

American Fisheries Society

Management Committee Meeting

Friday, February 17, 2017

Participants

MC Members: Jesse Trushenski, , Ron Essig, Ken Kurzawski, Julie Claussen, Carl Kittel, Cleve Steward, Craig Bonds, Mark Pyron, John Boreman (Constitutional Consultant, non-voting) and Doug Austen (Executive Director non-voting).

AFS Staff: Dan Cassidy, Tom Bigford

Emerging Leaders: Patrick Shirey, Mike Moore

Minutes of the Meeting

1. **Quorum confirmed** (by Boreman) and meeting called to order by Essig at 1:06 p.m. ET
2. **Approval of Minutes** from January 18, 2017– approved by unanimous consent.
3. **Proposed Motions** - Constitutional Consultant Boreman
 - a. **AFS Resource Policy Revisions** -

Motion: Recommend that the Governing Board approve the changes to the AFS Procedures Manual proposed by AFS staff that will align the procedures with the policy program priorities approved by the Governing Board in Kansas City in 2016 Resource policy committee.

Moved by Boreman; 2nd by Trushenski.

Background: The AFS Policy Director and Resource Policy Committee have been guided by past Governing Board directions to revise the entire AFS policy process. This has resulted in a series of significant updates to the various documents that guide the AFS policy process.

Discussion: Bigford edited based on instructions from GB. Since these changes affect policy, it's a GB responsibility. The motion would be to recommend the GB approved these procedural changes. All changes reflect GB actions from KC to change role and membership to better focus on policy issues. Can leave it to the GB to approve changes.

Approved by unanimous consent
 - b. **AFS Science Communications Section** -

Motion to approve the proposed bylaws for a Science Communications Section (Attachment A)

Moved by Claussen; 2nd Trushenski

Background: Establishing a new section in AFS is a two-part process. AFS HQ must clear a petition signed by 100 AFS members in good standing, which is now being reviewed by AFS staff. Also, any proposed bylaws for the section must be approved by the Management Committee, Governing Board, and then the AFS membership in general, since establishment of a new section requires an amendment to the AFS Rules. The Constitutional Consultant has deemed attached proposed bylaws to be consistent with the AFS Constitution and Rules.

Discussion- Differentiation between the proposed Science Communication Section and the Special Committee on Communication was described. The special committee is proposed becoming a standing committee and will deal primarily with internal communications of AFS such as web, press, social media and related activities. The proposed section will focus on how we communicate science to the broader community that could include decision-makers, the general public and others. Boreman noted that the petition of 100 names is at AFS offices and is being checked to ensure that the minimum number of AFS members have signed to support the establishment of the section.

Approved by unanimous consent

c. **AFS Fellows Committee –**

Motion: Support amending the AFS Rules to establish the AFS Fellows Selection Committee as an AFS standing committee. (Attachment B)

Moved by Boreman; 2nd by Claussen

Background: The American Fisheries Society Fellows program was established by the American Fisheries Society in 2015 to honor AFS members who are recognized by their peers as distinguished for their outstanding and/or sustained contributions to the discipline, to help make outstanding AFS members more competitive for awards and honors when they are being compared with colleagues from other disciplines, and to support the advancement of AFS members to leadership positions in their own institutions and in the broader society.

When the program was established, a Fellows Selection Committee was also established to receive nomination packets and elect deserving nominees as new Fellows. This committee was established as a Special Committee as the program got started, but given the anticipated permanence of this program, the Fellows Selection Committee should transition to a standing committee.

Note from the Committee Chair, Dennis DeVries: “While I have been asked to return to the AFS Fellows Selection Committee as chair during the 2016-2017 year, the other two members who rotated off in 2016 have not yet been replaced. As such, the committee as a whole is not yet formally in place, and thus has not yet officially weighed in on this motion. The new members should be in place within the next 2 weeks at which time the whole committee will review and provide any additional comment on this motion.”

Discussion: Essig noted that moving this to a standing status is an important and necessary action by AFS.

No objections or abstentions. Approved by unanimous consent

d. **Officer Elections -**

Motion- Recommend the GB suspend the rules for the timelines re: election process for 2017 and in its place, shorten the timelines for realistic schedule.

Moved by Boreman; 2nd by Bonds.

Background: The Officer election process, led by the Nominating committee, is behind schedule in the finalization of nominating two candidates and the publication of the candidate statements in Fisheries, etc. There is a set timeline in the AFS Rules that has already been exceeded. Rather than let candidates be excluded due to a procedural matter, the request is to make a procedural change, which the GB can do, shorten the time from 90 to 60 and 60 to 45 for the actual vote. This would be a recommendation to the GB. All notices will be duly processed

Discussion- Kittel noted that the motion was a little vague in the description of the timelines. Basically shorten the schedule to 30 days. It was also noted that a solid slate of candidates has been developed.

Approved by unanimous consent

4. President's Report – none

5. Executive Director Report – Austen (unless otherwise noted)

a. Mid-year GB meeting. Austen reviewed the Schedule-at-a-glance (SAG). Activities start Tuesday evening with dinner and a branding activity and continue with a full day on Wednesday. Supporting materials going out next week.

i. Essig notes that the Southern New England Chapter (SNEC) and the Northeast Division (NED) have put together a very solid agenda of presentations for the associated SNEC-NED meetings.

ii. Steward suggested that we include a discussion at the mid-year GB on the current presidential administration proposals to substantially reduce funding for research and a variety of programs such as water quality within US EPA. Claussen suggested that it would be helpful to discuss the pros and cons of the upcoming Science March. The GB could possibly replace the unit update reports with this discussion and there were no objections raised to this suggestion. Margraf and Austen will continue to work on mid-year GB agenda modifications.

b. Meetings and activity update –

i. Margraf and Austen attended the Southern Division (SD) meeting (Oklahoma City, OK) and North Central Division (NCD) meetings (Lincoln, NE). Austen was one of the plenary speakers (with Ken Williams, TWS, and John Organ (Cooperative Fish and Wildlife Research Units Director) for the NCD. McMullin coordinated the Leading at All Levels workshop and Cassidy was a presenter at the workshop.

ii. Margraf attended the meeting of the Brazil Fisheries Society.

iii. Austen and Margraf will be attending the North American Wildlife and Natural Resources Conference (Spokane, WA), March 6-10. They have scheduled a variety of meetings with federal agency fisheries program leads as well as participation in a wide variety of AFWA committees. Austen was a co-coordinator of a special

- workshop on, “Bridging Science and Management: Maintaining Relevancy through Organization Transformation and Professional Development (Attachment C)
- iv. Austen will be attending a multi-day workshop with the U.S. Forest Service Fisheries Program on strategic planning (March 13-17, Portland, OR). AFS has been supporting the USFS effort to re-develop their Rise to the Future program through support provided by Taylor Pool, Tom Bigford, and Doug Austen
 - c. Financial update (Cassidy - next full quarterly report in June). Attachment E.
 - d. AFS assistance with meeting planning – overview of proposal (see last slides in Attachment E on page 32 of these MC notes)
 - e. AFS support for unit web pages (see last slides in Attachment E)
6. Other Business
- a. The March MC call is at 1:00 p.m. EST on Friday, March 17, 2017.
 - b. Other Items - None
7. Adjourn

Attachments:

1. AFS MC Notes January 18, 2017
2. Proposed motions for consideration
3. Science Communications by-laws
4. Fellows Special Committee proposal for standing committee status
5. Resource policy process revision documents - a series of six documents with a track changes and clean version as well as a summary table for a total of 13 documents.

Attachment A:

Bylaws of the Science Communication Section of the American Fisheries Society

Article I. Name and Objectives

The name of this organization shall be the Science Communication Section of the American Fisheries Society, hereinafter referred to as the SCS.

The objectives of the Section shall be those of the Society as set forth in Article I of the Constitution. In addition, the SCS also has the following objective:

Advance the Society's promotion of scientific research and sustainable management of fisheries resources by expanding the science communication knowledge and skills of AFS members.

All activities of the SCS shall conform to the Society's Constitution, Rules, and Procedures.

Article II. Membership

1. Membership in the Section shall be open to all individual or institutional members of the Society in good standing who pay the annual Section dues. Only active members of the Society may vote, hold office, or chair a committee.

Article III. Officers

1. The officers of the Section shall be the President, Vice President, Immediate Past-President, Secretary, and Treasurer. The Secretary and Treasurer positions may be filled either separately or as a combined single position.
2. All officers shall serve for a term of one year. The offices of Secretary and Treasurer can be renewed without an election. The President can hold a consecutive term if: 1) the current President is nominated by the nominating committee and re-elected by the membership; and 2) if the Vice President agrees to defer his or her term for one year.
3. Officers shall be nominated by a nominating committee, chaired by the Past-President. Officers shall be elected by a majority of ballots cast by the SCS membership. Election methods shall be determined by the Executive Committee.
4. Terms of newly-elected officers will begin at the AFS annual meeting.
5. In the event of a vacated position, the Executive Committee shall appoint a qualified replacement to fill the unexpired term.
6. No elected officer or appointed committee member of the SCS shall receive any salary or other compensation. Expenses associated with Section-related activities may be defrayed from funds available to the Section when authorized by the Executive Committee.

Article IV. Duties of Officers

1. The President shall:

- a. Chair the Executive Committee of the Section;
 - b. Preside at the business meetings of the Section;
 - c. Appoint all Committee members, and may serve as an *ex-officio* committee member;
 - d. Represent the Section as a member of the Society's Governing Board;
 - e. Oversee the Section's fiduciary responsibility by communicating with the Treasurer to ensure that the Section's funds are managed appropriately and that required IRS reporting is completed annually;
 - f. Ensure that the Section website is updated;
 - g. Ensure that at least one SCS newsletters per year is sent to members; and
 - h. Perform other duties as may be requested by the Executive Committee.
2. The Vice President shall:
- a. Perform the duties of President in the absence of the President;
 - b. Assume the office of the President in the event that the office is vacated;
 - c. Accede to the Presidency upon completion of the term of Vice President;
 - d. Prepare an annual work plan before taking office as President; and
 - e. Perform other duties as may be requested by the Executive Committee.
3. The Secretary shall:
- a. Keep the official records of the Section;
 - b. Maintain a current list of the Section membership;
 - c. Assist the President in preparing the annual report to the Society; and
 - d. Perform other duties as may be requested by the Executive Committee.
4. The Treasurer shall:
- a. Collect and be custodian of Section funds;
 - b. Disperse funds as authorized by the Executive Committee;
 - c. Submit an SCS annual financial report as required by the AFS Governing Board Reporting process prior to the AFS annual meeting.
 - d. Complete required IRS reporting on an annual basis; and
 - e. Perform other duties as may be requested by the Executive Committee.
5. The Immediate Past-President shall:
- a. Assist the other officers as needed;

- b. Chair the Nominating and Ballot Tally Committee;
 - c. Perform other duties as may be requested by the Executive Committee.
6. The Committee Chairs shall:
 - a. Report their Committee's activities, findings, and recommendations as required in Article VII (3);
 - b. Assist the other officers as needed;
 - c. Perform other duties as may be requested by the Executive Committee.

Article V. Executive Committee

1. The Executive Committee shall consist of the elected officers of the Section and the chair of the Website and Social Media Committee.
2. The Executive Committee shall have the authority to determine policies and conduct business consistent with the objectives of the Section.
3. Meetings of the Executive Committee may be held at the call of the President when at least a quorum, as defined in Article V (5), can meet and conduct business.
4. Business and voting by the Executive Committee may be conducted by mail or electronic media.
5. A quorum is required for transaction of official business at an Executive Committee meeting. A quorum for an Executive Committee meeting shall consist of at least three members.
6. Each member of the Executive Committee shall have one vote on Executive Committee decisions. In the event of a tie, the President's may cast the deciding vote.
7. The Executive Committee shall establish annual dues subject to approval by SCS members attending the annual business meeting.

Article VI. Meetings and Voting

1. Decisions at Section business meetings and on behalf of the Society shall be in accordance with the Society's Constitution, Rules, and Procedures, and the SCS Bylaws.
2. A quorum at business meetings shall be 10 members of the Section.
3. The latest edition of Robert's Rules of Order shall govern all applicable cases not covered by these Bylaws.
4. Balloting shall be completed at least two months before the annual meeting of the Section by either mail or electronic media.
5. Officers shall be elected by a simple majority of the returned ballots. Proper care will be taken to ensure confidentiality and anonymity of both mail and electronic ballots. In the case of a tie vote, the election will be decided by a simple majority vote of the Executive Committee.

6. In the event of a vacated position, the Executive Committee shall appoint a qualified replacement for the remainder of the term.

Article VII. SCS Committees

1. Committees and Chairs of committees, except as listed in Articles III and V of these Bylaws, shall be appointed and charged by the President.
2. Special Committees serve to accomplish a specific purpose and shall cease to function upon the discharge of the duties for which they were appointed or with the end of the term of the appointing officer.
3. Standing Committees help the President and the Executive Committee conduct the Section's affairs, and the Chairs shall report their committee's activities, findings, and recommendations at Section meetings and interim meetings of the Executive Committee.
4. The following Standing Committees composed of Section members in good standing shall be appointed by the President together with their chairpersons, who are expected to change periodically:
 - a. Nominating Committee. The Nominating Committee shall name at least one candidate for each Section office of Vice President, Secretary, and Treasurer, and organize the election. The Immediate Past-President shall serve as Chair and two other members shall be appointed by the President. Committee members shall count the electronic and mail ballots for all elections and announce the results to the President within 30 days following the closing date of the election. All mail ballots or copies of electronic ballots shall be turned over to the President and retained for 90 days after the annual meeting.
 - b. Website and Social Media Committee. The Website and Social Media Committee shall be responsible for and maintaining the Section's Website and Social Media accounts (e.g., Twitter, Facebook). The Committee shall consist of the Website Webmaster, Twitter and Facebook manager, and other Section members as necessary and appointed by the President. The Chair of the Website and Social Media Committee will serve as a member of the SCS Executive Committee.
 - c. Events Committee. The Events Committee shall be responsible for SCS events including (but not limited to) organizing webinars, workshops, and/or symposia. The Committee shall maintain a record of events hosted by Working Groups and assist Working Groups as needed with their events.

Article VIII. SCS Working Groups

1. Working Groups will be organized by topic and appointed by the SCS Executive Committee. Each working group will have a Chair/Co-Chair(s) as assigned by the SCS President.
2. Participation within a Working Group will be open to any SCS member. SCS members can join more than one Working Group.
3. The purpose of each Working Group will be to provide a forum to share information and resources about the Working Group topic. Working Group activities could include (but

not be limited to): providing training information and opportunities; sharing job or contract positions; networking with other science education groups and organizations; organizing webinars, workshops and/or symposia; and hosting online forums.

Article IX. Amendment of Bylaws and Procedures

1. The bylaws are the defining document for the Section and take precedence over all other rules and procedures of the Section.
 - a. The Section bylaws may be amended by a vote of 2/3 of the Section members voting on the amendment, provided that the proposed amendment(s) are circulated to the membership at least 30 days prior to voting.
 - b. In accordance with the Society's Constitution, an amendment shall be reviewed by the Society's Constitutional Consultant prior to the Section's vote for conformity with the Constitution, Rules and Procedures of the Society.
 - c. The Constitutional Consultant presents the adopted amendment to the Society Management Committee for approval.
 - d. Amendments take effect when the Section receives written notice of their approval by the Management Committee from the Society Executive Director.
 - e. Procedures of committees and working groups are established to provide continuity in the conduct of Section business. Procedures may be suspended or amended by a simple majority vote of the Executive Committee.

Attachment B:

To: F. Joseph Margraf, *President*

From: *Dennis DeVries, Chair, AFS Fellows Selection Committee*

Date: 10 February 2017

I) Motion Report

A) **Recommended Motions:**

- 1) Support amending the AFS Rules to establish the AFS Fellows Selection Committee as an AFS standing committee.

B) **Background for Motion**

- 1) The American Fisheries Society Fellows program was established by the American Fisheries Society in 2015 to honor AFS members who are recognized by their peers as distinguished for their outstanding and/or sustained contributions to the discipline, to help make outstanding AFS members more competitive for awards and honors when they are being compared with colleagues from other disciplines, and to support the advancement of AFS members to leadership positions in their own institutions and in the broader society.

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As an associated note: While I have been asked to return to the AFS Fellows Selection Committee as chair during the 2016-2017 year, the other two members who rotated off in 2016 have not yet been replaced. As such, the committee as a whole is not yet formally in place, and thus has not yet officially weighed in on this motion. The new members should be in place within the next 2 weeks at which time the whole committee will review and provide any additional comment on this motion.

Attachment C:

WORKSHOP



**Bridging Science and Management: Maintaining
Organization Transformation and Professional Development**
Tuesday, March 7 • 1:00 p.m. - 5:00 p.m.

Relevancy through

Workshop Organizers:

Byron K. Williams, *The Wildlife Society*
Doug Austen, *American Fisheries Society*
John Organ, *U.S.G.S. Cooperative Research Units*
Jonathan Mawdsley, *Association of Fish & Wildlife Agencies*
Keith Norris, *The Wildlife Society*

Workshop Sponsors:

*Association of Fish & Wildlife Agencies • American Fisheries Society •
The Wildlife Society • U.S.G.S. Cooperative Research Units •
Wildlife Management Institute*

OVERVIEW:

Building upon a 2016 workshop regarding barriers and bridges between science and management, this workshop will focus on the many social, demographic, and resource changes facing organizations, and prospects for transformation to sustain organization relevancy and effectiveness through workforce training and professional development.

There is a broad recognition that organizations are facing ever-expanding demands for expertise in public communication, team-building, conflict resolution, organization leadership, new and constantly evolving scientific understanding and management approaches, and other issues as they confront social, environmental, and resource changes.

Expected outcomes of the workshop will be the identification of key impediments and challenges in sustaining relevance in the future, along with potential approaches to meet these challenges through professional training and development and next steps in building the necessary institutional, social, and educational linkages to secure relevancy through science-based decision making.

Workshop Agenda:

1:00 p.m.	Introduction - Continuing to build bridges between science and management Jonathan Mawdsley, <i>Association of Fish & Wildlife Agencies</i>
1:10 p.m.	Transformation to maintain organization relevancy Steve Williams, <i>Wildlife Management Institute</i>
1:25 p.m.	Developing a “Learning Organization” philosophy Nick Wiley, <i>Florida Fish & Wildlife Conservation Commission</i>
1:40 p.m.	Continuing Education: an investment in your staff and a bridge to relevancy Jack Buckley, <i>Massachusetts Division of Fisheries & Wildlife</i>
1:55 p.m.	<i>Audience Discussion</i>
2:10 p.m.	Adaptation and staff development in resource–constrained organizations Paul Johansen, <i>West Virginia Division of Natural Resources</i> Chris O’Bara, <i>West Virginia Division of Natural Resources</i>
2:25 p.m.	Strategizing professional development needs - for you and your staff Kelley Myers, <i>Eastern Tallgrass Prairie LCC, USFWS</i>
2:40 p.m.	<i>Audience Discussion</i>
2:55pm	<i>BREAK</i>
3:15 p.m.	Challenges and opportunities in organization transformation John Organ, <i>U.S.G.S. Cooperative Research Units</i>
3:25 p.m.	Blue Ribbon Panel and organization transformation Collin O’Mara, <i>National Wildlife Federation</i>
3:45 p.m.	Professional development in transforming federal agencies Rob Harper, <i>U.S. Forest Service</i>
4:00 p.m.	Challenges, options, and gaps in continuing education and leadership development Gina Main, <i>National Conservation Leadership Institute</i>
4:15 p.m.	Roles of professional societies in professional development and transformation Doug Austen, <i>American Fisheries Society</i>
4:30 p.m.	<i>Audience Discussion</i>
4:50 p.m.	Synthesis remarks and next steps Ken Williams, <i>The Wildlife Society</i>
5:00 p.m.	Adjourn

Attachment D:

US FISH AND WILDLIFE SERVICE NATIONAL FISHERIES PROGRAM MEETING

March 14-16, 2017 (Portland, OR)

OVERVIEW

This year's Annual Fisheries Program Meeting is dedicated to further development and refinement of the National Fish and Aquatic Conservation Strategy. As such, participation in this year's meeting is expanded to include members of the National Team assembled to develop the strategy, including participants from Research & Development, State & Private Forestry, other National Forest System programs, and external partners. The agenda is organized thematically around the main goals identified in the draft strategy. Thought-provoking presentations and panels, along with facilitated discussion and review of key strategy components will generate open feedback needed to make improvements to the strategy. Additionally, we will use project and partnership highlights from our host region, the Pacific Northwest Region and Research Station, to illustrate components and shed light on the national strategy for deeper discussions.

PRE-WORK: the draft strategy will be emailed to participants by March 8th. Please review it prior to the meeting.

Meeting Objectives

Make substantive progress on refining the Draft National Fish and Aquatic Conservation Strategy.

Build rapport among colleagues; particularly across deputy areas, other NFS program areas, and external partners; to further develop the base of support for and ownership in an agency-wide National Fish and Aquatic Conservation Strategy.

Learn about some of our successes, both in the office and in the field, and identify means by which to replicate and expand those successes in the strategy.

Identify Measures of Progress for the National Fish and Aquatic Conservation Strategy.

TUESDAY, MARCH 14

Kimpton Hotel Vintage, Upstairs Meeting Room (422 SW Broadway, Portland, OR)

Facilitator: *Dan Shively, NFS National Fisheries Program Leader*

Time	Topic	Person(s) [<i>names in italics are invited</i>]
- Welcome, Opening, and Introductions -		
8:00 a.m.	Convene Meeting Welcome to the Pacific Northwest Region Introductions	Dan Shively Jim Pena, PNW Regional Forester All Participants
8:30 a.m.	Review Agenda and Meeting Overview <ul style="list-style-type: none"> Summary of Work to Date Developing the New National Fish and Aquatic Conservation Strategy 	Dan Shively and John Rothlisberger
- Setting the Context for Rebuilding Rise to the Future: a National Fish and Aquatic Conservation Strategy -		
8:45 a.m.	An Historical Perspective on the Forest Service National Fisheries Strategy known as Rise to the Future: lessons learned	Mike Dombeck, emeritus Chief
9:15 a.m.	Current and Future Challenges to Address as We Modernize the Rise to the Future Fisheries Strategy: acknowledging we're in a different time and place, proactively making the most of it	Rob Harper, Director of Watershed, Fish, Wildlife, Air and Rare Plants
9:45 a.m.	BREAK	
10:00 a.m.	Summary of where Goal 7 "Strategic Alignment and Integrated Delivery" now shows up. Panel: Achieving fish and aquatic conservation outcomes through integrated delivery and achievement of multiple objectives – what this means and looks like. Recommendations for improvements.	Dan Shively David Gwaze, National Silviculturist Steve Gibson, Acting National Range Management Specialist Debbie Hollen, Director of State & Private Forestry for Alaska and Pacific Northwest Region

Time	Topic	Person(s) [<i>names in italics are invited</i>]
- Goal 1: Conserve and Restore Fish and Aquatic Resources -		

10:30 a.m.	Principles and Approaches to Conservation of Fish and Aquatic Resources: reflections and thinking to the future.	Gordie Reeves, Research Aquatic Ecologist, Pacific Northwest Research Station
11:00 a.m.	Facilitated Discussion (Post-it note exercise): <ul style="list-style-type: none"> • Is anything missing in Goal 1? If so, what? • What needs clarification? • What are the threats of the future? What current models will work? What new models and approaches are needed? 	All Participants
11:45 a.m.	LUNCH	
- Goal 3: Strengthen Partnerships and Work Across Boundaries -		
12:45 p.m.	Panel: The Forest Service's Strengths in Delivering Fisheries and Aquatic Conservation, Science, Education, and Outreach from our Partners' Perspectives: key areas for improvement.	Bryan Moore, Trout Unlimited Devin Demario, AFWA Vera Smith, TWS
1:15 p.m.	A Tribal Government Perspective on Strengthening Partnerships, an All-Lands Approach, and Collaboration	Rob Lothrop, Columbia River Intertribal Fish Commission
1:45 p.m.	Facilitated Discussion (Post-it note exercise): <ul style="list-style-type: none"> • Is anything missing in Goal 3? If so, what? • What needs clarification? 	All Participants
- Goal 4: Deliver and Apply Scientific Research -		
2:15 p.m.	Rise to the Future - 30 Years in Practice: Our successes and shortcomings in fisheries and aquatic ecology research, delivery, and application.	Frank McCormick, RMRS
2:45 p.m.	BREAK	
3:00 p.m.	A Professional Society's Perspective on the Forest Service's Delivery of Fisheries and Aquatic Ecology Research and Professional Contributions: successes and opportunities for improvement.	Doug Austen, Exec. Director, American Fisheries Society
3:30 p.m.	Facilitated Discussion (Post-it note exercise): <ul style="list-style-type: none"> • Is anything missing in Goal 4? If so, what? • What needs clarification? 	All Participants

TUESDAY, MARCH 14: CONTINUED

Time	Topic	Person(s) [<i>names in italics are invited</i>]
- Putting it into Practice: Innovative approaches in the Pacific Northwest Region -		

4:00 p.m.	Region 6 Aquatic Invasive Species Monitoring Strategy, a collaboration between PNW Research and PNW Regional Office Fisheries.	Jim Capurso (Pacific NW Regional Fisheries Program Leader), Brooke Penaluna (PNWRS Research Fisheries Biologist), Becky Flitcroft (PNWRS Fish Research Ecologist)
4:30 p.m.	Preview of the Salmon SuperHwy and Salmon River Estuary Restoration Projects on the Siuslaw National Forest <ul style="list-style-type: none"> • Logistics for tomorrow's field trip. 	Jerry Ingersoll, Forest Supervisor (Siuslaw NF), Jim Capurso
5:00 p.m.	ADJOURN	
6:30 p.m.	Group Dinner to Honor Recent and Soon-To-Be Retirees: Dan Duffield (Intermountain Regional Fisheries Program Leader) Linda Ulmer (Columbia River Basin Coordinator) Scott Woltering (Pacific NW Regional Aquatic TES Coordinator)	Widmer Brothers (955 N Russell St, Portland, OR) Ask to be seated with "Forest Service Fisheries Group"

WEDNESDAY, MARCH 15

Field Trip to North Oregon Coast and Siuslaw National Forest

Facilitator: *Jim Capurso, Pacific Northwest Regional Fisheries Program Leader*

Time	Topic	Person(s) [<i>names in italics are invited</i>]
8:00 a.m.	Load into vans in front of Kimpton Hotel Vintage. Drive to Farmer Creek Bridge (Hwy 26 to Hwy 6 to Hwy 101 to County Road 880). Stop in Beaver, OR to connect with pilot vehicle.	All Participants
10:00 a.m.	Arrive at Farmer Creek Welcome and Opening from Deputy Regional Forester	Becki Heath, Pacific Northwest Deputy Regional Forester
10:10 a.m.	Aquatic Organism Passage at Farmer Creek: the Salmon SuperHwy concept and partnership approach. <ul style="list-style-type: none"> • Introductions (All) • Setting and partnership origins • Unique aspects of partnership: multiple benefits, cost-savings approach • Successes and challenges 	Terry Turner, Trout Unlimited, Liane Welch, Director of Tillamook Co. Public Works Dept., Mike Trent, Dairy Farmer
11:00 a.m.	Drive to Pelican Pub (33180 Cape Kiwanda Drive, Pacific City, OR)	All Participants
11:30 a.m.	LUNCH and Salmon River Estuary Restoration Project Overview	Kami Ellingson, Watershed Prog. Mngr. (Siuslaw NF), Paul Burns, Acting Forest Fisheries Bio. (Siuslaw NF), Paul Katen, President (Salmon River/Drift Creek Watershed Council), Mike Wilson, Natural Resource Director (Grand Ronde Tribe), and Dan Bottom, Fish Research Scientist (NOAA Fisheries)
1:00 p.m.	Drive to Salmon River Estuary	All Participants
1:15 p.m.	Visit Salmon River Estuary Project <ul style="list-style-type: none"> • How we tackled a project of this complexity. • Why partnerships were key to our success. • What have we learned through project monitoring? 	Same participants from lunch
2:30 p.m.	Return to Portland's Kimpton Hotel Vintage (Hwy 18 to Hwy 99)	All Participants
4:30 to 5:00 p.m.	Arrive back in Portland (arrival time dependent on traffic)	All Participants
6:00 p.m.	Explore Portland's Downtown on your own: Powell's Book Store, great restaurants, great microbreweries, and more.	

THURSDAY, MARCH 16

Kimpton Hotel Vintage, Upstairs Meeting Room (422 SW Broadway, Portland, OR)

Facilitator: John Rothlisberger, R&D National Program Leader for Aquatic Ecology Research

Time	Topic	Person(s) [<i>names in italics are invited</i>]
8:00 a.m.	Start of Final Stretch – Day Three <ul style="list-style-type: none"> • Logistics for today • Introductions Welcome and Opening Remarks	John Rothlisberger Katherine Smith, Acting Director, Pacific Northwest Research Station
- Goal 2: Connect People to the Aquatic World Through Recreational Fishing, Boating, and Other Water-based Activities -		
8:15 a.m.	The Need and Importance of Reconnecting with the American Public to Ensure a Legacy of Conserving the Nation’s Fisheries and Aquatic Resources.	Mike Nussman, Executive Director (American Sportfishing Association)
8:45 a.m.	Salmon Watch: an Outdoor Science and Education Program for Middle and High School Students.	Matt Burke, Executive Director (World Salmon Council)
9:15 a.m.	Facilitated Discussion (Post-it note exercise): <ul style="list-style-type: none"> • Is anything missing in Goal 2? • If so, what? What needs clarification? 	All Participants
9:45 a.m.	BREAK	
- Goal 5: Build Capacity Through Mentoring and Training -		
10:00 a.m.	Professional Development and Continuing Education: the importance and role of professional societies to federal government agencies and vice versa.	Doug Austen, Exec. Director, American Fisheries Society
10:20 a.m.	Panel: Making Conscious Investments in Capacity Building. <ul style="list-style-type: none"> • Elements of successful mentoring. • Critical skills and organizational structures needed to ensure a continuing legacy for delivering fisheries and aquatic conservation, restoration, education, and outreach. • Importance of continuing education and professional development. How to better institutionalize CE/PE. • Other means for increasing our capacity? 	Brooke Penaluna, Pacific Northwest Research Station Jim Capurso, Pacific Northwest Regional Fisheries Program Leader Andy Dolloff, Southern Research Station Vera Smith, The Wilderness Society
11:00 a.m.	Facilitated Discussion (Post-it note exercise): <ul style="list-style-type: none"> • Is anything missing in Goal 5? • If so, what? What needs clarification? 	All Participants

THURSDAY, MARCH 16: CONTINUED

Time	Topic	Person(s) [<i>names in italics are invited</i>]
11:30 a.m.	LUNCH	
- Goal 6: Communicate the Value of Our Work -		
12:30 p.m.	Telling the story through film and other digital media with impact.	Jeremy Monroe, Exec Director, Freshwaters Illustrated
1:00 p.m.	Facilitated Discussion (Post-it note exercise): <ul style="list-style-type: none"> • Is anything missing in Goal 6? • If so, what? What needs clarification? 	All Participants
1:30 p.m.	Key Messages, Communications Plan, and Roll-out of Strategy. Group discussion: outreach (Oct 2017 to Jun 2018)	Nat Gillespie, All Participants
2:00 p.m.	BREAK	
- Measures of Progress for the National Fish and Aquatic Conservation Strategy -		
2:15 p.m.	Overview and Summary of Proposed Fisheries Performance Measures Being Tested for Application in 2017	Nat Gillespie, Asst. National Fisheries Program Leader
2:45 p.m.	Framing of “Measures of Progress” – what are we striving for here? What do meaningful measures look like?	Dan Shively
3:00 p.m.	Small Group Exercise: (break into 4-5 small groups) Identify 3-4 specific “Measures of Progress” to gage successful implementation (Post-it note exercise).	All Participants
- Overall Comments and Next Steps -		
3:30 p.m.	Open Facilitated Discussion: <ul style="list-style-type: none"> • General Comments on the Strategy Post-it note Exercise: identify 1 critical improvement needed.	All Participants
4:10 p.m.	Key Next Steps, Timing, and Team Engagement Moving Forward	Dan Shively
4:20 p.m.	Closing Comments and Appreciation	John Rothlisberger
4:30 p.m.	ADJOURN	

CONFIRMED PARTICIPANTS

Doug Austen, Executive Director, (Partner) American Fisheries Society
Dan Bottom, Fish Research Scientist, (Partner), NOAA Fisheries
Matt Burke, Executive Director, (Partner) World Salmon Council
Paul Burns, Acting Forest Fisheries Biologist, (NFS), Pacific Northwest Region, Siuslaw National Forest
Jim Capurso, Regional Fisheries Program Leader, (NFS) Pacific Northwest Region
John Chatel, Regional TES Program Leader, (NFS) Pacific Northwest Region
Kimberly Conley, Assistant Regional Fisheries Program Leader, (NFS) Pacific Northwest Region
Devin Demario, Government Affairs Associate (Partner), Association of Fish and Wildlife Agencies
Andy Dolloff, Research Fisheries Biologist, (R&D) Southern Research Station
Mike Dombek, Emeritus Chief
Dan Duffield, Regional Fisheries Program Leader, (NFS) Intermountain Region
Kami Ellingson, Watershed Program Manager, (NFS) Pacific Northwest Region, Siuslaw National Forest
Becky Flitcroft, Fish Research Ecologist, (R&D), Pacific Northwest Research Station
Steve Gibson, Acting National Range Management Specialist, (NFS) Washington Office
Nat Gillespie, Assistant National Fisheries Program Leader, (NFS) Washington Office
David Gwaze, National Silviculturist, (NFS) Washington Office
Rob Harper, Director of Watershed, Fish, Wildlife, Air and Rare Plants, (NFS) Washington Office
Becki Heath, Deputy Regional Forester, (NFS) Pacific Northwest Region
Meredith Holgerson, Smith Fellowship Postdoc, (Partner) Portland State University
Debbie Hollen, Director, (S&P), State & Private Forestry for Alaska and Pacific Northwest Region
Jerry Ingersoll, Forest Supervisor, (NFS) Pacific Northwest Region, Siuslaw National Forest
Bill Janowsky, Assistant Regional Fisheries Program Leader, (NFS) Rocky Mountain Region
Sherri Johnson, Supervisory Research Ecologist, (R&D) Pacific Northwest Research Station
Paul Katen, Board President, (Partner), Salmon Drift Creek Watershed Council
Amanda Kunzmann, Regional Fisheries Program Leader, (NFS) Eastern and Northeastern Region
Kevin Leftwich, Regional Aquatic Ecologist, (NFS) Southern Region
Steve Lohr, Director of Renewable Resources, (NFS) Rocky Mountain Region
Rob Lothrop, Executive Director, (Partner) Columbia River Inter-Tribal Fish Commission
Don Martin, Regional Fisheries Program Leader, (NFS) Alaska Region
Frank McCormick, Research Program Manager, (R&D) Rocky Mountain Research Station
Leigh McDougal, Regional Fisheries Program Leader, (NFS) Southern Region
Jeremy Monroe, Executive Director, (Partner) Freshwaters Illustrated
Bryan Moore, Chief Intergovernmental Officer, (Partner) Trout Unlimited
Mike Nussman, Executive Director, (Partner) American Sportfishing Association
Jeff Ojala, Fisheries Biologist, (R&D) Rocky Mountain Research Station
Yvette Paroz, Regional Fisheries Program Leader, (NFS) Southwestern Region
Jim Pena, Regional Forester, (NFS) Pacific Northwest Region
Brooke Penaluna, Research Fisheries Biologist, (R&D), Pacific Northwest Research Station
Gordon Reeves, Research Fish Ecologist, (R&D) Pacific Northwest Research Station
Craig Roghair, Fisheries Biologist, (R&D) Southern Research Station
Brett Roper, Fisheries Biologist, (NFW) Washington Office, National Stream and Aquatic Ecology Center
John Rothlisberger, National Program Leader for Aquatic Ecology Research, (R&D) Washington Office
Dan Shively, National Fisheries Program Leader, (NFS) Washington Office
Katherine Smith, Acting Station Director, (R&D) Pacific Northwest Research Station
ML Smith, Director of Natural Resources, (NFS) Pacific Northwest Region
Vera Smith, Director of Policy and Planning, (Partner) The Wilderness Society, National Forest Action Center
Scott Spaulding, Regional Fisheries Program Leader, (NFS) Northern Region
Brian Staab, Regional Hydrologist, (NFS) Pacific Northwest Region
Cynthia Tait, Regional Aquatic Ecologist, (NFS) Intermountain Region
Mike Trent, Dairy Farmer, (Partner) Tillamook, OR
Terry Turner, Council Chair, (Partner) Oregon Council of Trout Unlimited
Liane Welch, Director, (Partner), Tillamook County Public Works Department
Kellie Whitton, Fisheries Biologist, (NFS) Washington Office
Mike Wilson, Natural Resource Director, (Partner), The Confederated Tribes of Grand Ronde

Attachment E:



American Fisheries Society

Organized 1870 to Promote the Conservation, Development and Wise Utilization of the Fisheries
425 Barlow Place, Suite 110 * Bethesda, Maryland 20814-2199
301-897-8616 * FAX 301-897-8096 * www.fisheries.org

Joseph Margraf
President 2016-2017

Douglas J. Austen
Executive Director

American Fisheries Society December 2016 Financial Reports Management Committee Call - 2/17/17

The 2016 financial reports reflect activity and transactions for the year ending in December. These reports are draft, point in time information and do not represent the final year-end results. Typically, it can take until early March to fully close out the year and prepare for the audit. As a result, keep in mind some of the information presented here will change and these areas are noted below.

Financial Position

Assets stand at \$5,263,000 as of December 2016, down 18% from the \$6,430,000 total last year. The largest changes were in the liquid accounts of cash, receivables and CD/investments.

Lower revenue over expense is the primary reason for the decline in cash. Last fall, this situation required the sale of long-term investments and the use of CD maturities to fund operations. Since then, the cash position has stabilized after the member renewal cycle kicked in and improved dramatically with the recent \$625,000 journal payment from Taylor & Francis.

Why are assets decreasing? For three basic reasons: 1) operating activities are generating insufficient income to cover expenses, and 2) multiple years of operating deficits compounds the situation and 3) payments on grants and contracts occur well after the program expense. These items negatively affect cash flow. Following is a brief explanation of account activity--

Cash- represents monies held in bank accounts. AFS's cash position was stronger last year due to a number of factors including a more successful 2015 Portland meeting.

Certificates of deposits- Cash from maturing certificates rolls over to the bank account. Only two CDs remain.

Accounts receivable- represents monies owed AFS primarily from Cornell/CSC project and for Hutton. The larger balance in 2015 reflects funds due from Portland meeting sponsorships and grants

Inventory- Represents unsold books.

Prepays & deposits- amounts paid in advance for meetings, postage and business insurance.

Property & equipment- equity in the office space, software and other property reflecting such items as expenditures for equipment purchases and database enhancements.

Investments- AFS's long-term portfolio consists of assets for AFS, restricted funds and units participating in the investment program. The change in assets reflects \$260,000 of account appreciation net of \$660,000 in withdrawals. The account appreciated 9.2% versus 11.9% for the S+P index. Assuming a 70% allocation to equities, the relative S+P performance is 8.4% indicating the AFS manager outperformed this basic benchmark with lower risk.

Payables- comprise benefits and payroll taxes payable. Large 2015 balance reflects meeting related items such as the unit profit sharing liability.

Accrued expenses- represents funds held for unit investments, net rotenone funds, and monies due the book vendor.

Subunits payables- monies collected and due units for dues and books.

Deferred income- consists of dues collected in advance and unamortized balance from T&F advance. Receipts of member dues are about 5% higher across all dues categories.

Program Income Statements

Total revenue is \$2,783,000 against expenses of \$3,465,000 resulting in a net change of (\$682,000). The 2016 budget has a net change of (\$244,000). Revenue stands \$736,000 below budget while expenses ended \$298,000 below budget. [Note— these results are a point in time status and considerable amount of account reconciliation work remains before completing the year-end reports. A quick review of accounts reveals over ~\$300,000 of favorable adjustments for income not received or invoiced and expenses requiring reclassification as assets].

The unfavorable revenue variance is attributable to a decline in membership, lower KC meeting income, and little to no additional fundraising and development for AFS and Special Publication 30. Expenses, on the other hand, ended with a favorable variance against budget from lower staff costs, annual meeting expenses, education costs and development activities.

Descriptions and Account Explanations

Administration

Income- comprises investment income, gains and losses. Income and account appreciation both exceed budget. Expense- ended a bit higher than budget. Lower staff costs were offset by unbudgeted charges for Loftus consulting fees (retained during search for staff development position) and higher bank charges as more payments are processed electronically via credit card. Several line items like travel, maintenance and professional fees still need to be reviewed for proper account classification.

Staff costs- ended \$50,000 below budget from open positions and a lower negotiated increase in benefits premiums.

Technology- expenses are tracked separately now from general administration, which is why this program appears above budget.

Communications

Expense- did not produce communications and marketing pieces requiring budget expenditures.

Web- spent over \$10,000 on AFS and unit web development and support.

Development- very little spending.

Professional Development

Continuing Education- income exceeds budget while expenses fished near budget.

Certification- results fell below budget

Hutton- the logistics for billing the remaining funding with NFWF and BLM are being finalized.

Grants and Contracts

Michigan State University- invoicing for about \$10,000 of work pertaining to 2016 was renegotiated and included as part of a larger 2017 service contract. AFS will accrue the \$10,000 in 2016.

Cornell- Invoicing is current for FY2017.

Other- No new development support was generated in 2016 and SP:30 funding and expenses have been recorded as deferred until the findings are published.

Meetings

Annual Meeting- the annual meeting did surprisingly well despite lower than anticipated attendance, netting a bit less than half of the \$209,000 budgeted net income.

Membership

Income- membership declined this year. The attractiveness of the annual meeting had a lot to do with it. New marketing materials and a renewed focus on marketing offer greater potential for growing membership in 2017. Expense- several database development projects are in the works including the governing board reporting tool, expanding statistical reporting and system and hosting upgrades. These costs are being reviewed for reclassification as fixed assets, thereby lowering expenses. The bi-annual license fee is a component of expense in 2016 as well.

Other member programs- includes awards, general contributions and miscellaneous product sales, job board. Only job board generated more income than budgeted.

Policy

External funding offset a significant portion of program expenses, which ended below budget.

Publications

Books- is reporting significant increase in sales. Accounting for books is under review by AFS's new accountant and may change significantly after the reconciliation is finished.

Journals- income and expenses are tracking close to budget and about another \$100,000 in royalty revenue will be recognized.

Fisheries- expenses ended the year about on budget.

AMERICAN FISHERIES

All Programs

For the Twelve Months Ending 12/31/2016

	December - Actual			Year to Date - Actual			Budget		2015 Annual
	2016	2015	Var \$	2016	2015	Var \$	2016 BUDGET	vs YTD Actual	Actual
Revenue									
Administration	\$51,781	(\$93,260)	\$145,041	\$399,007	(\$85,556)	\$484,563	\$348,000	\$51,007	(\$85,556)
Continuing Education				17,075	42,759	(25,684)	12,000	5,075	42,759
Certification	100	110	(10)	4,575	5,895	(1,320)	8,000	(3,425)	5,895
Other Education							8,000	(6,000)	
Hutton		65,000	(65,000)	71,500	95,400	(23,900)	129,000	(57,500)	95,400
MSU/Inland Fisheries							10,000	(10,000)	
Cornell		60,000	(60,000)	110,217	112,855	(2,638)	105,000	5,217	112,855
Other Grants & Contracts							344,000	(344,000)	
Annual Meeting	1,650	54,540	(52,890)	541,482	1,520,097	(978,615)	794,000	(252,518)	1,520,097
Membership		1,600	(1,600)	458,624	497,745	(39,121)	557,000	(98,376)	497,745
Awards		125	(125)	3,268	3,678	(412)	6,000	(2,734)	3,678
Mem Other	2,040	2,770	(730)	13,163	9,049	4,114	16,000	(2,837)	9,049
Jobs	5,050	2,600	2,450	39,750	31,850	7,900	30,000	9,750	31,850
Advocacy				11,000		11,000		11,000	
Books	28,272	(31,342)	59,615	194,474	113,354	81,119	119,500	74,974	113,354
Journals	11,905	109,028	(97,123)	918,280	1,117,347	(199,067)	1,034,000	(115,720)	1,117,347
Fisheries				60	372	(312)		60	372
Total Revenue	100,798	171,171	(70,373)	2,782,473	3,464,845	(682,373)	3,518,500	(736,028)	3,464,845
Expenses									
Administration	35,874	74,319	38,445	390,451	574,808	184,357	343,000	(47,451)	574,808
Staff Costs	178,008	252,515	74,507	1,979,983	1,766,050	(213,933)	2,036,500	56,517	1,766,050
Technology	4,932		(4,932)	20,158	30,992	10,834	5,000	(15,158)	30,992
Communication	53	30	(23)	10,782	10,104	(679)	28,000	17,218	10,104
Web	2,168	3,130	962	11,062	8,949	(2,113)	8,000	(3,062)	8,949
Development	0		0	204		(204)	12,000	11,796	
Continuing Education				11,441	4,217	(7,223)	10,000	(1,441)	4,217
Certification				212	328	116	1,000	788	328
Other Education							24,000	24,000	
Board	700	1,964	1,264	37,933	32,078	(5,855)	51,000	13,067	32,078
Hutton		416	416	159,291	101,000	(58,291)	75,000	(84,291)	101,000
MSU/Inland Fisheries				4,573		(4,573)		(4,573)	
Cornell	10,799		(10,799)	12,650		(12,650)	40,000	27,350	
Other Grants & Contracts				36,375		(36,375)	168,000	131,625	
Annual Meeting	1,001	44,114	43,113	455,361	1,037,358	581,997	670,000	214,639	1,037,358
WCF World Council of Fisheries				913		(913)		(913)	
Membership	(7,132)	154	7,285	138,486	80,245	(58,241)	116,000	(22,486)	80,245
Awards	70	1,730	1,660	29,455	22,317	(7,138)	13,000	(16,455)	22,317
Mem Other		11	11	19	813	794	1,000	981	813
Advocacy	4,034		(4,034)	10,332		(10,332)	31,000	20,668	
Books	835	8,040	7,205	28,375	42,748	14,373	32,000	3,625	42,748
Journals	6,510	26,343	19,833	121,946	116,732	(5,214)	95,000	(26,946)	116,732
Fisheries	625	1,310	685	4,922	6,814	1,891	3,000	(1,922)	6,814

AMERICAN FISHERIES

All Programs

For the Twelve Months Ending 12/31/2016

Total Expenses	238,477	414,076	175,598	3,464,924	3,835,553	370,627	3,762,500	297,575	3,835,553
Net Change from Operations	(137,679)	(242,905)	105,225	(682,451)	(370,708)	(311,746)	(244,000)	(438,453)	(370,708)
Non Operating (shown on a net basis)									
Restricted contributions	8,365	3,605	4,760	17,062	165,659	(148,597)	117,000	(99,938)	165,659
Total Non Operating	8,365	3,605	4,760	17,062	165,659	(148,597)	117,000	(99,938)	165,659
TOTAL NET CHANGE	(129,314)	(239,300)	109,985	(665,389)	(205,049)	(460,343)	(127,000)	(538,391)	(205,049)

American Fisheries
Statement of Financial Position
As of 12/31/2016

	2016	2015	Variance
ASSETS			
Current Assets			
Petty Cash	\$400	\$400	
Checking	201,958	662,976	(461,018)
Certificate of Deposits	154,130	298,034	(143,904)
Accounts Receivable	117,233	373,715	(256,482)
Allowance of doubtful accounts	(14,170)	(14,170)	
Inventory	435,596	466,927	(31,331)
Prepaid Expenses & Deposits	55,788	57,052	(1,264)
Current Assets	<u>950,935</u>	<u>1,844,934</u>	<u>(893,999)</u>
Property and Equipment	1,055,221	1,053,192	2,029
Accumulated Depreciation	(662,445)	(635,024)	(27,421)
Net Property and Equipment	<u>392,776</u>	<u>418,168</u>	<u>(25,392)</u>
Long Term Assets			
Long-Term Investments	3,918,845	4,166,892	(248,047)
Total Long Term Assets	<u>3,918,845</u>	<u>4,166,892</u>	<u>(248,047)</u>
Total Assets	<u>5,262,558</u>	<u>6,429,994</u>	<u>(1,167,436)</u>
LIABILITIES AND NET ASSETS			
Current Liabilities			
Accounts Payable	123,055	483,378	(360,323)
Accrued Expenses	135,206	98,145	37,061
Subunits Dues Payable	74,864	72,532	2,332
Subunits Books Payable	10,172	41,151	(30,979)
Deferred Income	419,287	548,401	(129,114)
Total Current Liabilities	<u>762,584</u>	<u>1,243,607</u>	<u>(481,023)</u>
Net Assets			
Net Assets - Unrestricted	5,165,362	5,364,934	(199,572)
Change in Unrestricted Net Assets - Curr Year	(665,390)	(178,547)	(486,843)
Total Net Assets - End. Balance	<u>4,499,972</u>	<u>5,186,387</u>	<u>(686,415)</u>
Total Liabilities and Net Assets	<u>5,262,558</u>	<u>6,429,994</u>	<u>(1,167,436)</u>

Quarterly Financial Review

AFS MANAGEMENT COMMITTEE CALL

FEBRUARY 17, 2017

Financial Position - Assets

	2016	2015	Variance
ASSETS			
Current Assets			
Petty Cash	\$400	\$400	
Checking	201,958	662,976	(461,018)
Certificate of Deposits	154,130	298,034	(143,904)
Accounts Receivable	117,233	373,715	(256,482)
Allowance of doubtful accounts	(14,170)	(14,170)	
Inventory	435,596	466,927	(31,331)
Prepaid Expenses & Deposits	55,788	57,052	(1,264)
Current Assets	950,935	1,844,934	(893,999)
Property and Equipment	1,055,221	1,053,192	2,029
Accumulated Depreciation	(662,445)	(635,024)	(27,421)
Net Property and Equipment	392,776	418,168	(25,392)
Long Term Assets			
Long-Term Investments	3,918,845	4,166,892	(248,047)
Total Long Term Assets	3,918,845	4,166,892	(248,047)
Total Assets	5,262,556	6,429,994	(1,167,438)

Financial Position- Liabilities & Net Assets

LIABILITIES AND NET ASSETS			
Current Liabilities			
Accounts Payable	123,055	483,378	(360,323)
Accrued Expenses	135,206	98,145	37,061
Subunits Dues Payable	74,864	72,532	2,332
Subunits Books Payable	10,172	41,151	(30,979)
Deferred Income	419,287	548,401	(129,114)
Total Current Liabilities	762,584	1,243,607	(481,023)
Net Assets			
Net Assets - Unrestricted	5,165,362	5,364,934	(199,572)
Change in Unrestricted Net Assets - Curr Year	(665,390)	(178,547)	(486,843)
Total Net Assets - End. Balance	4,499,972	5,186,387	(686,415)
Total Liabilities and Net Assets	5,262,556	6,429,994	(1,167,438)

Financial Position

Favorable changes-

- Receivables, investments
- Unearned dues, subunit dues, unit investment participation

Unfavorable changes-

- Cash, book inventory
- Restricted assets

Operating Results - Revenue

	Year to Date - Actual			Budget		2015 Annual
	2016	2015	Var \$	2016 BUDGET	vs YTD Actual	Actual
Revenue						
Other Education				6,000	(6,000)	
Hutton	71,500	95,400	(23,900)	129,000	(57,500)	95,400
MSU/Inland Fisheries				10,000	(10,000)	
Cornell	110,217	112,855	(2,638)	105,000	5,217	112,855
Other Grants & Contracts				344,000	(344,000)	
Annual Meeting	541,482	1,520,097	(978,615)	794,000	(252,518)	1,520,097
Membership	458,624	497,745	(39,121)	557,000	(98,376)	497,745
Awards	3,266	3,678	(412)	6,000	(2,734)	3,678
Mem Other	13,163	9,049	4,114	16,000	(2,837)	9,049
Jobs	39,750	31,850	7,900	30,000	9,750	31,850
Advocacy	11,000		11,000		11,000	
Books	194,474	113,354	81,119	119,500	74,974	113,354
Journals	918,280	1,117,347	(199,067)	1,034,000	(115,720)	1,117,347
Fisheries	60	372	(312)		60	372
Total Revenue	2,782,473	3,464,845	(682,373)	3,518,500	(736,028)	3,464,845

Operating Results - Expense

	Year to Date - Actual			Budget		2015 Annual
	2016	2015	Var \$	2016 BUDGET	vs YTD Actual	Actual
Expenses						
Administration	390,451	574,808	184,357	343,000	(47,451)	574,808
Staff Costs	1,979,993	1,766,050	(213,933)	2,036,500	56,517	1,766,050
Technology	20,158	30,992	10,834	5,000	(15,158)	30,992
Communication	10,782	10,104	(679)	28,000	17,218	10,104
Web	11,062	8,949	(2,113)	8,000	(3,062)	8,949
Development	204		(204)	12,000	11,796	
Continuing Education	11,441	4,217	(7,223)	10,000	(1,441)	4,217
Certification	212	328	116	1,000	788	328
Other Education				24,000	24,000	
Board	37,933	32,078	(5,855)	51,000	13,067	32,078
Hutton	159,291	101,000	(58,291)	75,000	(84,291)	101,000
MSU/Inland Fisheries	4,573		(4,573)		(4,573)	
Cornell	12,650		(12,650)	40,000	27,350	
Other Grants & Contracts	36,375		(36,375)	168,000	131,625	
Annual Meeting	455,361	1,037,358	581,997	670,000	214,639	1,037,358
WCF World Council of Fisheries	913		(913)		(913)	
Membership	138,486	80,245	(58,241)	116,000	(22,486)	80,245
Awards	29,455	22,317	(7,138)	13,000	(16,455)	22,317
Mem Other	19	813	794	1,000	981	813
Advocacy	10,332		(10,332)	31,000	20,668	
Books	28,375	42,748	14,373	32,000	3,625	42,748
Journals	121,946	116,732	(5,214)	95,000	(26,946)	116,732
Fisheries	4,922	6,814	1,891	3,000	(1,922)	6,814
Total Expenses	3,464,924	3,835,553	370,627	3,782,500	297,575	3,835,553
Net Change from Operations	(682,451)	(370,708)	(311,746)	(244,000)	(438,453)	(370,708)

Operating Results

Favorable Results-

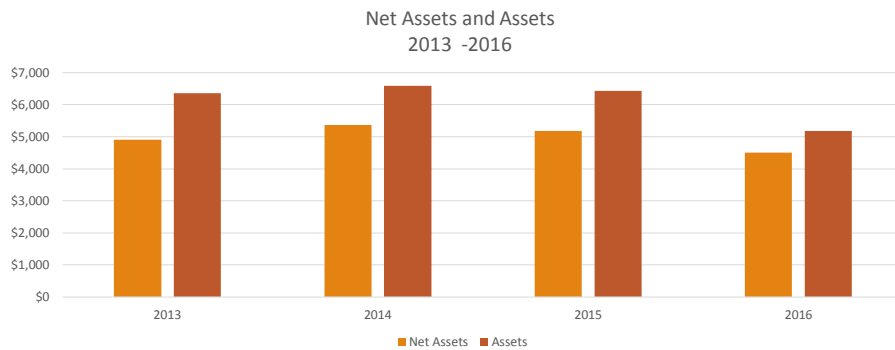
- Income
 - Investments, contracts (Hutton, Cornell), jobs
- Expenses
 - staff costs, communications, meetings

Operating Results

Unfavorable Results-

- Income
 - Dues, meeting, fundraising/development (for AFS and SP:30)
- Expenses
 - Membership

AFS Financial Position Trend



Operating Comparison

	2013	2014	2015	2016
Revenue	\$2,696	\$2,709	\$3,465	\$2,783
Expense	\$2,296	\$2,347	\$3,836	\$3,465
Net Income	\$400	\$362	-\$371	-\$682
Gain / Loss	\$336	\$305	-\$205	\$130
Op Income	\$64	\$57	-\$166	-\$812

Note: 2013 – 2015 exclude restricted contributions/disbursements

Unit Meeting Contracting

- ❑ Staff handle a growing number of meeting service requests
 - ❑ Over 150 RFPs last year
- ❑ Unit leaders lack the negotiation expertise for professionally managing contracting
- ❑ Solution? Offer optional contracting agreement with units

Unit Meeting Contracting

- ❑ Agreement covers responsibilities, expectations and liabilities over meeting planning
- ❑ Tiered scale by level of service ... “Win – Win”
 - ❑ Responding to minor inquiries and questions – complimentary
 - ❑ Small meeting- TBD negotiable
 - ❑ Comprehensive contracting – AFS shares in hotel rebates; units retain all negotiated discounts.

** AFS incurs \$170,000+ annually in staff costs supporting units (per June 2016 MC Report)