabiefish	PSFMC - AMI Phase III		WWF
4000 - REVENUES																				
4100 - Grant & Contractual Revenues		\$ 22,684	\$ 81,857	\$ 11,255	\$ 20,144	\$ 68,547	\$ 25,764		\$ 34,685	\$ 90,000	\$ 26,000	\$ 285,942	\$ 17,477	\$ -	\$ 41,806	\$ -	\$ 143,871	\$ 17,932	\$ 88,966	\$ 976,932
4105 - Miscellaneous Income	\$ 1,228	\$ -	\$ -	\$ -				\$ 8,910							\$ -				\$ -	\$ 10,138
4300 - Membership Dues	\$ 28,750	\$ -	\$ -	\$ -																\$ 28,750
4310 - Contributions	\$ -	\$ -	\$ -	\$ -				\$ 134,549						\$ 249,581	\$ 90,058	\$ 180,545			\$ -	\$ 654,734
4500 - Interest	\$ 22	\$ -	\$ -	\$ -											\$ -				\$ -	\$ 22
Indirect Cost	\$ 2,268	\$ 8,042	\$ 1,125	\$ -	\$ 1,943			\$ 3,369	\$ 10,000		\$ 27,642	\$ -	\$ 13,313	\$ 12,835	\$ 5,774	\$ 3,568	\$ 4,381	\$ 3,306		\$ 97,566
Total 4000 - REVENUES	\$ 30,000	\$ 24,953	\$ 89,899	\$ 12,380	\$ 20,144	\$ 70,490	\$ 25,764	\$ 143,459	\$ 38,054	\$ 100,000	\$ 26,000	\$ 313,584	\$ 17,477	\$ 262,894	\$ 144,699	\$ 186,320	\$ 147,439	\$ 22,313	\$ 92,272	\$ 1,768,141
5000 - EXPENSES																				
Total 5100 - Payroll Expenses	\$ 101,530	\$ 4,956	\$ 26,402	\$ 9,404	\$ 3,036	\$ 4,451	\$ -	\$ 16,404	\$ 3,942	\$ 34,871	\$ 24,216	\$ 26,667	\$ 17,477	\$ 17,471	\$ 24,585	\$ 20,312	\$ 10,332	\$ 8,493	\$ 13,640	\$ 368,190
5200 - Business Insurance	\$ 4,526	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,526
5250 - Business License	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5300 - Property/Space Rents	\$ 950	\$ -	\$ 2,196	\$ -	\$ -	\$ -	\$ -	\$ 30,593	\$ 9,700	\$ -	\$ -	\$ -	\$ -	\$ 173	\$ 173	\$ -	\$ -	\$ -	\$ -	\$ 43,784
5400 - Professional Services	\$ 7,150	\$ -	\$ 59,620	\$ -	\$ 12,147	\$ 39,333	\$ -	\$ 88,678	\$ 21,294	\$ -	\$ -	\$ 112,500	\$ -	\$ 68,235	\$ 72,934	\$ 7,755	\$ 9,131	\$ -	\$ -	\$ 498,777
5450 - Advertising and Promotion	\$ 2,184	\$ -	\$ 2,839	\$ -	\$ -	\$ -	\$ -	\$ 12,699	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,722
5500 - Telephone	\$ 5,824	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,824
5510 - Printing & Copying	\$ 454	\$ 523	\$ 40	\$ 40	\$ -	\$ -	\$ -	\$ 2,565	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 603	\$ 1,773	\$ 5,997
5520 - Shipping & Postage	\$ 232	\$ -	\$ 475	\$ -	\$ -	\$ -	\$ -	\$ 3,724	\$ -	\$ -	\$ -	\$ 771	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34	\$ 956	\$ 6,193
5530 - Subscriptions & Publication Fee	\$ 2,232	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10	\$ 2,242
5560 - Memberships & Contributions	\$ 2,360	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 6,860
5610 - Meetings & Workshops	\$ 2,667	\$ -	\$ -	\$ 313	\$ 1,000	\$ -	\$ -	\$ 3,079	\$ -	\$ -	\$ -	\$ -	\$ 265	\$ 238	\$ 503	\$ 265	\$ 778	\$ -	\$ -	\$ 9,107
5700 - Bank Charges	\$ 377	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 266	\$ -	\$ -	\$ -	\$ -	\$ 113	\$ 50	\$ 48	\$ 48	\$ -	\$ -	\$ -	\$ 903
Total 5810 - Travel Expense	\$ 1,764	\$ 1,201	\$ 7,376	\$ 3,205	\$ 3,961	\$ 4,066	\$ -	\$ 22,609	\$ 2,945	\$ 1,784	\$ 1,783.60	\$ 6,924	\$ -	\$ 6,586	\$ 7,533	\$ 9,704	\$ 4,012	\$ 8,951	\$ 13,115	\$ 107,518
5830 - Project Supplies and Equipment	\$ 60	\$ -	\$ 11,341	\$ -	\$ -	\$ 19,123	\$ -	\$ 12,258	\$ 11,879	\$ -	\$ -	\$ 148,949	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95	\$ 40,000	\$ 243,706
Total 5000 - EXPENSES	\$ 132,311	\$ 6,680	\$ 110,288	\$ 12,961	\$ 20,144	\$ 66,973	\$ -	\$ 194,375	\$ 49,760	\$ 36,655	\$ 26,000	\$ 295,811	\$ 17,477	\$ 94,171	\$ 107,013	\$ 38,495	\$ 23,787	\$ 18,954	\$ 69,493	\$ 1,321,348
Net Income	\$ (102,310)	\$ 18,273	\$ (20,389)	\$ (581)	\$ 0	\$ 3,517	\$ 25,764	\$ (50,916)	\$ (11,706)	\$ 63,345	\$ -	\$ 17,773	\$ -	\$ 168,723	\$ 37,686	\$ 147,825	\$ 123,652	\$ 3,360	\$ 22,779	\$ 446,793
Overhead - helps to cover Indirect expenses	\$ -	\$ 2,268	\$ 8,042	\$ 1,125	\$ -	\$ 1,943	\$ -	\$ -	\$ 3,369	\$ 10,000	\$ -	\$ 27,642	\$ -	\$ 13,313	\$ 12,835	\$ 5,774	\$ 3,568	\$ 4,381	\$ 3,306	\$ 97,566
Indirect Balance as of 09.30.2022																				\$ 64,689
Projected Net Income in Indirect account as of 09.30.2023																				\$ (102,310)
Projected Net Indirect as of 9.30.2023																				\$ 59,945

*2.2.2023 AFDF received cash match funds from THE GRANTHAM FOUNDATION

match spent to date

earned interest

match balance

\$ 1,250,000.00

\$ (25,340.84)

\$ 22,689.90

\$ 1,247,349.06

Balance Sheet

As of July 31, 2023

	<u>Jul 31, 23</u>
ASSETS	
Current Assets	
Checking/Savings	
1505 · FB Checking - 5600	1,001.00
1506 · FB CD - 5620	1,221,688.80
1515 · Unrestricted Checking - 1035	30,987.06
1520 · MSC Salmon - 0955	131,844.17
1530 · Cod Certification - 9698	145,579.75
1535 · RFM Halibut Sablefish - 9594	123,318.29
1540 · ASOS - 9706	671.96
1545 · EDA BBB_ARPA_E - 9586	34,963.83
1560 · Petty Cash	0.10
1570 · Startup Accelerator - 7017	63,646.36
1580 · AMI - 2156	16,057.57
1585 · RFM Salmon - 3253	199,529.36
1590 · EVOS_Bigelow - 1997	500.00
Total Checking/Savings	1,969,788.25
Accounts Receivable	17,992.50
Other Current Assets	7,240.83
Total Current Assets	1,995,021.58
TOTAL ASSETS	<u>1,995,021.58</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 · Accounts Payable	11,530.93
Total Accounts Payable	11,530.93
Credit Cards	
8926 · Julie's CC	5,411.77
Total Credit Cards	5,411.77
Other Current Liabilities	21,439.08
Total Current Liabilities	38,381.78
Total Liabilities	38,381.78
Equity	1,956,639.80
TOTAL LIABILITIES & EQUITY	<u>1,995,021.58</u>

Indirect balance as of today: \$59,944.60

Estimated Incoming Indirect Aug - Sept 2023:

EDA BBB R&D \$ 1,200.00

EDA GE \$ 260.00

Bigelow \$ 1,600.00

EVOS \$ 3,000.00

WWF \$ 1,652.44

Total Available Projected Indirect Balance as of 9.30.2023 **\$67,657.04**

Development Director Staff Report

August 15, 2023

Seafood Sustainability Certifications:

- **MSC Salmon**
 - **5-year Reassessment:** AFDF staff was given the draft 5 year reassessment report (available to board members upon request, not included in packet due to document length) to review from the MRAG Americas Assessment Team in late May. The report was reviewed by the Technical Facilitator, ASG Fellow Ben Americus, and the Development Director. In the current draft, five of ten conditions on the fishery are scheduled to be closed including Condition 10 (seabird-gillnet bycatch) and four conditions related to hatchery-wild interactions and the Alaska Hatchery Research Project results and analysis. The remaining five conditions are scheduled to be closed during the first audit under the new certificate prior to May 2025. The draft reassessment will go out for a 30-day public comment period in September, any comments will be addressed, and a final report will likely be published in March 2024. At that time a 15-day Working Objection period will occur. Any necessary changes will be addressed by the Assessment Team and the recertification will occur prior to the May 2024 expiration of the current certificate.
 - **Seabird-Gillnet Interaction Project:** The pilot project partnering with SkipperScience to better understand seabird-gillnet interactions is underway, with fishermen recording interactions through August 31st. Generally the project is going really well and as of a July 17th update:
 - Six fishermen have been active in the app
 - Total Observations uploaded = 223
 - Observers are recording seabirds present at 45-79% of their deployments with an average of 59%.
 - No seabird bycatch has been recorded so far this season.

While Condition 10, which was the impetus for this project is scheduled to be closed, there is ongoing concern about this issue from a variety of international eNGOs, sparking concern from consumers in the European market in particular. AFDF staff met with a representative from New England Seafood distributors from the UK in early August and they voiced interest in possibly helping fund a second year of the project, as the data deficiency on this issue is of big concern to their buyers. Additionally, staff submitted another SK pre proposal on this project in July.

Mariculture

- **BBB Green Energy component:** The selection committee reviewed three proposals after extending the submission deadline and selected a proposal submitted by UAF with Chandler Kemp as the project PI. Project set to officially start pending receipt of signed contract from UAF. See attachments for project proposal.

- BBB Joint Innovation projects: The selection committee received and reviewed 26 proposals and selected 15 projects to fund for an approximate total of \$1.3 million. Most projects have officially begun as of August 1st, with the final few set to start pending receipt of signed contracts. See attachments for project summaries.
- 3rd Annual Mariculture Conference of Alaska: planning has started for the annual conference scheduled to be held February 27-29, 2024 in Anchorage. The conference will be held in conjunction with a NOAA Aquaculture Opportunity Area stakeholder workshop on February 26th.

Alaska Sea Grant Fellow:

- After a year of excellent work on behalf of AFDF, Robin McKnight and Ben Americus have both moved on from their fellowships. We are so appreciative of all they brought to the team and look forward to seeing them around Alaska as they progress in their careers. See the packet for their final updates.
 - Robin McKnight Highlights:
 - *With a Little Kelp from our Friends* outreach and curriculum development
 - Mariculture infographics (5 topics)
 - ARPA-E MARINER CAT 1 project outreach
 - Co-coordinated 2nd Annual Mariculture Conference of Alaska, Bull Kelp Panel, Seaweed Drying Forum, various other events
 - Seaweed Tissue Analysis Project facilitation
 - Bigelow Grant Project outreach materials
 - Provided various support on ASOS, to the AMA, and other AFDF projects
 - Ben Americus Highlights:
 - Review of Alaska salmon hatchery research for Marine Stewardship Council and production of the Alaska Hatchery Research Project Synthesis
 - Extensive support on the audit and recertification of Alaska salmon fishery by MSC and RFM
 - Support on recertification of Alaska halibut and sablefish by RFM
 - Department of Energy proposal for salmon hatchery hydropower
 - Outreach video on salmon hatchery research
 - Defended PhD May, 2023
 - Created Roadmap to Organic Certification materials
- New Fellow, Kelly Drummond, starts on August 14th. We are very excited to have Kelly on board.

Packet Attachments:

- BBBRC Green Energy winning proposal
- BBBRC Joint Innovation Projects successful project summaries
- Robin McKnight and Ben Americus final reports/presentations
- Seabird-gillnet interaction SK pre proposal

August 7, 2023

Julie Cisco staff report for Board meeting August 15th, 2023

Alaska Symphony of Seafood – sent out the Call for Products in early July, already have one entry.

Sent out the Call for Judges & Sponsors for the 2024 Symphony events, have received positive media coverage and sponsorships to date over \$10,000, along with a commitment from two judges. Another push for sponsors and judges will be made late August. Contracted for further media coverage of the Call for Products, UnderCurrent News, Alaska Public Media.

Along with Keith Singleton, BBRSDA and Julie Decker, recorded a Waypoints radio show on the Alaska Symphony of Seafood, including highlighting the upcoming 30 year anniversary and some of the past winners:

<https://afdf.org/updates/bbrsda-alaskan-leader-and-afdf-talk-alaska-symphony-of-seafood-on-waypoints-radio-show>

Started on the storage unit project, cleaning out and inventorying the unit, now recovering documents off of floppy disks, converting them to current formats and saving them to the team drive. There is more left to do. Continue to work on re-cataloging / renaming documents in old scanned files in the drive. See attached inventory list and link below to photos of inventory.

[2023 Storage - AFDF Team Drive - Google Drive](#)

Alaska Fisheries Development Association

Board Meeting Aug 15, 2023

Staff Report - Garrett Evridge

The following summarizes activity conducted since the last board meeting. The majority of my time was spent focused on project development, grant applications, supporting the Industry Advisory Committee (IAC), and conducting regular meetings with startups.

AFDF Startup Accelerator

The summer is typically the slowest time of year for the Accelerator. We continue to support our startups, primarily on an as-needed basis with about 25 sessions held focused on financial modeling, business development, and general strategic advice. We met with PolArctic, Noble Ocean Farms, DeepVision, Alaska Salmon Sisters, SafetyNet Technologies, Ivaldi, Saildrone, Oceanium, Certified Quality Foods, Rebound Technologies, and Ladon Robotics, among others. Activity includes:

- **Introducing TriJet Manufacturing to Peter Pan** and holding a call to understand high-end metal fabrication and coating needs of the seafood industry.
- **Nominated AlaSkins as Manufacturer of the Year**, an award given by the State of Alaska to small businesses offering exemplary service to their state and community. They won.
- **Supporting Foraged & Found** who recently landed a sales contract with Whole Food. Their kelp pickles are available now in 160 stores nationwide.
- **Advising Kempy Energetics** who unsuccessfully competed for a \$100k angel investment in their vessel decarbonization technology.

Projects & Other Activity

This summer, much of my time was devoted to project development including several Saltonstall-Kennedy grant pre-applications. This included collaborating with ASMI on a project (\$500k) centered on product utilization and secondary processing and putting together an application to fund the IAC process at an estimated cost of \$350k. These applications can be found in the board packet.

I'm helping coordinate a project to test several precision fishing devices from SafetyNet Technologies, including an underwater camera and oceanographic monitoring sensor. Schmidt Marine Technology Partners is interested in funding the \$150k-\$200k project. Early conversations have been held with leadership at Coastal Villages Region Fund who are supportive and particularly interested in measuring bottom contact from pelagic nets. This will not be an AFDF project; our role is coordinating partners and advising the effort.

Other activity include:

- Answering questions from Senator Lisa Murkowski staff on a variety of legislative efforts including the Ocean ROI Act, Farm Bill amendments (Improving ARCTIC Act)
- Monitoring development of an EDA Tech Hubs funding opportunity.
- Developing strategic initiatives with the IAC.
- Supporting BBB Joint Innovation Projects.
- Development applications for the NOAA Ocean-Based Climate Resilience Accelerators and Climate Resilience Regional Challenge opportunities.
- Securing \$70,000 in funding from the Denali Commission for a project considering the technical and financial feasibility to conduct increased secondary processing in Alaska.

Ben Americus

Alaska Fisheries Development Foundation



Highlights and Accomplishments

- Review of Alaska salmon hatchery research for Marine Stewardship Council
- Audit and recertification of Alaska salmon fishery by MSC and RFM
- Recertification of Alaska halibut and sablefish by RFM
- Department of Energy proposal for salmon hatchery hydropower
- Outreach video on salmon hatchery research
- Defended PhD May, 2023



Fieldwork & Travel Highlights

- Pacific Marine Expo (Seattle)
- Symphony of Seafood (Juneau)
- American Fisheries Society Meeting (Fairbanks)
- Western Alaska Interdisciplinary Science Conference (Dillingham)
- Many conferences and events in Anchorage



What's next?

- Travel to Southern Chile (August)
- Salmon Farming Work Holiday in New Zealand (October)
- Return to Anchorage January, 2024

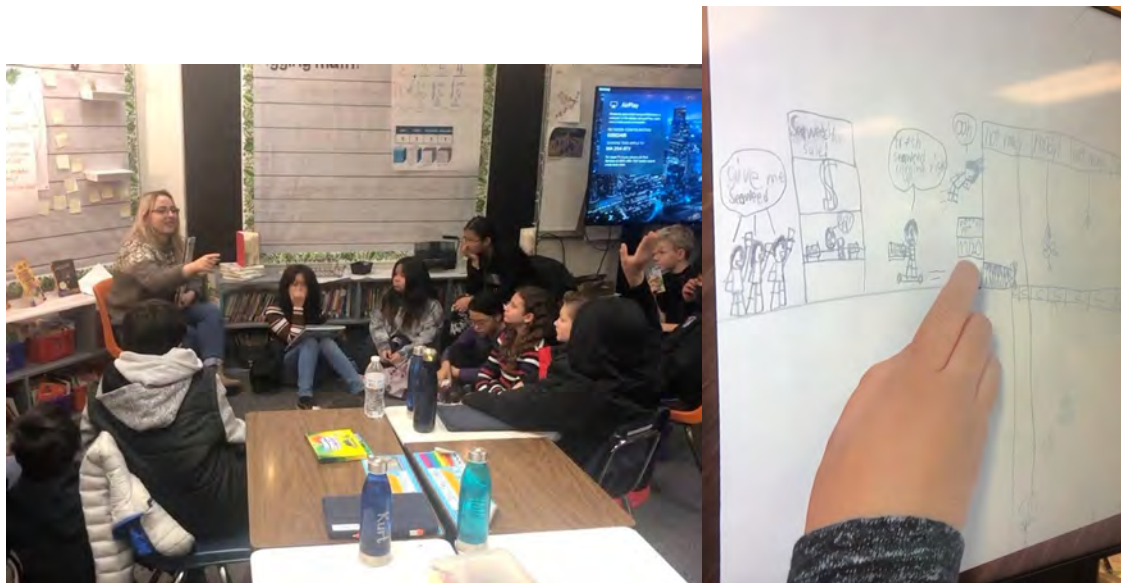


Robin McKnight
Alaska Sea Grant Fellow (August 1, 2022 - July 31, 2023)
Mariculture Development Coordinator

Fellowship project highlights:

With a Little Kelp from our Friends by Mathew Bate- WWF Grant

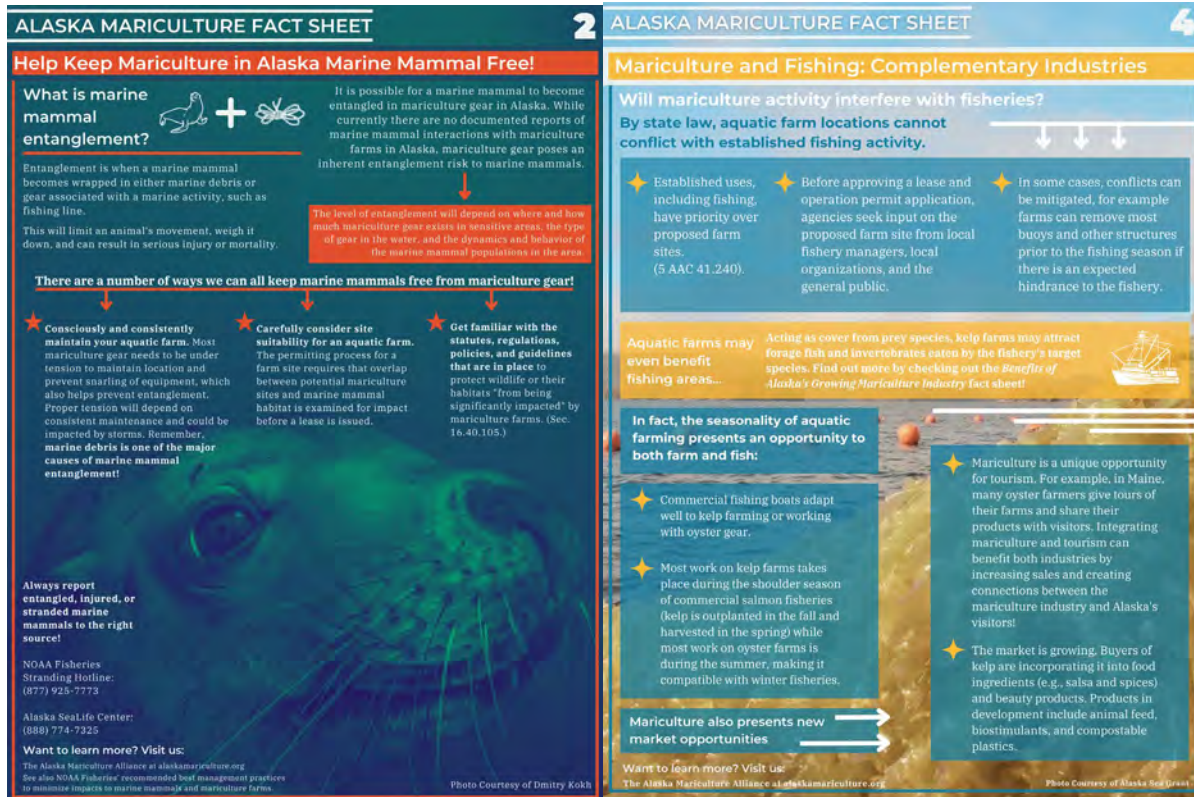
- With the support of a grant from the World Wildlife Foundation (WWF), AFDF sent over 100 copies of the children's book, *With a Little Kelp From our Friends*, by Mathew Bate to schools and libraries around the state of Alaska.
- Created an educational outreach program developed around the book's contents for elementary school children that includes a reading of selected pages, a brief discussion, and an activity.
- This program is aligned with the State of Alaska science standards for 4th and 5th graders adopted in 2019 and was first trialed at Main Elementary School in Kodiak, Alaska in November 2022 with a class of 5th graders (see attached photos).
- Presented on this program at a public outreach webinar for the Alaska Mariculture Alliance in Spring 2023



Mariculture Infographics

- Created a series of fact sheets about Alaska's mariculture industry with Doug Shaffel (the AMA Sea Grant Fellow) finalized in February 2023.

- Created with the guidance and feedback from a working group that consists of individuals from various organizations and agencies that have interest in the mariculture industry.
- Copies of these were printed for the 2023 Annual Mariculture Conference of Alaska and distributed during the conference and are now [available on the AFDF website](#)



ARPA-E MARINER CAT 1 project outreach

- Finalized a trifold infographic which broadly discusses the ongoing project in Kodiak with regards to purpose/goals, background, and farm design/ cost. Copies of these were also printed for the 2023 Annual Mariculture Conference of Alaska and distributed during the conference.
- An updated version of this information was made available as a two-page infographic, a finalized version is ready for print or website distribution
- An additional infographic is available based on the paper *Estimating production cost for large-scale seaweed farms* by Kite-Powell et al. (2022) and requires an additional graphic for finalization
- Worked with ARPA-E team members in Kodiak in November 2022 on the direct seeding portion of their project during their Fall 2022 outplanting



Kelp Cultivation: Lessons from Kodiak
Farm System

Project Overview:

Led by the University of Alaska Fairbanks, this 4-year project focuses on the integrated cultivation and harvest system design of kelp farms with the goal to increase efficiency and/or reduce costs. This project was funded by the U.S. Dept. of Energy (DOE), Advanced Research Projects Agency-Energy (ARPA-E) which is interested in the scalable production of macroalgae for potential future use as a biofuel.

The intent of this project was to design replicable farms that are cost-effective systems for growing sugar kelp. Through innovative technology and practical solutions, the project team's objective was to reduce costs associated with kelp farming at the test site in Kodiak, Alaska.



Funding source:
U.S. Department of Energy
Advanced Research Projects Agency-Energy (ARPA-E)
Macroalgae Research Inspiring Novel Energy Resources (MARINER)

The first outplanting at the Kodiak farm site took place in the fall of 2019. Since then, the CAT-1 team has integrated what it's learned into expanding the farm and management techniques! The farm system is a catenary array, designed by C.A Goudey & Associates and the entire farm was fabricated by TendOcean™ LLC of Newburyport, MA and transported to Kodiak by barge and truck. The array is a pair of 150'-wide catenary modules that is supported by ten anchors. Learn more about the catenary array design at the Kodiak farm on the next page!

Partners make this project possible:

- University of Alaska
Principal Investigator: Dr. Michael Stekoloff, UAF
- Woods Hole Oceanographic Institute
- Blue Evolution
- Kodiak Island Sustainable Seaweed
- Alaska Ocean Farms
- TendOcean™ LLC
- C.A. Goudey & Associates
- GreenWave
- Alaska Fisheries Development Foundation
- F/V Savage
- Kelson Marine
- University of Connecticut

Thank you to all of the partners that make this work possible!

Kelp Cultivation: Lessons from Kodiak

Partners make this project possible:

- University of Alaska
Principal Investigator: Dr. Michael Stekoloff, UAF
- Woods Hole Oceanographic Institute
- Blue Evolution
- Kodiak Island Sustainable Seaweed
- Kodiak Kelp Company
- TendOcean
- C.A. Goudey and Associates
- GreenWave
- Alaska Fisheries Development Foundation
- F/V Savage
- Kelson Marine
- University of Connecticut
- Marine Biological Laboratory,
Woods Hole Oceanographic Institute

Learn more about research on seaweed production at-scale:



Learn more about ARPA-E and the Kodiak project:



U.S. Department of Energy
Advanced Research Projects Agency-
Energy (ARPA-E)
Macroalgae Research Inspiring Novel
Energy Resources (MARINER)

Annual Mariculture Conference of Alaska

- Organized and planned the 2nd Annual Mariculture Conference of Alaska with a planning team
- Worked with the Alaska Mariculture Alliance to organize Lunch Meet and Greet open to the public and legislators and coordinated with Alaska's harvesters and

farmers to provide local mariculture products

- Facilitated a panel on product development and worked with Greenwave to organize a panel discussion on bull kelp cultivation
- Helped facilitate completion of invoices for conference vendors
- Helped facilitate travel funds for conference speakers, AMA members, and Alaska Native conference attendees



Seaweed Tissue Analysis Project

- Assisted Seaweed Tissue Analysis Project (funded through R&D component of EDA Build Back Better regional challenge)
- Worked with team to build out sampling logistics and contracts between AFDF and seaweed farmers collecting samples
- Liaised with National Renewable Energy Laboratory (NREL) to create a contract between AFDF and NREL for seaweed tissue analysis

Bigelow Grant Project

- Created social media content around a project funded by the Bigelow Laboratory focused on bull kelp cultivation
- Collected project media and photos to be used in future outreach

Project Team: Bull Kelp Cultivation Methods

The Bigelow-AFDF bull kelp project is powered by an exceptional team of women with vast experience in the seafood industry and on the water in Alaska. From researchers to farmers, this project team brings necessary knowledge from many disciplines and backgrounds to take on a challenge in a growing industry. This project weaves together innovation, research, and practical application. We are excited to share what we learn from this work with you!

Julie Decker - Alaska Fisheries Development Foundation

Dr. Schery Umanzor- University of Alaska Fairbanks

Angie Bowers- University of Alaska Southeast

Lia Heifetz- Co-Founder, Barnacle Foods

Tomi Marsh- Kelptastic LLC. and OceansAlaska

Megan O'Neil- Level Island Kelp LLC.

Dr. Tiffany Stephens- University of Alaska Fairbanks

This project wouldn't be possible without support from Bigelow Laboratory and our project team members!

Learn more at afdf.org

Mariculture Partnerships

- Worked extensively existing partners such as Alaska Sea Grant, Alaska Mariculture Alliance, Alaska Shellfish Growers Association, Pacific Shellfish Institute, World Wildlife Fund, NOAA, and more to further development of mariculture industry in Alaska
- Worked closely with AMA fellow Doug Shaftel on AMA projects including reviewing documents for projects such as the Matching Grant Program and created the first AMA Newsletter
- Created a Memorandum of Understanding between AFDF and a Maine seaweed company to provide support for receiving a Naturally Occurring Exemption (NOE) for all seaweed species by providing information to the California governing body in regards to Proposition 65.
- Created a Save the Date for the 2024 Annual Mariculture Conference of Alaska and Aquaculture Opportunity Area Stakeholder Workshop

SAVE THE DATE
2024 Mariculture Conference of Alaska & NOAA
Aquaculture Opportunity Area Stakeholder Workshop

February 26th, 2024- NOAA Aquaculture Opportunity Area Stakeholder Workshop

February 27th- 29th, 2024- 3rd Annual Mariculture Conference of Alaska

Event details to be announced Fall 2023

Meet with industry stakeholders, hear from mariculture experts, and connect with farmers, harvesters, researchers, and practitioners from around the state and afar!

Conference Questions? Hannah Wilson at hwilson@afdf.org.
AOA Questions? Alicia Bishop at alicia.bishop@noaa.gov.

Logos: AFDF (Alaska Fisheries Development Foundation, Inc.), ALASKA MARICULTURE ALLIANCE, ALASKA MARICULTURE RESEARCH & TRAINING CENTER, Sea Grant ALASKA, NOAA, ALASKA MARICULTURE CLUSTER. Photo credit: Angie Bowers

Outreach and Development activities for AFDF

- Provided support when needed in project and programs unrelated to mariculture including:

- a. Assisted on Symphony of Seafood event in Juneau in February 2023
- b. Assisted on Symphony of Seafood 2024 roll out documents including the Call for Product Press Release and Call for Judges and Sponsors Press Release.
- c. Collaborated with Sea Grant Fellow Ben Americus on creating a common seabird guide for fishermen participating in AFDF seabird bycatch project
- d. Worked with Executive Administrator and Sea Grant Fellow to query, organize, and manage AFDF storage
- e. Vetted and uploaded historical research to AFDF website

Major Outreach Workshops, Presentations, and Forums

- Organized, facilitated, presented at, and participated in multiple mariculture related panels, workshops, and meeting throughout my fellowship year including:
 - a. Bull Kelp Cultivation Workshop, September 2022
 - b. EDA Build Back Better Regional Challenge and EVOS Mariculture Recon kick-off meetings, January 2023
 - c. Alaska Forum on the Environment Mariculture Panel, February 2023
 - d. Bull Kelp Panel & Discussion at Annual Mariculture Conference of Alaska, February 2023
 - e. AMA Public Outreach Webinar, March 2023
 - f. Seaweed Drying Forum, July 2023

Thank you so much for the opportunity to work with AFDF! I have learned so much from your amazing team and made invaluable connections in the seafood industry in Alaska. I appreciate your support and can't wait to see what the future holds for AFDF!

2023-2024 Alaska Sea Grant Fellow- Kelly Drummond

Kelly recently graduated from the Scripps Institution of Oceanography with a Masters of Advanced Studies in Marine Biodiversity and Conservation. During her time at Scripps she interned at the NOAA Southwest Fisheries Science Center with the Antarctic Ecosystem Resources Division, and volunteered in the lab of Dr. Greg Rouse. Passionate about building community through the arts, she co-founded an art-science club with the Benthic Invertebrates Collection for students and faculty. San Diego is her home-town, and her love of the ocean was cemented growing up on this coastline, and continues through surfing, boating, and scuba diving.

Attending undergrad in Washington introduced her to friends who spent summers fishing in Alaska, and in 2012 she made her first trip to King Salmon to work on a boat out of Naknek. This experience sparked a curiosity about fisheries, which developed over the years and was further explored through coursework and research during graduate school. She later lived in Lake Clark National Park for three years, co-managing a wilderness lodge, working as a guide, and participating in a yearly salmon harvest. She's thrilled to explore Southeast Alaska, and to continue to learn and grow through working with AFDF this year.

Executive Director Transition Plan

Schedule for Hiring Process

DRAFT

- Aug. 16 – post position description and job ads; begin accepting applications
- Sept. 15 - begin first review of applicants
- Sept. 22 - Hiring Comm meets to review apps & choose candidates for interviews
- Week of Sept. 25 - Staff schedules interviews with HC
- Week of Oct 2 - HC meets after interviews to review candidates and make recommendations to full board
- Week of Oct. 9 - Full Board interviews 2-3 finalists & determines preferred candidate, and designates a Board member to negotiate hiring terms (compensation, benefits, start date, other issues)
- Nov. 6 - New ED attends Board meeting in Seattle
- Jan. 1, 2024 - new ED begins full time

AFDF Statement in PSPA Press Release

DRAFT

[AFDF](#) is a critical partner of PSPA, given its mission and work in seafood sustainability certifications, full utilization and product development, the AFDF Startup Accelerator, the Alaska Symphony of Seafood, vessel energy solutions, mariculture development, and several other key industry priorities. Therefore, PSPA will collaborate with AFDF toward a smooth transition which ensures key AFDF projects are not interrupted and puts both organizations in a position of strength. A thoughtful plan has been designed to support her transition from AFDF to PSPA over the next few months; she will at times wear two hats as she continues to support AFDF as the board fills the position.



POSITION DESCRIPTION

Position Title:	Executive Director
Reports To:	AFDF President (on behalf of the Board of Directors)
Salary Range:	\$100,000 – 150,000, DOE
Location:	Alaska
FLSA Status:	Exempt
Posting:	August 16, 2023 (will remain open until filled)

Organization Overview: Established in 1978, the Alaska Fisheries Development Foundation (AFDF) is a non-profit organization that broadly represents the Alaska seafood industry, including harvesters, processors, and support sector businesses, in the areas of research and development. AFDF’s mission is to identify common opportunities in the Alaska seafood industry and to develop efficient, sustainable outcomes that provide benefits to the economy, environment, and communities. In order to fulfill its mission, AFDF works collaboratively the seafood industry, universities, scientists, resource managers, federal, state and local governments, economic development and conservation organizations, policy makers, and others.

Industry priorities guide AFDF’s work. AFDF’s current suite of programs represent a dynamic and efficient approach to research and development in which solutions are found in the nexus of sustainability, full utilization, climate change mitigation, economic development, working waterfronts and public education. Over the past 10 years, AFDF has stabilized its finances and grown its programs, membership, relevance, and impact to the Alaska seafood industry.

AFDF is overseen by a 13-member Board of Directors (5 harvesters, 5 processors, 3 support businesses). The staff consists of an Executive Director, Finance Director, and previously a Deputy Director. AFDF seeks well-qualified applicants for the new, full-time positions of Development Director and Executive Administrator.

Organization Strengths: Over the past decade, AFDF has positioned itself as credible and relevant to the Alaska seafood industry. The current portfolio of work and programs is exciting and forward-thinking. The organization focuses on getting results on behalf of the industry and communities, and allows flexibility and creativity regarding how and where work gets done. Over the last ten years, the organization as grown its annual revenues from approximately \$400,000 to \$2.8 million. In the last year, AFDF has grown its staff to four full time positions filled by high quality people, creating a desirable work environment. Several opportunities for major new federal funding sources for AFDF exist which could continue to grow the budget and staff.

Overview of Responsibilities: The Executive Director (ED) is the executive responsible for the overall operations of AFDF. The ED works at the direction and discretion of the Board of Directors (BOD) and advises the BOD finances, operations, planning, implementing and evaluating programs for achieving prescribed objectives. The ED serves as the spokesperson for the organization and has the full authority and responsibility of managing the daily affairs of AFDF, its staff, contractors, grants, finances, and all programs approved by the Board of Directors (BOD). The ED works collaboratively with members, contractors, Alaska seafood industry, communities, government agencies and funders to implement AFDF's programs. This position will include grant writing and management to support programs. The ED position will be located in Alaska, however, remote work is allowed. Travel will be required.

The ED must develop and maintain a high-level of knowledge and understanding of the Alaska seafood industry, including its history and future priorities, through building and maintaining excellent relationships with industry, regulatory agencies, elected government officials, communities, conservation organizations, scientists, universities, and current and potential funders.

General characteristics of the ideal candidate include:

Self-starter, team leader, personal passion for AFDF's mission, positive attitude, strong writing skills, public speaking skills, creative approach to problem-solving, experience in grant writing, management and reporting, ability to work both independently and within teams, excellent time management skills and attention to detail.

Key Responsibilities:

- Financial Management
- Organization Management
- Program Management
- Strategic Planning & Development
- Human Resource Management
- Grant Management

Key Programs / Areas of Focus:

- Alaska Symphony of Seafood
- Alaska Mariculture Initiative
- AFDF Startup Accelerator
- Seafood Sustainability Certifications (RFM and MSC Alaska salmon, cod, halibut and sablefish)
- Social Responsibility
- Vessel Energy Solutions
- Maritime Works

Responsibilities:

- Participation in Alaska seafood industry planning activities; oversee development of programs and projects which strategically address industry identified priorities/needs; solicit and secure financing for programs.
- Oversee the RFM and MSC certifications of Alaska salmon and cod fisheries, as well as the RFM certifications of Alaska halibut and sablefish fisheries. This includes meeting or closing out

conditions on the certification, reporting to and collecting fees from each Client Group, and attending meetings of the Association of Sustainable Fisheries (ASF), and potentially meetings of the Certified Seafood Collaborative (CSC).

- Oversee implementation of all existing grant projects, including progress and fiscal reports, as required by funders, ensure project results are released to the public.
- Work to improve AFDF’s communications.
- Design a plan and implementation strategy to expand the Alaska Symphony of Seafood, including funding, entrants, promotions, and benefits to winners; work with AFDF’s Symphony Committee.
- Facilitate collaborative partnerships between local governments, non-profit organizations, higher education institutions, and the private sector to further AFDF programs.
- Provide written and verbal updates for AFDF Board and membership meetings.
- Ensure staff are evaluated annually; ensure policies and procedures are followed and evaluated and updated, as necessary.
- Develop, maintain and direct internal systems for personnel, organizational management, fiscal control, annual budget analysis and preparation.
- ED serves as a non-voting ex-officio member of the BOD and all committees of AFDF.

Qualifications:

Experience / Position Requirements:

- Substantial interest or experience and knowledge of the Alaska seafood industry
- Experience in the management of organizations of comparable size and mission
- Expertise on issues relevant to the Alaska seafood industry
- Demonstrated ability to build partnerships and teams
- Demonstrated high intelligence and intellectual curiosity; explores new ideas and creative approaches to problem-solving

Preferred Education/Skills/Knowledge:

- Bachelor’s degree and/or 5-10 years’ relevant work experience
- Strong communication skills (written and oral)
- Strong ability to work as a productive team member
- Experience with grant writing and grant management
- Experience with communications and program development
- Experience working with small business owners and entrepreneurs
- Experience using Office suite (Microsoft Word, Excel, PowerPoint, and Outlook)
- Experience with economic development and strategic planning
- Experience or education with resource management or development
- Knowledge of coastal communities in Alaska

Compensation: \$100,000-150,000/yr depending upon experience, plus AFDF employee benefit package which includes \$6,000 health insurance reimbursement and home office stipend

Deadline: Applications will be accepted until the positions are filled. The first review of applications will occur after 30 days.

Submit questions and materials to:

Julie Decker, Executive Director

jdecker@afdf.org

907-276-7315

PO Box 2223, Wrangell, AK 99929

Alaska Fisheries Development Foundation

August 15th Board Meeting

AFDF Startup Accelerator Transition Plan

Garrett Evridge, the Director of the AFDF Startup Accelerator, is interested in transitioning to an advisory role over the next 12-months as he pursues entrepreneurial opportunities. This document outlines a proposed transition plan to preserve organizational continuity and grant compliance while continuing to build the program.

Key Elements

- Garrett Evridge plans to focus more on his company, AquaVision.
- This plan represents a net increase in staff capacity.
- We have identified a qualified candidate to replace Garrett.
- We have funding to support this transition.

Description of the Situation

The AFDF Executive Director was recently notified of Garrett Evridge’s plans to focus on AquaVision, his technology development and consulting company specialized in supporting modernization of the Alaska seafood industry through automated processing technology. He’s proposed a shift to half-time status beginning January 1st, 2024 and possible contractor status beginning July 1, 2024. As desired by the Board, he’s interested in continuing to support the Startup Accelerator and other AFDF priorities, such as the Industry Advisory Committee, and Saltonstall-Kennedy projects, among others.

Proposed Transition Plan

A proposed transition plan includes several elements. Over four quarters, Garrett would be replaced with a candidate who has been identified and is interested in the position. Garrett will be responsible for training the replacement over this time, eventually shifting to the role of advisor. In this role, he will continue to offer strategic support to the director, assist in managing and developing the program, conducting projects, securing additional funding sources and mentoring companies. By the middle of 2024, Garrett may be offered a contract to continue this supporting role, as funding and strategy allows.

Figure 1. Proposed Transition Timeline

	2023		2024		After Q2 2024
	Q3	Q4	Q1	Q2	
Garrett Evridge	Director Full-time	Director Full-time	Advisor Half-time	Advisor Half-time	Advisor (Contractual)
Replacement Candidate	Recruit & hire	Analyst Full-time (Contractual)	Director Full-time	Director Full-time	Director Full-time

Funding

This transition plan is fully funded. Approximately \$240,000 in funds are available over the next four quarters that allow support of the Accelerator, IAC process, and several key projects. Sources include:

- Builders Vision, *AFDF Startup Accelerator* - \$163,345 remaining

- Denali Commission, *Reshoring Project* - \$70,000 starting January 2024
- Pacific Seafood Processors Association, *IAC Contribution* - \$10,000 contribution to support IAC development

Funds available from the existing Builders Vision grant will account for the primary source of funds in this proposed plan.

Figure 2. Proposed Transition Budget Sources

	2023		2024	
	Q3	Q4	Q1	Q2
Garrett Evridge	Builders Vision	Builders Vision	PSPA & Denali Commission	PSPA & Denali Commission
Replacement Candidate	n/a	Builders Vision	Builders Vision	Builders Vision

Other Funding Opportunities

NOAA Saltonstall-Kennedy: In addition to the funding sources mentioned above, AFDF is included in two S-K projects relevant to the Accelerator with budgets totaling \$850,000. These SK Proposals are included in the board packet. We will know in September if we are invited to submit a full proposal.

NOAA Ocean-Based Climate Resilience Accelerators: If successful, Phase One of the NOAA Ocean-Based Climate Resilience Accelerators would provide \$250,000 in funding for 9 months.

NOAA Climate Resilience Regional Challenge: If successful, Track 1 of this grant program would provide \$500,000 to \$2M which could partially fund work under the Accelerator.

Peter D. Warden
(201) 925-0556
pwarden11@gmail.com

Dear Julie and the AFDF Board of Directors,

I am incredibly excited to be considered for a position at the AFDF Startup Accelerator. My interest in the AFDF and the work of the Startup Accelerator began when I met Julie, Garrett, and Taylor at the Boston Seafood Show in March of this year and has been reignited over several conversations with each of them in recent weeks. The opportunity to contribute my experience and skills in support of startup businesses in Alaska is quite intriguing to me.

I came to Alaska a year ago after leaving my New York based finance job in search of a challenge in a new place. Through my year at E.C. Phillips I've found just that, but I feel my recent operational experience and finance capabilities are better suited for helping to unlock the untapped potential of business in Alaska and working for an organization like the AFDF. I also feel I can work well with the leadership team at the AFDF and help bring to fruition the strategies in place.

For me, Alaska has been the land of opportunity, and I would be proud to help businesses here. By contributing what I've learned in my career in finance and in the past year in the Alaska seafood industry, I believe I can be a valued member of the AFDF team.

Thank you for your consideration.

Sincerely,

Peter Warden

Peter D. Warden

pwarden11@gmail.com | 201-925-0556

PROFESSIONAL EXPERIENCE

E.C. PHILLIPS & SON, INC.

General Manager in Training

Ketchikan, AK

August 2022 – Present

- Help to oversee all operations of a 250-employee fish processing plant in Ketchikan, Alaska
- Currently helping to lead a team of 4 production managers to produce high-quality custom processed fish for customers in Europe, North America, and Asia
- Develop and implement operational strategies to optimize productivity, quality control, and safety standards
- Coordinate with suppliers, fishermen, and other stakeholders to ensure a consistent supply of raw materials and maintain strong business relationships
- Monitor and analyze production metrics, such as yields, costs, and inventory levels, to identify areas for improvement and drive efficiency
- Ensure compliance with regulatory requirements, health and safety standards, and environmental guidelines to maintain a sustainable and responsible operation. Work with the FDA, USDA, USDC, OSHA, EPA, and other food safety certification entities to ensure complete regulatory compliance
- Collaborate with the sales and marketing team to develop and execute strategies to meet customer demands
- Endeavor to understand industry trends, market conditions, and technological advancements. Leverage that knowledge to drive innovation

VARAGON CAPITAL PARTNERS

Capital Markets Group – Senior Associate

Capital Markets Group – Associate

Capital Markets Group – Analyst

Underwriting Group – Analyst

New York, NY

June 2021 – April 2022

January 2020 – June 2021

September 2018 – January 2020

June 2016 – September 2018

- Structure and execute middle market sponsor-backed LBO, corporate M&A, dividend recapitalization, and refinancing transactions with an industry agnostic investment approach
- Produce pitches and marketing materials used in deal syndication processes for unitranche and first lien financings
- Assist the fundraising and investor relations teams in preparing materials for securing substantial capital commitments from institutional investors and high net worth individuals
- Manage communication between sponsors, coverage teams, credit risk, and a deep list of banks and direct lenders
- Review and negotiate credit documentation (commitment letters, fee letters, credit agreements, etc.), ensuring appropriate structuring of credit facilities and key terms
- Syndicated over \$1.75 billion of volume across 20 agented deals generating total fees of ~\$40.0 million
- Select transaction experience available upon request

EDUCATION

Fordham University

Bachelor of Arts in Communications

- GPA: 3.5 / 4.0

New York, NY

Class of 2016

The Lawrenceville School

Lawrenceville, NJ

Class of 2011

SKILLS / CERTIFICATIONS

Certifications & Training: Formally credit trained **Skills:** Proficiency in Excel, PowerPoint, Word, and all Google products

Interests: Fishing, cycling, golf, skiing, history, reading, film

References available upon request



2023 Joint Innovation Projects

Innovations in Processing

Title: *Building a product bridge: Cost-effective primary stabilization for transportation of Alaska kelp to market*

Lead Entity: Atlantic Sea Farms

Project Location: Kodiak

Project Summary: Alaska has enormous potential to support the US's growing seaweed farming industry thanks to its expansive coastline, support from the state government, and diversity of native, marketable species. However, a massive barrier remains: an economic means of transporting the harvested product to market. There are currently only two primary stabilization methods for processing Alaskan kelp: freezing and drying. Both of these options are very expensive; cold-chain transport of frozen kelp is the most expensive shipping option, and dried product is extremely energy-intensive, requires expensive drying equipment, and constrains options for end-products. Without other preparation methods, Alaska's kelp industry is at an economic disadvantage to other kelp growing regions. This project will explore primary stabilization of kelp using USDA approved ingredients to produce a bulk product which does not require any refrigeration. Success for this project will result in an orders-of-magnitude cheaper primary stabilization method, a reduction in shipping cost of > 40% over frozen product, and an immediate buyer of Alaska-grown kelp in Atlantic Sea Farms (ASF), interested in purchasing over 200,000 pounds annually.

Title: *Evaluating and Sharing Methods to Efficiently Dry Kelp for Rural Communities*

Lead Entity: Barnacle Foods

Project Location: Juneau

Project Summary: Globally, seaweed and kelp are most commonly sold in the dried form. Supplying dried kelp for this existing demand is the most direct channel for kelp farmers in Alaska to sell their product and expand their farms. Farmers face significant challenges accessing markets; high perishability of kelp, distance to market and high energy and operational costs all contribute. This project seeks to recommend a cost effective method to dry kelp on a small scale in remote coastal communities, communities that are closest to the site of kelp farms. The project will provide publicly available information on methods and equipment to dry kelp efficiently. This information will start to break down the barriers to the growth of the mariculture industry and involvement of rural and Native communities who are faced with high energy costs, limited labor capacity, and opportunity to cultivate kelp. This information will be useful for kelp farmers who are looking to vertically integrate their operations, to communities

looking to invest in primary processing, and kelp processors. The analysis will encompass both an investigation of existing efforts in the field and the trialing of new methods and equipment. Containerized systems, mechanical dryers/dewaterers, and thermal dryers with electric heat pumps will be considered in this project.

Title: *Primary Stabilization of Seaweed Thru Drying Technique*

Lead Entity: Blue Evolution

Project Location: Kodiak

Project Summary: Blue Evolution, in partnership with Sun'Aq Tribal Enterprises through Wildsource, proposes an innovative project aimed at enhancing the mariculture industry in Kodiak, Alaska. This project focuses on the primary stabilization of seaweed through drying, a significant barrier to industry growth. Leveraging Blue Evolution's extensive experience in seaweed processing and Wildsource's vast expertise in seafood processing, the project aims to develop and optimize drying conditions, establish product specifications, and introduce the product to the marketplace. This initiative is expected to contribute to local economic development, job creation, and the sustainable production of seaweed, a promising ocean crop. Blue Evolution has prior and existing experience in stabilization of seaweed using dehydration techniques from its own operations in Baja California, Mexico where it currently processes more than 200,000 lbs annually of seaweed for drying that is being exported to the United States as powder and flakes. Blue Evolution has high confidence that it can bring its expertise to bear on this project to develop the kelp drying process for a viable stabilization process and market a stable product. Innovating the processing conditions in Alaska by addressing the drying challenges requires a combination of technological advancements, infrastructure improvements, best practices, and collaboration among industry stakeholders. When these challenges are addressed, the seafood and mariculture industry in Kodiak will enhance the quality, safety, and marketability of dried seafood products while maximizing economic opportunities for local communities.

Title: *Evaluate Marketability and Production Protocols for Kelp Based Wine and Spirits*

Lead Entity: Float Camp

Project Location: Ketchikan

Project Summary: Though there is extensive literature on grape wine production/marketing in addition to producing/marketing grain spirits, there is almost no information on kelp wine/spirit production and no marketing studies. Due to this, the optimum time from harvest to use, best yeasts, additives, sterility methods, fermentation, stabilization, and bottling are all unknown. Even the market for these wines/spirits is unknown, including the best way to market the products. By utilizing enology and marketing consultants with extensive academic and real-world experience, I hope to answer these questions. The kelp industry is in its infancy in Alaska and opening new markets is paramount. Developing environmentally sensitive Alaskan wine/spirit products could present a new market for our kelp growers while helping local businesses expand. I have found that approximately eight pounds of sugar kelp is needed per case of wine and that case could either be sold as wine or distilled into a smaller quantity of spirits. Even a very small winery is defined as 1,000 to 4,999 cases produced per year. Extrapolating this, each very small winery would need 8,000 to 35,000 pounds of sugar kelp

annually and possibly more for a distillery. Though I have made wines on an amateur level for years, this project needs input from experts in the field to move it to a production level, marketable wine. I will be donating my time and equipment for this project but will need to pay the consultants, buy ingredients, and additional testing equipment that they designate. Though eighteen months is considered a short time in the wine making world, this will allow enough time to complete multiple trials to develop best practice protocols for commercial wineries/distilleries. Also allowing time for the marketing consultants to create their report and recommendations.

Title: *Kelp Stabilization for Rural Communities: Designing for Decentralized Processing*

Lead Entity: GreenWave

Project Location: Kodiak

Project Summary: Fresh seaweed degrades rapidly after harvesting, preventing farmers and processors from bringing it to market in sufficient quantity and quality. To relieve this bottleneck, we will develop an open-source primary processing line capable of stabilizing kelp at ambient temperature as close (physically and temporally) to the farm as possible that could be deployed in rural communities across Alaska. Providing rural kelp farms with affordable stabilization technology is key to extending the shelf life of their product, and ultimately securing realistic access to markets.

Title: *Pilot scale forced-air drying and milling of farmed kelp - gateway to mid to large scale drying, qualitative assessment, and development of dried kelp products*

Lead Entity: Kodiak Archipelago Leadership Institute

Project Location: Kodiak

Project Summary: This 12-month project proposes to utilize existing technology for forced air drying and milling to run trials to assess the feasibility of utilizing these technologies on a larger scale for the primary stabilization of farmed kelp. The data collected in the trials, held at the Kodiak Seafood and Marine Science Center (KSMSC), will be used to assess the economic feasibility of drying kelp in rural coastal communities based on power costs and labor, the qualitative traits of dried kelp products (nutrient profiles, salt content, heavy metals, water activity, microbial levels), and create nutrient labels and product specifications for dried kelp products. The proposed drying system will be located at the KSMSC pilot plant and will be available during and after the project for kelp farmers to utilize for preserving dried and milled samples of their farmed kelp. This equipment will be used during ASG hosted seaweed handling and processing workshops.

Title: *Testing Four Approaches to Small-Scale Primary Seaweed Stabilization & Matching Methods to Markets*

Lead Entity: Saltwater Inc. & Generation North

Project Location: Homer

Project Summary: This project will focus on addressing the challenge of primary processing at the community hub and/or small farm collective scale (10-30 acres) and look to matching processing methods to local context and suitability for end products and markets. It will allow us to leverage our S-K funding, build on our 2022-23 season experience and existing partnerships and collaborations with APMI, Alaska Manufacturing Extension Partnership (MEP), the

University of Alaska, and Salmon Sisters, and occur at the time when our SK-funded project shifts to a greater emphasis on marketing, distribution, and encouraging value-add product development locally. The Alutiiq Pride Marine Institute (APMI) and the communities of Port Graham and Nanwalek will be engaged throughout the project, testing and learning processing methods that best suit their community needs.

Innovations in Bull Kelp Farming

Title: *Bull Kelp Buoyancy Assessment*

Lead Entity: Native Village of Eyak

Project Location: Cordova

Project Summary: Kelp farm anchoring systems are the most important and expensive component of a farmer's investment. Balancing costs and efficacy for each unique farm site and species cultivated is critical for the sustainable growth of this industry. Growing bull kelp (*Nereocystis luetkeana*) adds additional hurdles to anchoring designs due to the buoyancy of its characteristic floating pneumatocysts. A lack of information regarding the buoyancy of an entire crop of bull kelp and how this changes during the growing season has made designing appropriate anchoring systems difficult. The objective of this project is to fill this data gap and understand how cultivated bull kelp buoyancy changes during growth at an exposed location in the Prince William Sound (PWS). We propose a straightforward study design to document changes in bull kelp buoyancy over the course of a year. Bull kelp seeded crab pots will be suspended in the water column at 10 m throughout the study. These arrays will be monitored for kelp density and individual morphology (pneumatocyst diameter, stipe length, biomass) and compared to a control array without seed string. Oceanographic conditions including temperature, salinity, and currents will be documented via instrumentation (CTD, temperature loggers, ADCP). Additional measurements of individual bull kelp plants grown on NVE's established MacroAlgal Cultivation Rig (MACR) will be sacrificed monthly to determine buoyancy of each. The results from this study will fill a critical data gap required by engineers to design cost-effective anchoring systems that can maintain this floating kelp throughout its life cycle.

Title: *Evaluating Infrastructure and Seeding Methods for Scalable Bull Kelp Cultivation*

Lead Entity: Sea Quester Farms

Project Location: Juneau

Project Summary: Sea Quester Farms aims to further develop food-grade, commercially viable bull kelp cultivation techniques through trials conducted at our farm site near Juneau, AK. The proposed experiment aims to compare two factors: the growth of bull kelp on a surface array (tethered to the surface) versus a benthic array (tethered to the seafloor), and the growth of bull kelp on grow lines based on continuous seed spacing versus interval seed spacing. Working collaboratively with farmers at the Native Conservancy, representatives at Spruce Root, and other Sustainable Southeast Partnership communities, the project partners will disseminate the results obtained from this study.

In the wild, bull kelp grows attached to rocks on the seafloor. Bull kelp does not tend to cover the seafloor like it covers a seed line, but rather, it grows in numerous small groups. The use of suspended arrays and dense seed lines have proven to be problematic and costly for commercial farms attempting to scale bull kelp production in Alaska. By spacing the growth on the seed line and using an array tether to the seafloor, we believe we can closely simulate bull kelp's natural growing conditions.

Innovations in Mooring System Technology, Design and/or Deployment

Title: *Helical Anchor Performance Analysis*

Lead Entity: Holdfast Robotics & Premium Aquatics, LLC (D.B.A. Seagrove Kelp)

Project Location: Craig

Project Summary: The proposed project, entitled Helical Anchor Performance Analysis, is a study of helical anchor installation processes and strength testing under a variety of bottom type and loading conditions. Helical anchors are a high-performance, low-cost, and environmentally-friendly means of anchoring aquaculture installations in challenging environments, and in order to further inform their use for applications within the Alaskan mariculture industry this project will assess the performance of helical anchors in applications relevant to aquaculture installations. It is the goal and intent of this project to increase understanding of helical anchor performance, gain experience and knowledge in helical anchor installation, and explore the efficacy of helical anchors for use within the Alaska Mariculture Alliance.

Boosting Oyster Growth at Nurseries or Farms

Title: *Design and comprehensive planning of an Alaskan optimized intermodal freight container based shellfish setting and pre-nursery seed boosting system*

Lead Entity: OceansAlaska

Project Location: Ketchikan

Project Summary: Due to cold water conditions in Alaska and a limited growing season, extra-large sized oyster seed from hatcheries perform significantly better than smaller. Having larger seed can reduce the growth time to market size by many months. Smaller sized oyster seed performs well in the Pacific Northwest and demand for these sizes drives the production goals of hatcheries in WA and HI, which are the seed sources for AK. For decades, Alaskan farmers have attempted to source 3mm and larger seed, but have had very limited access. Another factor for Alaskan farmers is having larger seed available at the perfect time of year to optimize the limited growing season. This proposal focuses on the need to deliver significant quantities of locally conditioned, large sized oyster seed to instate nurseries at the right time. Development of a solution to this issue is a direct continuation of the oyster hatchery work that has been ongoing at OceansAlaska's facility in Saxman. Container based pre-nurseries can be configured to several sizes and capabilities, but all based on the cultivation of micro-algae for feeding oyster seed (or other shellfish), water filtration and heating of seawater. All components of such a system can be consolidated prior to barge shipping to Alaska. Container based systems can be deployed regionally, as needed, and can be matched to local organizational and labor

capabilities. Detailed plans and standard operating procedures can be slightly modified as needed for each different location and organizational needs. OceansAlaska will contract with Pro Aquaculture Solutions of Prince Rupert and Blue Starr Oyster Co. of Tokene to complete all steps of the proposal. Both companies have a strong history of working with OceansAlaska on hatchery solutions and have intimate knowledge of conditions in Alaska. In person delivery of results of the project will be presented to the Metlakatla High School science program as part of an ongoing outreach program. Site evaluations will be conducted on Prince of Wales Island and Metlakatla.

Title: *Optimizing the tumble culture method to improve Pacific Oyster quality, and reduce labor for shellfish farms in Southeast Alaska*

Lead Entity: Ostrea Engineering

Project Location: Juneau

Project Summary: Optimizing aquatic farm gear to reduce labor and increase oyster growth and yield is a goal for many Alaskan oyster farms. Tumble cages have become a popular culture method in other oyster growing regions, as they improve oyster shape, size and yield while reducing labor for farmers. The tumble cage method has numerous advantages including: 1) harnessing tidal and wave movement to improve oyster shape, 2) mixing oysters within the cages to prevent uneven growth or crowding without the energy requirement of mechanized tumblers, 3) creating an unfriendly environment for sea stars which reduces predation, and 4) reducing labor by lowering the frequency of removing oysters from the water. Previous trials of tumble culture methods in Alaska have been unsuccessful however, due to the turbulent conditions found at many Alaskan oyster farms. These conditions create an “over tumbling” effect where oysters and gear can be damaged. With a collaborative team of engineers, oyster farmers, and a biologist we will design, fabricate, and test Alaska-specific and farm-specific tumble culture gear. We will utilize industry standard SEAPA cages installed in custom fabricated Alaska-capable support structures. Typically cages are suspended in a structure using clips on a line, allowing for a large and uncontrolled range of motion. In order to account for rough conditions at SE Alaskan oyster farms, we have designed a novel method of mounting the cage to the frames that allows us to both dampen and finely tune the cage motion. Caging systems will be tested at three existing oyster farms spread-out throughout Southeast Alaska, each with a unique location (tidal and subtidal) and limitations for oyster production. Due to the risk, financial, and staffing burden of testing new gear at individual farms. This collaboration with AFDF funding support is crucial to determine the viability and Alaska-specific best practices for this potentially game-changing oyster growing method.

Title: *Developing improved seed of the Pacific oyster for the Southeast Alaska regions*

Lead Entity: Pacific Hybreed

Project Location: Juneau/Little Port Walter

Project Summary: Oyster farming in Alaska relies on seed produced in hatcheries on the U.S. West Coast which is optimized for performance in lower-latitude conditions. The result is oysters that grow slowly and are prone to mortality at the juvenile stage. To improve the growth and survival of oysters in Alaska farms, we propose to begin a selective breeding program that targets Alaska conditions using controlled genetic crosses and rigorous field assessments of

seed performance. Improving seed performance for specific environmental conditions also facilitates the development of broodstock, a critical component for breeding of aquaculture species. In collaboration with NOAA Fisheries scientists stationed at the Ted Stevens Marine Research Institute (TSMRI) and Little Port Walter Research Station (LPW), this proposal responds to the Eligible Project Category: boosting oyster growth at nurseries or farms. In this project, we propose to conduct a series of diallel crosses using established genetic lines of the Pacific oyster, to produce within-species hybrids at the Pacific Hybreed hatchery facility. Genotyped oysters will be conditioned to reproductive maturation and crossed with different genetic lines. The new hybrid lines will be transferred to TSMRI for initial acclimation and data collection. Following a 2-week acclimation period, the hybrid seed will be deployed at LPW in replicated seed cylinders for assessments of growth and survival. In situ environmental parameters will be recorded, in combination with seed performance and genotype data, for development of physiological growth models. The anticipated results obtained from this experimental site will contribute to improved understanding of seed performance in specific cold-water ocean conditions and could result in selection of genetic lines suitable for the Alaska shellfish industry.

Shellfish Enhancement

Title: *Evaluating subsistence shellfish beaches for future enhancement projects*

Lead Entity: Chugach Regional Resources Commission/Alutiiq Pride Marine Institute

Project Location: Seward

Project Summary: The project aims to evaluate selected subsistence beaches near seven native communities in south central Alaska. The Chugach regional Resources Commission through funding by the Exxon Valdez Oil Spill Project 97-131 conducted extensive beach surveys identifying shellfish populations and biological and water quality factors for beaches identified by local residents as historical sources of shellfish namely cockles, littleneck and butter clams. Those beaches were then seeded and growth and mortality studies continued for several years. This project aims to re-survey these beaches and document changes, if any, and provide a baseline to determine if the beaches are still suitable for enhancement. Of the original 7 beaches surveyed only three areas near Port Graham, Tatitlek and Chenega were successful with efforts in the 1990's. Updated technology, including enhanced seeding and predator control efforts warrants another look at these beaches and their suitability for robust enhancement. Researchers will use identical techniques employed in 1990 to ensure equal assessment but will also include newer technologies and strategies employed by PSI which conducts similar work throughout the PNW. Once evaluated, beaches will be selected for future outplant/enhancement work. Understanding and analyzing the characteristics of intertidal areas is requisite for building a successful enhancement project.

Title: *Hatchery cultivation of the Pacific razor clam (*Siliqua patula*)*

Lead Entity: Chugach Regional Resources Commission/Alutiiq Pride Marine Institute

Project Location: Seward

Project Summary: The purpose of this project is to master the culture of this

important commercial species in the hatchery and nursery. This includes broodstock conditioning, hatchery culture techniques for rearing larvae at commercial densities, and developing nursery grow-out procedures. Razor clams are in APMI's basic management plan² and annual management plan that has been approved by the Alaska Department of Fish and Game to conduct this research. Without a source of hatchery seed, razor clams continue to decline and are unlikely to recover (Bishop & Powers 2003). APMI staff produced razor clam seed for an EVOS Project 97131 and again for an ocean acidification exposure study for UAF researcher Miranda Washburn.

Innovation and Diversification through Product Development

Organization: Alaska Fisheries Development Foundation (AFDF)

Title: Innovation and Diversification through Product Development

Principle Investigator: Julie Decker, jdecker@afdf.org

Priority Addressed: Priority #1 – Promotion and Marketing

Background: Alaska seafood represents approximately 60% of the total seafood harvested in the U.S. The Alaska Fisheries Development Foundation (AFDF) is a non-profit that broadly represents the Alaska seafood industry (harvesters, processors and support businesses) in the areas of research and development. Because AFDF recognized the need to encourage innovation, maximize utilization of fishery resources, diversify markets and increase value through product development, the organization created the Alaska Symphony of Seafood (ASOS) in 1994. The ASOS is an annual competition for new commercial-ready products manufactured from Alaska seafood. ASOS is a successful platform for encouraging, promoting, and marketing new Alaska seafood products. Since 1994, over 450 new products have been entered, and the marketplace has board recognition of the event. Event categories and special awards have changed over time to appropriately support the trends in the seafood industry. Current categories are Retail, Food Service, Beyond the Plate, and Around the Plate (new in 2024). The eight special awards are Grand Prize, Salmon, Whitefish, and Bristol Bay Choice, People’s Choice in both Seattle and Juneau, Best Packaging (new), Best Grab & Go (new) and Grand Prize. In 2023, two of the ASOS winners were finalists in the SEA awards and one, Thunder’s Catch, won 1st Place in the Retail category – a first for the ASOS! This gives Alaska’s value-added products more exposure, promotion and recognition as a high-quality product at the national level, encouraging further product development and market expansion across the U.S. Additionally in 2023, AFDF incorporated the AFDF Startup Accelerator (aka Alaska Ocean Cluster) into its portfolio of programs and began supporting start-up companies with interest and potential to positively impact fishing communities. Although the ASOS has operated for 30 years in 2024, given an investment to improve its data management system, marketing and communications strategies, the event has substantial room to grow its positive impact on the seafood industry, coastal communities, U.S. seafood supply chain and U.S. consumers.

Rationale: Product development is critically important to the entire seafood industry. Innovative new products position the industry to remain competitive and relevant to consumers, to utilize more of the resource, to reduce seafood waste in the environment, and to diversify markets which help fishing communities realize long-term economic benefits from the resource. The 2014 Russian embargo on seafood imports from the U.S. is an excellent example of the power of product develop and market diversification, or conversely, vulnerability to value when they do not exist. Previous to the embargo, ASMI had invested heavily in expansion of the Russian seafood market. In 2013, imports of Alaska seafood (76% of which was pink salmon roe) into Russia were over \$60 million, up from less than \$10 million in 2009, contributing to increased ex-vessel pink salmon prices from 2010 through 2013. However, pink salmon ex-vessel prices dropped from \$0.42/lb (with roe value of 38%) in 2013 to \$0.22/lb (with roe value of 18%) in 2015, as companies scrambled to find new markets overnight.

Innovation and Diversification through Product Development

Methodology: This project directly address priority #1 by increasing market demand for U.S. fisheries, developing regional and national marketing opportunities to increase demand for domestic products, and including marketing strategies which involve the seafood industry regionally and nationally. In particular, AFDF proposes to utilize and expand upon established platforms (i.e. ASOS and SENA’s Seafood Excellence Award for new value-added products) to increase domestic demand for Alaska seafood products, to initiate a cohort in the AFDF Start-up Accelerator targeted towards small companies with new value-added seafood products, and increase collaboration with the Alaska Seafood Marketing Institute (ASMI), Genuine Alaska Pollock Producers (GAPP), Diversified Communications (DC), Global Seafood Alliance, and U.S. retail/foodservice companies to secure and coordinate increased promotions of winning products. These methods are well-suited for this project, because they utilize and improve upon existing marketing platforms, networks, and supply chains within the U.S. seafood industry which ensures that these activities will be self-supporting into the future, and elevate companies with the most innovative product ideas, which frequently originate in start-ups that typically think more creatively. These methods also incorporate examples of cluster development (Iceland Ocean Cluster) and seafood accelerators (Hatch, SeaAhead, Seafood for Good, etc), which have great examples of success. The project will also develop collaborative and improved regional and national marketing opportunities that can position the U.S. domestic seafood industry to better compete in national and global markets.

Goal: *The goal of this project is to improve the economic return of fishery resources by encouraging product innovation, diversification and new markets.*

Objectives: This goal will be accomplished via the following objectives:

- #1 – Expand capacity of the AFDF Startup Accelerator to support scale-up of ASOS entrants from small companies.
- #2 – Collaborate with Diversified Communications (DC) to create new categories for SENA’s Seafood Excellence Awards, expanding market awareness of new seafood products from Alaska and the U.S.
- #3 – Organize presentations during SENA and PME regarding product development to encourage, highlight, and promote new trends in seafood innovation.
- #4 – Create a simple, yet robust survey and data management system (DMS) for historic and annual ASOS data collection and tracking of metrics.
- #5 – Create a marketing and communications plan utilizing the DMS and existing market research to produce the best impact to sales given limited annual advertising revenues.
- #6 – Create a strategy to secure commitments from major US retailer/foodservice companies to provide shelf-space/sales to at least one ASOS entry each year, increasing the benefit of the event to entrants by directly connecting entrants to new sales.

Outcomes: Completion of the objectives will result in the following outcomes:

- #1 – Increase annual ASOS sponsors and revenues by 50%.
- #2 – Expand awareness and entrants in the ASOS by 50%.
- #3 – Expand sales of products entered into ASOS by 50% in the two years following entry.
- #4 – Increase competitiveness of U.S. seafood.

Identification of Required Permits: None required.

Estimated Budget: \$300,000

Using technology to fulfill research needs related to seabird interactions in the Alaska salmon fishery

Organization: Alaska Fisheries Development Foundation (AFDF)

Title: Using technology to fulfill research needs related to seabird interactions in the Alaska salmon fishery

Principle Investigator: Julie Decker, jdecker@afdf.org

Co-PI: Bruce Robson, bwrobson@aleut.com

Priority Addressed: Priority #3 – Science or Technology that Enhances Sustainable U.S. Fisheries

Background: The Alaska Fisheries Development Foundation (AFDF) is the client for both the Marine Stewardship Council (MSC) and Responsible Fisheries Management (RFM) certifications of the Alaska salmon fishery. These certifications allow Alaskans to benefit in the market from the recognition and verification that the Alaska salmon fishery is managed responsibly and sustainably. Certification of Alaska salmon serves as a point of differentiation for fisheries and/or aquaculture that compete with Alaska salmon. Approximately 6 years ago, the MSC standard was changed to require all species on the International Union for Conservation of Nature (IUCN) red list to be evaluated under MSC's Endangered, Threatened, or Protected species (ETPs) criteria, even if the species is not considered an ETP species in the region under assessment. This triggered a condition of the continued MSC certification of Alaska salmon related to learning more about the interaction and potential incidental catch of Marbled and Kittlitz's Murrelets in the salmon gillnet fishery. In response to the MSC condition, AFDF conducted an Ecological Risk Assessment which concluded "low relative risk" to seabirds. The largest UK retailer, Tesco, recently conducted an audit of bycatch in its seafood supply chain and identified seabird bycatch in the Alaska salmon gillnet fishery as "high risk", leading to a request for data from Alaska salmon managers in order to better understand this issue. The primary problem leading to these disparate findings is data deficiency; almost no data exists other than outdated, sporadic data gathered by NOAA as part of the Alaska Marine Mammal Observing Program (AMMOP).

SkipperScience is a citizen science project involving many stakeholders and is an extension of the Indigenous Sentinels Network, which has been operating for over 20 years. Observations and data are recorded in an app that provides non-scientists in remote locations a way to systematically record and share environmental and biological data. Data standards and protocols have been built in so that information collected can be communicated with scientists and managers. SkipperScience was designed to accommodate changing environmental and industry needs; the app allows fishermen to securely record data in real-time. For the 2023 season, AFDF and SkipperScience are collaborating to pilot a beta version of the app targeted to collect seabird observations (interactions and incidental catch), by 10 gillnet fishermen in the Southeast (SE) and Prince William Sound (PWS) regions for 25 days.

Rationale: This project is extremely well positioned to fulfill Priority #3 by using a new, low-cost technology to fulfill scientific and industry needs for data with targeted and credible methods. This project will not only help to secure continued MSC certification of Alaska salmon, linking fishermen, processors and the supply chain, but it will also provide valuable data relevant to management of the Alaska salmon fishery and conservation of seabirds (e.g. when and where

Using technology to fulfill research needs related to seabird interactions in the Alaska salmon fishery stocks of concern are present, levels of interaction and incidental catch), as well as educate and involve fishermen through use of the app and the monitoring process.

Methodology: This project will help to fill the current data gap regarding seabird-gillnet interactions in the SE and PWS regions of Alaska. This project will also serve as a model for other data deficient fisheries. After the conclusion of the 2023 pilot project, the proposed project will analyze the efficacy of the pilot, set up a data verification system, make further improvements of the gillnet-seabird component of the SkipperScience app, conduct outreach and education with gillnet fishermen, garner participation from key fishermen stakeholders, and gather a much larger set of data in 2025-26 salmon seasons. AFDF proposes to build on the lessons learned during the 2023 pilot to gather a robust and credible dataset. AFDF will collaborate with USFWS and NOAA in the development of the project. Data fields will be built based on those in the AMMOP studies to not only record presence or absence of bycatch and other seabird observations, but also spatial and temporal information as a way to better understand how those variables might contribute to bycatch reduction efforts. AFDF will build participation in and credibility of the program by using existing, strong industry relationships and partnerships, clearly communicating the need for high quality data, and offering financial incentives for fishermen to report observations at regular, predetermined intervals. AFDF will provide a synthesis of the observations to USFWS and work with biologists to interpret observations logged. Final results will be provided to fishermen, MSC assessment team, bird conservationists, seafood supply chain, and other relevant stakeholders.

Goal: The goal of this project is to demonstrate the potential for community observations and monitoring to meet scientific and industry needs in targeted, data deficient situations.

Objectives - This goal will be accomplished through the following objectives:

- #1: Conduct a literature review of best practices for data verification within a citizen science project, develop a data verification plan for implementation during project.
- #2: Refine the beta version of the app based on feedback from fisherman during the pilot season, quality of data collected, and input from seabird scientists.
- #3: Expand the existing industry participants willing to log their observations in 2025 and 2026, building a credible and useful data set.
- #4: Synthesize data collected from gillnetters each season into a report, analyze and interpret results, and create corresponding outreach materials.
- #5: Provide outreach to relevant stakeholder groups (e.g. fishermen, bird conservationist, MSC assessment team, seafood supply chain & others).

Outcomes - Completion of the objectives will result in the following outcomes:

- #1: Demonstrate the relative risk of interaction between the Alaska gillnet salmon fishery and seabirds and secure continued MSC certification of Alaska salmon.
- #2: Provide a case study of how new low-cost technology can fulfill scientific and industry needs for data in a targeted and credible manner in data deficient fisheries.
- #3: Increase likelihood of seabird conservation by education of fishermen and increased long-term users of the SkipperScience app.

Identification of Required Permits: None required.

Estimated Budget: \$325,000

Organization: Alaska Fisheries Development Foundation (AFDF)

Title: Alaska Seafood 2075: Charting a Resilient Future

PI: Garrett Evridge, Alaska Fisheries Development Foundation

Priority Addressed: Priority #2 – Development, Infrastructure and Capacity Building

Background: Coastal communities in Alaska are dependent on Alaska seafood for food security and to provide an economic base which fuels the communities. These communities have an intimate connection to the Alaska seafood industry, with much overlap between coastal residents, Alaska Natives, and industry participants. Many times, the health of the Alaska seafood industry is reflective of the health of the communities. The Alaska seafood industry is facing many new challenges which seem to be increasing in frequency and number. Climate change is causing rapid changes in stocks, increased risk, and a need for more data to inform responsible management. Markets are beginning to demand carbon accounting for products sold, increasing the need for renewable energy sources. Geopolitical conflict has increased supply chain risk and transportation costs related to secondary processing of seafood in other countries. Aging infrastructure and labor shortages are causing increased need for automation, access to capital and workforce development. Underlying all of these challenges is a need for advanced technologies and policy considerations. Collectively, these challenges pose serious threats to the resilience and productivity of this critical industry to coastal communities. This proposal seeks to mitigate these threats through the development of a new approach to the creation of a long-term vision and strategic action plan for addressing these challenges, which centers industry priorities within a framework of climate and community resilience, and works iteratively and cooperatively with coastal communities, Alaska Natives, state and federal policy makers, researchers, technology companies, and other important stakeholders.

Rationale: In 1978, the Alaska Fisheries Development Foundation (AFDF) was founded, in conjunction with four other fisheries development foundations around the U.S., in response to the Americanization of the seafood industry as the U.S. claimed the waters 200 miles offshore as the Exclusive Economic Zone (EEZ). These federal policy decisions enabled significant opportunities for new access to harvest and process fishery resources on Alaska shores. During this period, AFDF worked cooperatively with industry and agencies such as NOAA to identify research and development needs, and connect experts and funding to address these needs, consequently unlocking these fishery resources and turning them into a thriving U.S. asset. Since that time, the industry and world has changed significantly.

During a strategic planning session in 2013, the AFDF Board of Directors identified mariculture as the next development opportunity for seafood which would also benefit the economy, environment and communities of coastal Alaska. In response, AFDF launched the Alaska Mariculture Initiative, which was supported by an SK grant in 2014, leading to the creation of the Mariculture Task Force by Governor Walker, the Alaska Mariculture Development Plan, a Five-Year Action Plan, the Alaska Mariculture Alliance, and securing approximately \$100 million in funding by 2022 towards implementation of the Plan.

NOAA SK Grant Pre-Proposal
Alaska Seafood 2075: Charting a Resilient Future

In May, 2023, the AFDF Board created the Industry Advisory Committee (IAC), a cross-section of industry leaders tasked with identifying the current priority opportunities and threats for the Alaska seafood industry, the research, development and technology needed to address them, and development of a plan in order to guide AFDF's future work to support a resilient seafood industry. For example, the IAC is currently considering issues related to aging infrastructure, reshoring domestic seafood processing, climate resiliency, continued quality improvements, and strategies for low-impact harvesting. These ideas epitomize AFDF's commitment towards a triple bottom line approach to its work - to improve the industry overall, while maintaining sustainability of the resource, and resiliency of coastal communities. *This project will empower coastal communities and the Alaska seafood industry to embrace change with resilience, to be positioned for economic growth, and contribute to an expanding Blue Economy.*

This proposed project directly responds to the S-K program priority #2 – Development, Infrastructure and Capacity Building, and more specifically, improves the capacity of fishery sectors, and encourages greater or more effective participation by fishery communities in a targeted area of the U.S. fishery supply chain.

Methodology: AFDF has proven its ability to take on big challenges and implement strategies that build partnerships and consensus. The proposed methodology will use a similar methodology as Alaska Mariculture Initiative. However, in order to address the largest challenges and threats in the industry's history and set the direction for the next fifty years, it will take an umbrella strategic initiative that increases the capacity of AFDF and the IAC, incorporates iterations of research and analysis, expands discussions and actions to multiple stakeholder groups, and incorporates the AFDF Startup Accelerator to connect the industry and scientists with advanced technologies. This initiative will incorporate a comprehensive and iterative approach that includes leveraging the expertise and commitment of AFDF's IAC, additional stakeholder engagement, research, education, technology development, and policy advocacy.

Goal: Set the Alaska seafood industry and its coastal communities on a path to resiliency for the next 50 years.

Objectives - This goal will be accomplished through the following objectives:

- #1: Identify key Alaska seafood industry priorities, given a framework of climate and community resiliency, and conduct a SWOT (strengths, weaknesses, opportunities and threats) analysis relevant to these priorities.
- #2: Conduct iterative research related to the priorities and SWOT analysis to inform the development of strategies with an emphasis on regional and statewide approaches.
- #3: Complete iterative outreach to key stakeholder groups regarding findings and incorporate feedback.
- #4: Develop a detailed strategic action plan targeted to highest priority areas given stakeholder outreach.

Identification of Required Permits: None required.

Estimated Budget: \$350,000

Organization: Alaska Seafood Marketing Institute (ASMI) and Alaska Fisheries Development Foundation (AFDF)

Title: Increasing Utilization of Alaska’s Wild Fisheries with Expanded Secondary US Processing

PI: John Burrows, ASMI Seafood Technical Director, jburrows@alaskaseafood.org

Co-PI: Garrett Evridge, Director, Alaska Fisheries Development Foundation, gevridge@afdf.org

Priority Addressed Priority #2 – Development, Infrastructure, and Capacity Building

Background

The Alaska seafood industry is a global leader in sustainable fishery management, and the Alaska Seafood Marketing Institute (ASMI) plays a crucial role in promoting Alaska's seafood in the competitive global market. Sustainable use and maximum recovery of seafood are key aspects of Alaska's commitment to responsible fishery stewardship. Increasing the utilization percentage of landed tonnage will further support sustainability, build trust in domestic harvest, and open new markets for Alaska seafood.

The timing is optimal for a sustained focus in increased secondary processing. In recent weeks, US Alaska Senator Lisa Murkowski along with federal delegates from Washington, Florida, and Maine put forward the Ocean Regional Opportunity and Innovation Act, which would require federal investment in ‘Ocean Innovation Clusters,’ a system begun in Iceland for bringing together the incongruent industries and stakeholders in the Blue Economy to enable effective innovation. Alaska has been a part of the ‘Ocean Cluster’ network, with the Alaska Fisheries Development Foundation’s (AFDF) Startup Accelerator serving this function. Iceland’s Ocean Cluster effort has been a success story, producing burgeoning new industries from secondary marine products and as a result generating not only additional revenue for seafood producers, but new companies, jobs, and platforms for their generation and dispersal.

Although Alaska's seafood industry already produces a wide variety of side stream products, improving the percentage of discarded seafood is a recognized goal. Re-shoring secondary processing to the US, previously considered expensive, may be a viable option. This project will articulate the opportunity that is available, identify relevant constraints and strengths, and propose a robust implementation plan. ASMI and AFDF are uniquely positioned to successfully coordinate, and complete this project, with the support of industry, harvesters, communities, and other vital seafood stakeholders.

Rationale

Iceland offers a compelling model for increasing product utilization. While most fisheries in the US and Europe offer a 50% utilization rate, Iceland has achieved 80% in some cases. The success of Iceland's seafood utilization initiatives, which brought together academics, researchers, entrepreneurs, and traditional industry members, has significantly improved processing technology and outputs, leading to the development of novel products and lucrative contracts, such as using fish skin for wound and burn treatments by the US Department of Defense.

Recognizing the potential for improvement, Alaska's seafood industry shares similarities with Iceland, boasting exceptional value with its high nutrition, renowned management practices, and valuable marine compounds like omega-3's, collagen, and astaxanthin. ASMI and AFDF are confident that through a joint effort to quantify the feasibility of new products and markets, develop needed technologies, and implement and market viable options, they can create new profitable revenue streams from Alaska's existing harvest. This proactive approach aligns perfectly with the objectives of the S-K Grant Program, seeking to enhance the value, perception, and marketability of US commercial marine resources by promoting responsible utilization practices and maximizing product utilization beyond the current 50% rate.

Fishing Community Impact: Fishing communities in Alaska are spread out across often remote locations, with processing being the primary economic driver in those areas, making it difficult to implement new processing technologies without sufficient economic incentive. Harvesters and processors are also facing increased cost, along with the always-uncertain nature of wild-capture harvest. This effort will bring additional expertise and capital to processing areas, and allow greater value for the volume of harvest.

Goal, Objectives, and General Methodology: To evaluate and reduce hurdles to manufacture new products in order to fully utilize resources from existing commercial Alaska seafood resources. The project methodology will utilize best practices to support broad stakeholder involvement and representation, along with robust industry involvement and support from qualified consultants.

Objective #1: Determine status quo for products produced from Alaska seafood. Assess existing volumes and values of existing processed and sidestream activity. Describe and quantify business environment, workforce requirements, technological readiness and any other categories relevant to establishing product viability.

Objective #2: Determine most viable new products given Alaska's business environment, current industry efforts, and global initiatives. Map the data gathered in Objective #1 onto a feasibility framework to prioritize products with the highest possible viability.

Objective #3: Identify and describe a robust implementation plan to support secondary processing in Alaska and the Pacific Northwest. Identify what is necessary to manufacture these viable new products, such as technological enhancements, energy improvements, workforce development, automation, policy changes, and transportation, and a strategy to meet these needs based on methods proved in global Ocean Cluster work and utilizing the extensive Blue Economy contacts held by ASMI and AFDF.

Objective #4: Initial market discovery and pre-marketing efforts for the products with the highest viability. Conduct market research to develop and implement marketing strategies for products that are immediately viable, providing new outreach materials for consumers, and educational content for industry.

Identification of Required Permits: None required.

Estimated Budget: \$500,000

Alaska Fisheries Development Foundation

August 15th Board Meeting

Briefing on NOAA Climate Resilience Regional Challenge

This briefing document provides an overview of a funding opportunity from NOAA to increase climate resilience in coastal communities. AFDF staff are reviewing the opportunity and considering a path forward. A letter of intent is due on August 21, 2023. Full application is due Feb. 13, 2024.

Overview

U.S. coastal communities are facing escalating risks from climate changes, including storms, sea-level rise, and other physical stressors, resulting in potential significant damages to property, economy, and the exacerbation of social inequities. NOAA's Climate Resilience Regional Challenge, offers two tracks to catalyze adaptation and reduce future damage. Track One supports the building of regional collaborations and development of adaptation strategies, particularly for communities in the early stages of adaptation planning. Track Two emphasizes the implementation of ready-to-execute resilience and adaptation actions that reduce risk and vulnerability in coastal areas, with a focus on providing equitable outcomes and lasting support for marginalized, underserved, or underrepresented residents.

Track One - Regional Collaborative Building and Strategy Development:

- Focuses on developing resilience and adaptation strategies for coastal communities.
- Awards: \$500,000 to \$2,000,000 to up to 25 applicants
- Supports regional coordination, engagement, planning, equity, and capacity building.
- Total funding for Track One: up to \$25 million.

Track Two - Implementation of Resilience and Adaptation Actions:

- Supports implementation of existing strategies.
- Applicants must propose actions to build resilience in multiple communities, especially marginalized or underserved ones.
- Funding per applicant: \$15,000,000 to \$75,000,000 (most between \$25,000,000 and \$50,000,000).
- Total funding for Track Two: up to \$550,000,000.

AFDF's Role

AFDF staff are considering the viability of this funding source supporting climate resilience in a way that's aligned with the unique needs of our industry and region. An initial review indicates NOAA desires significant collaboration with a broad group of stakeholders, as opposed to emphasizing a single sector. This is somewhat similar to how AFDF approached its Alaska Mariculture Initiative. This letter of intent could focus on increased ocean monitoring including Arctic stock assessments, ocean acidification reduction, crab enhancement in St. Paul/Bering Sea, salmon enhancement in Western Alaska, decarbonization of the seafood industry, economic diversification into mariculture, and other adaptation strategies.

Alaska Fisheries Development Foundation

August 15th Board Meeting

Briefing on NOAA Ocean-Based Climate Resilience Accelerators

This briefing document provides an overview of a recently published grant opportunity from NOAA. AFDF staff are developing an application in anticipation of the September 11th deadline. The funding presents a unique opportunity to meaningfully support the AFDF Startup Accelerator and priorities being developed by the IAC.

Overview: AFDF is strategically aligned with NOAA's recently announced Ocean-Based Climate Resilience Accelerators funding opportunity. This initiative is designed to back accelerator entities that guide entrepreneurs and startups in the commercialization of ocean-based climate resilience solutions, enhancing community readiness, adaptation, and resilience to climate-related challenges. In Alaska, seafood processors, harvesters, and communities play a vital role in climate resilience, making them key stakeholders. This NOAA funding offers a significant opportunity to support the AFDF Startup Accelerator, aligning federal funds with real-world challenges and opportunities within our sector, as well as build out a model accelerator that fits Alaska's needs.

NOAA's interest lies in promoting accelerator projects that resonate with the U.S. Ocean Climate Action Plan, including but not limited to the following examples:

- **Ocean Renewable Energy:** Develop observation technologies to support ocean energy, aligning with biodiversity and climate change.
- **Coastal and Ocean Carbon Sequestration:** Focus on tools to monitor carbon sequestration effectiveness and environmental impact.
- **Hazard Mitigation and Coastal Resilience:** Enhance wind and water level predictions to mitigate coastal flooding and erosion.
- **Ecosystem Services:** Advance technology to forecast ecosystem changes and assist decision-making for climate resilience.
- **Other Ocean-Based Climate Resilience Areas:** Flexible theme areas determined by the applicant. *(This flexibility offers AFDF the opportunities to propose ideas and topics aligned with the needs of the Alaska seafood industry.)*

Phases: There are two distinct phases in this grant offered by NOAA. During Phase One, NOAA plans to award up to \$250,000 to each of up to 15 qualified accelerator entities over a 9-month period. This initial phase is aimed at supporting these entities in scoping, planning, and designing ocean-based climate resilience-focused accelerator programs that align with NOAA's mission areas and address climate resilience challenges. The primary focus here is to pave the way for the development of competitive proposals for Phase Two. Applications for Phase One are due on September 11th, and no financial matching is required. Successful entities from Phase One will be eligible to apply for Phase Two, where selected winners will receive up to \$10 million each to fund the implementation of their programs over a 4-5 year period.

Draft Proposal Messaging: AFDF's alignment with the intent and purpose of NOAA's Ocean-Based Climate Resilience Accelerators funding opportunity is quite strong. One element that sets us apart from potential competitors is our IAC process, which actively prioritizes challenges and opportunities including climate resilience. Unlike many other applicants, AFDF boasts the participation and collaboration of some of

the United States' largest seafood companies in our organizational and decision-making structure. *This critical industry perspective is frequently absent from ocean innovation and climate change initiatives, yet it's a vital component for success.*

Our proposal will strongly advocate that the seafood industry's inclusion in these efforts is not only beneficial, but essential. The industry's knowledge, resources, and practical experience are invaluable in shaping effective, real-world solutions. AFDF, with its Startup Accelerator, is uniquely positioned to provide an applied focus, bridging the gap between innovation and practical implementation. Our distinct connections with the seafood industry and commitment to climate resilience make AFDF a compelling candidate to lead this essential initiative.

Elements of the AFDF proposal will include the following, many of which are specified in the NOFO:

- **Industry-Led:** Centers industry priorities within a framework of climate & community resilience.
- **Structured Curriculum for Start-ups:** Implement a 12-month evidence-based curriculum with ongoing support to assist businesses in commercialization pathways.
- **Technology Development Awards:** Utilize Phase Two funding to award businesses for technology development and commercialization.
- **Technological and Market Analysis:** Analyses focusing on technology, applications, markets, customers, carbon footprint, and potential competition.
- **Strong Mentorship Program:** Include various mentorship approaches, such as peer-to-peer networks, subject matter mentors, and legal advisors.
- **Advisory Board Expertise:** New or expanded board including experts in Climate Resilience with relevant business/investment experience.
- **Access to Capital and Partners:** Facilitate connections with early-stage capital providers, investors, and strategic partners.
- **Prototyping and Demo Facilities:** If necessary, develop plans to provide access to prototyping and demonstration facilities through various partnerships.
- **Data Collection and Performance Accountability:** Collect data to assess progress and outcomes, demonstrating a long-term commitment to evaluation, and actively participate in program evaluation processes.

IAC Alignment: On August 23rd, the IAC will meet to consider industry priorities to elevate and focus upon. It's possible that these priorities can be included in the AFDF proposal to NOAA. Possible items include fleet decarbonization, renewable energy for shoreside power plants, increased ocean monitoring including Arctic stock assessments, ocean acidification reduction, coastal infrastructure and community resilience, crab and other shellfish enhancement, adaptation strategies, and other topics. This alignment could increase the competitiveness of our application, as it would demonstrate an ability to identify and prioritize climate-related opportunities, but our readiness to deliver industry-informed, actionable solutions. AFDF's willingness to articulate and align both industry and NOAA's priorities showcases our unique position to bridge gaps and foster innovation in ocean-based climate resilience.

AFDF Storage Unit Inventory (as of 8/1/23)

Item	Date	Quantity	Notes
Film / Slides / Photos (NOT A COMPLETE LIST)			
Surimi - An American Potential 8mm film	Undated	1	7 minutes
F/V AMERICAN TRIUMPH		1	Framed photo 2' x 3'
CP NORTHERN JAEGER		1	Framed photo 2' x 3'
M/V ISLAND ENTERPRISE		1	Framed photo 2' x 3'
M/V KODIAK ENTERPRISE		1	Framed photo 2' x 3'
M/V OCEAN ROVER		1	Framed photo 2' x 3'
GLACIER BAY		1	Framed photo 8" x 10"
OCEAN OLYMPIC		1	Framed photo 8" x 10"
NORTHERN GLACIER		1	Framed photo 8" x 10"
ARCTIC STORM		1	Framed photo 2' x 3'
1985 Grand Opening of the Alaska Pacific Seafoods Kodiak Surimi Plant		1	Photo 10" x 18"
29 8x10 B&W photos of longlining	Maybe 1980's?	1	Before circle hooks
Photos, color and B&W	Various years	300+	
Slides	Various years	300+	
Framed photos not yet listed	Various years	30+	
VHS tapes (3 different sizes so far)	Various years	100+	Not all are AFDF work product
PROJECT FILES (NOT A COMPLETE LIST)			
SOS 2011 project file # 45158	End date 3/31/2011	1	
EUIF Symposium project file #45157	End date 12/31/2010	1	
AFDF RFP 2010 project # AFDF-2-08-2010	2010	1	
Salmon Education Campaign project file #45176	Undated	1	
Juneau DTPFP project file #45168	End date 3/31/2011	1	
Salmon Baby Food project file #UAF o6-0063	End date 8/15/2006	1	
Salmon Baby Food Phase II project file # UAF 07-0079	End date 8/31/2009	1	
Salmon Co-Products project file # 45149	End date 9/27/2007	1	
Education Outreach project file # 45622	End date 9/27/2007	1	
Salmon By-Catch project file # 45603	End date 7/1/2007	1	
SSSF Salmon By-Products	Feb-07	1	
Salmon Co-Products: the Future project file # 45153	End date 6/30/2009	1	
Symphony of Seafoods project file # 45068	End date 6/30/2009	1	
Stellar Watch grant # NA16FX2537	End date 9/30/2007	1	
Rising Tide grant # NA03NMF4540299	End date 9/30/2007	1	
AFMB -07 grant # AFMB80K06	End date 9/30/2007	1	
SO project file # 45046	End date 3/31/2010	1	
Salmon Co-Products Enhancement project file #45069	End date 3/30/2010	1	
ASOS 2010 project file # 45156	End date 6/30/2010	1	
SCP II project file # 45150	End date 6/30/2009	1	
Misc project files not yet inventoried	Various	6+ boxes	
AFDF PUBLICATIONS (NOT A COMPLETE LIST)			
Implementation Plan for Technological and Economic Feasibility Analysis of the Emerging Domestic Groundfish Fishery Off Alaska	31-Jul-79	1	Dames & Moore
The Joint Venture Fishery for Yellowfin Sole, The Bering Sea, Summer 1980, A Case Study in Fishery Development	1980	2	Captain Barry Fisher
Longline Demonstration Project Interim Report - First Trip Report, Second Trip Report, Preliminary Financial Analysis	Sep-81	1	Frank Orth & Associates
Pacific Pollock Resources, Fisheries, Products and Markets	Oct-81	3	
Exploratory Fishing for Rockfish in Southcentral Alaska Using Jigging Machines	Oct-81	2	
Operations of a European Factory Trawler in the Alaska Bering Sea Groundfish Fishery	Nov-81	2	
Alaska Pollock - Is It a Red Herring?	Nov-81	3	
Conversion of a Crabber to an Auto-Longlining Catcher / Processor	Nov-81		
Fisheries of Alaska 1981	1981	2	
Sea Change: The Alaska Seafood Industry 1982	1982	1	
The Mosquito Fleet Goes to Fish Camp: a Small Vessel Salt Fish Operation at a Remote Site in Alaska	Mar-83	2	
Squid Fishery Development Project for Southeast Alaska	Apr-83	1	
Pastries to Peanuts - the Japanese Kamaboko Industry: Processes and Formulations for Surimi-Based Products	Jun-83	1	T.Akahane and Billy Thrash
The Domestic Market Outlook for Surimi-Based or Fish Mince Products	Dec-83	1	
The Japanese Surimi Industry - An Organisational Study	1983	1	Ashenden Pacific Marketing Ltd
Identifying Surimi Markets - Phase I - Characterization of Surimi Functionality	20-Apr-84	1	
Availability of Pollock in Relation to Possible Surimi Production Centers	Aug-84	2	Natural Resources Consultants
Assessment of Industrial Markets for Pollock Surimi - Phase I: Functional Properties	5-Aug-85	1	William T. McComis and William E. Riddle, Columbus Laboratories
Positioning Surimi in the US Food Market	May-86	1	

Report of a Pilot Economic Analysis of a Flatfish Processing Line at Eagle Fisheries, Inc., Kodiak, AK	Sep-86	1	Alaska Health Project
Surimi Symposium '86 Proceedings	Dec-86	1	
Octopus Fishery Development in the Aleutians	Jul-87	1	Clinton E. Anderson, Fisheries Consultant and Advisor;
Atka Mackerel - The Invisible Fishery	1987	1	Sharon Gwinn
Rendering Profits - Proceedings from the October 1987 Fish Oil Seminar	1987	2	
Surimi - It's American Now! Project Summary 1982-1987	1987	4	
Evaluation of Factors Affecting the Consistency, Functionality, Quality and Utilization of Surimi	1988	1	John French, FITC, Jerry Babbit, NWFS, NOAA
Quality and Preservation of Shore-Produced Surimi	1988	1	Cooperative Agreement #NA86ABH00044 & 88-00007
Mince & Fillet Pink Salmon Blocks, A Technical Study, Getting the Jump on Salmon	Jun-88	1	
AFDF Industry Survey	Sep-89	1	
Making Profits out of Seafood Waste	Jan-90	1	Sue Keller
AFDF and North Pacific Processors, Inc. Hydrolyzer Demonstration Project	27-Nov-90	1	
Modifying Crab Pots to Harvest Cod and Reduce Bycatch	Mar-91	2	
Commercial Utilization of Arrowtooth Flounder	Mar-91	1	
Surimi-based Foods and Seafood Analogs - Proceedings of a Conference held at the 77th Annual Convention of the National Food Processors Association	14-Feb-94		
Reducing Bycatch - An Incentive Evaluation Project	27-Mar-95	1	
The Great Escape - Selectivity and Mortality of Walleye Pollock Escaping from the Codend and Intermediate (= Extension) Section of a Pelagic Trawl	May-99	1	
Survey Report - Market Interest and Requirements for Smoked Salmon and Other Value-Added Salmon Products in the United States Market	15-May-00	1	By Knut Nordness, The Alliance Group, Seattle, WA
Fresh Seafood Transportation Study - Phase I Final Report	31-Dec-04	2	Reeve Transportation Consulting
Stellar Watch - Time-lapse Photography System for Remote Steller Sea Lion Sites	18-Nov-05	1	Scientific Fishery Systems
Profitable Utilization of Salmon Waste for Alaska Salmon Enhancement Feed, Salmon Oil, and a Nutraceutal- Chondroitin Sulfate	1-Jan-07	1	Quota Max, Inc.
Commercial Fish Species of the Pacific West Coast and Alaska	Undated	1	Photocopy only
The Japanese Kamaboko Industry	Undated	1	Billy Thrash
Clams, Octopus, and the Beaufort Sea	Undated	1	
Promise of Profits - the Trident Seafoods Experience	Undated	2	
A Sea of Sole - Developing the Alaska Flatfish Industry from the Ground Up	Undated	8	
SYMPHONY			
Symphony plates	Various years	125-150	
Symphony posters	Various years	15-20	
MISC			
3.5" floppy discs	Various years	200+	Started reading and inventorying
Grant files	Various years	6 boxes	

BY-LAWS
OF
ALASKA FISHERIES DEVELOPMENT FOUNDATION, INC.
An Alaska Non-Profit Corporation

ARTICLE I

Principal Office

The principal office for the transaction of the business of the corporation, hereinafter, called "Foundation," is located at 900 Fifth Ave, Suite 400, Anchorage, Alaska 99501. The Board of Directors may at any time or from time to time change the location of the principal office within Anchorage, Alaska.

ARTICLE II

Purpose, Activities and Limitations

The purpose, activities and limitations of the Foundation, as set forth in its Articles of Incorporation, are:

1. To identify the research and development needs of the Alaskan seafood/fishing industry, solicit funding for projects and studies which address those needs, oversee those projects, and disseminate the resultant information to the public.
2. To work in cooperation with private citizens and organizations and with public officials and organizations at national, state and local levels to stimulate and encourage the development of programs in furtherance of the Foundation's purposes as stated therein.
3. To provide the industry lead in fisheries development.
4. In general, to exercise such other powers which now are or hereafter may be conferred by law upon a corporation organized for the purposes set forth herein, or necessary or incidental to the powers so conferred, or conducive to the attainment to the attainment of the purposes of the Foundation, subject only to such limitations as are or may be prescribed by state or federal law and the Articles of Incorporation.

The Foundation aims to establish cooperative research and development plans for those fishery resources that the Trustees believe have commercial potential. Thus, while the Foundation is a private, nonprofit corporation, it works closely with state, federal, and private organizations that share similar goods and objectives. This working relationship includes: (a) the identification of problems that require limited development; (b) the establishment of projects that will attempt to solve these problems; and (c) the clarification of each group's role in such efforts.

Foundation contracts are awarded to qualified individuals and organizations who use their expertise to ensure the wisest and most efficient use of time and money. Since 1978, over 600 projects or activities in harvesting, processing and/or marketing, supported all or in part by the Foundation, have been conducted.

The Foundation does not conduct research itself.

A. Purposes of the Foundation

The purposes of the Foundation as described in the Articles of Incorporation are as follows:

The object of incorporation shall be to form a nonprofit educational and scientific research and development organization, the purpose of which organization shall be:

1. To provide a nonpolitical, nonpartisan, industry-wide organization interested in the commercial development of the fisheries of Alaska.
2. To conduct business and plan industry research and development needs, secure financing, administer projects on contract, and disseminate results and conclusions.

ARTICLE III

Membership

The regions recognized by the Foundation are as follows:

- Region 1. Dixon Entrance to Yakutat
- Region 2. Prince William Sound and Cook Inlet
- Region 3. Kodiak to Chignik
- Region 4. Aleutian/Pribilof and Bering Sea

Each harvester member applicant may choose or will be assigned a regional affiliation. Processor and support memberships do not have a regional affiliation.

ARTICLE IV

Membership

Section 1. Class of Memberships

There shall be two classes of membership – voting and associate.

Section 2. Voting Membership.

A voting member shall be entitled to vote in membership matters and otherwise fully participate in the affairs of the Foundation. All voting members shall be eligible to serve as directors of the Foundation.

There shall be three categories of voting membership:

1. Commercial seafood harvesters.
2. Commercial seafood processors.
3. Commercial seafood industry support services or consumers, excluding government, research and educational institutions.

An applicant for voting membership shall designate the applicable category of membership for which it is applying and, if a harvester applicant, designate its regional affiliation, if any.

Membership may also be conditioned upon the payment of such single, periodic or special contributions to the Foundation as the Board of Directors shall provide.

Section 3. Associate Membership

An associate member shall not be entitled to vote in membership matters or be eligible to serve as a director of the Foundation. However, an associate member shall otherwise be entitled to fully participate in the affairs of the Foundation.

Section 4. Other Qualifications

(A) Each applicant for membership shall affirmatively demonstrate it has significant operations or participation in the Alaska commercial fishing industry. In this regard members shall provide the Board of Directors with evidence satisfactory to the Board of the applicant's purpose, objectives and operations.

(B) An applicant shall not be eligible for membership in the Foundation if there is a current member of the Foundation representing the same organization, corporation or other entity as the applicant.

Section 5. Application Procedure

(A) Any person, association, corporation or other entity desirous of becoming a member of the Foundation shall complete an application form provided by the Foundation and submit it to the Executive Director.

(B) The Executive Director shall review the application form and, upon finding it complete, shall submit applications for voting memberships for approval at the next regularly scheduled Board meeting at which membership applications are to be acted upon by the Board of Directors. The Executive Director shall approve applications for associate membership.

(C) The Board of Directors shall consider each voting membership applications in good faith and shall approve or reject each application upon a vote of no less than a majority at which a quorum is present.

(D) Any approval of an applicant for membership is conditioned upon that applicant paying Foundation dues in the amount and within the time period provided by the Board of Directors

Section 6. Resignation.

Any member may withdraw from the Foundation either by non-payment of dues or by giving written notice of such intention to the Board of Directors.

Section 7. Suspension.

A member may be suspended for a period or expelled for cause such as violation of any of the By-laws or rules of the Foundation, or for conduct prejudicial to the best interests of the Foundation. Suspension or expulsion shall be by a majority vote of the Board of Directors, provided that a statement of the charges shall have been mailed by registered mail to the member at his last known address at least fifteen (15) days before final action is taken thereon; this statement shall be accompanied by a notice of the time and place of the proposed action of the Board of Directors. The member shall be given an opportunity to be heard at the time and place in the notice.

ARTICLE V

Dues

Section 1. Annual Dues

Voting membership shall be conditioned upon the payment of an annual fee of \$450.00, \$750.00 for Sustaining members and \$1500.00 for Partners. Annual dues will be due and payable fifteen (15) days prior to each annual meeting. Annual dues for associate membership shall be set at \$150.00.

Section 2. Default and termination of Membership

When any member shall be in default in the payment of dues for a period of three (3) months from the time such dues become payable, the membership shall be terminated by action of the Board of Directors.

Section 3. In-kind Contributions

The Board of Directors may allow members to make donations of in-kind contributions of goods or services and credit such contributions as determined by the Board. Such in-kind contributions shall be accepted in payment of dues.

ARTICLE VI

Meetings

Section 1. Annual Meetings

The annual meeting of the members shall be held at a time and place within the State of Alaska designated by the Board of Directors no later than 150 days after the end of the fiscal year. The Board shall designate the time and place in a motion/resolution duly made, considered and passed at a regular or special meeting provided that the designated date shall permit the secretary sufficient time to send through the post office, at least twenty days and no more than fifty days before such meeting a notice thereof, addressed to each member at his last known post office address, but at any meeting at which all members shall be present, or at which all members not present have waived notice in writing, the notice required above may be waived.

Section 2. Special Meetings

Special meetings of the members of the Foundation may be called at any time by a majority of the Board of Directors or President of the Foundation or may be called by the Secretary on request of not less than one-fourth of the membership entitled to vote at the meeting. Such a meeting shall be held at such time in the State of Alaska, as shall be specified by the caller or callers of the meeting in the notice thereof. Notice of such special meeting shall be given in the manner stated above or telephonically to each member. Telephone notice need not state all the purposes for which that meeting is to be called but shall state generally the purpose for the meeting.

Section 3. Quorum

At all meetings of members a quorum of the voting members must be represented either in person or by proxy. A number of members which shall be equal to no less than one-fourth of the membership entitled to vote at such meetings shall constitute a quorum.

Section 4. Voting

The delegate of a member entitled to vote may vote in person or by proxy executed in writing by the member or by his attorney-in-fact.

A majority of the votes entitled to be cast on a matter to be voted upon by the members present or represented by proxy at a meeting at which a quorum is present is necessary for adoption of the matter.

Elections for Directors of the Foundation may be conducted by mail.

When the election is held by mail the election of a Director requires that at least one-quarter of the members entitled to vote in that election cast ballots, and that a majority of that quorum is necessary for the election of a Director.

Section 5. Order of Business

The order of business of all annual meetings of the membership shall be as follows:

1. Roll call.
2. Proof of notice of meeting or waiver of notice.
3. Reading of minutes of preceding meeting.
4. Report of officers.
5. Reports of members of Board of Directors.
6. Reports of other committees.
7. Unfinished business.
8. Member comments.
9. New business.

Section 6. Delegates

All member organizations will select a natural person as delegate to the Foundation with no restrictions on the number of terms in office. The delegate will be the voting representative of that organization to the Foundation.

ARTICLE VII

Board of Directors

Section 1. Function and Qualification.

The business affairs and activities of this Foundation shall be managed, conducted and controlled by a Board of Directors consisting of natural

persons who must be United States citizens and of majority age under the laws of the State of Alaska and who are or represent members in good standing. Where not inconsistent with the express provisions of these By-laws, the Board of Directors shall have the rights, powers and privileges prescribed by law for directors of non-profit corporations in the State of Alaska.

Section 2. Number, Term and Composition of Board of Directors.

All Directors shall be elected for a two (2) year term. All terms expire at the conclusion of the annual membership meeting in the year of their expiration.

The composition of the Board of Directors shall be as follows:

(A) Five (5) Directors shall be elected to represent the harvesting sector of the Alaska commercial fishing industry, one each for Regions 1-4 as described in Article III and one at-large representative.

(B) Five (5) Directors shall be elected to represent at-large the processing sector of the Alaska commercial fishing industry.

(C) Three (3) Directors shall be elected to represent commercial seafood industry support services or consumers, excluding government, research and educational institutions.

Section 3. Nominating Committee.

The incumbent Board of Directors shall appoint a nominating committee who shall solicit nominations from the voting members for election of directors at the annual meeting.

Nominations shall be in writing and shall be accompanied by a biographical profile of the proposed candidate. Committee recommendations and back-up data on the proposed candidates will be submitted to the Board of Directors for review and approval not less than ten (10) days prior to the annual meeting.

Section 4. Election.

The Directors shall be elected by delegates of voting members of the Foundation at the annual meeting. The slate of candidates will consist of those individuals recommended by the nominating committee and approved by the Board of Directors as well as nominations accepted from the floor. The latter will require a demonstration of qualifications of fitness of the proposed candidate to serve which is equal to that required of candidates recommended by the nominating committee.

Section 5. Meetings of the Board

A regular meeting of the Board of Directors shall be held immediately following or concurrent with the annual meeting of the members, or any time as shall be called by the President or the Secretary upon the written request of two Directors.

Section 6. Notice of Board Meetings.

Notice of all Board meetings shall be given by mail to each Director and advisor at his last known post office address, no more than fifty (50) days before the date therein designated for such meeting. Notice for a special meeting shall be given in the manner stated above or telephonically to each Director and advisor. Telephonic notice is to be made at least seven (7) days and no more than twenty (20) days before such meeting. Notice for a special meeting either written or telephonic need not state all the purposes for which that meeting is to be called but shall state generally the purpose for the meeting.

Section 7. Executive Committee.

The Board of Directors shall elect an Executive Committee of not less than three (3) members. Said committee shall reflect representation from both the harvesting and processing segments of the Board of Directors. This committee shall have the power and authority to act on behalf of the Board of Directors with a spending limit of \$10,000 for any one transaction or project. All actions of the committee will be reviewed and ratified by the Board of Directors at their next meeting. Such delegation of authority shall not relieve any of the Board members of their responsibilities of office.

Section 8. Meetings of the Executive Committee.

The Executive Committee may establish its own rules as to notice, time, place and purposes of meetings. Meeting of the Executive Committee may be conducted telephonically.

Any action required or committed to be taken at any meeting of the Executive Committee may be taken by the majority assent of the members of the Executive Committee. Such assent need not be written in order to be acted upon; however, written assents should be filed with the minutes at the earliest possible time. Such assent shall be treated as a vote for purposes effective as of the date stated therein.

Section 9. Quorum.

At any meeting of the Board of Directors, a presence of seven (7) members of the Board shall constitute a quorum for the transaction of business; but in the event of a quorum not being present, a lesser number may adjourn the meeting to some future time.

Section 10. Voting.

At all meetings of the Board of Directors each eligible Director present is to have one (1) vote.

Section 11. Vacancies.

Whenever any vacancy shall occur in the Board of Directors by death, resignation, removal or otherwise the same shall be filled expeditiously by majority vote at any properly constituted meeting of the Board of Directors, the term of such appointee to expire at the next annual meeting.

Section 12. Removal of Directors.

Unexcused absence from any two regular Board meetings shall be cause for removal of a Director. A Director may be removed for cause shown at any time as violation of any of the By-laws of the Foundation, or for conduct prejudicial to the best interest of the Foundation. Removal shall be by a majority vote of the Board of Directors, provided that a statement of the charges shall have been mailed to the Director at his last known

address at least fifteen (15) days before final action is taken thereon; this statement shall be accompanied by a notice of the time and place given in the notice. Replacement of a Director removed for cause shall be by procedures outlined in Section 11 of the Article.

Section 13. Committees.

The Board of Directors by resolution adopted by a majority at any meeting may designate committees from among its members or advisors and may delegate such powers to said committees as shall be consistent with provisions in the By-laws and Articles of Incorporation. Each committee shall keep minutes of its proceedings and shall submit same to the Board of Directors.

Section 14. Action of Directors by Communications Equipment.

Any action required or which may be taken at a meeting of Directors, or of a committee thereof, may be taken by means of a conference telephone or similar communication equipment means of which all persons participating in the meeting can hear each other at the same time.

Section 15. Action Without Meeting.

Any action required or permitted to be taken by the Board of Directors may be taken without a meeting, provided that a majority of the Directors shall consent in writing to such action. Such written consent shall be filed with the minutes of proceedings of the Board of Directors. Such action by written consent shall have the same force and effect as a vote of the Board of Directors.

Section 16. Ex-officio and Advisory Members.

The Board of Directors may appoint advisors to the Board at their discretion from time to time as they see fit. In addition, the Board may select ex-officio members to represent other industry related organizations.

Section 17. Compensation for Directors.

The Directors may receive compensation for their services as Directors and reimbursement for actual expenses incurred by them in attending meetings or transacting other official and authorized business of the Foundation.

Section 18. Indemnification of Board of Directors

Any Director of the corporation shall not be personally liable for monetary damages for the breach of fiduciary duty as a director. The Corporation shall indemnify a Director, officer or former Director or officer of the corporation, or a person who has served at its request as a Director or officer of another corporation against expenses actually and reasonably incurred by that person in connection with the defense of any action, suit or proceeding, civil or criminal, in which that person is made a party by reason of being or having been a Director or officer, except in relation to matters in which that person adjudged, in the action, suit or proceeding to be liable for negligence or misconduct in the performance of corporate duty; and to make any other indemnification authorized by the Articles of Incorporation or By-laws, or resolution adopted after notice by the members entitled to vote.

ARTICLE VIII

Duties of Directors

Section 1. Management of Business.

The Board of Directors shall have general supervision and control of the business and affairs of the Foundation and shall make all rules and regulations not inconsistent with the Articles of Incorporation and applicable law for the management of the business and the guidance of its officers, employees and agents. It shall be the duty of the Board to ensure that there is an adequate accounting system and to require that proper records be kept of all transactions.

Section 2. Audits.

At least once each year the Board of Directors or its designated representative shall secure the services of a competent and disinterested Certified Public Accountant, who shall make an audit of the books and accounts of the Foundation and render a report in writing therein, which report shall be submitted to the Board of Directors and made available for inspection by the members.

Section 3. Depository.

The Board of Directors shall have the duty to select one of more banks or financial institutions to act as depositories of the funds of the Foundation and to determine the manner of receiving, depositing, and disbursing its funds and the form of checks, and person or persons by whom the same shall be signed, with the power to change such banks and the person or persons signing such checks and the form thereof at will. Any or all of such powers may be delegated by the Board of Directors to the Treasure or other agent.

Section 4. Executive Director.

The Board of Directors shall appoint an Executive Director who shall be the Chief Administrative Officer of the Foundation and have such duties and powers as the Board of Directors may delegate. The Executive Director shall report regularly to the Board of Directors on all business of the Foundation. The Executive Director shall serve as a non-voting ex-officio member of the Board of Directors and all committees of the Foundation. The Board of Directors shall determine the salary of the Executive Director and may terminate the services of the Executive Director by a two-thirds (2/3) vote of the members of the Board of Directors.

Section 5. Execution of Documents.

The Board of Directors may authorize any officer or officers, agent or agents, including the Executive Director, to enter into any contract or execute any instrument in the name of and on behalf of the Foundation and such authority may be general or conditioned to specific instances. Unless so authorized by the Board of Directors, no officer, agent or other person shall have any power or authority to bind the Foundation by any contract or engagement or to pledge its credit or to render it liable for any purposes or for any amount.

Section 6. Bonding.

The Board of Directors may require fidelity bonding of any Director, officer, Executive Director, agent or other person, with the cost of such bonding to be borne by the Foundation.

ARTICLE IX

Officers

Section I. Officers.

The officers of the Foundation shall be a President, Vice-President, Secretary, and Treasurer, and such additional vice-presidents and assistant officers as the Board may elect. The offices of President and Secretary or Treasurer may not be combined; other combinations of offices may be held by the same individual.

Section 2. Qualifications of Officers.

All officers shall be members (or representatives of members) in good standing of the Foundation.

Section 3. Election.

The officers shall be elected by the Board of Directors at the annual meeting of the Board for a one (1) year term. Each officer shall serve until his/hers successor shall be elected and qualified or until he/she resigns or is otherwise disqualified.

Section 4. President.

The president shall preside at all meetings of the Board of Directors and the annual membership meeting, perform all duties usually performed by an executive and presiding officer, and sign such documents and obligations of the Foundation and performs such duties as may be authorized and directed by the Board of Directors.

Section 5. Vice-President

The Vice-President shall perform all the duties of President in the event of absence or inability of the President to serve.

Section 6. Secretary.

The Secretary shall keep at the principal office of the Foundation a book of minutes of all meetings of directors and membership, with the time and place of the meeting, how called or authorized, the notice thereof given, names of those present, and the proceedings thereof.

Section 7. Treasurer.

The Treasurer shall keep or cause to be kept adequate and correct books of account showing the receipts and disbursements of the Foundation, and an account of its cash and other assets. Such books of account shall be open to inspection at reasonable times by any director or member.

Section 8. Removal of Officers.

The Board of Directors may remove any officer with cause, at any time, by a majority two-thirds (2/3) vote of the full Board.

Section 9. Role of the Executive Director.

The Board of Directors appoints an individual to serve as Executive Director of the Foundation who serves at the Board's pleasure and who has such duties and powers as the Executive Committee delegates. The Executive Director regularly reports to the President, Vice President, Secretary and Treasurer on all business of the Foundation. The officers of the Foundation maintain oversight responsibility over the Executive Director. The Executive Director must be bonded and is an ex-officio member of the Board of Trustees and attends its meetings.

III. Political Activity

The Foundation, through its employees, officers and Trustees, shall not directly or indirectly engage in any political activity of any kind or nature involving the use of Federal Funds.

The Foundation, as a recipient of Federal money, is prohibited from using any Federal monies to pay lobbyists to influence executive and congressional decision-making in connection with the awarding and making of any contracts and grants.

The Foundation, as a recipient of Federal money, must disclose the names and amounts paid to lobbyists who influenced the awarding and making of any contracts and grants, even if paid with non-Federal funds.

Director Code of Conduct

Adopted on May 5, 2021



The general duties and responsibilities of the Alaska Fisheries Development Foundation (AFDF) Board of Directors are set forth in the AFDF Articles of Incorporation, Bylaws, Conflict of Interest Policy, and any other policies adopted by the Directors. By signing this Oath, I,

an AFDF Director, agree to abide by and implement the AFDF Articles, Bylaws, Board Policies and to uphold this Code of Conduct.

1. As an AFDF Director, I COMMIT to make best efforts to attend AFDF meetings and participate in meeting discussion. However, if I can't attend a AFDF meeting, I will notify AFDF staff. I further COMMIT to become familiar with AFDF's Articles, Bylaws and Board Policies and to work to ensure that AFDF business is conducted in accordance with these provisions.

2. As an AFDF Director, I PLEDGE to conduct myself in a professional manner when attending AFDF meetings, participating in AFDF videoconferences, and whenever communicating with AFDF staff, and Directors. Professional conduct includes, but is not limited to, acting with honesty and integrity, respecting individuals and alternative points of view, avoiding personal attacks, appropriate use of language, speaking only when recognized, voicing any opposition to a decision the Board is considering clearly and explicitly at the time the decision is being made, and actively working toward decisions and solutions that are in the best interests of AFDF and its mission.

3. As an AFDF Director, I AGREE that I will not disclose confidential information that I obtain solely by serving on the AFDF Board, including any information discussed or disclosed during an executive session of the AFDF Board as well as information regarding organizational strategy, technology development or intellectual property. In addition, I recognize that the AFDF Executive Director and President are the spokespersons for AFDF. I will not presume to speak for AFDF in discussions with media, individuals and entities other than the entity I represent at AFDF.

4. As an AFDF Director, I SUPPORT the motions, and decisions of the AFDF Board. However, if the organization I represent takes a position different from that of the AFDF Board, when representing my organization or myself, I will clarify that my position is not representative of the AFDF Board.

AFDF Director

Harvester, Processor, or Support Services

Date

Please read, sign, scan and email to jdecker@afdf.org or rsmith@afdf.org.

Conflict of Interest Policy

Adopted on May 5, 2021



Section 1. Purpose

The purpose of this Conflict of Interest Policy is to 1) protect the Alaska Fisheries Development Foundation (AFDF) when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an Officer or Director of the organization, and 2) maintain trust with its members and the public through transparency. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit organizations.

Section 2. Definition

A conflict of interest is a direct or indirect financial interest in an activity, policy, grant award, or financial proposition that could reasonably affect the exercise of fair and independent judgment. In particular, a Director who receives compensation, directly or indirectly, from AFDF for services is precluded from voting on matters pertaining to that Director's compensation (the Director is not prohibited from providing information to the Board or any committee regarding these services).

Section 3. Duty to Disclose

Related to conflicts of interest, a Director has two general duties: 1) to disclose actual, potential and perceived conflicts and, when appropriate, 2) to refrain from participating in votes on matters in which the Director has an individual or family interest.

Section 4. Disclosure During Board Meetings

Directors shall declare an actual, potential or perceived conflict of interest at either the beginning of a Board meeting, or at the beginning of the agenda item of concern.

Section 5. Ruling on Potential and Actual Conflicts

The Board President/Chair shall rule if an actual conflict exists, without objection from the remaining Directors. If the Chair has declared the conflict, then the Vice-President/Vice-Chair shall rule whether an actual conflict exists without objection from the remaining Directors. If a Director objects, a majority vote of the remaining Directors shall determine the ruling.

Section 6. Recusal Upon Actual Conflict of Interest

A Director who has an actual conflict of interest shall recuse themselves and shall abstain from voting on that action.

Section 7. Documentation

After ruling and recusal, AFDF shall record in the minutes the name of the Director who disclosed a conflict or potential conflict, the nature of the financial interest, the ruling, and the abstention in the case of an actual conflict.