



American Fisheries Society

September 2019 Management Committee Meeting

Friday, September 27, 2019

Management Committee Participants: Jesse Trushenski, Scott Bonar, Brian Murphy, Leanne Roulson, Steve McMullin, Tom Kwak, Jud Kratzer, Heather Hettinger, April Croxton, Todd Pearson, Jackie Watson, Joe Larscheid, Randy Schultz (Constitutional Consultant, non-voting), Doug Austen (Executive Director, non-voting)

Emerging Leaders: Aaron Bunch

AFS Staff: Dan Cassidy

Minutes of the Meeting

1. **Welcome/Determination of Quorum**: Quorum established by Schultz. Meeting call to order at 1:05 p.m.
2. **Approval of agenda**: Minor changes were accepted without dissent.
3. **Review and approval of minutes** from the July 16, 2019, Management Committee meeting. Approved with minor spelling errors to be submitted to Austen for correction.
4. **President's remarks**
 - a. President Trushenski briefly reviewed common protocols for efficient operation of the meeting.
 - b. Trushenski highlighted several of the key accomplishment of AFS over the past year including the Meeting Code of Conduct and the new AFS Strategic Plan. She noted that there were many other significant advances by AFS but they have been previously documented and don't need repeating given the busy agenda.
5. **President-Elect's Plan-of-Work for 2019-2020 (Attachment A)**

President-elect Bonar presented his Plan-of-work for the next year to the Management Committee for discussion and final approval.

Motion: That the Management Committee recommend that the Governing Board approve President-elect Bonar's plan of work. Note that Bonar provided a significant PowerPoint that is available upon request of either President Bonar or Executive Director Austen.

Moved by Watson; 2nd by Larscheid

Discussion:

- a. Suggestion was made that AFS should work with industry partners, other NGO's and interested parties to develop an advertisement or communications campaign on the effects of climate change on our nations fisheries.
- b. Kwak noted that North Carolina State University has a new science communications director and Kwak worked with this staff to write an article on hurricane impacts on streams in Puerto Rico

and it resulted in over 10,000 readers. He urged AFS to continue to develop effective communications programs and efforts.

- c. Advocacy in AFS is still somewhat of a contentious issue due to both the political impacts on many members (e.g. Governors who oppose climate change solutions) so it was suggested that AFS remain within narrow science boundaries while being careful not to attempt to address issues such as emissions reductions policies where we have little expertise and credibility. In many cases, it was suggested, climate change will have winners and losers and we need to address the entirety of the issue.
- d. Watson inquired about the intended product of the focus on standards development. Bonar noted that a Special Committee led by Past President Trushenski will be working to develop protocols for review and adoption of AFS standards. The development of standards may also support professional certification as a component of documenting the applicant's credentials or as part of the certification obligations, where appropriate.
- e. Larscheid cautioned that AFS should strongly evaluate moving into areas of the climate debate that are "outside our lane" and ensure that our positions and actions are strongly founded on solid science.
- f. McMullin noted a concern that AFS should focus on science-based policy and be cautious about promoting solutions. The argument is that AFS should ensure that policy-makers have the best information possible to support their work on policy solutions.
- g. Murphy noted that AFS could, as an option, work with other partners by providing best available science to help them develop policy solutions where AFS may be reticent to act.

Motion approved with unanimous consent

6. Executive Director's Report

- a. Report on Society's Activities (Attachment B) – Austen reviewed the history of the AFS "investment budget" and subsequent actions resulting from the multi-year effort to grow AFS programs and capacity. While substantial progress has been made in building high quality AFS programs including numerous membership services, there has not been the consequent and projected increase in revenue. Continued efforts to transform programmatic development into increased revenue will be a substantial component of the 2020 plan of work. However, extensive steps have also been made to reduce expenses through reviewing and re-bidding contracts, streamlining staff, and enhancing event efficiency such as annual meeting costs.
- b. Executive Director's Plan-of-Work for 2019-2020 (Attachment C) – Austen noted that the plan-of-work (POW) reflects the structure of the recently adopted 2020-2025 AFS Strategic Plan. The POW also incorporates the POW of the incoming President as well as key staff activities that support the implementation of the strategic plan.
- c. 2018 Auditor's Report – The full audit report was provided to the Management Committee as part of their preparatory materials. Due to the size of the documents, the audit materials are not included in these meeting minutes but are available on the AFS web site or from AFS headquarters office. The AFS Audit Committee report (Attachment D) was also reviewed with the Management Committee by Cassidy. It was noted by Cassidy that the Audit report was solid, there were no findings and past recommendations by the auditors have been incorporated into revised AFS business practices.

- d. A series of AFS financial report (listed below) were presented to the Management Committee and fully reviewed. Additional reports from our investment advisor (AXA) are available from Dan Cassidy upon request. As with the audit reports, these are lengthy documents and include substantial information on general market performance and projections. These were too large to include in the meeting minutes.
 - i. *AFS July 2019 financial update (Attachment E)*
 - ii. *Review of AFS financial history (Attachment F)*
 - iii. *2019 Program Revenue and Expenses (Attachment G)*
 - iv. *2019 Statement of Financial Position (Attachment H)*
 - v. *Investment 2nd quarter review (Attachment I)*
 - vi. *AFS Temporarily Restricted Net Assets (Attachment J)*

- e. **Approval of 2020 Budget (Attachments K and L)**
Motion: Adopt the AFS 2020 budget and described in Attachment L
Moved by Murphy; 2nd by Bonar. Adopted with unanimous consent

- f. **Columbus 2020 budget and proposed registration fees**
Motion: Approve the 2020 Columbus Budget as described in Attachment M
Moved: by McMullin; 2nd by Hettinger
Amendment to Motion: to approve the meeting budget for Columbus 2020 contingent upon a signed MOU between AFS, the NCD and the Ohio Chapter no later than the December 2019 Management Committee meeting.
Amended Motion by Watson; 2nd by McMullin. Adopted with unanimous consent

- g. Meetings update (Austen)
 - i. A quick update on Reno numbers, noting that this does not reflect walk-in registrants, suggests that the meeting may come close to 2,000 AFS attendees with similar or slightly higher numbers from The Wildlife Society.
 - ii. Austen quickly reviewed the sequence of upcoming AFS meetings in Columbus (2020), 2021 (Baltimore), 2022 (Spokane), 2023 (Grand Rapids), 2024 (Honolulu)
 - iii. AFS is the lead organizer for the Joint Aquatic Sciences Meeting (JASM2022) which is the joint meeting of the CASS partners (Consortium of Aquatic Science Societies).
 - iv. World Fisheries Congress 2024 – As the host organization for the World Council of Fisheries Societies (WCFS), Austen is managing bid solicitation for the 2024 event. A bid package has been widely circulated and numerous inquiries have been received. AFS through the International Fisheries Section will be developing and submitting a bid.
 - v. National Annual Meeting Sponsorship Committee proposal (Attachment N)
Action: After brief discussion, it was determined that this will be addressed by President-elect Bonar establishing a “special committee” to address this charge. No formal motion or action from the Management Committee was required.

7. Constitutional Consultant’s Report (Schultz) –

- a. **Investment Committee Report and Proposed Action**
Motion: Management Committee (MC) recommends to the Governing Board that the Investment Committee (IC) motions as presented in Attachment O be referred to the MC in consultation with the IC and Audit Committees for further consideration.

Moved: Murphy; 2nd McMullin. Approved with unanimous consent.

b. **AFS-TWS Joint Statement of the Societies**

Motion: Endorse to the GB adoption of the Joint AFS-TWS Statement (Attachment P).

Background: As we assemble for the largest gathering of fish and wildlife professionals in history, we reassert the critical importance of science and science-based conservation and management of fish and wildlife. We also reaffirm our commitment to stewardship of natural resources held in public trust, objective application of the scientific method, and empowering a diverse workforce to meet the substantial challenges facing wildlife and fisheries conservation.

Moved: Schultz; 2nd Roulson. Approved with unanimous consent.

c. **AFS Communications Committee Procedures Manual Revisions**

Motion: Approve proposed draft AFS Communications Committee guidance material for the Procedures Manual (Attachment Q).

Background: The Communications Committee is a standing committee established by the Governing Board at the 2018 Annual Meeting in Atlantic City, NJ. The Committee has proposed guidance material to be included in the Procedures Manual. This guidance has been reviewed by the Constitutional Consultant and deemed consistent with AFS Constitution and Rules.

Moved: Schultz; 2nd McMullin. Approved with unanimous consent.

d. **Dakota Chapter By-laws**

Motion: Approve the proposed amendments to the bylaws of the Dakota Chapter.

Background: The proposed extensive amendments to the bylaws (Attachment P) were reviewed by the Constitutional Consultant and deemed consistent with the AFS Constitution and Rules. Major changes included the addition of a new student subunit, clarifying verbiage related to the Management Committee, Governing Board, and Society, and updating officer responsibilities.

Action: Due to time constraints and complexity, this issue was rescheduled to the November 2019 Management Committee call.

8. **Performance Evaluation of Executive Director (ED)** – The process of the ED performance evaluation is stipulated in the employment contract between AFS and the ED and is considered a personnel action. Materials are developed by the ED and submitted to the AFS President who works with the MC and GB to gather additional information. This material includes the ED 2018-2019 Accomplishments report (*Attachment O*) and self-evaluation (not attached and considered part of the personnel files). In addition, the AFS President interacts with AFS staff and offers one-on-one interviews as needed in order to identify management issues and solicits feedback from Governing Board. The MC holds an *in camera* (closed session) to review comments and provide the President with recommendations. The President then works with the other officers to finalize a review that is presented to the ED either later in the meeting or through a subsequent call.

9. **Other Business**

- a. Strategic Partners Proposal (Attachment P) – This was presented by Katrina Dunn, Cassidy and Austen. It was noted that additional comments will be solicited from potential partners during the Reno meeting which will be subsequently incorporated into a revised document for future

consideration.

10. **Adjourn** – meeting was adjourned at approximately 4:50 p.m.

Attachment A

President's Plan of Work

Scott A. Bonar

August 2019 – August 2020

To be presented to the AFS Governing Board

I have identified four high-priority areas of focus for my term as President of AFS:

1. Increase AFS development of standards for the fisheries profession.
2. Preside over the AFS 150th anniversary and associated celebration.
3. Increase AFS engagement and interactions with other professional societies on large-scale issues such as climate change.
4. Continue work of past presidents to encourage outreach and communication of fisheries science by fisheries professionals to the general public and policy makers.

These four focus areas are included in the new draft Strategic Plan. I discuss each focus area in more detail below.

1. Increase AFS development of standards for the fisheries profession.

Standardization in industry, medicine and science has led to great advances. Both AFS and other scientific societies, such as the American Public Health Association, the American Water Works Association, the Water Environment Federation, the American Nursing Association, the International Society for Pharmaceutical Engineering, the American Psychiatric Association and the Institute of Electrical and Electronics Engineers, have developed standards for processes and methods within their professions. AFS is a natural place for fisheries standards development because it can serve as a leader uniting expertise across federal, state, provincial agencies, non-governmental organizations and academia. Standards are increasingly important for communicating, studying large-scales processes across political boundaries, providing basic rules of practice for an increasing population of professionals, and for increasing scientific credibility. Therefore, I will encourage the development of processes at AFS that will lead to further development of various types of professional standards.

Specific Actions Proposed –

- Identify methods other societies use to develop and encourage appropriate member participation in standards development.
- Use this information to outline a plan for members or units to initiate development of specific standards on various topics. Plan will outline procedures to prioritize what is to be

standardized, how often standards are to be updated, and how to select appropriate experts or units for authoring the standards.

- Encourage appropriate units and members to participate in standards development.
- Move forward with the development of specific standards such as those for fisheries sampling methods.

2. Preside over the 150th anniversary and associated celebration of AFS.

The 150th anniversary is an important milestone in the history of the society, and an excellent opportunity to showcase the important accomplishments of the organization. Planning and priorities will focus on the following steps:

Specific Actions Proposed –

- Select a 150th meeting chair and coordinate with the chair, 150th committee and local arrangements committee to oversee activities.
- Define a Celebration/Meeting theme.
- Select appropriate plenary speakers for the annual meeting.
- Define overall celebration and annual meeting objectives with oversight by AFS officers, staff and governing board. Work with 150th committee; AFS staff; officers, governing board; arrangements committee; and society units to meet the proposed objectives. Objectives could include, but are not limited to: Identify and prioritize the greatest challenges currently facing the fisheries profession; Provide information about *past* fisheries successes and failures to identify what we can learn from them to help meet these challenges; Compile and share *current* ideas on how to best meet these challenges; Use past and current information to inform *future* actions of a) fisheries professionals, b) policy makers, and c) the general public.

3. Increase AFS engagement and interactions with other societies on large-scale issues such as climate change.

Large scale issues such as climate change are now among the greatest threats to the world's fisheries resources and aquatic systems. Unfortunately, policy makers and the general public do not typically prioritize these issues as high as scientists, who suggest several of these issues are a huge threat, not only to the world's fisheries, but to most aquatic and terrestrial, including human, ecosystems. Recent Gallup polls suggest only 1-3% of the U.S. Population believes that environmental issues are the most important issues we face. While smaller issues can be addressed at the chapter, division or even the society level, large-scale problems, by their very definition, are difficult for one society or organization to impact. Therefore, I will plan to further encourage AFS to work with other organizations to impact public opinion on large-scale issues and improve our ability to educate policy makers to trust and act upon established science.

Specific Actions Proposed –

- Involve AFS Policy Staff, Communications Staff, the Science Communication sections and other interested groups to further:

- identify how items for joint action can be prioritized;
- identify how best to work with other groups to communicate with public and policy makers so they understand the consequences of inaction on select large-scale environmental issues;
- find groups with which to work; and
- participate in joint actions.
- Provide written report on the above to inform future AFS staff, officers and board members.
- Because climate change is one of the greatest anthropogenic threats our fisheries and human populations face, I will focus on this issue as the major large-scale issue for my term. This will include querying the governing board and the membership to identify what specific additional policy and communication steps AFS can take individually and with other organizations to reduce emissions causing climate change, then moving forward to participate in these steps.
- Include symposiums, workshops and policy forums on large scale issues such as climate change s at the 150th annual meeting in Columbus.
- Work with other organizations (e.g., AFWA) to understand what limits AFS meeting attendance and membership from various agencies and encourage attendance and membership by fisheries professionals.

4. Communicate fisheries science to professional and nontechnical audiences

This area of focus will continue to build upon the work in progress during President Joe Margraf, Steve McMullin and Jesse Trushenski's terms. During my presidential term, we will further implement strategies to increase communication of large-scale issues affecting fisheries and the fisheries profession. This includes educating the general public, policy makers and teachers.

Specific Actions Proposed –

- The President, Executive Director, AFS Communication Program, the Scientific Communication Section and other interested sections, chapters and divisions will continue to collaborate with other scientific societies to
 - communicate the value of science to nontechnical audiences;
 - present science and probable effects of large-scale environmental issues important to fisheries such as climate change, overfishing and large-scale habitat loss.
- The President, Executive Director and continuing education program director will continue the work of Past-President Jesse Trushenski to make available communication continuing education training to fisheries professionals,
- The AFS Policy Program will continue to actively distribute science information needed to inform policy and management.
- Encourage the Education and other sections to involve secondary and primary teachers and laypeople in disseminating fisheries science information. This can include lesson plans, public information sessions, and other activities.

Attachment B



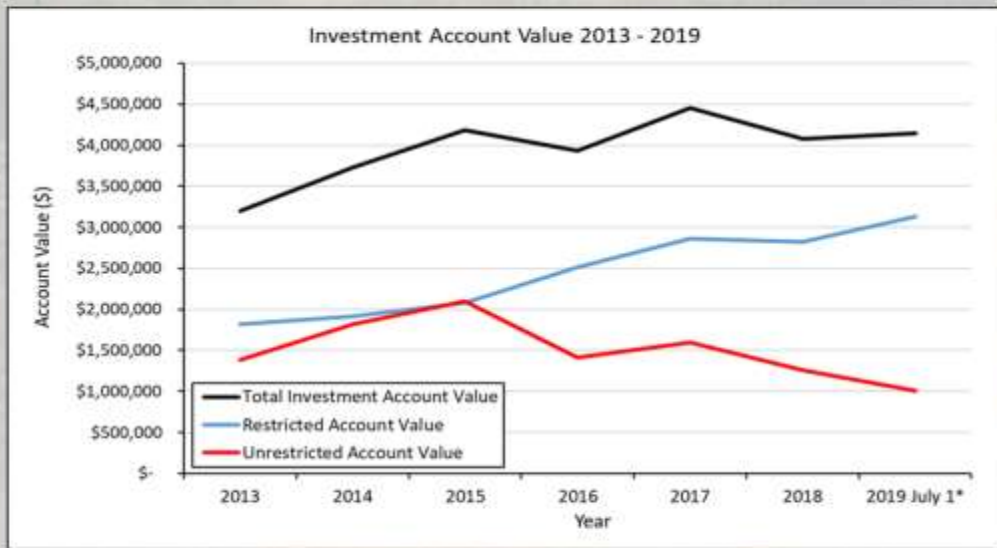
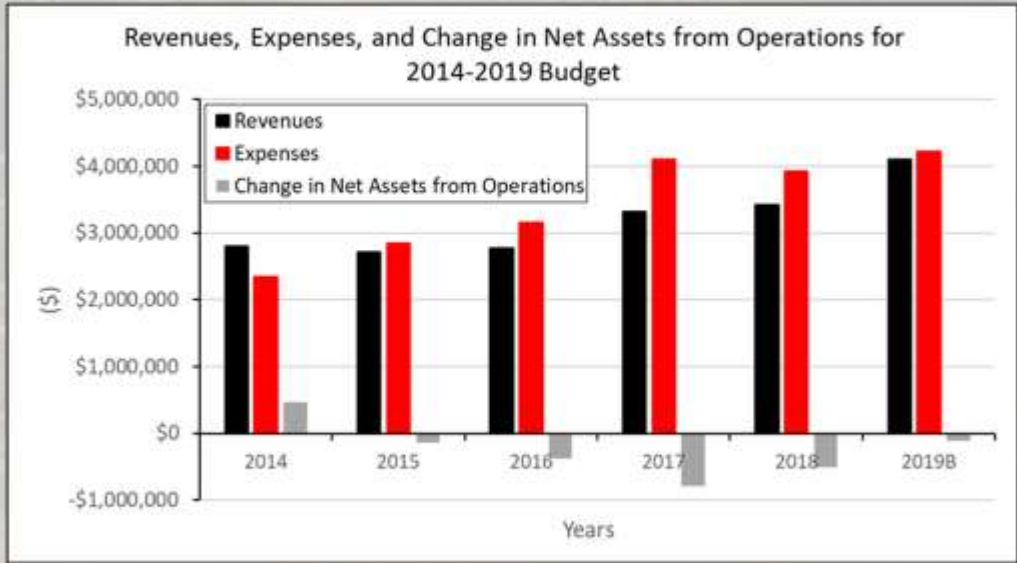
STATE OF THE SOCIETY 2019

Reno, Nevada
September 27, 2019

A BIT OF HISTORY

- **AFS 2016 Budget was proposed as an “Investment Budget” where the Society used resources to expand program capacity**
 - Create a Development Program
 - Enhance our Continuing Education Program
 - Expand our Policy Program with a Policy Analyst
 - Build a Communications Program (the first PCG study)

- **Goal to create member services to grow the Society**
 - Webinars
 - CE at meetings and through distance learning
 - Expand our communications with newsletters, social media, marketing
 - Build a solid and effective policy program
 - Bring in new resources through contributions, grants, foundations



AND WE'VE MADE SUBSTANTIAL PROGRESS

1. Journals

- a. Reno Publications Workshop
- b. Editors-in-Chiefs established
- c. Assistant Journals Production Manager
- d. Wiley Contract

2. Communications

- a. Web site completely rebuilt
- b. PCG Contract and Communications Plan
- c. 2nd PCG project on branding
- d. Communications Director
- e. E-newsletter, social media (Facebook, Twitter, LinkedIn)
- f. Unit web site management, rebuilding, and support

PROGRESS (CONTINUED)

3. Meetings management

- a. Restructured position as Meetings Management Assistant
- b. Unit meeting support – dozens of unit meetings supported through contract negotiation and review
- c. Annual meeting – substantial shift in workload management and responsibilities including contract and financial management, program book design and printing, web site management, program app and more.

4. World Council of Fisheries Societies

- a. Paid back dues that AFS never remitted to WCFS
- b. Separated WCFS from AFS and created new non-profit with tax exempt status.

PROGRESS (CONTINUED)

5. Policy

- a. Tom Bigford hired on salary savings; Drue Winters and Policy Analyst continued Tom's work
- b. Engage with TRCP, host CASS partnership
- c. Policy engagement with MSA, WOTUS, Climate Change, RAWA, Pebble Mine, etc.
- d. Policy priorities for 2016 administration change
- e. Training of units and support for policy engagement.
- f. Policy briefings in D.C.
- g. Re-established AFS relevance as a voice for fisheries in Washington

6. Education / Students

- a. Introduced webinars, re-published SP:30, unit leaders training
- b. Created Alliance with Trout Unlimited, Izaak Walton League
- c. Hutton program- revised website, promo materials, long-term funding

PROGRESS (CONTINUED)

6. Staff and Infrastructure

- a. Compensation was well below market for many positions; some staff lacked appropriate background
- b. Improved salary to near market with competitive salaries
- c. 2nd floor office space completely redesigned (Sullivan building demolished)
- d. Supported key staff training (e.g. Shawn with CMP)
- e. Added key staff in Development and Deputy Director
- f. iMIS woefully outdated, no upgrades in years.
- g. Upgraded desktop and server and implemented 3-4 year replacement cycle; network cyber-security improvements
- h. Developed Governing Board Reporting Tool (still in progress)

EXPENSE MANAGEMENT

1. Office Management

- a. Re-bid office machine contracts and maintenance (copiers)
- b. New retirement management firm and health insurance provider
- c. Rebid business insurance policies (\$ savings)

2. Financial contractors

- a. Re-bid accountant for needed change (and \$ savings)
- b. Dropped outside accounting firm after lack of quality service.
- c. With Investment Committee re-bid investment firm (AXA)

3. Meeting management

- a. Restructured revenue model and standardized registration rates
- b. Negotiated better contracts with Shawn as CMP and staff support
- c. Meetings contracted four to five years out

REVENUE GAINS AND LACK OF PROGRESS

1. Membership / Education

- a. Rate adjustment but not equal to inflation. Need to incorporate COL or other adjustments.
- b. Minor member increase but generally stable; institutional flat

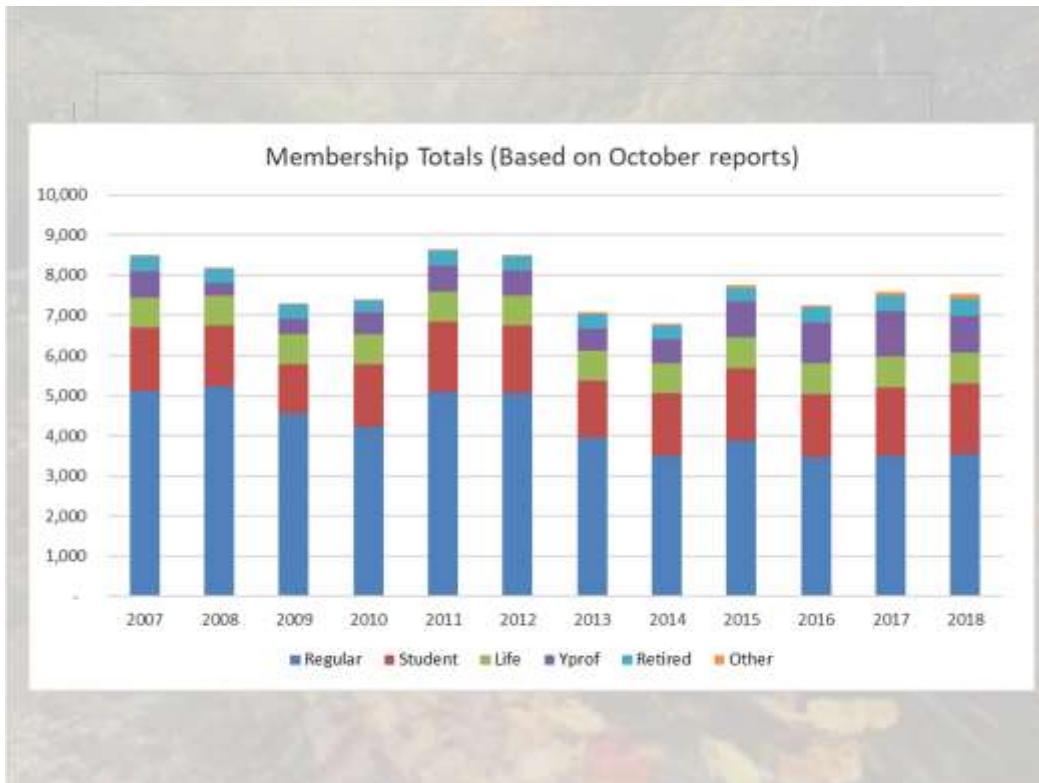
2. Grants and Contracts

- a. Development program progress impacted by expanded duties
- b. Success with NCCWSC and MSCG
- c. No new federal Cooperative Agreements

3. Publications

- a. Wiley transition and journal investments yet to realize increased sales, subscriptions and resultant royalties
- b. Books program seeing some renewed interest (e.g Trout and Char partnership with TU but just started.

4. Policy – members and partners value the work but has not resulted in increased engagement.



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Translating Programs and Products into Revenue and Engagement

- 1. Are the programs that are being developed responding to an accurate understanding of membership needs?** *(If not, why? PCG survey data provides some insights, so what else do we need to be doing to better understand membership needs?)*
- 2. Are members aware of the AFS programs and products?** *(If not, what should we be doing to increase awareness?)*
- 3. How can AFS create a “attitude of giving” to support programs and products?** *(What is the realistic potential? How can we cultivate larger donor base? Can we build a network of support for fisheries science and professionalism?)*
- 4. Do we need to be more aggressive in our business affairs?** *(Run meetings for greater profit, review product pricing, etc.)*

CONCLUSION

Attachment C

WORKING DRAFT

2019-2020 Executive Director Proposed Annual Work Plan

AFS Executive Director Doug Austen

Submitted to AFS Incoming President Scott Bonar, the AFS Management Committee and the AFS Governing Board

AFS Reno Annual Meeting, September 27-28, 2019

| Objective 1. Advance fisheries disciplines, conservation, and management | | | |
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| <i>Goal Summary</i> | <i>Specific Activities</i> | <i>Target or Goal</i> | <i>Resource Needs and Related Notes</i> |
| Strategy 1.1 Annual Meeting Management, Coordination, and communications planning for the AFS150 th Meeting | 1. Work with Ohio Chapter and 150 th Committee to deliver a well-managed, stimulating and profitable annual meeting in Columbus. 2. Evaluate and incorporate review of financial targets and management for future annual meetings 3. Help to establish the Meetings Oversight Committee and work with them to develop a work plan and initial set of activities. Rewrite AFS Procedures on meeting management. 4. Sesquicentennial year-long events and Columbus celebration planned and ready to implement | 1. Meet meeting financial and participation targets. 2. Develop new revenue and profit goals including exploration of sponsorship options and other revenue sources. 3. Implement approved recommendations of the MOC. Work with MOC to identify and address next round of key issues. 4. Using efforts and larger pool for sponsors and fundraisers to help Annual Meeting meet it's sponsorship goal. | |

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| | 5. Launch of the nation-wide, multi-division Annual Meeting Sponsorship Committee | | |
| | 1. Fully developed communication plan integrated with work of the 150 th planning Committee and the Columbus planning team. | 1. Basic framework and concepts developed with significant activities (e.g. video or book) with scoping documents available at AC meeting. 2. Continue efforts to explore AFS branding in conjunction with the 150 th anniversary | 1. Work with 150 th planning committee and Columbus planning team to provide guidance and support. Fully evaluate and acquire funding as needed and within AFS financial plan |
| Strategy 1.2 Hold events to encourage stewardship of fisheries resources; engage with various fisheries disciplines and educators to increase impact | 1. Further develop TIA partnership and engage chapters with TU and IWL to create opportunities for initial program pilot efforts 2. Develop concept paper for a 1-2 day topical event in D.C. focusing on a critical fisheries issues with policy-science interface. Event should result in a high level report or synthesis paper, possibly invitation only, in partnership with appropriate other NGO's, foundations, or agencies | 1. Concept paper developed and submitted to AFS leadership for discussion | |
| Strategy 1.3 Foster use of standards/best practices for fisheries conservation and management | 1. Work to successfully fund 2 nd part of Standard Sampling book. 2. Work to successfully fund MSCG proposal for Blue Book fish health diagnostics | | |

Objective 2. Develop Fisheries Professionals

| Goal Summary | Specific Activities | Target or Goal | Resource Needs and Related Notes |
|---|---|---|---|
| Strategy 2.1 Provide continuing education by offering training and courses at affordable prices for AFS members | 1. Work with CE Committee to develop a long-term vision for CE (see charge letter to CE Chair) throughout AFS and in relation to other providers (e.g. NCTC, universities, MAT) | Develop a work plan for reviewing CE and creating new vision. Present general charge and approach at mid-year GB meeting. Provide full report and recommendations at Columbus meeting. <i>(note that this exercise may incorporate part of all of #2 and #3 below)</i> | Potential guidance from GB regarding direction of the CE committee. |
| | 2. Support for working group (possible Special Committee or assignment to CE committee) on CE “success skills” course development. | Establish Special Committee and provide support as needed. | Need to determine how to organize and manage this effort. |
| | 3. AFS SP35 CE course. Have fully developed and available, the distance learning course for AFS Special Publication 35 | By July 1, 2020 have course available to users. | Course development work session was postponed due to government shutdown and is being rescheduled for fall 2019. |
| | 4. Work with AFS leadership to explore the development of a substantial Leadership Academy program for AFS members. | Concept paper to AFS leadership by mid-year GB meeting | This will need to be a joint effort of CE committee or other volunteers, staff and AFS leadership |
| Strategy 2.2 Promote the fisheries sciences professional certification program | Develop and implement survey or other tool to assess status, utilization, and possible future needs of certification program. | Initial update at mid-year GB meeting. Due to staff time commitments, full assessment may not be completed until 2020 unless volunteer committee can manage process. | Certification committee will need to be fully engaged and supportive of the assessment. This project would be secondary to Hutton review as described above. Establishment of sub-committee for this project |

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| | Need to improve automation and business process of certification to reduce management time. | Assessment of processes completed by June 1, 2020. Recommendations to be implemented as appropriate from that point forward. | |
| Strategy 2.3. Utilize novel techniques to encourage greater participation in annual and other meetings | Utilize engagement tracking functionality in iMIS. | | |

Objective 3. Communicate the importance of both the science and the value of fisheries discipline

| Goal Summary | Specific Activities | Target or Goal | Resource Needs and Related Notes |
|--|---|--|--|
| Strategy 3.1 Develop products and online resources to promote the value of fisheries sciences, aquatic habitat and other fisheries disciplines through a web site redesign | Determine website upgrade needs to address WordPress Gutenberg release. Make updates as needed. | Work with ESAB to develop assessment of AFS web site. Present assessment at mid-year GB meeting with possible upgrade approaches. Based upon assessment, develop RFP for design and coding work. Have full proposal with budget for review and approval at Columbus meeting | ESAB will provide critical assistance throughout the entire process and will be an important partner with staff and contractors. |

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| Strategy 3.2 Strengthen relationships and partnerships with other professional societies, etc. Develop collaborative projects and programs with like organizations | Build new cooperative agreements or other partnership agreements with organizations with shared interests and goals. | 1. Develop new agreement with USGS and renew expired agreements as needed (e.g. BLM) 2. Identify at least one new federal agency to develop cooperative agreement | |
| | Expand WCFS funding and programming to make the Council more effective and expand partnership. Explore with AFS leadership submitting a bid for hosting WFC2024 | 1. Build new partnership and identify potential WCFS members. 2. Complete new budget, dues formula, and improve financial management of WCFS 3. By or at Reno have decision on WFC2024 | Lack of time is serious obstacle. Finding assistance from AFS membership (possibly IFS) is needed for WCFS to receive appropriate attention. |
| | CASS support and JASM-2 | Complete RFP process for JASM-2 and successfully select and contract meeting location | |
| Strategy 3.3 Publish high-quality technical journals, books, and proceedings on recent advances, reviews, and synthesis of fisheries topics | 1. Complete work of Books Special Committee 2. Solicit new titles and expand book authorship by AFS Sections and others 3. Update AFS Online Bookstore. | 1. Complete report and provide recommendations at mid-year meeting (Little Rock) 2. Develop new books brochure targeted to authors. Work with AFS Sections and others to identify and nurture book proposals. 3. Develop RFP for design and coding. Work with ESAB and MC/GB to obtain approval for use of Publications funds possibly without repayment or by restarting the additional book charge that built the fund. | |

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| | Increase Journals Impact Factor or other relevant indicators of journal value or importance. | Work with Wiley, EICs, CASS, etc. to expand subscribers and impact factor | |
| | Gray Literature Clearinghouse – finish development of initial phase to prove concept. Seek funds for continuation of program | Successfully complete MSCG funded project for clearinghouse and populate system with state agency documents where feasible and within limits of funding. Develop proposal for MSCG funding or other sources for maintenance and expansion of program. | |
| Strategy 3.4 Develop and disseminate science-based communications materials that reflect AFS’s mission to share its collective expertise with political leaders, decision-makers, educators, stakeholders and the public | Expand AFS policy advocacy efforts through training of AFS members at unit level and work with them to be actively involved in key AFS relevant issues | <ol style="list-style-type: none"> 1. Deliver at least one national webinar on policy engagement. 2. Develop and deliver at least one live training program in policy engagement. | <ol style="list-style-type: none"> 1. Policy staff, interns and others will need to have time and resources available for this work. |
| Strategy 3.5 Advance AFS’s promotion of scientific research and sustainable | | | |

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| fisheries management by expanding science communication knowledge and skills | | | |
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Objective 4. Increase Diversity among fisheries professionals and promote an inclusive environment in AFS

| Goal Summary | Specific Activities | Target or Goal | Resource Needs and Related Notes |
|---|---|--|---|
| Strategy 4.1. Develop/maintain process and practices to promote diversity within the Society and the fisheries profession | Develop pilot program of Hutton university partnership. Complete a review of Hutton Program impacts; further develop funding options; further develop pipeline concept by connections with universities and potential internship employers | 1. Fully develop pilot program with Virginia Tech and possible other partners. Implement in summer 2020. 2. Develop proposal for review of Hutton program. | Hutton committee will need to be fully involved. AFS Development staff will need to provide support and guidance. |
| | Support Equal Opportunities Section (EOS) and others to continue work of Diversity Joint Venture (DJV) and enhance diversity efforts of AFS | Participate in DJV meetings when possible; link Hutton program to other DJV partner programs to provide for pathway to college programs and internships for Hutton scholars | Evaluate who (staff, officer, other) is the best representative(s) of AFS to DJV |
| Strategy 4.2 Enhance participation of all groups in AFS to enhance recruitment, retention and reactivation, and | 1. High School Membership category development. Development of working group to craft membership benefits, programs and resources for HS members 2. Re-design Organizational Membership categories to better address needs of potential | 1. Establish working group and have first session by end of 2019. Develop initial set of concept for discussion at mid-year GB meeting. Work with TIA to initiate at least pilot HS program in select Virginia high school(s) 2. Propose SPP at Reno, refine over fall and seek full approval for implementation in | |

| | | | |
|----------------------------|--|--|--|
| develop future AFS leaders | members. Review and seek approval of Strategic Partners Program (SPP) 3. Continue to improve member on-boarding and refine the member renewal process | 2020. 3. Create/revise content for new member welcome for 2020 renewal period | |
|----------------------------|--|--|--|

Objective 5. Provide effective governance of AFS and high-quality service to AFS members

| Goal Summary | Specific Activities | Target or Goal | Resource Needs and Related Notes |
|--|--------------------------------|---|--|
| Strategy 5.1 Practice transparent “good governance” through elections, planning, sound financial management of assets, revenues, and expenses and periodical review of governing documents | AFS financial health | 1. Complete balanced budget in 2019; implement practices and programs to return to revenue positive budget in 2020. 2. Review and update Investment Committee role and relevant AFS Procedures to more effectively engage IC and Audit Committee in AFS financial management. Propose changes at mid-year GB meeting | IC, Audit Committee and Staff will need to thoroughly review Procedures and make recommendation to MC and GB. With approval of President, include IC and Audit Committee in quarterly MC financial reviews |
| | Development program maturation | Support and expand AFS Development activities through application of fundraising cycle (identification, cultivation, solicitation, stewardship) to result in new and expanded support | Meet with and submit proposals for funding to at least four new potential funders. Engage AFS leadership in expanded fundraising programs. Launch at least one new fundraising program targeted to AFS members Bring in at least \$100,000 in new funds for AFS |

| | | | |
|---|---|--|---|
| | Support of AFS Officers, MC, and GB activities | Complete Governing Board report submission tool and develop strong Officer retreat agenda and mid-year GB program. | Reporting tool complete in time for mid-year report submission |
| Strategy 5.2 Recognize achievements and contributions of members, partners, and Units through awards. | Redesign the management of certificates for the awards program in order to reduce staff time, improve efficiency and provide units with automated system. | Evaluate and propose options by April 1, 2020 | |
| Strategy 5.3 Evaluate opportunities for ensuring financial stability | Implement the proposal for the Annual Meeting Sponsorship Program to replace individual meeting fundraising committees | Draft a Meeting Sponsorship Committee Charter and recruit broad representation from LAC, divisions and at-large members reflecting new revenue sharing model | Need approval of MC/GB and recruitment of skilled and enthusiastic members of committee |
| Strategy 5.4 Use best available techniques such as surveys, focus groups, social media and other means to determine and respond to the needs, interests and opinions of AFS members | Work with Meetings Oversight Committee to develop improved and standardized annual meeting survey with implementation at Columbus | Have draft survey by May 1, 2020 with final survey completed by August 1, 2020 for implementation at Columbus | |

Attachment D – Audit Committee Report

TO: Jesse Trushenski, President, American Fisheries Society

FROM: Audit Committee- Tim Copeland, Chair

DATE: August 13, 2019

I. Motion Report

The Audit Committee moves that the Governing Board accept the independent auditor's 2018 report.

II. Activity Report

Type of Activity

Committee Charge: The Audit Committee conducts a review of Society finances to address Congressional concerns regarding nonprofit organizations where the Executive Director is also the financial officer. Provides recommendations to the Executive Director and AFS President concerning Society financial affairs. (AFS Procedures Manual)

The Audit Committee received the draft audit report for the year ending December 31, 2018 in July 2019. The Committee reviewed the draft Financial Statements and Letters and held a conference call with Deputy Executive Director Daniel Cassidy, AFS contractor Jo-Anne Williams, and Tina Peacher, a representative of the audit firm Jones, Maresca & McQuade.

Description and Status

The Committee finds the audit was conducted fairly and cooperatively. The draft audit report contains a summary of the financial statements and a management letter. In general, the auditor issued a clean opinion regarding internal controls and the materials submitted to the auditor. The auditor noted that new accounting standards were implemented in this audit, therefore the 2017 audit was updated for this report to provide a better comparison to the 2018 audit.

The committee spent considerable time reviewing the financial statements. Net AFS assets have declined in the last three years, over \$900,000 in 2018 alone. Market conditions during 2018 have reduced the value of investments and expenses have exceeded revenue. Further, restricted funds compose more than half of 2018 year-end assets, which could impact the flexibility of AFS to meet operating challenges. On a positive note, the auditor found that AFS has been able to end 2017 and 2018 with no outstanding balance on its line of credit and there have been no further material subsequent events since the audit.

In the management letter, the auditor found no deficiencies in internal control over financial reporting. However, they identified an issue stemming from the decline in net assets and an issue with financial reporting that necessitated additional interactions with AFS staff. The first issue brings the concern about AFS's financial health, given the significant losses to assets in the last three years. The auditor recommends diversifying revenue to build reserves and determining where expenses should be cut. Daniel Cassidy noted that AFS staff have already taken steps in this direction in 2019 and that staff are tracking their budgets more closely. The prior year issues with financial reporting pertained to the cut-off period for certain accounts payable and the inventory valuation. The auditor recommends that management adopt policy and procedures for tracking these items to facilitate accounting for the year-end audit, which management has done. However, the auditor noted that none of the adjustments made during the 2018 audit were considered material.

Recommendations and Suggestions

The Audit Committee agrees with the findings of the audit and recommends that AFS national leadership consider ways to bring annual expenses in line with expected revenue, as well as building unrestricted reserves for unexpected challenges.

There has been a lack of continuity in the Audit Committee. Apparently, the Committee has been inactive since 2015. Hence, there has been limited access to past records, which makes it harder to interpret the present results in a proper context. Daniel Cassidy was invaluable to providing some of this material; however, it would be better if the Audit Committee was able to function more independently. The Committee suggests that AFS provide a means of communication with past committee members or, alternatively, stagger terms so not all members are replaced at once. The Committee also strongly recommends that a full roster be appointed according to AFS Procedures Manual: at least three AFS members including two co-chairs.

Attachment E – July Financial Report



American Fisheries Society

Organized in 1870 to Promote the Conservation, Development and Wise Utilization of Fisheries

425 Barlow Place, Suite 110 * Bethesda, Maryland 20814-2199

301-897-8616 * FAX 301-897-8096 * E-Mail: main@fisheries.org, www.fisheries.org

Jesse Trushenski, PhD
President 2018-2019

Douglas J. Austen, PhD
Executive Director

July 2019 Financial Reports Narrative -- 9/18/19

Summary. The July 2019 financial reports show strong operating results with higher income and lower expenses in comparison to this time last year. Investment income, annual meeting and journals are the primary drivers for these results. Assets, while lower versus 2018, stand slightly better than as reported in the May 2019 reports (improving 1.1% to 7.4% below last year). AFS paid off its \$250,000 bank credit line in full with funds from its investment account. It withdrew \$400,000 and retained the balance for use in meeting upcoming operating expenses and paying meeting deposits.

Financial Position. Assets total \$5,504,000 and are about 5% higher than in May 2019 but still lower than this time last year. Following are summary explanations of key variances between for this year and last:

Cash- is higher this year from the investment transfer, from lower overall expenses and marginally higher Wiley royalty payment.

Inventory- is lower for two reasons: high number of titles published in 2018 and corresponding strong book sales in 2018 into 2019.

Prepays- lower in 2019 due to a much later annual meeting.

Fixed assets- increased reflecting upgrades to the board reporting system and iMIS membership database.

Investments- even with strong performance of over 11% in 2019, the account balance is lower reflecting withdrawals in late 2018 and as mentioned above.

Accounts payable- overall lower primarily related to a later annual meeting.

Accrued expenses- includes chapter investments and other accruals for publications, the Rotenone program and temporary hold items such as overpayments and pass throughs. For example, the USFS double-paid AFS \$44,600 in June that was recently refunded.

Deferred income- represents the unamortized balance of the \$900,000 Wiley publishing advance and reported as prorated earnings monthly over the life of the 7-year agreement.

Program Results. Revenue through July totals \$2,694,000 and is \$403,000 (18%) higher than this time last year. Expenses total \$1,915,000 and show proportionately favorable results, though most of the positive

variance relates to the annual meeting being held later in the year. Following are summary explanations of key variances between for this year in comparison to last:

Income Variances:

Administration- investment income, both interest income and unrealized gains, are substantially higher this year due to a strong stock market. A large portion of this income, over 60%, is attributable to the restricted funds.

Web- income represents unit web fees, which were billed later this year, and diversity joint venture (DJV) income which was active in 2018 but not in 2019.

Continuing education- this year's program is strong and attracting a higher number of registrations.

Annual meeting- registrations are tracking ahead of both the prior two meetings while sponsorships and exhibits sales show mixed sales results.

Publications- with fewer new titles, books sales are down this year while journals income is marginally higher due to annual fee adjustments to the guaranteed base royalty and editorial support.

Expense Variances:

Administration- 2019 is reporting lower as last year had dues/contributions expense to WCFS and business insurance expenses not applicable to this year.

Staff costs- are marginally higher and will continue to trend lower relative to last year with two open staff positions not being filled.

Technology- are tracking about on budget and appear low compared to last year when 2018 had costs that were eventually reclassified to other program codes at year end.

Web- some of these costs look to be for other programs and we are looking into if they belong posted elsewhere.

Board- travel is lower to date than this time last year, a few expense reports were received recently while additional trips are being planned.

Cornell- this program is essentially complete with one task wrapping up after the Reno meeting.

Other grants and contracts- expenses for the recent Standard sampling project, with offsetting reimbursement invoicing submitted.

Annual Meeting- lower expenses related to timing differences, compared to last year.

Membership- lower expenses related to timing differences.

Publications- the variances in books, journals and Fisheries relate to the timing of paying editorial stipends.

Investments: The second quarter performance reports are attached and show 2019 composite account returns of 11.6%. This return captures about two-thirds of the YTD S+P 500 return of 18.5%. Recall AFS separated its investments into two investment accounts, one primary account and the other to secure the bank credit line. The credit line is currently \$0 and staff do not anticipate needing additional cash, though the credit line or investments, until after the meeting all depending on how membership renewals progress.

Attachment F – Financial Position History

American Fisheries Society Statements of Financial Position

(all years audited except for 2019)

| | 2014 | 2015 | 2016 | 2017 | 2018 | June 2019 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Cash and equivalents | \$ 1,485,330 | \$ 679,016 | \$ 227,660 | \$ 743,619 | \$ 105,426 | 155,137 |
| Receivables | 160,925 | 405,079 | 366,465 | 300,125 | 259,230 | 22,448 |
| Inventory | 493,165 | 466,927 | 516,208 | 290,410 | 263,270 | 236,635 |
| Prepays | 15,959 | 30,676 | 28,606 | 69,131 | 87,164 | 12,278 |
| Total Current Assets | 2,155,379 | 1,581,698 | 1,138,939 | 1,403,285 | 715,090 | 426,498 |
| Investments | 3,997,964 | 4,459,560 | \$ 4,057,695 | \$ 4,451,807 | \$ 4,075,786 | 4,540,707 |
| Fixed Assets, net | 401,170 | 418,168 | 421,136 | 416,799 | 428,348 | 444,332 |
| Deposits | 33,332 | 26,376 | 44,218 | 29,726 | 4,500 | - |
| Total Other Assets | 4,432,466 | 4,904,104 | 4,523,049 | 4,898,332 | 4,508,634 | 4,985,039 |
| Total Assets | 6,587,845 | 6,485,802 | 5,661,988 | 6,301,617 | 5,223,724 | 5,411,537 |
| Accounts payable & accruals | 215,072 | 369,489 | 52,233 | 226,847 | 116,710 | 415,043 |
| Accrued salaries and benefits | 134,808 | 124,164 | 154,991 | 108,065 | 144,849 | 98,667 |
| Due to sub-units | 113,797 | 113,683 | 91,872 | 129,363 | 129,462 | 78,154 |
| Deferred royalty revenue | 142,857 | 142,857 | 142,857 | 175,762 | 175,842 | - |
| Deferred memberships dues | 330,663 | 287,820 | 296,265 | 259,556 | 285,905 | - |
| Total Current Liabilities | 937,197 | 1,038,013 | 738,218 | 899,593 | 852,768 | 591,864 |
| Deferred royalty revenue, long-term | 285,714 | 142,857 | - | 771,428 | 670,408 | 707,143 |
| Investments due to subunits | - | 80,000 | 80,000 | 220,359 | 223,030 | 248,883 |
| Total Other Liabilities | 285,714 | 222,857 | 80,000 | 991,787 | 893,438 | 956,026 |
| Net Assets, without donor restrictions | | | | | | |
| Available for operations | 3,449,854 | 3,084,161 | 2,348,725 | 1,772,924 | 876,703 | 931,504 |
| Board designated | - | - | - | 269,727 | 256,340 | 285,916 |
| Net Assets, with donor restrictions | 1,915,080 | 2,140,771 | 2,495,045 | 2,367,586 | 2,344,475 | 2,646,227 |
| Total Net Assets | 5,364,934 | 5,224,932 | 4,843,770 | 4,410,237 | 3,477,518 | 3,863,647 |
| Total Liabilities and Net Assets | \$ 6,587,845 | \$ 6,485,802 | \$ 5,661,988 | \$ 6,301,617 | \$ 5,223,724 | \$ 5,411,537 |
| Net Assets as % of Total Assets | | | | | | |
| Unrestricted / Designated Net Assets | 52% | 48% | 41% | 32% | 22% | 22% |
| Restricted Net Assets | 29% | 33% | 44% | 38% | 45% | 49% |

Attachment G

AMERICAN FISHERIES All Programs For the Seven Months Ending 7/31/2019

| | Year to Date - Actual | | | Budget | | 2018 Annual |
|---|-----------------------|------------------|----------------|------------------|--------------------|--------------------|
| | 2019 | 2018 | Var \$ | 2019 BUDGET | vs YTD Actual | Actual |
| Revenue | | | | | | |
| Administration | \$517,458 | \$164,211 | \$353,247 | \$160,000 | \$357,458 | (\$195,565) |
| Web | | 28,569 | (28,569) | 9,000 | (9,000) | 27,199 |
| Continuing Education | 24,655 | 12,385 | 12,270 | 15,000 | 9,655 | 13,095 |
| Certification | 3,250 | 3,171 | 79 | 6,000 | (2,750) | 4,471 |
| Other Education | | | | 12,000 | (12,000) | |
| Hutton | 5,000 | 9,000 | (4,000) | 150,000 | (145,000) | 5,000 |
| DJV National Park | | | | | | 18,449 |
| Cornell | | 5,925 | (5,925) | | | 45,072 |
| Other Grants & Contracts | | | | 142,000 | (142,000) | |
| Annual Meeting | 690,850 | 656,727 | 34,123 | 1,653,000 | (962,150) | 891,282 |
| Other Meetings | | | | 25,000 | (25,000) | |
| Membership | 539,266 | 525,521 | 13,745 | 514,000 | 25,266 | 533,641 |
| Awards | 3,624 | 3,597 | 27 | 4,000 | (377) | 4,957 |
| Mem Other | 17,671 | 8,533 | 9,139 | 8,000 | 9,671 | 20,366 |
| Jobs | 26,550 | 21,300 | 5,250 | 30,000 | (3,450) | 43,650 |
| Advocacy | | | | 15,000 | (15,000) | 13,310 |
| Books | 54,645 | 75,533 | (20,889) | 124,000 | (69,355) | 154,683 |
| Journals | 810,913 | 776,037 | 34,875 | 1,244,000 | (433,087) | 1,193,311 |
| Fisheries | 50 | 175 | (125) | | 50 | 335 |
| Other Publications | | | | | | 79 |
| Total Revenue | 2,693,932 | 2,290,684 | 403,247 | 4,111,000 | (1,417,069) | 2,773,335 |
| Expenses | | | | | | |
| Administration | 215,665 | 237,641 | 21,977 | 287,000 | 71,335 | 389,842 |
| Staff Costs | 1,255,397 | 1,235,204 | (20,192) | 2,197,000 | 941,603 | 2,120,351 |
| Technology | 25,039 | 47,104 | 22,065 | 39,000 | 13,961 | 45,207 |
| Communication | 2,605 | 797 | (1,808) | 11,000 | 8,395 | 3,072 |
| Web | 21,344 | 11,111 | (10,233) | 19,000 | (2,344) | 54,250 |
| Development | 2,950 | 1,377 | (1,573) | 12,000 | 9,050 | 1,412 |
| Continuing Education | 2 | 1,804 | 1,802 | 10,000 | 9,998 | 9,269 |
| Certification | 63 | 78 | 15 | 1,000 | 937 | 165 |
| Other Education | 109 | | (109) | 1,000 | 891 | |
| Board | 22,803 | 37,610 | 14,806 | 54,000 | 31,197 | 59,282 |
| Committees | | | | 2,000 | 2,000 | |
| Hutton | 87,975 | 78,206 | (9,769) | 123,000 | 35,025 | 104,865 |
| Cornell | (453) | 26,506 | 26,959 | | 453 | 58,715 |
| Other Grants & Contracts | 12,603 | 1,380 | (11,223) | 108,000 | 95,397 | 11,121 |
| Annual Meeting | 60,016 | 151,378 | 91,362 | 1,007,000 | 946,984 | 704,787 |
| Other Meetings | | | | 1,000 | 1,000 | 621 |
| Membership | 111,871 | 141,278 | 29,407 | 114,000 | 2,129 | 110,330 |
| Awards | 15,346 | 14,148 | (1,197) | 15,000 | (346) | 15,988 |
| Mem Other | 770 | 1,226 | 456 | 1,000 | 230 | 1,764 |
| Units | | | | 1,000 | 1,000 | |
| Advocacy | 5,720 | 6,900 | 1,180 | 14,000 | 8,280 | 8,800 |
| Books | 8,144 | 20,482 | 12,338 | 33,000 | 24,856 | 60,649 |
| Journals | 64,162 | 40,840 | (23,322) | 162,000 | 97,838 | 105,902 |
| Fisheries | 2,822 | 15,099 | 12,277 | 3,000 | 178 | 26,001 |
| Total Expenses | 1,914,953 | 2,070,169 | 155,219 | 4,215,000 | 2,300,049 | 3,892,393 |
| Net Change from Operations | 778,979 | 220,515 | 558,466 | (104,000) | 882,981 | (1,119,058) |
| Non Operating (shown on a net basis) | | | | | | |
| Restricted contributions | 18,556 | 20,608 | (2,052) | | 18,556 | 186,646 |
| Total Non Operating | 18,556 | 20,608 | (2,052) | | 18,556 | 186,646 |
| TOTAL NET CHANGE | 797,535 | 241,123 | 556,414 | (104,000) | 901,537 | (932,412) |

Attachment H

American Fisheries
Statement of Financial Position
As of 7/31/2019

| | 2019 | 2018 | Variance |
|---|------------------|------------------|------------------|
| ASSETS | | | |
| Current Assets | | | |
| Petty Cash | | \$694 | (\$694) |
| Checking | 614,284 | 575,045 | 39,239 |
| Accounts Receivable | 60,390 | 64,203 | (3,813) |
| Allowance of doubtful accounts | (14,170) | (14,170) | |
| Inventory | 234,803 | 283,600 | (48,797) |
| Prepaid Expenses & Deposits | 11,942 | 33,652 | (21,710) |
| Current Assets | <u>907,249</u> | <u>943,024</u> | <u>(35,775)</u> |
| Property and Equipment | 1,202,149 | 1,136,225 | 65,924 |
| Accumulated Depreciation | (765,652) | (722,055) | (43,597) |
| Net Property and Equipment | <u>436,497</u> | <u>414,170</u> | <u>22,327</u> |
| Long Term Assets | | | |
| Long-Term Investments | 4,160,282 | 4,588,847 | (428,565) |
| Total Long Term Assets | <u>4,160,282</u> | <u>4,588,847</u> | <u>(428,565)</u> |
| Total Assets | <u>5,504,028</u> | <u>5,946,041</u> | <u>(442,013)</u> |
| LIABILITIES AND NET ASSETS | | | |
| Current Liabilities | | | |
| Accounts Payable | 119,703 | 171,673 | (51,970) |
| Accrued Expenses | 349,447 | 223,984 | 125,463 |
| Subunits Dues Payable | 79,529 | 73,590 | 5,939 |
| Subunits Books Payable | (4,368) | 2,207 | (6,575) |
| Deferred Income | 696,429 | 825,000 | (128,571) |
| Total Current Liabilities | <u>1,240,740</u> | <u>1,296,454</u> | <u>(55,714)</u> |
| Net Assets | | | |
| Net Assets - Unrestricted | 3,478,325 | 4,408,463 | (930,138) |
| Change in Unrestricted Net Assets - Curr Year | 784,963 | 241,124 | 543,839 |
| Total Net Assets - End. Balance | <u>4,263,288</u> | <u>4,649,587</u> | <u>(386,299)</u> |
| Total Liabilities and Net Assets | <u>5,504,028</u> | <u>5,946,041</u> | <u>(442,013)</u> |

Attachment I

July 10, 2019

MEMORANDUM

To: Douglas Austen,
Executive Director; and
Dan Cassidy, Deputy Exec. Dir.,
American Fisheries Society

From: Gretchen S. Bolton,
CFP®, CLU, ChFC

Subject: **American Fisheries Society 2nd Quarter Review 2019**

The 2nd Quarter Review for 2019 of AFS Long Term Investment and Collateral Reserves is based on figures from AXA/LPL Performance Appraisal through June 30, 2019, year-to-date, as well as particular concerns of the 2nd and 3rd Quarters. Along with this aggregate report, Morningstar Snapshot reports are also sent herewith. The most authoritative sources for account information are your monthly Statements, which have been sent to you separately.

\$4,544,936.17 in total was in Reserves at market close on June 30, 2019.¹ The Long-Term Reserve balance was \$3,794,487.99, and the Collateral Reserve account balance \$750,448.18 (\$75,448.18 more than the balance requirement of \$675,000 in the Collateral Reserves).

\$400,000 was redeemed from securities and transferred to your operating funds in the bank from LT Reserve on July 1, after the end of the quarter, for repayment of bank line of credit of \$250,000, for \$10,000 in awards, and for operating expenses. Thus, the 3rd Quarter actually starts with a Reserve balance of \$3,394,487.99 in Long Term Reserves and \$4,144,936.17 in total.

The S&P 500 index² had risen 18.54% since the beginning of the year to end of June, and we were able to take profits from large and small cap funds for the withdrawal. After the withdrawal, and some rebalancing, the current allocations of the combined portfolios are 68.5% equity to 31.5% fixed income and cash, a more conservative allocation than the 73/27 mix which had been put into place with trades in April. AFS asks us to anticipate possibility of further withdrawals in the fall.

While the market rise was beset by volatility and a significant drop in late May-early June, the major US indices turned upward again and hit all-time highs on July 3. With a moderate to moderately aggressive portfolio, your 2019 composite returns at end of quarter came in at 11.6% for the year. Cash balance on July 1, after the withdrawal, totaled \$45,215.36, or 1.09% of the accounts. Past performance is no guarantee of future performance, and we have seen some pull-back in the markets since the July 4 holiday.

Fixed income holdings will yield about \$58,424 over the next 12 months, and another \$42,059 will come from dividends on stock funds, bringing the annual cash yield to 2.4% (some reinvested) for the portfolios, an increase over the previous quarter due to the reallocations in April.¹ On news of a pullback in interest rates hikes in the near future, the Barclay's US Aggregate Bond Index² moved up to 6.11% return for year to date, and your bond fund net asset values are similarly up (although in a different mix, with more international and high yield holdings).



AXA Advisors, LLC

Gretchen S. Bolton, CFP®, CLU, ChFC
Financial Consultant
Northeast Division



We are able to evaluate the quality and performance of your current investments through the hypothetical Morningstar Snapshot.³ It demonstrates what the performance of your portfolio's specific fund choices in the given allocation would have looked like over a multi-year look-back period, in a *static* portfolio, with no buys, sells or withdrawals. Our goal is that quality fund choices will outperform benchmark indices, on returns and on risk, on a rolling look-back basis.

Your current mix of funds beat the Moderately Aggressive benchmark in most of the multi-year look-back periods illustrated, at the same time as your risk was less than the benchmark risk.⁴ Past performance is, of course, no guarantee of future performance. Note that lower performing funds were replaced in April in both accounts. The Snapshot does not include those funds that were replaced, and thus figures will not match directly with the year-to-date returns quoted from the Appraisal reports on the first page of this review.

AXA/LPL Research's MidYear Outlook 2019, giving an update on thinking in our Investment Research Department, was sent to you in June, and I attach another copy herewith. The MidYear Outlook states: "At the halfway point of 2019, the U.S. economy has held steady, supported by the fiscal stimulus we have highlighted for two years, and corporate profits continue to grow." It goes on to say "We are still navigating a challenging environment. Investing comes with uncertainty, and market volatility can be alarming, but we continue to encourage investors to look beyond short-term market stresses and consider the real drivers of investment returns." There is a lot more in the report on the fundamental pillars of long-term investing. I encourage you to read it.

³Figures are based on the June 28, 2019, and July 1, 2019, AXA/LPL Performance Appraisal Reports and the Estimated Income projections, which accompany this summary. Total returns are calculated by a modified internal rate of return method and include both market valuation changes and dividends. While this material summarizes certain information contained in the attached documentation, it is not the official record of your account. This summary is offered at your request for your general reference, but the information it provides is in no way guaranteed. You should rely solely on the attached documentation and monthly statements that you have already received for complete and final information. In the event of a discrepancy between this summary and the attached documentation, or a discrepancy between this summary and any other product sponsor/issuer-generated statements, the monthly statements will prevail. Please note that values shown herein may not reflect surrender charges that may be applicable to annuities and life insurance products and that some investments may have substantial fees and/or penalties associated with early withdrawals. (This last sentence does not apply to your current holdings.) Securities products and services are offered through AXA Advisors, LLC (member FINRA and SIPC), 1290 Avenue of the Americas, New York, NY 10104 (212) 314-4600.

²All quoted indices herein are unmanaged baskets of securities according to type, valuable as indications of market trends, not directly comparable to your portfolio. Indices are provided by Morningstar Associates daily, at its website <http://news.morningstar.com/index/indexreturn.html>. Past performance is no guarantee, nor forecast, of future performance.

¹Resources used in preparing this report include AXA Advisors portfolio information sources; Morningstar Associates, LLC; S&P Stock Reports; LPL Financial research sources, and access to multiple independent researchers' evaluations and recommendations. Please refer to the Research Disclaimer Statements accompanying the Portfolio Appraisal and the Morningstar Snapshot.

⁴Volatility or "risk" is measured by Standard Deviation; return on risk is measured by the Sharpe ratio—see the Morningstar Snapshot report, which looks back at and provides statistics on the performance of your *current* allocations and fund selections over a period of years. Returns in the Morningstar report are not identical with your actual returns, since activities in your accounts (including deposits, withdrawals, and changes in investments) in the look-back periods are not taken into consideration.

Attachment J – Restricted Funds Status

AFS Restricted Funds and Chapter Investments Report as of June 30, 2019

| Fund Name | Fund Balances as of | | |
|--|---------------------|--------------------|------------------|
| | June 2019 | December 2018 | Change |
| Skinner Memorial Fund | \$405,215 | \$362,891 | \$42,323 |
| Publications Endowment Fund | \$832,486 | \$745,739 | \$86,747 |
| J. Francis Allen Scholarship Fund | \$270,420 | \$241,835 | \$28,585 |
| Snieszko Endowment Fund | \$72,207 | \$64,718 | \$7,489 |
| Sully Fund | \$7,566 | \$6,106 | \$1,460 |
| CRS/International Fisheries Endow. Fd | \$324,135 | \$290,498 | \$33,636 |
| CRS/International Fisheries Endow. Fd | -\$1 | -\$1 | \$0 |
| Shelby Gerking Education Fund | \$87,025 | \$77,999 | \$9,025 |
| Hutton Fund | \$31,461 | \$68,440 | -\$36,979 |
| Steve Berkeley Fellowship | \$366,593 | \$339,423 | \$27,170 |
| AFS 2000 Fund | \$131,674 | \$118,018 | \$13,656 |
| Obligated Reserve | \$153,504 | \$137,584 | \$15,920 |
| DJV National Park Foundation | \$13,300 | \$24,522 | -\$11,222 |
| FWS Diversity Scholarship Program | \$0 | \$0 | \$0 |
| TOTALS | \$2,695,584 | \$2,477,774 | \$217,811 |
| Joan Duffy | \$367 | \$325 | \$42 |
| Developing Countries | \$0 | \$0 | \$0 |
| Disaster Relief Fund | \$0 | \$0 | \$0 |
| World Council of Fisheries | \$0 | \$0 | \$0 |
| Past president's Endowment Fund | \$44,705 | \$39,944 | \$4,761 |
| Puerto Rico Fund | \$11,565 | \$10,365 | \$1,199 |
| Combined Federal Campaign/ Disaster Relief | \$9,119 | \$8,173 | \$946 |
| TOTALS | \$65,755 | \$58,807 | \$6,948 |
| TN Chapter | \$12,401 | \$11,115 | \$1,286 |
| North Central Division (NCD) | \$25,298 | \$22,675 | \$2,624 |
| ICTALURID Tech Committee | \$18,974 | \$17,006 | \$1,968 |
| Nebraska Chapter | \$6,325 | \$5,669 | \$656 |
| MS Chapter | \$12,887 | \$11,550 | \$1,337 |
| Wisconsin Chapter -*** | \$30,221 | \$27,086 | \$3,134 |
| IL Chapter- *** | \$12,087 | \$10,833 | \$1,254 |
| NY Chapter | \$12,089 | \$10,836 | \$1,254 |
| MN Chapter | \$30,223 | \$27,089 | \$3,134 |
| GA Chapter | \$24,179 | \$21,671 | \$2,508 |
| MI Chapter | \$12,089 | \$10,836 | \$1,254 |
| Education Sec | \$24,179 | \$21,671 | \$2,508 |
| Indiana Chapter | \$12,073 | \$10,821 | \$1,252 |
| Southern Division | \$10,573 | \$9,476 | \$1,097 |
| Walleye Technical Committee | \$5,286 | \$4,738 | \$548 |
| TOTALS | \$248,883 | \$223,071 | \$25,812 |
| Books Contributions FY 2017 -2019 | \$65,746 | \$63,496 | \$2,250 |
| Grand Totals | \$3,075,968 | \$2,823,147 | \$252,821 |

Attachment K – 2020 Budget Proposal and Assumptions

American Fisheries Society
2020 Budget Proposal and Assumptions
September 20, 2019

OVERVIEW

The 2020 Budget Proposal presents a positive \$40,000 net income on revenues of \$3,519,000 and expenses of \$3,479,000. This budget compares favorably to the \$104,000 net loss budgeted in 2019. The 2020 Budget includes considerable changes from last year in a number of revenue and expense areas and starts AFS down a path to growing its financial position and restoring unrestricted net assets.

BUDGET ASSUMPTIONS

Membership. Individual and institutional membership dues are budgeted to increase 2.5%. Included in expenses this year is the bi-annual, software developer license fee of \$24,000 (previously it was paid in full every other year). Unit dues rebates are expected to be about the same.

Publications (Books and Journals). Books income is budgeted at the same level as 2019. Outsourced editorial services are no longer needed with the addition of the editorial assistant staff position. Journals incomes is composed of three parts: Royalties, editorial support and amortization of the \$900,000 advance. For 2020, the variable component is the royalty piece as the amortization is fixed at \$130,000 per year and the editorial support component is index 3% per year for a total of \$131,000. In 2018, Wiley missed its income goal by \$92,000 reducing AFS's royalty by \$55,000 (60% of sales). As such, AFS is budgeting the royalty component of income \$16,000 below the 2018 level (AFS will not receive year-end 2019 sales until about April 2020). The slightly higher expenses reflect taxes on advertising (unrelated business income).

Hutton Program. Projecting 20 students in 2020, with funding for 14 already confirmed mainly through two federal agencies. In 2019, there were 29 scholars but attaining this level is unlikely after the loss of NOAA as a partner and its funding of 13 students.

Grants and Contracts. AFS submitted for four multi-state grant proposals and the budget includes expense reimbursements for three of these proposals resulting in net income of \$80,000.

Other Income Programs. This budget includes \$25,000 of new funds raised through the new 1870 Society program and \$12,000 of website and webinar advertising. It also includes similar level of job advertising, CE, certification, awards and website fees as last year.

Other Expense-only Activities.

Office administration is budgeted lower than last year and omits PCG expenses and catch-up WCFS dues. Staffing costs are significantly lower than 2019 due to: not filling two staff positions, eliminating one paid-intern position, reorganizing several other full-time positions and changes to other compensation practices. Website is lower due to completing the gray literature database. The Cornell Climate Science Center review is completed and most other program areas are budgeted at or near prior year levels.

Annual Meeting. The 2020 meeting is budgeted to attract higher attendance than in Atlantic City and Tampa reflecting the 150th anniversary and a meeting location very accessible to many agencies and universities in the central, north eastern and southern divisions.

Registration Fees: The Member Early (ME) registration fee is \$595, a \$45 increase over Reno. The corresponding other registration fees are: Early-career \$450 (75% of ME), Student \$360 (60% of ME), LIMCM (early-career rate) and Retired (student rate). See comparative table below.

Meeting Attendance: Attendance is projected at 1750 and based on an average registration pattern from AC and Tampa meetings. This level compares to Reno and is about 125 higher than the past two meetings reflecting the draw of celebrating the Society’s 150th anniversary.

Other Income: Sponsorship sales are budgeted \$50,000 lower than in past meetings given the difficulties local teams have faced raising funds. Exhibits are budgeted slightly at Reno levels and above AC and Tampa. AFS has negotiated favorable hotel rebates at \$17 per room night.

Expenses. Food and beverage expenses are set at \$200 per person while the convention center fee will be waived if the food and beverage spend is \$100,00 or above (AFS typically spends a majority of its funds at the convention center on breaks, tradeshow networking and other functions). Profit sharing is budgeted at 10% each for chapter and divisions (\$41,000 each) and the budget includes a significant portion of meeting staff time.

Registration Fee Comparison 2018 - 2020

| Registration Type | AFS 2020 | | AFS/TWS 2019 | | AFS 2018 | |
|-----------------------|----------|-------|--------------|-------|----------|-------|
| | Early | Late | Early | Late | Early | Late |
| Member | \$595 | \$745 | \$550 | \$600 | \$495 | \$640 |
| Non-member | \$795 | \$995 | \$750 | \$950 | \$730 | \$950 |
| Student (60% ME) | \$360 | \$510 | \$320 | \$370 | \$250 | \$330 |
| Student NM | \$560 | \$760 | \$530 | \$730 | \$330 | \$430 |
| Student under grad | | | | | | |
| Student under grad NM | | | | | | |

| | | | | | | |
|-------------------------------|-------|-------|-------|-------|-------|-------|
| Early career (75% ME) | \$450 | \$600 | \$380 | \$430 | \$370 | \$480 |
| Early career NM | \$795 | \$995 | \$750 | \$950 | \$730 | \$950 |
| LIMCM (EC rate) | \$450 | \$510 | \$320 | \$370 | \$370 | \$480 |
| Retired member (student rate) | \$360 | \$560 | \$200 | \$200 | \$250 | \$330 |
| One-day (student rate) | \$360 | \$560 | \$280 | \$330 | \$250 | \$330 |
| Guest | \$200 | \$200 | \$200 | \$200 | \$200 | \$200 |

What's NOT included in the Budget? The following proposals, which are in the staff and committee evaluation phase, have not been included in the budget. These are:

Strategic Partners Program and Partners Advisory Council Proposal. This program is a proposal to strengthen the existing institutional membership offerings by allowing organizations to contribute as partners and provide a channel of knowledge sharing, problem solving, and financial resources for AFS and its partners.

e-Book Subscriptions Proposal. The program would be available to AFS institutional members only. Subscriptions would be for five years, payable either once at the beginning of the subscription period, or prorated and paid at the beginning of each of the five years. There is no limit on the number of individual downloads of available AFS books during the subscription period. When new books are published during the five-year subscription period, they are automatically added to the list of available downloads. There are currently 96 books available to download.

Reconsideration of Journal Page Charge Waivers. AFS typically charges \$10 per manuscript page. In some cases, waivers are requested by authors who may not have access to agency or institutional support. In 2018, page waivers were about \$130,000 or \$78,000 (60% to AFS). These amounts do not appear as expenses but instead reduce royalty income to AFS.

High School Student Memberships. Approved as a new membership category in 20xx, this activity is still developing. Staff recently completed legal review of privacy matters related to communicating with and retaining data of minors. Next steps for this program are under consideration.

Hutton 2.0 Reboot. AFS has been in talks with several south-eastern universities about hosting Hutton students as part of their curriculum and mentoring experience. Essentially, one quarter of their award would be designated for travel costs to bring these students together for a deeper exposure to the fisheries profession and education opportunities available to them

Trout Unlimited, Izaak Walton and AFS (the TIA Alliance). In 2018, AFS signed an alliance with these two other organizations to scale up the successful Virginia high school program previously called Trout out of the Classroom, where student clubs work with community leaders and conservation managers addressing important local challenges such as water quality monitoring, fish release, etc.

A Few Words about Budget and Planning. Essentially, budgeting is a form of planning and is a tool used to project and manage an organizations' sources and uses of assets over a given period of time, usually annually. For some organizations, preparing an annual budget is sufficient financial planning to manage and meet its business objectives. For other organizations, budgeting is but one component of a larger planning process that encompasses defining programmatic directions and corresponding resource allocation decisions. For example, some organizations adopt a comprehensive strategic planning process that incorporates the following activities:

Business Planning is an organization's process of translating its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. **Business plans** can help decision makers see how specific projects relate to the organization's **strategic plan**.

Financial Planning is the process of determining a company's financial needs or goals for the future and how to achieve them. **Financial planning** involves deciding what investments and activities would be most appropriate under both the company's individual and broader economic circumstances. These decisions can be addressed through budgeting, financial planning and analysis short-term or through projections over multiple years.

AFS would benefit from an analysis of its planning processes and consideration of adopting broader activities that integrate strategic planning, resource allocation and financial analysis and planning into its business practices.

Attachment L –

AMERICAN FISHERIES Summary of All Units For the Six Months Ending 6/30/2019

| | BUDGET 2020 | June 2019 Year to Date - Actual | | | Budget | | 2018 Annual |
|---|--------------------|---------------------------------|------------------|----------------|------------------|--------------------|--------------------|
| | | 2019 | 2018 | Var \$ | 2019 BUDGET | vs YTD Actual | Actual |
| Revenue | | | | | | | |
| Administration | \$213,000 | \$492,216 | \$61,861 | \$430,355 | \$160,000 | \$332,216 | (\$195,565) |
| Web | 8,000 | | 24,039 | (24,039) | 9,000 | (9,000) | 27,199 |
| Continuing Education | 15,000 | 10,550 | 8,805 | 1,745 | 15,000 | (4,450) | 13,095 |
| Certification | 5,000 | 3,250 | 2,471 | 779 | 6,000 | (2,750) | 4,471 |
| Other Education | 12,000 | | | | 12,000 | (12,000) | |
| Hutton | 100,000 | 5,000 | 9,000 | (4,000) | 150,000 | (145,000) | 5,000 |
| DJV Nat Park | | | | | | | 18,449 |
| Cornell | | | | | | | 45,072 |
| Other Grants & Contracts | 87,000 | | | | 142,000 | (142,000) | |
| Annual Meeting | 1,119,000 | 316,685 | 351,977 | (35,292) | 1,653,000 | (1,336,315) | 891,282 |
| Other Meetings | | | | | 25,000 | (25,000) | |
| Membership | 555,000 | 521,694 | 510,451 | 11,243 | 514,000 | 7,694 | 533,641 |
| Awards | 5,000 | 3,429 | 3,207 | 222 | 4,000 | (572) | 4,957 |
| Membership Other | 46,000 | 17,627 | 8,332 | 9,296 | 8,000 | 9,627 | 20,366 |
| Jobs | 45,000 | 21,700 | 14,950 | 6,750 | 30,000 | (8,300) | 43,650 |
| Policy | 0 | | | | 15,000 | (15,000) | 13,310 |
| Books | 124,000 | 38,327 | 54,783 | (16,456) | 124,000 | (85,673) | 154,683 |
| Journals | 1,185,000 | 560,796 | 537,566 | 23,231 | 1,244,000 | (63,204) | 1,193,311 |
| Fisheries | 0 | 25 | 175 | (150) | | 25 | 335 |
| Other Publications | | | | | | | 79 |
| Total Revenue | \$3,519,000 | 1,991,299 | 1,587,617 | 403,683 | 4,111,000 | (2,119,701) | 2,773,335 |
| Expenses | | | | | | | |
| Administration | 330,000 | 175,301 | 207,218 | 31,917 | 287,000 | 111,699 | 389,842 |
| Staff Costs | 1,882,000 | 1,089,968 | 1,065,613 | (24,355) | 2,197,000 | 1,107,032 | 2,120,351 |
| Technology | 45,000 | 21,419 | 41,473 | 20,053 | 39,000 | 17,581 | 45,207 |
| Communication | 9,000 | 2,605 | 797 | (1,808) | 11,000 | 8,395 | 3,072 |
| Web | 20,000 | 18,309 | 10,966 | (7,343) | 19,000 | 691 | 54,250 |
| Development | 10,000 | 2,950 | 1,376 | (1,574) | 12,000 | 9,050 | 1,412 |
| Continuing Education | 10,000 | 2 | 1,620 | 1,618 | 10,000 | 9,998 | 9,269 |
| Certification | 1,000 | 63 | 77 | 14 | 1,000 | 937 | 165 |
| Other Education | 0 | 109 | | (109) | 1,000 | 891 | |
| Board | 55,000 | 22,499 | 36,511 | 14,012 | 54,000 | 31,501 | 59,282 |
| Committees | 0 | | | | 2,000 | 2,000 | |
| Hutton | 82,000 | 58,948 | 26,181 | (32,767) | 123,000 | 64,052 | 104,865 |
| Cornell | | (453) | 26,506 | 26,959 | | 453 | 58,715 |
| Other Grants & Contracts | 7,000 | 12,603 | 900 | (11,703) | 108,000 | 95,397 | 11,121 |
| Annual Meeting | 665,000 | 55,852 | 82,276 | 26,423 | 1,007,000 | 951,148 | 704,787 |
| Other Meetings | | | | | 1,000 | 1,000 | 621 |
| Membership | 128,000 | 94,174 | 102,385 | 8,211 | 114,000 | 19,826 | 110,330 |
| Awards | 3,000 | 15,195 | 14,006 | (1,188) | 15,000 | (195) | 15,988 |
| Membership Other | 1,000 | 723 | 1,224 | 501 | 1,000 | 277 | 1,764 |
| Units | | | | | 1,000 | 1,000 | |
| Policy | 14,000 | 5,625 | 6,072 | 448 | 14,000 | 8,375 | 8,800 |
| Books | 16,000 | 7,265 | 15,152 | 7,888 | 33,000 | 25,735 | 60,649 |
| Journals | 174,000 | 33,397 | 23,402 | (9,995) | 162,000 | 128,803 | 105,902 |
| Fisheries | 27,000 | 1,568 | 7,757 | 6,189 | 3,000 | 1,432 | 26,001 |
| Total Expenses | 3,479,000 | 1,618,122 | 1,671,512 | 53,390 | 4,215,000 | 2,596,880 | 3,892,393 |
| Net Change from Operations | | 373,177 | (83,895) | 457,074 | (104,000) | 477,178 | (1,119,058) |
| Non Operating (shown on a net basis) | | | | | | | |
| Restricted contributions | | 12,952 | 18,358 | (5,406) | | 12,952 | 186,646 |
| Total Non Operating | | 12,952 | 18,358 | (5,406) | | 12,952 | 186,646 |
| TOTAL NET CHANGE | 40,000 | 386,129 | (65,537) | 451,667 | (104,000) | 490,130 | (932,412) |

Attachment M – Proposed Columbus Budget

AFS 2020 Columbus Meeting

Budget Summary

as of September 2019

| Category | Attendance Levels | | |
|--|-------------------|--------------------|--------------------|
| | 1,500 | 1,750 | 2,000 |
| INCOME | | | |
| Registration Fees | \$768,000 | \$897,000 | \$1,025,000 |
| Fundraising | \$110,500 | \$112,250 | \$114,000 |
| Tradeshow | \$90,000 | \$90,000 | \$90,000 |
| Rebates / Other Income (\$17 rebate from | \$20,000 | \$20,000 | \$20,000 |
| Total Income | \$988,500 | \$1,119,250 | \$1,249,000 |
| EXPENSE | | | |
| Travel and Special Meetings | \$39,000 | \$39,000 | \$39,000 |
| Program | \$15,000 | \$15,000 | \$15,000 |
| Arrangements | \$65,000 | \$71,000 | \$76,000 |
| Networking | \$297,000 | \$342,000 | \$387,000 |
| Communications | \$115,000 | \$116,000 | \$117,000 |
| Contingency / Staff Costs | \$125,000 | \$125,000 | \$125,000 |
| Total Expense | \$656,000 | \$708,000 | \$759,000 |
| NET INCOME | \$332,500 | \$411,250 | \$490,000 |
| Net income as % of total income | 34% | 37% | 39% |
| Profit sharing | \$66,000 | \$82,000 | \$98,000 |
| Net Revenue to AFS | \$266,500 | \$329,250 | \$392,000 |

Attachment N - Annual Meeting Sponsorship Committee

American Fisheries Society Annual Meeting Sponsorship Committee

Background. In 2018, AFS modified its unit revenue sharing model such that a portion of meeting net revenues are apportioned among all divisions each year. This new model allocates meeting revenues evenly and more frequently among divisions, while giving AFS flexibility in meeting site selection. This flexibility provides AFS with broader latitude to negotiate favorable agreements with venues without being constrained by a meeting rotation. The suggested meeting net revenue distribution is 70% to AFS, 20% to host chapter(s) and 10% to AFS Divisions with the final distribution in the negotiated MOU reflecting the relative contribution of each entity in managing and contributing to the meeting.

Purpose. Due to the shift in division of revenues for the meeting, it is proposed that responsibilities of sponsorship be divided proportionally, to utilize the talents, existing relationships, and opportunities within the membership beyond the meeting's Local Arrangements Committee (LAC). AFS also seeks to maintain levels of continuity and strengthen institutional knowledge by formalizing a sponsorship committee and sponsorship pool that spans all divisions.

Committee Charge. Committee members will work together to solicit sponsorships, identify new sponsors, and build partnership opportunities that support AFS and its annual meeting.

Committee Goals. The committee will:

1. Define sponsorship offerings, goals, and timelines for meeting these targets. Ideally, the committee will begin its work at least 24-months in advance of the meeting.
2. Promote sponsorship opportunities through all means possible including print, social media, in-person, telephone and email.
3. Develop and distribute materials promoting annual meeting sponsorship.
4. Assist AFS maintain database and relationships with current and developing sponsors. Help to create target list of sponsors.
5. Evaluate sponsor offers and feedback annually, to foster long-term relationships with sponsors and AFS.
6. Track progress, report results and alert staff and meeting co-chairs about when challenges arise.

Committee Composition. The committee will be composed of a Committee Chair, the Annual Meeting Chair (or Co-Chairs), at least one representative from each Division, up to three members-at-large along, and at least three representatives from the LAC. An AFS employee will serve as the staff liaison for the committee. Divisional and at-large member terms extend for two meeting cycles; all other terms are for the duration of the sole assigned meeting. This is a minimum suggestion for committee composition, there is no maximum number of volunteers.

Suggested Committee Composition

- Committee Chair (1)
- Annual Meeting Chair(s) (2)
- Division Representatives (4)
- At-large Members (3)
- LAC Fundraising Chair for following year (1)
- LAC to provide at least three reps (3)

Position Description (expectations and responsibilities). *TBD*

- Attend a conference call at least once per month with the committee.
- Help achieve the committee's goals.
- Actively participate on calls and in completing assignments.
- Select sponsors you would like to be responsible for soliciting or maintain relationship.

Attachment O – Investment Committee Report and Motions

To: Jesse Trushenski, *President*

From: Troy Brandt, *Investment Committee Chair*

Date: September 22, 2019

I. Motion Report

- A) **Recommended Motion 1:** Unrestricted funds in the Reserve Fund shall be sufficient to cover 1 year of Society operations (based on the average of the previous 3 years).
- B) **Minority View:** None
- C) **Background for Motion:** Unrestricted funds in the Reserve Fund have been reduced by 50% from a high of \$2M in 2015 to \$1M in July 2019 (see attached AFS Financial Information Review). Annual Society operating costs have ranged from \$2.3M in 2014 to \$4.3M in the 2019 budget. Expenses have exceeded revenues in each of the past 5 years. Although expenses can be reasonably well-budgeted, revenues from annual meetings, memberships, publications and contracts fluctuate widely on an annual basis and are therefore difficult to predict. A recession is likely to occur within the next 2 years, which would likely reduce annual meeting, membership, publication, and contract revenues. AFS Rule 14.13 states that the overall goal of Society investments is the growth of capital. AFS Program Planning and Financial Planning Procedures (AFS 2019, page 109) state that “the goal here is for AFS to have a contingency Reserve Fund equal to one-year operational budget, as defined by the average of the last three years”, and, “invested funds to provide growth of the overall fund.” AFS Program Planning and Financial Planning Procedures (AFS 2019, page 113) state that “The Long-Term Investments have the dual purpose of providing a reserve for the support of the operations and continued development of AFS in financially stressed circumstances and so long as the identified requirements for reserves are met, serving as an endowment that provides current short-term funding for special activities identified by the Governing Board. Implicit in this objective is the financial goal of preserving and enhancing the inflation adjusted purchasing power of the Long-Term Investments.” AFS has not been following Rule 14.13 nor the Program Planning and Financial Planning Procedures.
- A) **Recommended Motion 2:** The Executive Director shall prepare balanced calendar-year operational budgets as a minimum, and excess revenue shall be contributed to the Reserve Fund for long-term capital appreciation.
- B) **Minority View:** None
- C) **Background for Motion:** Annual Society operating costs have ranged from \$2.3M in 2014 to \$4.3M in the 2019 budget (see attached AFS Financial Information Review). Expenses have

exceeded revenues in each of the past 5 years. Although expenses can be reasonably well-budgeted, revenues from annual meetings, memberships, publications and contracts fluctuate widely on an annual basis and are therefore difficult to predict. Therefore, the most effective means of creating budget surpluses are to reduce expenses. A recession is likely to occur within the next 2 years, which would likely reduce annual meeting, membership, publication, and contract revenues. The Program Planning and Financial Planning Procedures (AFS 2019, page 109) state: "The policy of the American Fisheries Society (AFS) is to maintain a balanced calendar-year operational budget as a minimum. Preferably however, each year there will be a contribution to the Reserve Fund." "In principle, the cost of AFS products and services should be covered by the revenues accrued from these products and services." It seems wise to prepare for financially stressed circumstances now rather than later by implementing a balanced budget and annual contributions to the Reserve Fund as recommended in the Program Planning and Financial Planning Procedures.

- A) **Recommended Motion 3:** AFS staff shall provide the Investment Committee, the Audit Committee and the Management Committee with monthly financial reports that also include discrimination of restricted and unrestricted assets in the Reserve Fund.
- B) **Minority View:** None
- C) **Background for Motion:** AFS Procedures instruct the Investment Committee to coordinate with the Executive Director to make decision on Reserve Fund investments and withdrawals. The Investment Committee would benefit from receiving monthly financial updates from the Executive Director so that the Investment Committee can make informed decisions when managing the Reserved Fund. The Audit Committee only reviews the professional audit well after the end of a fiscal year. The Program Planning and Financial Planning Procedures (AFS 2019, page 115) state: "If at any time a member of the Governing Board, Management Committee, Investment Committee, Executive Director or investment manager believes that an established policy or guideline inhibits the investment performance of the Long-Term Investment, it is that individual's responsibility to clearly communicate this view to the Chair of the Investment Committee and ED". The Executive Director, with Management Committee approval, has annually withdrawn funds from the unrestricted portion of the Reserve Fund without approval from the Investment Committee. AFS staff have not provided the Investment Committee with AFS financial information except when requested.
- A) **Recommended Motion 4:** The AFS Investment Committee's responsibilities shall include a focus on oversight of AFS investment and fund withdrawal decisions.
- B) **Minority View:** None
- C) **Background for Motion:** As indicated in the AFS 2019 Procedures (p. 113), "The Investment Committee working with the Executive Director will currently specify the amount that may be drawn annually for endowment spending from the Long-Term

Investment.” Funds exceeding a 1-year AFS cash reserve should be placed in the Reserve Fund. Funds may be disbursed from the Reserve Fund to support AFS programs beneficial to AFS members. The Reserve Fund will maintain a minimum principal sufficient to cover 1 year of AFS operations in the unrestricted Reserve Fund and consider an annual disbursement of up to 50 percent of the annual gains in unrestricted assets. All undisbursed gains will be reinvested in the Reserve Fund. Similar investment policies have been implemented by the AFS International Fisheries Section, Alaska Chapter, and Oregon Chapter to both increase assets and fund annual programs.

AFS [American Fisheries Society]. 2019. American Fisheries Society Procedures. Adopted by the Governing Board of the American Fisheries Society. October 30, 2006. Last updated May 1, 2019. 189 p.

II. Activity Report

A) Charge or Annual Program of Work

The Investment Committee reviews Society investments and the performance of the Investment Manager and provides recommendations to the Executive Director and AFS President concerning the Investment Manager with the overall goal of growing capital.

The current AFS Investment Committee (AFSIC) was established in September 2015 following the AFS Annual Meeting in Portland. Troy Brandt was appointed the AFSIC committee chair and two additional committee members, Anthony Siniscal (Western Division), Desmond Kahn (Northeastern Division) were appointed by the committee chair. Mr. Brandt, Mr. Siniscal, and Mr. Kahn continue to serve on the AFSIC. Mr. Bob Hughes joined the committee in 2019. Mr. Daniel Cassidy, the AFS Deputy Director, is the AFS liaison to the AFSIC.

B) Annual Financial Report *(where appropriate)*

The Investment Committee did not generate any revenue or expenses in 2019.

C) Summary of Outcomes and Accomplishments *(fill in tables below as applicable to your unit; based on 2015-2019 Strategic Plan)*

Strategy 1. Organize and sponsor forums to present new findings and exchange ideas

| Activity | Description | Number of Attendees |
|-----------------|---|----------------------------|
| Meetings | Quarterly phone calls to review investment account | 5 |
| Other | Additional phone calls to discuss investment account management | 6 |

Strategy 15. Periodically review constitution, bylaws, and procedures manual and revise using appropriate procedures as necessary.

| Type of Review | Frequency | Comments |
|--|---|--|
| Committee review of constitution, rules, and | 3 month-long effort to determine appropriateness of Procedures as they pertain to | Investment Committee provided recommendations to AFS management on options for |

| | | |
|--|---|---|
| procedures as they pertain to the Investment Committee | the Investment Committee and Investment Account management. | updating Procedures. The Investment Committee, management, and leadership will continue to discuss. |
|--|---|---|

The AFSIC meets quarterly with the AFS investment advisor, Mrs. Gretchen Bolton with AXA/LPL Financial. Mrs. Bolton provides account performance reviews and provides written and narrative summaries of account performance, market forecasts, and cash management recommendations to meet AFS operational needs. The following summary was provided by Mrs. Bolton in her 2019 Q2 AFS Investment Account review.

“The 2nd Quarter Review for 2019 of AFS Long Term Investment and Collateral Reserves is based on figures from AXA/LPL Performance Appraisal through June 30, 2019, year-to-date, as well as particular concerns of the 2nd and 3rd Quarters.

\$4,544,936.17 in total was in Reserves at market close on June 30, 2019. The Long-Term Reserve balance was \$3,794,487.99, and the Collateral Reserve account balance \$750,448.18 (\$75,448.18 more than the balance requirement of \$675,000 in the Collateral Reserves).

\$400,000 was redeemed from securities and transferred to your operating funds in the bank from LT Reserve on July 1, after the end of the quarter, for repayment of bank line of credit of \$250,000, for \$10,000 in awards, and for operating expenses. Thus, the 3rd Quarter actually starts with a Reserve balance of \$3,394,487.99 in Long Term Reserves and \$4,144,936.17 in total.

The S&P 500 index had risen 18.54% since the beginning of the year to end of June, and we were able to take profits from large and small cap funds for the withdrawal. After the withdrawal, and some rebalancing, the current allocations of the combined portfolios are 68.5% equity to 31.5% fixed income and cash, a more conservative allocation than the 73/27 mix which had been put into place with trades in April. AFS asks us to anticipate possibility of further withdrawals in the fall.

With a moderate to moderately aggressive portfolio, your 2019 composite returns at end of quarter came in at 11.6% for the year. Cash balance on July 1, after the withdrawal, totaled \$45,215.36, or 1.09% of the accounts. Fixed income holdings will yield about \$58,424 over the next 12 months, and another \$42,059 will come from dividends on stock funds, bringing the annual cash yield to 2.4% (some reinvested) for the portfolios, an increase over the previous quarter due to the reallocations in April. On news of a pullback in interest rates hikes in the near future, the Barclay’s US Aggregate Bond Index moved up to 6.11% return for year to date, and your bond fund net asset values are similarly up (although in a different mix, with more international and high yield holdings).”

AFS Financial Information Review

AFS Investment Committee

Revised - September 22, 2019

Introduction

AFS has followed a cyclical pattern of budget surpluses and deficits over the past 30 years, typically reflecting the influence of annual meeting location, publication sales, member registrations, and AFS program costs. Infrequent cash infusions from publication contracts and one-time events such as the 2014 AFS property sale, provide transitory financial relief. The current financial status of AFS is trending downward, and AFS’s financial

standing is being compromised by over-spending and insufficient income. Since 2015, AFS expenses have exceeded revenues, resulting in a budget deficit four years in a row. To compensate for these budget deficits, AFS has been making withdrawals from the AFS Reserve Fund to pay for its annual operations. These withdrawals have resulted in the rapid drawdown of the unrestricted portion of the Reserve Fund. Unrestricted funds are those assets or investments that are not encumbered by donor restrictions, and that AFS has ready access to. Restricted funds are assets or investments that have been invested by units or endowed programs, and therefore, these funds are not readily available for AFS to spend. However, in the unlikely event of AFS insolvency, AFS Procedures allow for AFS to call upon unit assets to satisfy obligations. If AFS further draws down unrestricted assets from its Reserve Fund, AFS will be incapable of responding to future financial market instability, AFS membership fluctuations, and poor annual meeting returns. Furthermore, using investment account principal, rather than income, to cover expenses is simply bad financial policy, whether it involves an individual or an institution. Ideally, AFS would have sufficient income to support the annual operating budget, and a portion of the dividends, interest, and capital gains earned from the principal invested in the AFS Reserve Fund would be used to amplify AFS membership benefits and programs.

The following is a review of AFS financial information. The analysis focuses on the 2014 to 2018 period and includes the 2019 budget where appropriate. Financial strains became apparent beginning in 2015, and progressively worsened through 2018. Although the sources of the financial strain vary over the review period, primary causes include low or deficit annual meeting returns, increased staffing levels to support expanded member services, inventory write-downs, and perhaps changes in membership levels.

1. Operating Revenue and Expenses

Annual revenue increased 46% from 2014 through the 2019 budget, for an average annual increase of 8%. Over the same time period, expenses rose 80%, for an annualized increase of 13%. Therefore, expenses are rising 60% faster than revenue. The net change in revenue and expenses went from a gain of \$462,000 in 2014 to a loss of \$784,556 in 2017. The budget deficits in 2018 and 2019 amounted to losses of \$506,173 and \$104,000, respectively. A deficit budget is also in conflict with the AFS financial procedures, which require maintenance of “a balanced calendar-year operational budget as a minimum” (AFS 2019, p. 109). Table 1 and Figure 1 include summary output for revenue, expenses, and change in net assets from operations from 2014 through the 2019 budget.

Table 1. Revenues and expenses for 2014 through the 2019 budget. The change in net assets from operations and change in net assets from operations as a percentage of revenue are also included. Data from annual 2018-2017 and 2016-2015 audit reports and additional data provided by AFS.

| Metric | 2014 | 2015 | 2016 | 2017 | 2018 | 2019B |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenues | \$2,809,000 | \$2,707,525 | \$2,775,638 | \$3,317,444 | \$3,427,364 | \$4,111,000 |
| Expenses | \$2,347,000 | \$2,847,527 | \$3,156,800 | \$4,102,000 | \$3,933,537 | \$4,215,000 |
| Change in Net Assets from Operations | \$462,000 | -\$140,002 | -\$381,162 | -\$784,556 | -\$506,173 | -\$104,000 |
| Change in Net Assets as % of Revenue | 16% | -5% | -14% | -24% | -15% | -3% |

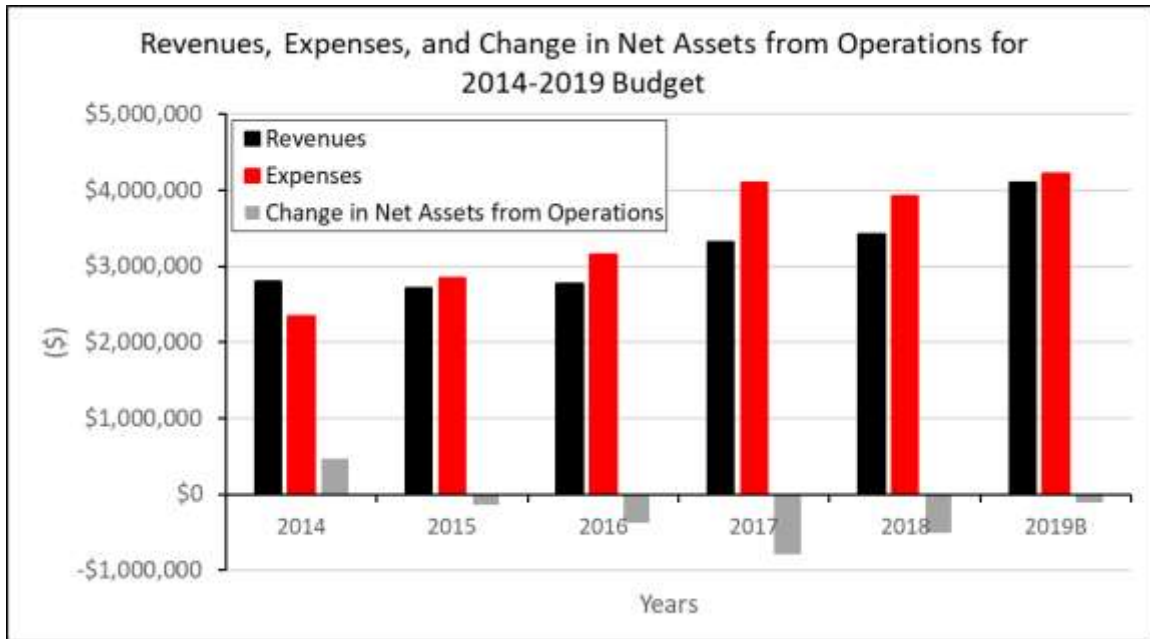


Figure 1. Graphical presentation of the Table 1 revenue, expense, and change in net assets from operations data for 2014 through the 2019 budget.

2. Net Assets

From the JM&M (2019) 2018 Audit Letter to the Management Committee:

Over the past several years, AFS has experienced significant deficits, and with this year's [2018] deficit exceeding \$930,000. Over the past four years, net assets without donor restrictions has declined by approximately \$1.9 million, from approximately \$3 million as of December 31, 2015 to \$1.1 million as of December 31, 2018.

Net assets include assets (e.g., cash, accounts receivable, investments) less liabilities (e.g. chapter rebates, accounts payable). In this analysis, net assets include the change in net assets from operations and the change in the Reserve Fund fair market value. Since the Reserve Fund comprises most of AFS's asset value, changes in net assets are largely a reflection of Reserve Fund changes. Table 2 includes the Unrestricted and Restricted net assets in the Reserve Fund for 2014 through 2018. Unrestricted net assets are assets that AFS has access to, whereas Restricted net assets are assets held in trust by AFS for other units or are dedicated funds. Since 2014, Unrestricted net assets have declined \$2.3m or 67%, Restricted net assets have increased \$429k or 22%, and total net assets have declined \$1.9m, or 35%. On an average annual basis, Unrestricted net assets have declined 17%, Restricted net assets increased 6%, and total net assets declined 9%. Table 2 also includes "Board Designated" funds that are included in Unrestricted net assets in 2017 (\$269,727) and 2018 (\$256,340) for simplicity. These funds were designated by the Governing Board to be transferred from Unrestricted net assets to cover capital and operating expenses. Figure 2 includes a graphic representation of the changes in net asset values.

AFS recorded inventory net asset values of \$290k in 2017 and \$263k in 2018. Inventory is the book inventory AFS maintains on-hand. These assets are not liquid assets readily available to AFS to meet operational needs.

Table 2. Unrestricted and Restricted net asset values for 2014 through 2018. Data from the 2018-2017 and 2016-2015 annual audit reports, and additional data provided by AFS.

| Metric | 2014 | 2015 | 2016 | 2017 ¹ | 2018 ¹ |
|--------------------------------|-------------|-------------|-------------|-------------------|-------------------|
| Unrestricted Net Assets | \$3,449,854 | \$3,084,161 | \$2,348,725 | \$2,042,651 | \$1,133,043 |
| Restricted Net Assets | \$1,915,080 | \$2,140,771 | \$2,495,045 | \$2,367,586 | \$2,344,475 |
| Total Net Assets | \$5,364,934 | \$5,224,932 | \$4,843,770 | \$4,410,237 | \$3,477,518 |
| Unrestricted Net Assets Change | | -\$365,693 | -\$735,436 | -\$306,074 | -\$909,608 |
| Restricted Net Assets Change | | \$225,691 | \$354,274 | -\$127,459 | -\$23,111 |
| Total Net Assets Change | | -\$140,002 | -\$381,162 | -\$433,533 | -\$932,719 |

¹: Includes Board Designated funds that were transferred from the Unrestricted Net Assets in 2017 (\$269,727) and 2018 (\$256,340) to cover capital and operating expenses. These items are no longer considered to be Unrestricted Net Assets but are included in this table for simplicity. Data from AFS 2018 Audit Report.

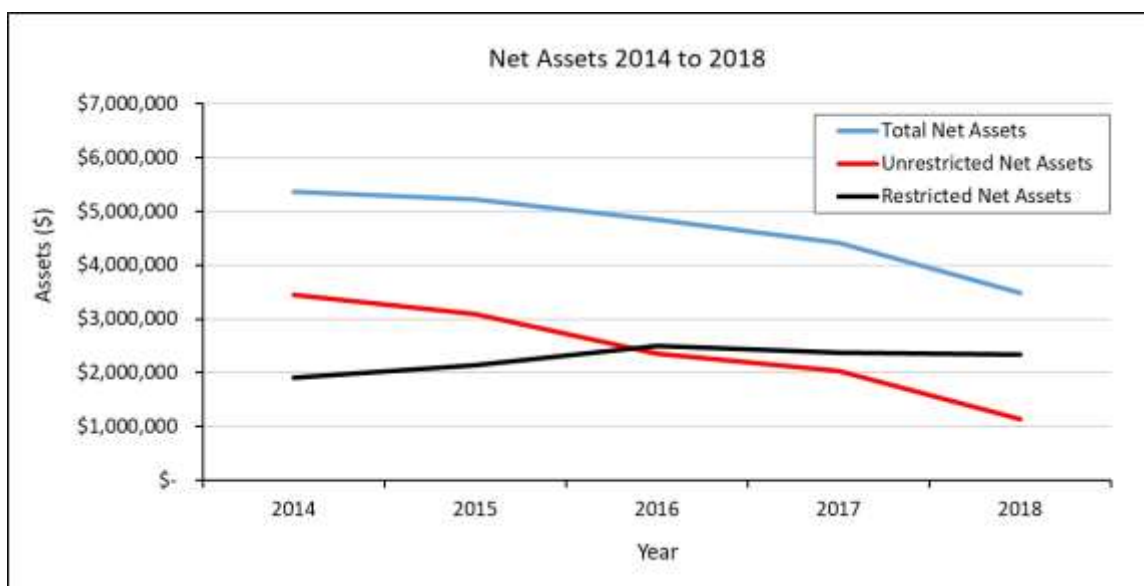


Figure 2. Graphical presentation of the Table 2 Unrestricted net assets, Restricted net assets, and Total net assets. Unrestricted net assets and Total net assets values declined from 2014 through 2018. Restricted net asset values have remained stable over time.

3. Reserve Fund

The AFS Reserve Fund is comprised of Unrestricted and Restricted funds. These funds make up the majority of the net assets reported by AFS. AXA Financial has managed the investment account since the account's origination in 2006. The AFS Investment Committee holds quarterly review meetings with AXA Financial and AFS staff to assess account performance. In 2014, the Unrestricted and Restricted portions of the Reserve Fund accounted for approximately 65% and 35% of the total account value, respectively (Table 3). Since 2014, AFS has withdrawn funds from the Unrestricted portion of the account to address operating budget shortfalls. Although represented units periodically make small withdrawals from the Restricted portion of the account, the Restricted portion of account has grown through deposits and capital gains. Currently, the Unrestricted to Restricted ratio has inverted, with approximately 24% of the account attributed to Unrestricted funds and approximately 76% of the account attributed to Restricted funds following the withdrawal of \$400,000 of Unrestricted funds on July 1, 2019. The Unrestricted portion of the account is now valued at approximately \$1m.

Table 3. AFS Investment Account value summary. Data are provided for the Restricted, Unrestricted, and Total account values for 2013 through July 1, 2019. Data provided by AXA Financial and AFS.

| Metric | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 July 1* |
|------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Unrestricted Account Value | \$1,388,244 | \$1,814,373 | \$2,097,622 | \$1,416,527 | \$1,593,978 | \$1,255,573 | \$1,008,930 |
| Restricted Account Value | \$1,815,141 | \$1,915,079 | \$2,082,913 | \$2,515,047 | \$2,857,712 | \$2,823,147 | \$3,136,006 |
| Total Account Value | \$3,203,385 | \$3,729,452 | \$4,180,535 | \$3,931,574 | \$4,451,689 | \$4,078,720 | \$4,144,936 |
| Unrestricted Account Annual Change | | \$426,129 | \$283,249 | -\$681,095 | \$177,451 | -\$338,405 | -\$246,642 |
| Restricted Account Annual Change | | \$99,938 | \$167,834 | \$432,134 | \$342,665 | -\$34,564 | \$312,859 |
| Total Account Annual Change | | \$526,066 | \$451,083 | -\$248,961 | \$520,115 | -\$372,969 | \$66,216 |

*Unrestricted account value approximate based on 3/31/2019 ratio of 69% Restricted vs. 31% Unrestricted account value and the total account value on 6/30/2019. The Unrestricted to Restricted account ratio was updated after the \$400k withdrawal from the Unrestricted account. The current account ratio is approximately 24% Unrestricted and 76% Restricted.

Table 4 includes the cumulative deposits and withdrawals between 2016 and July 1, 2019. Withdrawals are largely from the Unrestricted portion of the Investment Account.

Table 4. Deposits and withdrawals to the AFS Investment Account between 2014 and July 1, 2019.

| Year | Deposits | Withdrawals | Note |
|-------|-----------|---------------|--------------------------|
| 2014 | \$450,000 | | AFS deposit (condo sale) |
| 2016 | \$30,000 | -\$660,000 | AFS \$650,000 withdrawal |
| 2017 | \$45,000 | -\$80,000 | AFS \$80,000 withdrawal |
| 2018 | \$15,000 | -\$160,000 | AFS \$150,000 withdrawal |
| 2019 | - | -\$406,000 | AFS \$400,000 withdrawal |
| Total | \$540,000 | (\$1,306,000) | |

Figure 3 includes a graphical presentation of the Investment Account values from 2013 through July 1, 2019.

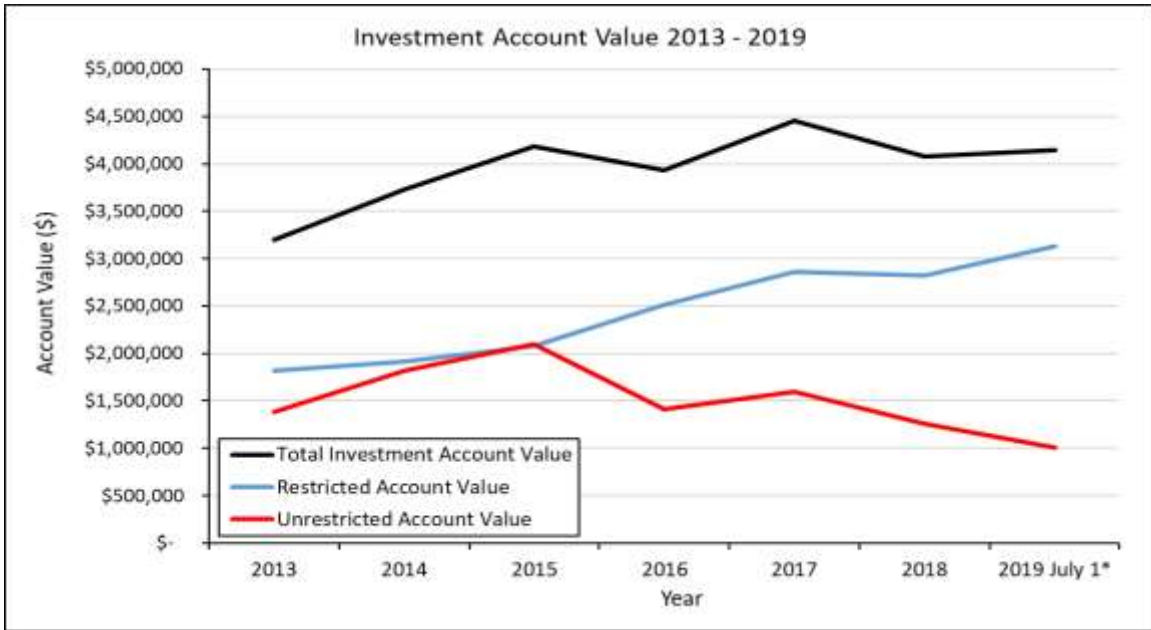


Figure 3. Graphical presentation of the Table 3 Investment Account data. The total investment account value has grown with the increase in the Restricted account value. The Unrestricted account value has declined due to withdrawals from the Investment Account to cover shortfalls in the AFS annual operating budget.

AFS [American Fisheries Society]. 2019. American Fisheries Society Procedures. Adopted by the Governing Board of the American Fisheries Society. October 30, 2006. Last updated May 1, 2019. 189 p.

JM&M [Jones, Maresca & McQuade, P.A.]. 2019. 2018 Audit Letter to AFS Management Committee. 3 p.

Attachment P – Joint Statement of the Societies



A Joint Statement by The American Fisheries Society and The Wildlife Society

Sustainable fish and wildlife populations are indicators of healthy, vibrant ecosystems. They sustain our cultural heritage and contribute to local, regional, and national economies, clean air, and outdoor recreation. As such, successful conservation of fish and wildlife is an essential component for conserving healthy ecosystems. Wildlife and fisheries professionals have been instrumental in maintaining wild things and wild places on modern landscapes. Successful conservation of fish and wildlife is fundamental for our current and future societal well-being, but simply recognizing the importance of wise use does not guarantee effective stewardship of natural resources. Science-based policy and management are critical to conserving natural resources for the benefit of ourselves and future generations. Declining science literacy and the increasing disconnection of people from the natural world erodes support for science-based programs and can jeopardize progress made by fish and wildlife professionals. Dismissing foundational science leads to uninformed debates and decisions that can profoundly—in some cases irreversibly—affect natural resources. Unfortunately, scientific consensus is often ignored or minimized on critical issues such as climate change, species extinctions, and the importance of sustainable use of natural resources. If we are to safeguard our own wellbeing as a species, it is imperative that the scientific underpinnings of fish and wildlife conservation and management are heard and used to find solutions.

The American Fisheries Society (www.fisheries.org) and The Wildlife Society (www.wildlife.org) are science-based professional organizations dedicated to conserving and managing our irreplaceable, sustainable fish and wildlife resources. The mission of AFS is:

To improve the conservation and sustainability of fishery resources and aquatic ecosystems by advancing fisheries and aquatic science and promoting the development of fisheries professionals.

Similarly, the mission of TWS is:

To inspire, empower, and enable wildlife professionals to sustain wildlife populations and habitat through science-based management and conservation.

From the early works of Aldo Leopold to the current conservation ethos of the North American Model of Wildlife Conservation, science provides the foundation for conserving our fish and wildlife resources. As stated in the AFS [North American Fisheries Policy](#) and TWS Standing Position Statement on [The Use of Science in Policy and Management Decisions](#), using science to inform policy and management is fundamental to the mission of both Societies.

During September 29 – October 3, 2019, AFS and TWS will come together, in Reno, Nevada, for the first joint meeting of our Societies. As we assemble for the largest gathering of fish and wildlife professionals in history, we reassert the critical importance of science and science-based conservation and management of fish and wildlife. We also reaffirm our commitment to stewardship of natural resources held in public trust, objective application of the scientific method, and empowering a diverse workforce to meet the substantial challenges facing wildlife and fisheries conservation. Both organizations call on our members and fish and wildlife professionals at-large to:

1. Recognize the importance of sound science to continually improve our ability to effectively conserve and manage fish and wildlife and their habitats;
2. Support processes that ensure appropriate use of science by policy- and decision-makers while recognizing that, in a multiple-use informed-decision framework, sound biological data, human dimensions data, and public input should inform decisions regarding public trust resources;
3. Acknowledge the uncertainty inherent in science, while noting that such uncertainty is not a reason to ignore, diminish, or censure scientific findings;
4. Counter efforts to misuse or skew science when implementing wildlife and fisheries conservation, and speak out when science is rejected or misused in management and policy decision-making;
5. Actively support the appointment and hiring of competent professionals, including recognizing the value of AFS and TWS certification, capable of working with the complexities of modern management to ensure integration of science into natural resource agencies and organizations at all levels; and
6. Acknowledge that diversity is strength and human diversity within our profession is key to delivering conservation that is effective and relevant to the public that has increasingly diverse views regarding natural resource management.

Attachment Q – Communications Committee

Draft addition to Committee Section of AFS Procedures Manual

AFS Communications Committee

Purpose:

Provides guidance to AFS leaders and staff on the development, implementation and evaluation of communications strategies and actions (e.g., the Society website, newsletter, social media, marketing materials, brand revitalization).

Composition:

- Chair appointed by the AFS President
- One representative from each of the four Divisions
- Representatives of each of the following units/groups: Electronic Services Advisory Board, Fisheries and Information Technology Section, Membership Committee, Publications Overview Committee, Science Communications Section, Student/Young Professional Members
- AFS communications staff
- Others as appropriate.

All members of the committee are voting members with the exception of AFS staff.

Duties:

1. Assist in developing and maintaining the AFS Communications Strategic Plan at the Society, unit, and subunit levels that support the integrity of the Society's image or brand.
2. Assess and develop communications strategies based on a comprehensive review of AFS as an organization, existing AFS communications, the needs of AFS members and other groups, effective and current mission and messages, and benchmarking of AFS communications.
3. Post the current communications plan and results of evaluations online for consideration and use by AFS members, officers, and units/subunits.
4. Produce or review materials for inclusion in the *AFS Procedures Manual*, such as:
 - Branding Guidelines
 - Social Media Guidelines
 - Other documents, as needed

5. Work with AFS staff, officers, and other representatives of the Society, units, and subunits to incorporate evaluation, development, and implementation of communications strategies through various AFS communication channels.
6. Promote awareness, guidance, concurrence, and strategic implementation with the AFS community affected by implementation of strategies and associated guidelines. The committee works with AFS units and committees as necessary to provide or obtain expertise and training on communications strategies and tactics to be delivered through AFS-sponsored activities.

Operational Guidelines:

1. Hold monthly meetings via teleconference and webinar with typical agenda items including AFS communications staff updates, annual meeting communications activities and AFS brand revitalization.

Attachment R

ACCOMPLISHMENTS REPORT

2018-2019 Executive Director Accomplishments on the Annual Work Plan

AFS Executive Director Doug Austen

Submitted to AFS President Jesse Trushenski, the AFS Management Committee and the AFS Governing Board

AFS Reno Annual Meeting, August 29 – October 3, 2018

| Goal Summary | Specific Activities | Target or Goal | Accomplishments |
|--|---|--|---|
| <p>Science Goal: <i>(Advance and promote fisheries, aquaculture, and aquatic sciences).</i></p> | | | |
| <p>Annual Meeting Management</p> | <ol style="list-style-type: none"> 1. Continue to develop joint TWS-AFS meeting in 2019, develop organizational structure, implement planning process 2. Evaluate and incorporate review of financial targets and management for future annual meetings 3. Help to establish the Meetings Oversight Committee and work with them to develop a work plan and initial set of activities. Rewrite AFS | <ol style="list-style-type: none"> 1. Meet meeting financial and participation targets. Create joint sessions and opportunities for new and creative collaboration 2. Develop new revenue and profit goals including exploration of sponsorship options and other revenue sources. 3. Committee established, work plan developed and operational for Reno meeting. MOS should be supporting Columbus meeting with | <ol style="list-style-type: none"> 1. Reno meeting planning completed with significant coordination but extremely challenged by TWS management. 2. New sponsorship levels established with TWS. Proposal developed and presented to AFS leadership for Annual Meeting Fundraising Committee 3. MOS established and staff provided information as requested. Report reviewed and comments and follow-up |

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| | <p>Procedures on meeting management.</p> <p>4. Sesquicentennial yearlong events and Columbus celebration planned and ready to implement</p> | <p>recommendation for new/revised activities. New annual meeting procedures approved by Reno meeting.</p> <p>4. 150th events ready for initiation at Reno meeting. Full year of events planned.</p> | <p>discussion in progress.</p> <p>4. Substantial 150th planning activities underway primarily lead by Steve Lochmann with support from a wide variety of AFS staff.</p> |
| Books program review and future plan development | <p>1. Work with AFS President to develop a special committee on the books program to conduct a review and thoughtfully and creatively envision the future of books for AFS</p> <p>2. Solicit new titles and expand book authorship by AFS Sections and others</p> | <p>1. Review completed and report accepted at Reno meeting</p> <p>2. Identify 5 new titles in 2019 and move proposal stage.</p> | <p>1. Committee established by Trushenski with staff lead by Lerner. Work in progress with initial report at Reno.</p> <p>2. Developed innovative e-book subscription program for state and federal agencies. Under final review with team of fisheries leaders (Aaron Lerner lead)</p> <p>3. Developed creative marketing partnership with Trout Unlimited for upcoming Trout and Char book. TU will purchase 100 copies but also include full page ad in TU magazine (to 135,000 member) as well as in their social media outlets</p> <p>4. Will publish 8 new titles in 2019.</p> |
| Advancement of journals | Support Publications Overview Committee, EIC's and staff in efforts to strengthen AFS publications | <p>1. Expand number of high profile papers in journals resulting in increase in Impact Factors</p> <p>2. Expand social and traditional media access to journals</p> | <p>1. Transactions journal actively soliciting cutting-edge papers.</p> <p>2. Journal editors participated in call with Wiley to identify and solicit papers from various author "types"</p> <p>3. Journal editors will participate in Wiley-sponsored "Strategy Day"</p> |

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| | | | at Reno Annual Meeting to improve journals' strategy for responding to current publishing challenges. |
| Explore development of keynote topical conference/workshop in D.C. area | Develop concept paper for a 1-2 day topical event in D.C. focusing on a critical fisheries issue with policy-science interface. Event should result in a high level report or synthesis paper, possibly invitation only, in partnership with appropriate other NGO's, foundations, or agencies | Concept paper developed and submitted to AFS leadership for discussion | Discussion by staff but no proposal has been developed. Have been in discussion with White House Office of Science and Technology and NOAA about possible aquaculture topic but this is very preliminary and may not result in anything substantial. |
| Education Goal: <i>(Support education and professional development in fisheries, aquaculture, and aquatic sciences).</i> | | | |
| CE Distance Learning offerings | Support Presidential Special Committee on CE soft skills course development. | Establish Special Committee and provide support as needed. | Proposal for special committee not developed but several courses offered at Reno meeting |
| AFS SP35 CE course | Have fully developed and available, the distance learning course for AFS Special Publication 35 | By July 1, 2019 have course available to users. | In progress. Initial planning session was cancelled due to federal government shutdown and this resulted in substantial delay. Lauren Maza has been moving this forward through conference calls with MCTC staff and advisory committee but progress has been hampered by lack of ability to reschedule in-person working session. NCTC has offered to cover full course development which is a tremendous savings in resources for AFS. |
| Fully evaluate Leadership | Work with AFS leadership to explore the development of a substantial leadership program for AFS members. | Concept paper to AFS leadership by Reno meeting | Concept paper not developed. |

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| development program | | | |
| Hutton program review and improvements | Complete a review of Hutton Program impacts; further develop funding options; redesign student-mentor pairing process; develop pipeline concept | Program evaluation design completed by Jan. 1. Implemented with report by Reno meeting. | <ol style="list-style-type: none"> 1. Substantial revision to Hutton mentor identification and matching process successfully implemented and very well received by partners. 2. Working with Virginia Tech on creative new proposal for Hutton partnership with southeastern university consortium. 3. Working with Texas Parks and Wildlife on Hutton partnership. |
| Diversity Joint Venture and related efforts | Support EOS and others to continue work of DJV and enhance diversity efforts of AFS | Participate in DJV meetings when possible; link Hutton program to other DJV partner programs to provide for pathway to college programs and internships for Hutton scholars | AFS staff continue to support DJV through web site management, participation in regular meetings, and support of Equal Opportunities Section. Published special issue of <i>Fisheries</i> on diversity |
| Certification program assessment | Develop and implement survey or other tool to assess status, utilization, and possible future needs of certification program. | Initial update at mid-year GB meeting. Due to staff time commitments, full assessment may not be completed until 2020 unless volunteer committee can manage process. | No action. Staff and committee limitations have put this off until 2020 |
| Re-engineering of administrative aspects of certification program | Need to improve automation and business process of certification to reduce management time. | Assessment of processes completed by June 1, 2018. Recommendations to be implemented as appropriate from that point forward. | Web site updated and refreshed. Also, updated Powerpoint on Certification. No additional work on replacing the application process with online tools. |

Communication Goal: *(Disseminate fisheries science information).*

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| Web site re-design and transition | Determine website upgrade needs to address WordPress Gutenberg release. Make updates as needed. | By Dec. 31, 2018, have full upgrade plan submitted to AFS officers and MC. Complete upgrades by mid-summer 2019 | Requirement for WordPress Gutenberg update has been delayed. Beth Beard and Dan Cassidy working on full assessment of web site update with proposal and budget implications presented by the end of 2019 to early 2020 with input from FITS and ESAB. |
| Coordination of initial communications planning for 150 th | Fully developed communication plan integrated with work of the 150 th planning committee and the Columbus planning team. | <ol style="list-style-type: none"> 1. Basic framework and concepts developed with significant activities (e.g. video or book) with scoping documents available at AC meeting. 2. Continue efforts to explore AFS branding in conjunction with the 150th anniversary | <ol style="list-style-type: none"> 1. Full volume of Fisheries developed with 150th articles in each issue and June issue completely devoted to 150th. 2. 150th logo developed and approved. Web site developed and partial content in place. |
| Brand Revitalization | With the Communications Committee, develop two-year timeline for brand revitalization phases -- research, creative and implementation – as they correspond with the Strategic Plan and 150 th Planning. | <ol style="list-style-type: none"> 1. Conduct research in branding 2. Submit initial branding findings and proposal to AFS leadership at mid-year meeting. Consider recommendations on brand-revitalization in Spring-Summer 2019. 3. Have full branding concepts to AFS leadership for adoption at Reno | Progress slowed on this due to staff time limitations. Communications committee has been continuing research and background work on this but no report planned for Reno meeting. |
| Networking Goal: <i>(Provide forums and networks to promote interaction among fisheries professionals and students).</i> | | | |
| Continue to expand AFS partnership efforts with other organizations | Build new cooperative agreements or other partnership agreements with organizations with shared interests and goals. | <ol style="list-style-type: none"> 1. Develop new agreement with USGS and renew expired agreements as needed (e.g. BLM) 2. Identify at least one new federal agency to develop cooperative agreement | <ol style="list-style-type: none"> 1. Have met multiple times with USGS leadership and staff to explore partnership options. Concepts have been identified but no final product. 2. Have met with USFWS FAC program and follow-up meetings planned for after Reno |

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| World Council of Fisheries Societies (WCFS) | Expand WCFS funding and programming to make the Council more effective and expand partnership. Explore with AFS leadership submitting a bid for hosting WFC2024 | <ol style="list-style-type: none"> 1. Build new partnership and identify potential WCFS members. 2. Complete new budget, dues formula, and improve financial management of WCFS 3. By or at Reno have decision on WFC2024 | <ol style="list-style-type: none"> 1. Additional potential WCFS members identified but no significant progress made on contacts. 2. Proposal presented to WCFS leadership on acquiring support for administrative components of WCFS. Also working with IFS on development of intern or fellow program to support WCFS. |
| CASS support and JASM-2 | Complete RFP process for JASM-2 and successfully select and contract meeting location | | <p>Substantial work completed on JASM2022. Location selected and contracts completed. CASS planning committee established with multiple calls and work completed and to continue forward.</p> <p>Excellent CASS support provided by Drue Winter and Camryn Anderson (intern) with monthly calls. Coordinated CASS positions on a variety of policy issues including WOTUS and Supreme Court brief on critically important water quality docket.</p> |
| <p>Advocacy Goal: <i>(Promote the fisheries profession and support evidence-based decision making for the conservation, development, and sustainable use of fisheries resources and aquatic ecosystems).</i></p> | | | |
| Identify key policy priorities for 2019 | Work with leadership to identify key issues; engage AFS units at all levels to support policy efforts | | <p>Substantial, well received leadership or critical support provided on several key issues including WOTUS, marine aquaculture, Bristol Bay and RAWA. Excellent work with units on engagement with RAWA including key congressional engagement. Critical and important coordination with Alaska Chapter and Western Division on development of Bristol Bay letter.</p> |

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| Fund and fill policy analyst position | Work with Policy and Development Directors to acquire funds to support hiring 2 nd policy position | <ol style="list-style-type: none"> 1. Develop AFS donation option for Policy program support. 2. Develop and market individual member donation program. 3. Identify and solicit funds from at least one foundation or other outside funding entity to support program 4. Work with AFS units to solicit funds. | No action on analyst position |
| Develop training for AFS units in policy engagement | Expand AFS policy advocacy efforts through training of AFS members at unit level and work with them to be actively involved in key AFS relevant issues. | <ol style="list-style-type: none"> 1. Deliver at least one national webinar on policy engagement. 2. Develop and deliver at least one live training program in policy engagement. | Webinar presented by Drue Winters with good participation. Substantial work directly with chapters on policy engagement particularly with RAWA |
| Governance Goal: <i>(Practice good governance of the Society and its member units).</i> | | | |
| AFS financial health | Implement practices and programs to result in strengthened AFS budget | Complete balanced budget in 2018; implement practices and programs to return to revenue positive budget in 2019. | Numerous budget adjustments incorporated into 2019, particularly with postponement of filling vacant staff positions. 2020 budget will be revenue positive with options in place should expense and revenue projections not be met. |
| Development program maturation | Support and expand AFS Development activities through application of fundraising cycle (identification, cultivation, solicitation, stewardship) to result in new and expanded support | <p>Meet with and submit proposals for funding to at least four new potential funders.</p> <p>Engage AFS leadership in expanded fundraising programs.</p> <p>Launch at least one new fundraising program targeted to AFS members</p> <p>Bring in at least \$100,000 in new funds for AFS</p> | <p>Fully deployed the 1870 Society at the Reno meeting.</p> <p>Proposal developed for National Sponsorships Committee for consideration in Reno.</p> |

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|---|---|--|--|
| Support of AFS Officers, MC, and GB activities | Complete Governing Board Reporting Tool (GBRT) and develop strong Officer retreat agenda and mid-year GB program. | ing tool complete in time for mid-year report submission | GBRT completed with new reporting options available. Fully deployed for Reno meeting GB reports. Officer retreat and mid-year GB meetings successfully completed. ESAB being engaged to provide user support and undertake analysis of data extraction and reporting |
| Development and implementation of a new, cohesive membership strategy | Work with staff and Membership Committee to develop a comprehensive strategy for membership development that includes an annual workplan, identifies areas where information is needed, includes metrics and reporting, etc. | | Membership committee and staff continue to develop new membership options. Proposal for Strategic Partners Program (enhancement of organization memberships) being considered by Membership Committee for review in Reno. |
| Key Additional Unplanned Activities | | | |
| Multistate Conservation Grant (MSCG) management and proposal development | AFS staff worked with a variety of working groups to develop four MSCG proposals for the 2020 round. All pre-proposals were accepted for full proposal development. Final decisions will be made at the AFWA meeting the week prior to Reno. These were: 1. Blue Book revision – Authorship led by Jesse Trushenski and a technical advisory committee. 2. Standard sampling- part 2 (Scott Bonar lead) 3. Research Clearinghouse Web tool – with technical advisory committee of AFS members 4. Research Strategy - with technical advisory committee of AFS members | | |
| Mississippi-Yangtze River Basin Symposium (MYRIBS) planning for 2020 Columbus meeting | Worked with Columbus host committee and a diverse AFS membership to initiate planning for the 2020 MYRIBS but with expansion to include more comprehensive international large rivers perspective. Committee in place and planning meetings underway. Co-chairs are Quinton Phelps and Craig Paukert. Full committee consists of about 10 additional members with more sought to bring in international component | | |
| ITN <i>Fisheries Strong</i> Video Production | Finalized work with ITN Productions to complete the full suite of video segments that will be presented at the Reno meeting. This included assisting production editors with identifying potential partners to working with states on funds transfer and administrative approval. | | |

Attachment S - Strategic Partners and Partners Advisory Council Proposal

Strategic Partners and Partners Advisory Council Proposal

The Challenge

- Our current suite of institutional membership options (Associate, Official, and Sustaining) are in need of revitalization. One category (Associate) has only one member. Other categories are a mixture of different organizations with no clear differentiation as to purpose.
- There is no growth pathway built into the institutional membership program that allows entities to move from an entry-level, low benefit, inexpensive category to a more substantial, more engaged level with greater benefits.
- None of the membership options create an active engagement with AFS leadership. There is no opportunity created to these members to meet with, provide input into, and interact with AFS leaders to both educate and learn from their involvement.
- We fail to provide a full suite of potential AFS benefits to members at different levels. This causes a loss of opportunity for the member and a loss of revenue for AFS. We're also failing to capture a full representative picture of our community's stakeholders.

Purpose

- Strengthen the existing institutional membership offerings by allowing organizations to contribute as partners. This approach will provide a channel of knowledge sharing, problem solving, and financial resources for AFS and its partners.
- AFS hopes this pathway will strengthen our relationship with many of the organizations—government, academic, and corporate—that share in or benefit from the work of AFS and our members.
- In establishing the Partners Advisory Council, AFS will also eliminate the confusion surrounding access to benefits for those organizations in the Associate, Official, and Sustaining memberships.

Proposal

- Establish a Strategic Partners mechanism for organizations closely linked to AFS to be engaged in the programming and mission of AFS.
- Redefine, consolidate and enhance the institutional membership categories currently offered by AFS. This change offers a stronger channel for organizations to collaborate with AFS. The AFS Constitution

established an “Affiliate Members” category with two subcategories (Official and Contributing). These two categories are confusing and can be revised to reflect a more appropriate and effective partnership.

- ❑ Establish a Partners Advisory Council for AFS to spark collaboration and solutions in our field.

About Strategic Partners

Partnerships are critical to helping AFS achieve its mission. The programs and priorities important to AFS are possible because of the contributions of expertise, money, and time from our members and partners. The new Strategic Partners options completely replace the existing Associate, Official, and Sustaining options and provide a single framework that employs all of the benefits that a relationship with AFS can confer to these members. It also creates an important pathway for these members to engage with AFS leadership.

The challenge of creating a Strategic Partners program is to develop a suite of options that responds to the needs of different potential members. AFS has the following categories of partners: Federal and state agencies, universities, tribal, NGO, and private industry and trade groups. Creating individual partnership options at multiple levels for each of these categories would create a confusing set of options and be difficult to track. Rather, we are proposing a simple three-tiered approach.

About the Partners Advisory Council

Partners Advisory Council offers the opportunity for representatives of Strategic Partners to join AFS Leadership at a series of events held throughout the year. The goal of this program is to convene leaders from our field in an effort to identify challenges and ignite solutions. Partner Advisory Council Membership is limited to Strategic Partner organizations.

| | Platinum | Gold | Silver | Sustaining |
|--|----------|------|--------|------------|
| Year-Round Visibility | | | | |
| Company logo linked to the company’s website on the AFS and Annual Meeting website. | X | X | X | |
| Opportunity to sponsor AFS e-newsletter that is delivered to over 20,000 fisheries professionals | X | | | |
| Opportunity to participate in a Partners Advisory Council. | X | | | |
| Access to programs and promotional offerings limited to AFS Partners Advisory Council. | X | X | | |
| Annual Meeting | | | | |

| | | | | |
|---|--------|--------|--------|-------|
| Preferred booth space selection for the following years Annual Meeting. | X | X | X | |
| Free exhibit booth space and one registration representative at the booth. (One, 10" x10" standard booth) | X | | | |
| Discounted exhibit booth rates | | 25% | 10% | |
| Provide complimentary meeting room space, access to the audience of meeting attendees. | X | X | X | |
| Inclusion in SPP signage on-site at the Annual Meeting. | X | X | X | X |
| Recognition in the Annual Meeting program guide. | X | X | X | X |
| Two complimentary full meeting registrations at the Annual Meeting. | X | | | |
| One complimentary full meeting registration at the Annual Meeting. | | X | | |
| Three complimentary tickets to Annual Meeting social event. | X | | | |
| Two complimentary tickets to Annual Meeting social event. | | X | | |
| Additional discounted registration rates for partner employees (at Member rates and/or at set percentage off based on level). | X | X | X | X |
| Advertising | | | | |
| Complimentary insertion of one item for the Annual Meeting attendee bag. | X | X | | |
| Complimentary four color full-page ad in an issue of <i>Fisheries</i> magazine. (Your choice of issue) | X | | | |
| Complimentary four color half-page ad in an issue of <i>Fisheries</i> magazine. (Your choice of issue) | | X | | |
| One featured article/story in a member newsletter. | X | | | |
| One email message created by partner, sent by AFS to Annual Meeting registrant email list. | X | X | | |
| Webinar sponsorship | X | | | |
| Other | | | | |
| Discounted rates for bookstore | X | X | X | |
| Access to the e-book corporate subscription program | X | X | X | |
| Complimentary job board postings (total limited by level). | X (36) | X (24) | X (12) | X (4) |
| Online journal access available** | X | X | X | |

| | | | | |
|--|---|---|---|---|
| Complimentary 12-month subscription to <i>Fisheries</i> magazine | X | X | X | X |
| Memberships included (@ \$95 ea) | X | X | X | |

Additional Add-Ons

- Workshops at the Annual Meeting available at the discretion of Continuing Education Committee and AFS Education staff; additional services may be provided related to registration of workshop attendees, marketing of workshop programs, etc.
- Online education session (i.e. webinar) is available at the discretion of AFS Education staff; AFS will provide guidance on session and marketing support, as needed, but the responsibility of programming and content will be on Partner.
- Access to e-book subscription opportunity is limited to Partners. This program is an opportunity to purchase unlimited downloads of all AFS books as e-books.
- Partners have the opportunity to participate in the AFS Hutton Junior Fisheries Biology Program. Partners can either support a Hutton Scholar and/or support a Hutton Scholar or serve as a mentor. The cost per Hutton Scholar is \$5,000. This includes \$4,000 scholarship paid directly the student.
- AFS is building stronger pipelines to recruit the next generation into the field of fisheries. These activities include Hutton Junior Fisheries Biology Program, AFS Student Center, and a high-school member category.
- **Complete online access to all AFS publications is available to AFS members. Each of the levels include at least one full membership. Full library access is available as a separate arrangement through the Wiley, the AFS publisher. **