

Year 2 Strategic Plan

APRIL 2

**Association of Genuine Alaska Pollock
Producers
Craig Morris, CEO**



Executive Summary

Year 2 Goals	Key Deliverables	Identified Partner	Timeline for Completion
1. Establish GAPP as a fully functional, stand-alone organization which is well-respected throughout the industry and as a national non-profit.	<i>Formal 501(c)(6) non-profit status and the ability to conduct business in all applicable jurisdictions.</i>	Perkins Coie	Completed and submitted to IRS
	<i>An established accounting firm relationship wherein GAPP's financial functions including payroll, dues invoicing, bill payment and expense reimbursement are managed and the Board receives routine and independent correspondence about the fiscal profile of the organization.</i>	Clark Nuber	Completed
	<i>Established Board of Director governance policies and Directors and Officers insurance.</i>	Perkins Coie/TBD	Q1
	<i>Established policies for functional organizational financial governance including credit card usage, expense reimbursement and travel as well as other financial management policies as appropriate.</i>	Clark Nuber	Completed
	<i>Established protocol(s) for reviewing contracts and scopes of work for all vendors to ensure accountability.</i>	Perkins Coie	Q1
	<i>Established employee benefits and salary levels for current and future GAPP employees to attract and retain quality talent.</i>	Clark Nuber	Q1
	<i>Obtain qualified Full-Time staff to aid with execution of GAPP's internal and external communications and membership relations functions.</i>	GAPP	Q1-Q2
	<i>Development of a compelling Vision and Mission Statement for GAPP</i>	GAPP	Q1
2. Establish a functional GAPP Committee structure that	<i>Formal committee structure (including terms, participation details and appointment information) that is reviewed by GAPP counsel and approved by the GAPP Board of Directors.</i>	GAPP/Perkins Coie	Q1

focuses on specific products as opposed to markets and relies on industry expertise to dictate individual campaigns and activities.	<i>Formation of five distinct committees to provide guidance to GAPP about specific projects and initiatives and make recommendations to the Board of directors.</i>	GAPP	Q1
	<i>Scope of work for each committee and recommended committee member list as approved by the Board that represents a broad swath of industry expertise.</i>	GAPP	Q1-Q2
	<i>At least 3 meetings of each committee per year to discuss strategy and make recommendations to the GAPP Board of Directors.</i>	GAPP	Q2-Q4
3. Build a core, foundational research base for WAP industry that identifies our current and potential customer, attitudes about the protein and key attributes that resonate with consumers.			
3. Build a core, foundational research base for WAP industry that identifies our current and potential customer, attitudes about the protein and key attributes that resonate with consumers.	<i>Analysis of Existing Industry Research.</i>	R3 Consulting	Q1
	<i>Comprehensive market analysis and trends analysis.</i>	R3 Consulting/TBD	Q2
	<i>Consumer messaging research.</i>	TBD	Q2
	<i>Barrier to entry research including sustainability research.</i>	Ray Hilborn/TBD	Q2
	<i>Foreign market/products analysis.</i>	R3 Consulting/TBD	Q4
4. Craft an exciting, dynamic and comprehensive global narrative for Wild Alaska Pollock and position GAPP as an authority and go-to resource for information about how best			
4. Craft an exciting, dynamic and comprehensive global narrative for Wild Alaska Pollock and position GAPP as an authority and go-to resource for information about how best	<i>A comprehensive narrative for Wild Alaska Pollock and corresponding member toolkits.</i>	TBD	Q1 – Q3
	<i>A dynamic, public-facing website designed to serve as a hub for WAP information.</i>	GLG	Q1 – Q2
	<i>Establishment of a go-to resource for influencers and decision-makers seeking information about WAP.</i>	TBD	On-going
	<i>Exciting, engaging and coordinated social media content and a distinct, unique POV.</i>	TBD/GLG/FTE	Q2
	<i>Insightful, meaningful media (traditional and social) reports.</i>	Meltwater	On-going

to market the fish.	<i>Fully operational and actionable crisis communications plans for the WAP industry and members-only toolkits for individual business(es).</i>	TBD	Q2-Q3
5. Effectively communicate ROI to GAPP members; recruit new members to increase overall organizational budget.	<i>Robust member communications including monthly GAPP newsletters, blogs, and frequent meetings.</i>	GAPP	On-Going
	<i>Retention of current members at committed (or higher) funding levels & recruitment of new associate members.</i>	GAPP	On-Going
	<i>Comprehensive outline of GAPP membership benefits.</i>	GAPP	Q1
	<i>3 GAPP member events.</i>	GAPP/Allied industry organizations	Q2 – Q4

Background & Context

The Association of Genuine Alaska Pollock Producers has the potential to be a powerhouse association for the entire Wild Alaska Pollock (WAP) industry and a trusted partner in the seafood industry as a whole. With the increased investment and foresight of the Board of Directors, the tools for success have been brought to bear. The next step, and the focus of the next year will be to continue to build upon those tools to create a proper governance structure, foundational understanding and communications resources that can be built upon in future years. With the increased investment in GAPP, it is critical that we understand where the needs of the industry are, how to prioritize and address those needs, and where we can make great gains for WAP that deliver the most return on the investment.

First and foremost, it is crucial that we define GAPP as a marketing and promotion organization. Everything that this organization does going forward should be geared towards marketing and promoting Wild Alaska Pollock in markets both here and abroad. Every other project and initiative should be prioritized second to this primary responsibility. We also must acknowledge that WAP is part of a broader Alaska seafood community and there are allied industries that are willing and able to carry water when it comes to advocacy, lobbying and government affairs—and also assets to be leveraged that are being created by other associations and groups as part of a larger effort to promote fish and seafood overall. GAPP’s mission should be to take these assets and fully leverage them, realizing efficiencies wherever possible and collaborating for the greater good.

Through in-depth member and industry interviews, the following priorities were identified for the industry and for GAPP:

- Issues Management/Crisis Management
- Material Development
- Export Market Research/Market Development beyond Germany & Japan
- EU Nomenclature Resolution

- Member Communication
- Coordination with other Industry Associations
- School Lunch Program
- New Pollock Product Launch Assistance/Identifying Products that Build Value
- GAPP Budget/Accounting
- Better Understanding the Industry
- GAPP External Communications including Social Media
- Organic Certification for Wild Caught Fish
- Evaluating GAPP ROI & relating back to the value of the fish
- Creating a Demand Index for Wild Alaska Pollock
- Building Terminology for Describing/Marketing Wild Alaska Pollock
- Building Global Demand for Wild Alaska Pollock
- Creating New Customers for Wild Alaska Pollock
- Grow organization membership based on results
- Create a Positive Image of the Industry
- Communicate/Collaborate with SeaShare
- Japan & Asian Markets
- UK and EU Markets (outside Germany)
- North America
- Partnering with Retailers & Restaurants
- Product Innovation
- USDA Relations
- Aligning strategies and interests with members marketing product/Amplify Member Efforts
- Create Customer Toolkit/B2B Strategy
- Schools/Colleges/Food Service Understanding and Using WAP
- Food Foresight Data
- Surimi
- Focus on the Products, Not the Markets
- Increase GAPP Presence
- Media relations
- Utilize GAPP member staff on committees
- Use committees as a vetting before things are brought to the BOD

The priorities for the organization can be addressed through five main goals for the next year. These goals center around four key areas of focus:



The strategy laid out below seeks to establish that foundation, which drives towards starting to increase demand and value for WAP. It focuses on establishing GAPP as a standalone organization, creating a proper committee-based governance structure for GAPP, conducting necessary research and communications and membership. The plan is structured around five main goals that have key deliverables to be accomplished for each.

Throughout this plan for Year 2, you will see many of these priorities that were originally highlighted by the GAPP Board and other members are addressed. Overall, I see this Year 2 as a building year for GAPP—one which will establish the necessary foundation for the protein which can allow us to go harder and faster in years to come and to increase investment in marketing WAP. Without this critical foundation, I believe your investment will not be as effective.

It is the intention that this Year 2 plan will become the basis for a 5-year strategic plan that will be delivered to the GAPP Board of Directors at the end of this calendar year. The 5-Year GAPP Strategic Plan will ladder up from these key initiatives and look to build upon them—maximizing investment (and future investment) and truly marketing WAP here in the domestic market and abroad. Retention of current members at committed (or higher) funding levels & recruitment of new associate members.

More than anything else that came through from the member interviews, it was that GAPP was designed to be an unabashed idea generator for how best to build demand and market WAP. This plan will give GAPP the space and foundational footing to be able to better generate those exciting ideas to either implement itself or share with the membership to be implemented on behalf of the industry. GAPP will be the clearinghouse for passionate projects that move the needle on creating buzz, excitement and value around WAP and execute initiatives that further those goals.

Year 2 Goals (April 1, 2019 – March 31, 2020)

1. Establish GAPP as a fully functional, stand-alone organization which is well-respected throughout the industry and as a national non-profit.

With the increased member investment in GAPP, it is critical that we establish the organization as a standalone, with its own staff, and proper accounting and legal protocols and policies in place. GAPP had previously been run as the main client to a PR firm, and establishing it as its own, separate entity has already been a huge area of focus and will continue to be throughout this year. GAPP must have its proverbial house in order to conduct its business effectively, retain its current members and attract new, potential members to contribute to the organization. It is also critical that GAPP establish a reputation in the broader WAP and seafood industry—and with downstream partners—as a stable, respected organization that they want to come to both as a resource on WAP and as a partner.

First, GAPP must obtain solid legal and tax-status footing, which means submitting a formal application for 501(c)(6) tax-exempt status. GAPP was originally established as a business in Alaska, and in order to conduct business

Priorities Realized:

- Utilize GAPP member staff on committees
- Use committees as a vetting before things are brought to the BOD
- Building Global Demand for Wild Alaska Pollock
- Creating New Customers for Wild Alaska Pollock
- Focus on the Products, Not the Markets
- Surimi
- Export Market Research/Market Development beyond Germany & Japan
- Product Innovation support

effectively in Washington State and other entities (including Virginia where I currently reside) it is imperative that we have business records and forms filed with the appropriate authorities.

GAPP also needs to have established by-laws and policies for its officers and directors, as well as established Officers and Directors insurance. These foundational elements of the organization ensure our solid footing and organizational longevity. In addition, GAPP must utilize its legal counsel to help draft and review scopes of work for contractors and hold such contractors accountable against those deliverables. As GAPP takes on more contractors to help reach its goals, it is imperative that such contractors deliver the return on investment sought and that GAPP has legal recourse if those deliverables are not satisfied.

As a standalone organization, GAPP also needed to establish accounting protocols, procedures and policies. As I intend to operate GAPP with a lean staff, it is necessary for me to prioritize what I myself, and future staff, will handle versus what will be outsourced to be handled externally. Accounting is one such function where it makes sense to outsource this function, both from a time management perspective but also to provide independent oversight into GAPP's financials and ensure compliance and responsibility. In addition to closing out the past financial records for GAPP and establishing a new budget and accounting system for the future, the selected accounting vendor will also manage dues payments, bill payments, expenses and payroll. In addition, the accounting firm will provide reports to the Board and the Treasurer on a quarterly basis and help to oversee GAPP's spending against the budget.

Though many of the GAPP projects will be managed through properly vetted and well-established contractors, GAPP will work to obtain qualified talent to complete several functions in-house. Specifically, in 2019, GAPP will seek to hire a Membership and Communications Coordinator ([see Appendix 1](#)) that will aid GAPP in executing much of its internal and external communications and special projects, as well as increasing member communications and industry pride.

Key Deliverables include:

- *Formal 501(c)(6) non-profit status and the ability to conduct business in all applicable jurisdictions;*
- *An established accounting firm relationship wherein GAPP's financial functions including payroll, dues invoicing, bill payment and expense reimbursement are managed and the Board receives routine correspondence about the fiscal profile of the organization;*
- *Established Board of Director governance policies and Directors and Officers insurance;*
- *Established policies for functional organizational financial governance including credit card usage, expense reimbursement and travel as well as other financial management policies as appropriate ([See Appendix 3](#));*
- *Established protocol(s) for reviewing contracts and scopes of work for all vendors to ensure accountability.*

- *Established employee benefits and salary levels for current and future GAPP employees to attract and retain quality talent (See Appendix 2).*
- *Obtain qualified Full-Time staff to aid with execution of GAPP's internal and external communications and membership relations functions.*
- *Development of a compelling Vision and Mission Statement for GAPP.*

To date, the following actions against this goal have been completed:

- *Gather paperwork to support and submit 501(c)(6) application (January/February 2019)*
- *Gather and submit paperwork for business licenses in Washington State and Virginia (February 2019)*
- *Interview and select an established accounting firm with specialization in non-profit management (February 2019)*
- *Establish systems for payroll management, expense reimbursement and bill pay (February 2019)*
- *Obtain all historical GAPP financial records and level set GAPP's historical profit and loss statements (March 2019)*
- *Obtain comparable salary and benefits information for review by Board (March 2019)*

2. Establish a functional GAPP Committee structure that focuses on specific products as opposed to markets and relies on industry expertise to dictate individual campaigns and activities.

As GAPP establishes a solid legal and financial footing, it is imperative that GAPP also establish a governance structure that reflects the state of the WAP industry and the GAPP goals overall. GAPP has historically utilized committees to drive activity and individual campaigns in specific markets. During the review with Board members and other key stakeholders, it has become apparent that as the industry evolves it is critical to establish committees based on products and to use those product-focused committees to provide guidance to GAPP about projects and initiatives that would move the needle and increase value for those specific products whether here domestically or abroad.

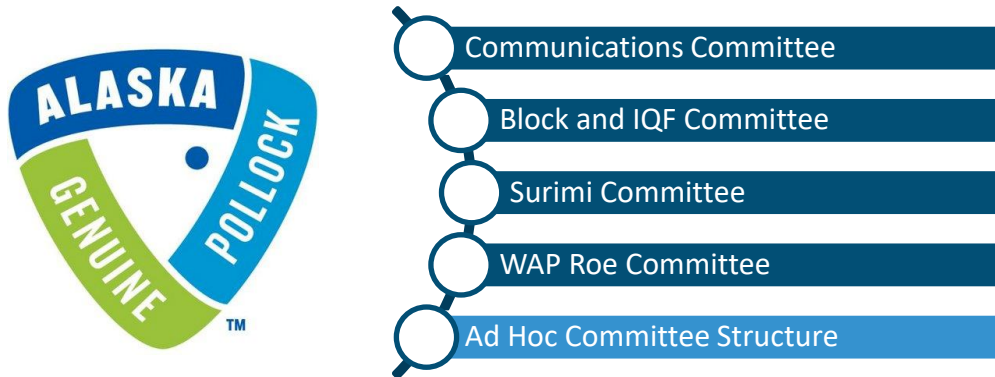
The way to drive value for the fish is to focus on it as a food—as component products—and raise awareness about those products on a unique and individual basis, building demand for those products through campaigns that are uniquely designed to reach a target audience in a target market. It is imperative that the industry experts that will sit on these committees—recommended and approved by the GAPP Board of Directors—drive the activity as they are closest to the market and know specifically what efforts would most benefit them, their products and the WAP industry overall—thus ensuring a high return on investment for every single initiative undertaken by GAPP.

As we build a research base (See Goal 3, below) these committees will be used to review the gathered research and help us to identify the research and insights gaps that need to be filled by subsequent, targeted research products. These committees will also serve the critical function of being the proofing ground for campaigns, projects and initiatives so that the GAPP Board of Directors is assured that such projects have been properly vetted and will deliver the maximum impact for the industry overall. While the GAPP Board of Directors has oversight and final approval on

a budget and the GAPP year-by-year and long-term strategy plans, the committees will have oversight into specific projects underneath the overall strategic plan and budget.

The key to WAP’s long-term success is to bring the protein to more consumers in more ways—thus increasing the demand for and value of the fish. The best way to do this is through committees that focus primarily on products.

The proposed committee structure is as follows.



This committee structure will allow for the best use of GAPP resources and to truly treat WAP as both the fish and the food—looking to engage in work that creates value for each of these unique individual commodities. Where appropriate, sub-committees or taskforces may be formed to address a certain project or issue. Additionally, some work may require input from one or more committees and coordination between committees on various workstreams.

This year, three product-based committees will focus first on gathering the necessary insights (see Goal 3, below) to help better understand the challenges and opportunities for each of these products and then will help craft a plan for marketing these products in effective ways in the markets with the most potential. While we are taking a step back from existing campaigns in markets like Germany, this step back is deliberate and meant to ensure that when we deploy a campaign it is (1) targeting the right product and (2) is marketing that product in the more effective and impactful way.

The communications committee will work this year with our agency of record to help craft and pressure-test a comprehensive global narrative for WAP (see Goal 4, below). Lastly, the innovations committee will help GAPP identify new opportunities for WAP and be the primary oversight body that reviews and monitors progress of the North American Partnership Program. Again, as necessary, these committees will collaborate or may form special sub-committees or taskforces to address specific time-limited issues.

Key Deliverables in GAPP Governance include:

- *Formal committee structure (including terms, participation details and appointment information) that is reviewed by GAPP counsel and approved by the GAPP Board of Directors.*

- *Formation of four distinct committees to provide guidance to GAPP about specific projects and initiatives and make recommendations to the Board of directors.*
- *Scope of work for each committee and recommended committee member list as approved by the Board that represents a broad swath of industry expertise.*
- *At least 3 meetings of each committee per year to discuss strategy and make recommendations to the GAPP Board of Directors.*

This committee structure will set GAPP up for the most success and will allow us to be the organization that is built with and for the industry. I will be looking to the Board of Directors to make recommendations for who should be asked to participate on these committees and for final board approval of the committee governance documents and overall membership structure.

3. Build a core, foundational research base for the WAP industry that identifies our current and potential customer, attitudes about the protein and key attributes that resonate with consumers.

The third pillar of the strategic plan lies in establishing a foundational understanding of (1) who are consumer is currently and who our target consumer is; (2) what our consumer feels about WAP and how do we get their attention/attract them to WAP products; and (3) what messaging will resonate with consumers/what proof points do we need to support this narrative. The WAP industry for a long time has been working to market WAP in a variety of ways yet hasn't stepped back to examine and identify our current and potential consumers and their unique attitudes about WAP (or seafood, more generally) and what will motivate them to choose us over other protein options. It is imperative that we take a step back and gather the critical research and insights that will be necessary to inform all future projects that GAPP will undertake (work that will flow through the aforementioned Committee structure). Moreover, this research will illuminate a path forward for GAPP to produce a consistent narrative that both describes our product and creates a meaningful brand that all industry players can draw from ([See Goal 4](#)).

Priorities Realized:

- New Pollock Product Launch Assistance/Identifying Products that Build Value
- Better Understanding the Industry
- Evaluating GAPP ROI & relating back to the value of the fish
- Creating a Demand Index for Wild Alaska Pollock

The industry needs this foundational research in order for GAPP to deploy resources effectively and build a narrative for WAP overall that resonates strongly with consumers both here and abroad. More critically, GAPP members who are marketing products to retail and restaurant decision makers, as well as to consumers, need this foundational understanding of our protein, its attributes and the current perceptions (challenges and opportunities) that we must be cognizant of. Furthermore, as we look to bring new investment into the industry through innovations in food, we need to provide them with information and insights that would motivate them first to invest, and second to sustain that investment in their product innovation, and the industry overall.

Equally as critical is building the necessary factual proof points to serve as the factual basis for the future WAP narrative and subsequent individual marketing campaigns. We must address any and all barriers to entry for WAP so that we can address those issues head on and craft a narrative that highlights our superiority compared to other proteins with the facts to back up those claims. One such area we must address is around sustainability, particularly carbon footprint. As more and more customers demand data on protein’s environmental impact, it is crucial that WAP have those numbers on hand and ready to be deployed—both proactively and reactively.

Key Deliverables in research and insights will include:

- *Analysis of Existing Industry Research:* Conduct a thorough analysis of existing research denoting fact-based understanding of the Wild Alaska Pollock market in key countries. Information will be sought about Wild Alaska Pollock, Roe and Surimi (and competitive fish species) and will be analyzed in aggregate form in order to generate a report that identifies current conclusions and research gaps to be closed.
- *Comprehensive market analysis and trends analysis:* Based on the existing research, conduct (as necessary) in-depth analysis of potential market opportunities for WAP in the U.S. and abroad. This work will be directed by the newly-formed GAPP product-based committees.
- *Consumer messaging research:* Based on existing research identify messaging opportunities to describe WAP and test such messages with consumer focus-groups.
- *Foreign market/products analysis:* Building off existing research and BOD recommendations, identify research and insights needs about current and potential future foreign markets as well as products derived from WAP (Roe, Surimi, etc.).
- *Barrier to entry research including sustainability research:* In order to meet customer needs and identify barriers to entry so that we can overcome such issues proactively, GAPP will undertake research this year in various areas including sustainability and others as directed by the GAPP committees.

Input will be sought not only from GAPP members, but also allied industry organizations and key GAPP member customers who may have research that GAPP can utilize as a basis to better support them in the future. Again, if GAPP is to serve as the marketing and promotion arm—it must have baseline research to both help craft a narrative (See Goal 4, below) but also to develop an index for WAP that can be used to measure GAPP’s success as an organization and the growth in value of the WAP industry.

This research can also be used as a benefit of membership, meaning that GAPP members can share these in-depth reports and all future research with their customers and stakeholders, and those that are not GAPP members will not have access to these data and insights. Such reports will be stored on the new “Members Only” section of the GAPP website to be utilized by members.

4. Craft an exciting, dynamic and comprehensive narrative for Wild Alaska Pollock and position GAPP as an authority and the go-to resource for information about WAP.

It is an exciting time for Wild Alaska Pollock. Fish overall is positioned very favorably compared to other major proteins (including land based and alternatives) and has a positive story to tell. Wild Alaska Pollock has a superior story compared to much other fish and seafood—it is often described as the fish that everyone eats but that no one knows that they're eating. Consistent, carefully crafted and dynamic messaging is the key to building a brand and reinforcing a positive reputation for WAP now and in the future.

Building a brand narrative is dependent on understanding our consumers (See Goal 3, above), where those consumers are gathering (i.e. what forums we can influence them in) and how to best motivate an action from them. Building a brand for WAP will take all of us using a consistent set of core messages that emphasize WAP's attributes, benefits and differentiating factors in a way that resonates with our targeted, previously identified, consumers.

The goal is to develop a narrative that is carefully curated and vigorously tested and that deploy that narrative both through GAPP initiated campaigns, but also to give GAPP members access—through toolkits and other means—to those core messages and overall narrative, so that the consistency of message creates an amplifying effect in the marketplace. GAPP members and partners can use the tested messaging to market their own individual products while GAPP can use the messages and narrative to market WAP overall as a collection of products. In meeting consumers where they are, GAPP can be positioned as a go-to resource for information on WAP for various stakeholder audiences, from decision-makers at restaurants and retail establishments, to consumer influencers, to the media.

The WAP narrative will become the basis for campaigns around the world that target specific sub-segments of consumers. While this narrative may need to be tweaked slightly for each audience, the overarching narrative won't change and will become the foundational messaging utilized by GAPP on its website, social media, and in interviews with traditional media. Securing a core set of messages about WAP will allow every individual actor within the WAP industry to double their return on investment and will allow for GAPP to leverage all possible resources of member companies that are marketing individual products as well as allied industry organizations that are creating resources that may be of use to GAPP and take those resources to the next level.

A comprehensive communications plan also must include preparations for crisis communications scenarios. GAPP will develop, working with both GAPP members and allied industry organizations, a WAP industry crisis communication plan that clearly denotes roles and responsibilities as well as core messaging for immediate response. GAPP's crisis preparations will also serve as a benefit of membership, allowing members to take full advantage of "WAP Crisis Playbooks" and established relationships with crisis communications professionals should their individual business(es) be impacted by a communications crisis. GAPP will also monitor all industry media (both traditional and

Priorities Realized:

- Issues Management/Crisis Management
- Material Development
- GAPP External Communications including Social Media
- Building Terminology for Describing/Marketing Wild Alaska Pollock
- Create a Positive Image of the Industry
- Aligning strategies and interests with members marketing product/Amplify Member Efforts
- Increase GAPP Presence
- Media relations

social) both to identify communications opportunities as well as potential issues and communications threats. This media monitoring and reporting service will function as another benefit of membership, allowing GAPP members to understand in real-time the perceptions of the protein, as well as opportunities and challenges that may be on the horizon.

Key Deliverables in Communications will include:

- *A comprehensive narrative for Wild Alaska Pollock and corresponding member toolkits:* Develop a well-reasoned, well-researched and well-tested narrative that maximizes opportunity to reach consumers most likely to seek out our product. Develop global message map and individual toolkits for members to use that amplifies and taps into this narrative.
- *A dynamic, public-facing website designed to serve as a hub for WAP information:* Launch a new website that is dynamic and provides information to key decision makers, consumer influencers and media in a meaningful way. Such website will serve as a hub for information about WAP including where to find it throughout the country and will be a central gathering point for campaigns both in the U.S. and abroad.
- *Establishment of a go-to resource for influencers and decision-makers seeking information about WAP:* Position GAPP as the go-to resource for information about WAP by curating information, digital assets and a unique voice that is both authoritative and engaging. Develop dynamic media campaigns that raise the profile of GAPP and amplify WAP.
- *Exciting, engaging social media content and a distinct, unique POV:* As much of GAPP's efforts will be focused on influencers and decision makers (in order to maximize investment), social media will be the one place where GAPP can—and will—engage directly with consumers. GAPP will work to develop a social media plan that creates a unique voice and point-of-view for GAPP to actualize against on social media, while also amplifying member and allied industry content. This plan will include specific uses for each distinct platform to maximize engagement and reach. This strategy will engage consumers where they are, putting WAP front and center into conversations where we can raise awareness and build value—amplifying the overall WAP narrative simultaneously.
- *Insightful, meaningful media (traditional and social) reports:* Weekly media reports for members that track in real-time perceptions about WAP and other proteins, as well as showcase communications opportunities and challenges on the horizon.
- *Fully operational and actionable crisis communications plans for the WAP industry and members-only toolkits for individual business(es):* Work to identify potential vulnerabilities for WAP throughout all aspects of the industry and develop a comprehensive plan to prepare to address and address such vulnerabilities should such situation arise. Develop members-only toolkits meant to help members prepare for individual crisis that affect their business(es) and WAP overall.

This goal and workstream builds directly off of the research that will be gathered and conducted this year. It is critical that the industry has one, central narrative to work off in order to build a brand for WAP. Just this simple act of creating a common set of messages will move mountains in terms of increasing value and honing a positive reputation that makes WAP desirable in a variety of formats. Establishing this global narrative will also allow GAPP in future years to devise campaigns to be actioned against in new and existing markets around the world that capitalize on this narrative, thus maximizing efficiencies and synergies.

5. Effectively communicate ROI to GAPP members; recruit new members to increase overall organizational budget.

GAPP is only as strong as its membership and this year we will focus on strengthening that membership and broadening our industry presence. It is our responsibility to communicate back to our membership what GAPP is doing to advance the WAP agenda and how that investment of energy, time and resources is helping to increase demand and value for the fish and deliver a return on investment to all members.

GAPP will be hyper-focused on communicating internally with our members, keeping up a cadence of regular email updates, developing a new members-only section of the website and frequent in-person meetings. We will also create a new committee structure (See Goal 2, above) that will include members beyond the Board and engage a broader cross-section of the WAP industry. We will make this committee process as inclusive as possible in order to foster a sense of pride, ownership and buy-in from the broader GAPP membership in our goals and objectives.

We will also focus on retaining/securing commitments from existing members, shoring up our financial stability and membership roles. Beyond that, recruiting new members in an “associate member” category will be of vital importance and a huge priority for the organization. Such recruitment process will begin by carefully defining the benefits of membership and developing a new associate membership category that denotes these benefits at various levels of financial commitment. We will then activate the GAPP Board and broader membership to help identify allied industry corporations and organizations that should be GAPP members and work to pitch them on membership. It is clear that there are fruitful grounds for potential new members in many of the corporations that play a vital role in WAP fishing—from equipment manufacturers to suppliers, to customers, and more.

Lastly, we will continue to do activities and hold events that we can invite our broader membership to. From online contests around holidays or special speakers or events, I want to bring our membership—and our industry—together as much as possible to show our pride. I want to explore possible events in D.C. and elsewhere with key decision-makers and stakeholders that help to advance our messages while bringing our membership together.

Key deliverables in membership development include:

- *Robust member communications including monthly GAPP newsletters, blogs, and frequent meetings:*
Continue to build out frequent touch-points with current GAPP members via email, blogs and other

Priorities Realized:

- Member Communication
- Coordination with other Industry Associations
- GAPP Budget/Accounting
- Grow organization membership based on results
- Utilize GAPP member staff on committees
- Use committees as a vetting before things are brought to the BOD

communications. Help GAPP members understand GAPP activities, initiatives and projects and communicate return on their investment. Hold meetings to engage members directly as appropriate and schedules allow.

- *Comprehensive outline of GAPP membership benefits:* GAPP will develop and categorize the benefits of membership and engage in activities that directly benefit its membership, including development of a “members only” section of the GAPP website.
- *Development of new Associate Membership category with three distinct financial support levels:* Develop a robust plan for associate members including distinct benefits for such prospective members that will entice them to join.
- *Retention of current members at committed (or higher) funding levels:* Work with Board of Directors to continue to secure dues from existing GAPP members at previously committed funding levels.
- *3 GAPP member events in:* Organize events that engage the GAPP membership and help to serve their needs. Work with allied industry associations to host events that help to give life to the GAPP and WAP messaging with key influencers and decision makers.

Looking Ahead & Conclusions

Successful completion of the above plan will build the requisite foundation for GAPP. More importantly, these strategic milestones will allow for GAPP to better define its vision, mission, purpose and goals—so that we can implement projects and initiatives that meet with those goals and measure their individual success against them. The foundational knowledge and understanding of what success looks like will be of critical importance to developing the long-term GAPP strategic plan as well.

Though this plan—in the short term—takes a step back from individual campaigns and activities in favor of establishment of long-term strategy, it will pay off in the long run as our efforts are that much more targeted, strategic, efficient and ultimately effective. GAPP has gone through a revolution and is now an organization in and of itself, representing an industry with unparalleled potential. These steps over the next year will allow for GAPP’s long-term success.

Appendix 1. Communications & Membership Coordinator Job Description

Communications and Membership Coordinator Job Description

Reports to: GAPP CEO

Status: Full Time

Position Overview: The Communications and Membership Coordinator will be a vital member of the GAPP team. The role is multifunctional so the ideal candidate will be a self-starter, have a passion for communications—both internal and external—and be results-oriented, highly independently motivated and organized. The Coordinator is responsible for planning, developing, implementing and monitoring GAPP’s strategic communications strategy. This work includes communicating with CEO and GAPP Communications Committee members and PR agency(ies) of record to execute GAPP’s media relations and messaging strategy. Additionally, the Coordinator is responsible for member relations, including outreach, recruitment, retention and implementation of plans designed to cultivate, maintain, and strengthen member ties to each other and to the organization. The Coordinator may also provide some assistance normal business functions for the organization.

DUTIES AND RESPONSIBILITIES

Communications (40%): Responsible for internal and external communication strategies, media relations, social media presence and the development of communications collateral. Specifically:

- Working with GAPP’s agency of record, help to develop and implement overall GAPP communications strategy.
- Support organizational communications with written information for newsletters, annual reports, website, social media, etc.
- Promote members’ programs and brands.
- Provide technical assistance to members on public relations, communications, media advocacy and media relations.
- Manage the structure and content of GAPP website; execute and implement all communications on the GAPP website and social media outlets. Expand GAPP’s social media presence through existing and new social media outlets. Manage GAPP website member log-in accounts, ensuring that registrations are kept updated and new registrations are implemented in a timely manner.
- Analyze data pertaining to website and social media use and effectiveness.
- Produce the weekly Newsclips, monthly e-newsletter, annual report, and other special reports as needed.
- Assist GAPP with the development and implementation of a communication plan that furthers our strategic initiatives and increases public awareness of Wild Alaska Pollock, member programs, and promotes fish and seafood consumption overall.
- Create communications and media materials and archive.
- Support GAPP CEP in management of all media inquiries.
- Write and disseminate news releases as requested.

Member Relations (35%): Working with GAPP CEO, manage GAPP Board of Directors and membership to ensure effective engagement and communication about GAPP's activities and ROI. Help manage recruitment of new GAPP members and retention of current members. Communicate with members, non-members and others in a relationship building role. Specifically:

- Develop and oversee the implementation of a plan for identifying membership needs for support and service by GAPP.
- Assist in the general planning and implementation of programs designed to cultivate, maintain, and strengthen member ties to each other and to the organization. Create impactful programs that enhance member engagement.
- Participate in promotion of GAPP membership, member benefits and GAPP programs and services.
- Solicit new and renewing membership. Help with dues collection and invoice dissemination.
- Provide a high level of service including building strong relationships with members, non-members, allied industry and others. Responds to inquiries and requests.
- Work with accounting staff to ensure timely completion of administrative tasks related to membership and payment processing, coordination of membership renewals, production of membership reports, updating membership data on website and in other functional systems.
- Work with CEO to help write and update Board and general membership communications.

Business Management & Assistance (25%): Complete other duties as assigned related to organizational management and in support of GAPP CEO.

- Help with meeting logistics, travel arrangements and event coordination.
- Respond to member inquiries in a timely fashion.
- Work to manage and coordinate vendor and contractor relationships and ensure timely completion of projects.
- Help maintain industry calendar of events and other relevant scheduling documents.
- Coordinate meetings with allied industry, board members and others as appropriate.
- General office duties as assigned.

REQUIRED QUALIFICATIONS

Successful candidates will have a positive can-do attitude, ability to work independently to produce high quality work products, and manage multiple projects at once. Ideal candidates will have 1-3 years of relevant communications experience with digital communications experience being highly preferred. Proven experience with communications research and strategy; media relations; developing content for various audiences; digital engagement best practices and a Bachelor's degree in marketing, communications, journalism or related field. Qualified candidates will have excellent oral, written and interpersonal communication skills.

Must possess strong organizational, critical thinking and analytical skills, as well as an attention to detail. Ability to manage multiple projects and consistently meet deadlines is required. Also essential is a high level of individual initiative and creativity.

SALARY AND BENEFITS: Salary commensurate with skills and experience.

Not for public knowledge: (Expected salary range: \$55,000.00 - \$85,000.00)

To Apply: Please send your resume and cover letter via email by DATE to: info@alaskapollock.org Re: Communications and Membership Coordinator attn: Craig Morris, CEO.

Appendix 2. GAPP Employee Benefits & Retention Program

I met with Clark Nuber to determine what the various benefits and retention programs were for similarly sized and financed non-profits in the Seattle, WA area. The Clark Nuber Accounting and Consulting Services team provided me with two primary programs that are in use.

Example 1: 401(k) programs that provide 50 percent match of 401(k) contributions up to 3 percent of their annual salary. This match is vested at up to 1 percent for one year of service and the full 3 percent at 3 years of service. Thus, even if the employee elected to contribute 10 percent of their salary, GAPP would contribute only 3 percent and that 3 percent would be available to the employee according to the vesting schedule. All other IRS 401(k) rules would apply including \$19,000 annual contribution limit (2019). The advantage to this example is the lower financial cost to GAPP.

Example 2: 401(k) programs that automatically invest 2 percent of pay and match 50 percent of every dollar up to a total of 5% additional match (thus providing an up-to 7 percent of salary match for an employee who invests the full 10 percent of their own salary). The vesting schedule for this plan is substantially longer with 2 percent vested at year 1, up-to 5 percent vested at year 3 and the full up-to 7 percent vested at year 5. All other IRS 401(k) rules would apply. The advantage to this plan is the longer vesting schedule incentivizing a longer work commitment.

Clark Nuber provided the following table to outline the maximum annual liability to GAPP under either scenario for an employee with an annual income of \$80,000 (somewhat higher than the estimated starting salary of the entry-level GAPP position being contemplated).

Example 1:

Employee Annual Salary	\$80,000.00
Employee voluntary contribution	6%
Employee Yearly Contribution	\$4,800.00
GAPP Contribution	3%
Yearly Contribution for GAPP	\$2,400.00

Example 2:

Employee Annual Salary	\$80,000.00
Employee voluntary contribution	10%
Employee Yearly Contribution	\$8,000.00
GAPP Contribution	7%
Yearly Contribution for GAPP	\$5,600.00

Appendix 3. Credit Card, Travel and Expense Reimbursement Policies



Credit Card Policies and Procedures

Effective Date: March 1, 2019

Genuine Alaska Pollock Producers (GAAP)

Purpose

The purpose of this policy is to establish guidelines and responsibilities for employees who are issued company credit cards. This policy ensures proper controls are in place to limit GAAP's exposure to misuse of organizational funds.

Policy

1. GAAP will issue a company credit card to eligible employees for business-related expenses. Obtaining a company credit card is a privilege and comes with increased responsibilities.
2. Company credit cards are to be used for approved budget items only. Any items not budgeted must be pre-approved by the CEO or Treasurer.
3. Personal purchases of any type are strictly prohibited.
 - a. If a personal purchase accidentally occurs, notification must occur immediately and the reimbursement to GAAP will be deducted from the employee's next pay check.
4. Employees may not take cash advances on the credit cards or exceed the pre-established credit limit set on the card.
5. If the company credit card is lost, stolen, or otherwise compromised, the cardholder must immediately notify the CEO (or Treasurer if CEO is not available) and the bank to deactivate the card.
6. The company credit card is the property of GAAP and must be returned to the CEO/Treasurer upon leaving employment with GAAP.
7. All cardholders are required to sign an agreement indicating they accept these terms. Individuals who do not adhere to these policies and procedures risk revocation of their credit card privileges and/or disciplinary action.

Procedures

1. Company credit cards are authorized and assigned by the CEO and/or Treasurer and Operations
2. All cardholders are required to submit monthly credit card expense reports through Expensify and conform to the following specifications:

-
- a. The report should be named using the following naming convention:
Last Name – Month Credit Card (ex: Smith – January Credit Card)
 - b. Each expense must be coded with the Merchant, Category, Attendees, Class, and Comment
 - i. Merchant: where the purchase was made (ex: Lyft or Amazon)
 - ii. Category: budget account code (ex: travel or office supplies)
 - iii. Attendees: employee(s) and/or external parties in attendance
 - iv. Class: budget class/department (ex: Public Engagement or Individual Giving)
 - v. Comment: detailed description of the expense including business purpose and who was present (if not included in the Attendees line)
 - c. Itemized receipts must be attached for all purchases over \$25. (Note: credit card payment summary slips are not considered itemized receipts.)
 - i. If an itemized receipt cannot be obtained, the cardholder must complete a Missing Receipt Affidavit and submit it with their credit card expense report in lieu of the receipt.
3. Credit card expense reports are to be completed and by the 3rd of the subsequent month from when the transaction occurred.
 4. Submitted credit card expense reports must be reviewed and approved by the supervisor by the 5th of the month.
 5. Supervisor-approved reports are reviewed and exported to Quickbooks by Clark Nuber.



Travel Policy

Effective Date: March 1, 2019

Genuine Alaska Pollock Producers (GAAP)

Purpose

This expense policy applies to GAAP employees when they travel for business purposes or incur business-related expenses.

Company Expectations and Policy Compliance

When you incur or submit expenses, we expect you to:

- a) Behave honestly, responsibly and within the guidelines of this policy.
- b) As a general rule all receipts should be kept. However, expenses under \$25 may be claimed without an itemized receipt.
- c) Submit expenses within 30 days of incurring them (to help you get paid back more quickly and support our accounting team's needs)

We take this policy seriously and expect you to do the same. Breaches of this policy may result in disciplinary action or termination of employment.

Areas of Ambiguity

Your manager should authorize all expenses, but if that is not possible, the CEO and/or Treasurer must approve.

If you're traveling/incurred expenses with other GAAP employees, the senior person should always pay and their names should be listed on the receipts

When incurring expenses for those other than GAAP employees (e.g., purchasing meals for members, prospective members, etc.) good judgement must be exercised and it is advised to obtain prior approval from the CEO and/or Treasurer. Names of all those claiming reimbursement for must be listed on or with the receipt and the general purpose of the occasion should be listed.

If you are in doubt over whether an expense is in policy, ask your supervisor. When you submit the claim, provide written justification in the space provided.

Travel

The policy includes information about how and when you should travel by car, air, train and taxi. It includes details about our commitment to sustainable travel options as well as the importance of choosing the lowest-priced logical method of transport available at this time.

All travel should be booked in standard/economy class. You are welcome to use your own loyalty schemes, as long as this does not prevent you from booking the lowest-priced logical choice available. Travel that is not booked at least 3 days in advance will not be reimbursed without prior approval from the CEO and/or Treasurer.

Personal travel may be combined with business as long as there is no additional cost to the organization. Additional costs in a specific location for personal reasons are not reimbursable.

Travel-related Expenses

The following travel-related expenses are acceptable and GAAP employees will be reimbursed for these expenses:

- Transportation;
- Meals;
- In-flight or in-room Wi-Fi when needed for business purposes;
- Reasonable (e.g., two) alcoholic beverages after working hours or with dinner;
- Baggage (no more than 2 bags) and advanced-seat bookings;

-
- Rental car;
 - POV and rental car parking;
 - Foreign-currency charges;
 - Visa applications and associated fees;
 - Tips (up to 20%). This does not apply if the tip has already been included in the bill;
 - TSA PreCheck and/or Global entry if your position requires frequent domestic and/or international travel; and
 - Membership in up to 2 airline clubs per year if your position requires frequent travel.

The following travel-related expenses are not acceptable. Do not put these on your expense report without approval from the CEO and/or Treasurer:

- Business for first class travel (special allowances may be made for flights over 8 hours with approval of the CEO and/or Treasurer);
- Laundry service/dry-cleaning (unless you have stayed for business for more than 4 nights)
- Movies/videos;
- Parking fines;
- The loss/theft of goods;
- Any personal elements of your trip;
- Personal car maintenance or damages to personal vehicles on business;
- Spa treatments; and
- Toiletries unless on business travel for more than 4 nights.

Allowance

For trips that are over one week, a \$100 allowance for at-home expenses (e.g., paying someone to check on the house, water the plants, etc.) is allowable to be submitted on the expense report for a specific trip.

Time

For hourly employees, the following time should be reported:

- a) ½ of the number of hours traveled
- b) All time in meetings
- c) Time for work completed.

Hourly employees should fill out a time sheet and report all hours worked each day from start to finish excluding lunch or dinner unless the lunch is a working lunch or dinner.

Travel Costs/Per Diem

The traveler is entitled to claim the stated rates on the bill and, generally, lodging, meals and other expenses should be guided reference amounts based on the General Services Administration

per diem rates which can be found at [here](#).

Hardship Advance

If an employee will be working out of town, an advance is possible for the Per Diem for the week if the following is applicable:

- a) the employee does not have a credit card
- b) the employee does not have adequate funds to cover the costs of the trip.

A hardship advance can be requested and must be approved by the CEO and/or Treasurer.

Credit Cards

The GAAP business credit card is designed to make purchasing by employees more convenient. The card is intended to assist cardholders in eliminating labor-intensive processes (i.e. obtaining credit card information from other employees, etc.) while adding flexibility to the purchasing process.

Charges to the GAAP credit card that exceed the Travel and Expense Policy or are considered an inappropriate use of company funds, will be payroll deducted from the employee's paycheck. Likewise, credits due back to the cardholder will be direct deposited to the cardholder's bank account. Clark Nuber will notify the cardholder of any amount being deducted from their paycheck prior to the payroll run.

Monthly Reconciliation of Credit Card Statement / Retention of Receipts

The cardholder, upon using their card to make a purchase, will complete the following procedures:

- 1) it is the cardholder's responsibility to forward the original charge receipts for expenditures (which must include a descriptive itemization listing items purchased, amounts, prices and vendors) to accounting for processing within 7 days of completion of the travel.
- 2) If the expenditures are for travel/trade shows/marketing meetings, please complete the standard expense report and attach your receipts for support.
- 3) Itemized receipts are required for all purchases.

The above set parameters are the Travel and Expense Policy of GAAP.

Expense Reimbursement Policies and Procedures

Effective Date: March 1, 2019

Genuine Alaska Pollock Producers (GAAP)



Purpose

The purpose of this policy is to provide guidelines and establish procedures for employees and contractors to report on and get reimbursed for expenses incurred while conducting GAAP business activities.

Policy

1. It is the policy of GAAP to reimburse employees for reasonable and necessary business expenses paid from personal funds.
2. GAAP expects employees to act responsibly and professionally when incurring and submitting costs.
3. Please see separate Travel Policy for guidelines specific to travel related expenses.

Procedures

1. Employees who incur business expenses using personal funds must submit an expense report through Expensify to request reimbursement.
 - a. The report should be named using the following naming convention:
Last Name – Month Expense Reimbursement (ex: Smith – January Expense Reimbursement)
 - b. Each expense must be coded with the Merchant, Category, Attendees, Class, and Comment
 - i. Merchant: where the purchase was made (ex: Lyft or Amazon)
 - ii. Date: the date the expense was incurred
 - iii. Total: the total amount of the expense
 - iv. Reimbursable: this box must be checked for all expense reimbursements
 - v. Category: budget account code (ex: travel or office supplies)
 - vi. Attendees: employee(s) and/or external parties in attendance
 - vii. Class: budget class/department (ex: Public Engagement or Individual Giving)
 - viii. Comment: detailed description of the expense including business purpose and who was present (if not included in the Attendees line)
 - c. Itemized receipts must be attached for all purchases, regardless of amount.
(Note: credit card payment summary slips are not considered itemized receipts.)
 - i. If an itemized receipt cannot be obtained, the employee must complete a Missing Receipt Affidavit and submit it with their expense reimbursement report in lieu of the receipt.
2. In order that expenses are recorded on a timely basis, expense reimbursement reports should be submitted within 30 days after the expense is incurred.
3. Expense reimbursement reports are reviewed and approved in Expensify first by the employees' supervisor. The Chief Executive Officer will then approval all expenses prior to payment. Expenses incurred by the CEO must be reviewed and approved by the Treasurer in Expensify.

-
4. Expense reimbursements are processed through payroll each pay period. All expense reimbursement reports that are submitted and approved by 10:00am on Monday of payroll week will be reimbursed on the employees' pay check that week.