



## Field to Market®

General Assembly  
6/12/2015  
Meeting Summary  
Washington, DC

### Present

See Appendix A for full participant list.

### Motions

- ***Steve Peterson (General Mills, Inc.) moved to approve the minutes from the previous meeting. Jennifer Shaw (Syngenta) seconded the motion, which passed without objection***
- ***Michael Doane (Monsanto) moved to accept both the business plan framework and the new membership dues structure. Bill Norman seconded the motion, which passed unanimously and without objection.***

### Action Items and Next Steps

- FTM members should let Allison Thomson know if they know of soil scientists or agronomists who would be willing to help the Metrics Work Group write its soil health whitepaper.
- FTM members that have engaged in API work with the Fieldprint Calculator should give Catherine Campbell and the rest of the Technology Work Group feedback on their experience connecting their own systems to the Calculator.
- FTM members should contact Betsy Hickman know of any known limitations (e.g. firewall restrictions) to using specific file sharing platforms for the benefit of the Information, Communication, and Engagement Work Group.
- FTM members should let Suzy Friedman know what key activities they think the Information, Communication, and Engagement Work Group should take on within its scope.
- FTM members who operate Fieldprint projects should begin to ask and record the total number of acres controlled by each project participant to assist FTM in measuring progress towards its enrollment goal.

### Proceedings *(statements reflect opinions, not consensus, unless otherwise noted)*

#### Opening

Steve Peterson (Chairman, Field to Market; General Mills, Inc.) opened the meeting. Ray Massey (Thompson Coburn) read aloud the anti-trust statement.

***Steve Peterson (General Mills, Inc.) moved to approve the minutes from the previous meeting. Jennifer Shaw (Syngenta) seconded the motion, which passed without objection.***

### Organizational Updates

### ***Finances (PowerPoint presentation (PPT), slide 4)***

Rod Snyder (Field to Market) presented a financial update. The Board has reviewed the full statement. Expenses are currently at 40% of the total budget for the year, with outstanding member dues for 2015 currently totaling \$505,000.

### ***Communications and Membership (PPT, slides 5-14)***

Betsy Hickman (Field to Market) updated the assembly on communications and membership, including the following highlights.

- Membership has grown 14% in the first half of 2015. Several potential members are awaiting the outcome of the membership dues tiers vote to join Field to Market (FTM).
- FTM was recognized as the leading partner in a USDA fact sheet.
- Rod was able to speak with grower Chris Clayton at the USDA Climate Summit, which received good press.
- Rod was also invited to participate in #CSRchat, a Tweet Chat on Twitter hosted by Susan McPherson (McPherson Strategies). FTM's own Twitter feed has grown to include over 800 quality followers, a 60% increase since November.

### **Business Model Framework and Membership Model**

#### ***Business Model Framework (PPT, slides 15-18)***

Rod reviewed the steps leading up to the draft business model framework. In Atlanta, the plenary began to talk in earnest about a business model that would enable revenue channels in addition to member dues. Context, a consulting firm, was hired at that point to assess FTM's current situation and recommend potential next steps for the organization. Since then, Context has worked thoroughly with the Board and Executive Committee to determine its end recommendation.

- Mark Holland (Context) thanked the FTM members for their active participation in business plan development.
- Rod thanked Context for their work, particularly their willingness to contribute a substantial portion of it pro bono.

As a result of the analysis, several options were submitted to the Board, which included the extremities of FTM assuming all functions in house on the one hand and contracting all functions to third parties on the other. The Board selected an option in the middle. Broadly, the functions of claims verification, training, and data management would be contracted to third parties. Meanwhile, qualification of third party representatives and program reporting would be taken on by FTM staff.

Rod further described each of the functional needs of FTM.

- Verification of Claims: The lower level claims (i.e. participation claims) will still be handled by FTM staff, while measurement and impact claims will require the rigor of a third party.
- Program Reporting: The National Indicators Report will still be done by FTM staff, while project-level reporting will remain the responsibility of FTM members.
- Training: Catherine Campbell (Field to Market, Marker Campbell Consulting) has been FTM's primary trainer, but an outside organization would need to fill this function for FTM to effectively scale up.
- Qualification of Third Party Representatives: Training the trainers and verifiers would most likely be coordinated on an annual basis by a program development manager on FTM staff.
- Data Management: It does not make practical sense for FTM to take on the role of a data warehouse. As the API (Application Programming Interface) connections to the Fieldprint

algorithms scale up, therefore, FTM needs to find companies that have appropriate data privacy and security practices.

Rod reviewed the anticipated costs of the proposed business model. The first shift would involve bringing the following resources online: a data management director, a business development manager, and increased legal resources for at least two years. The second priority shift would involve bringing contracted resources in house, including the roles currently staffed by Keystone Policy Center and Catherine Campbell. Between now and 2020, this would raise total costs from \$1.6 million/year to \$2.5 million/year, including the development of a \$1.5 million operating reserve.

***Proposed Membership Model (PPT slides 19-21)***

Rod reviewed the proposed membership model, which represents an effort to align with the structures of similar organizations. This model has been needed due to the confusion behind the current sector-divided model. The proposed model stratifies the dues of for profit and non-profit sectors separately by revenue levels. Associate (non-voting) member dues are also stratified at the \$100 million revenue mark.

While full members have free access to most FTM licenses, associate members would need to pay for them a la carte. Page 3 of the business plan memo lists eleven licensing ideas for this menu of services, which now need to be priced appropriately. Currently, the long term pro forma budget estimates a conservative return on licenses, 10% of total revenue. The Board hopes to outperform this percentage, ideally enabling a drop in membership dues.

***Business Plan and Membership Model Next Steps (PPT slides 23-24)***

Rod presented an operational timeline, which includes the adoption of data management SOPs (standard operating procedures) by fall of 2015 and the hiring of the two planned staff – the data management director and business development manager – by December.

The following two decisions are up for vote by the general assembly:

1. Approval of the proposed business model framework and third party licensing options.
2. Approval of the revised membership structure and dues tiers.

The following decision will be voted on by the Board in August:

- Approval of an updated five-year pro forma budget with specific licensing fees, to take effect in 2016.

Rod noted that the decision to apply for or renew organizational membership in FTM for 2016 will not be expected until after the budget decision is made by the Board.

Steve Peterson expressed his support of the plan and model, which he saw as practical, meaningful, and plausible. Together, from the point of view of a start-up, these documents represent a good framework with which to approach the marketplace. Rather than aiming for maximum profit, FTM is aiming with these changes to use the marketplace to make its program work. Some members are already eager to make the claims that this model and the verification work will enable.

General Assembly members asked questions about the business plan and membership model, which were responded to by Board members as follows.

- The Board will begin to assign prices to each of the licensing options on page 3 of the business plan memo this summer. The full business plan, with prices in place, will be circulated to the

membership 3-4 weeks before a planned vote by the Board to allow time for comment, including sector calls, in advance of it. The next Board meetings will take place by phone in August and in person in October.

***Michael Doane (Monsanto) moved to accept both the business plan framework and the new membership dues structure. Bill Norman seconded the motion, which passed unanimously and without objection.***

### **Work Group Updates**

Co-chair representatives from each of Field to Market's work groups presented updates on their groups' progress in achieving their objectives.

#### ***Goals and Regional Mapping Work Group (PPT slide 25)***

Michael Doane presented the status of the Goals and Regional Mapping Work Group (GRMWG). The GRMWG was initially formed to establish a statement of goals, which it accomplished last November. The statement clarified FTM's intent to scale up and influence continuous improvement. It also specified a set of research tasks, including the following.

- Greenhouse Gas Emissions: A subgroup including the Coalition for Agricultural Greenhouse Gases will look into work being done by USDA on rolling up climate change data. By August, the GRMWG would like to develop a recommendation on how to address the issue, with the goal of deciding next steps by June, 2016.
- Native Habitat and Landscape Quality: The GRMWG will work with the Metrics Work Group (MWG) on this issue, with the goal of making a recommendation on the final path forward.
- Soil Health: GRMWG members will work with the MWG to write a whitepaper detailing the current state of research in measuring soil health.

Assembly members discussed the work of the group briefly with Michael, coming to the following conclusions.

- The current goals are directional and not targeted to quantitative thresholds. This approach was intentionally chosen to allow FTM members to work within their own scopes of influence. One question on the table is whether members should be asked to declare their own quantitative goals, but the answer to that question is still a ways from being decided.
- The MWG and GRMWG met jointly in Atlanta in April, and collaboration between the groups has progressed well since then, with each supporting the other in working through the research tasks.

#### ***Metrics Work Group (PPT slide 26)***

David DeGeus (The Nature Conservancy) presented progress made by the Metrics Work Group, including the following points.

- The MWG has made recommendations to the Technology Work Group (TWG) on accounting for double cropping and rotations.
- A subgroup of the MWG is working on a soil health whitepaper. The group is looking for soil scientists and agronomists to join the effort.
- Two proposals are being reviewed for water quality metrics for tools developed by USDA NRCS (Natural Resources Conservation Service) and Agribile.
- On Wednesday, the Board approved a Metrics Development and Revision SOP. The document adds clarity and transparency to the process with multiple stages of review

### **Technology Work Group (PPT slides 27-28)**

Jeff Peters (Syngenta) reviewed the progress of the Technology Work Group, including the following points.

- The TWG is focused on producing recommendations to FTM on scalable, reliable technology solutions. It has focused on an integration strategy and has awaited key decisions on the business plan and licensing model to influence its design.
- Next, the TWG plans to focus on the new Fieldprint Calculator and API strategies, particularly on making the user experience positive. The API that has been developed over the past six months would benefit from more feedback on its relative successfulness integrating with other systems.
- The TWG has also been working on the following tasks
  - o Transitioning to the NRCS LMOD platform (including a new RUSLE2 model)
  - o Finalizing a set of double cropping recommendations
  - o Updating benchmarks
  - o Beta testing rice and alfalfa in the Calculator
  - o Determining which SOPs need to be written on data management

An assembly member asked Jeff about the process for developing SOPs on data management, to which he responded with the following.

- The plans for SOP development are still being considered at a high level. First, the TWG needs to determine what data FTM is retaining and aggregating and how to direct a prospective data warehouse to handle it.

An assembly member asked member companies with experience connecting to the API to describe their experiences with it.

- One representative responded that they found only a 20-30% overlap between FTM's data needs and the data collected by the proprietary system.
- Another reported a similar situation, emphasizing that developing a partial API would still be useful. A partial API would automatically populate the overlapping fields in the Fieldprint Calculator from the proprietary source, requiring only the remainder to be filled in manually through the FTM interface.

### **Information, Communication, and Engagement Work Group (PPT slide 29)**

Suzy Friedman (Environmental Defense Fund) presented the status of the Information, Communication, and Engagement Work Group (ICEWG), formerly known as the Continuous Improvement Work Group. The name change reflects a shift in strategy for influencing projects on the ground. The ICEWG has identified three focus areas, which will each be addressed by subgroups and include the following.

- Internal Information Sharing: This subgroup will work to develop online spaces that will allow FTM members to connect with each other geographically and better share documents and ideas internally. Members should send stories of experiences with different platforms (e.g. firewall permissions) to Betsy Hickman.
- External Partnerships: This effort will aim to map out what other initiatives are underway and determine what FTM needs and wants from potential partnerships. With a framework in place, FTM will be able more clearly to select who it engages with in what way on which topics.
- Activation, Facilitation, and Recognition: This effort will aim to motivate and recognize both members and growers. This group is open to a wide range of methods for accomplishing these ends.

Members should let Suzy know what key activities they think the ICEWG should take on.

### ***Verification Work Group (PPT slide 30)***

Kate Anderson (World Wildlife Fund) and Stefani Grant (Unilever) presented the progress of the Verification Work Group (VWG), including the following points.

- The VWG has developed a list of 35 risks to the organization posed by different elements of FTM's program and potential actions to mitigate them. In the coming months, the VWG will work with other bodies within FTM to develop these mitigation actions.
- A verification system concept document is nearly complete. Among other elements, it presents the VWG's thinking on the categories of claims and initial ideas of the verification requirements for each category of claims.
- The VWG has established the beginning of a relationship with USDA NASS (National Agricultural Statistics Service) in an effort to develop sampling procedures for FTM project reporting.
- Four streams of effort have been matched with corresponding work group teams: the sampling procedure, claims categories, a glossary of terms, and minimum verification requirements.

Stefani thanked Kate Anderson for her work on the VWG and at other positions within FTM. She will be moving on from the World Wildlife Fund at the end of the month.

### **Supply Chain Partnerships**

#### ***Fieldprint Project Update (PPT slides 31-37)***

Catherine Campbell (Field to Market), with the help of Kate Fairman (Field to Market), has been surveying Fieldprint projects. Currently, 28 projects are in the field, reporting roughly 1.5 million acres of land controlled by growers who have entered fields into the Fieldprint Calculator. This figure is double last year's number of 750,000 acres. If this doubling trend continues, FTM is on track to reach its goal of 50 million acres enrolled by 2020.

Soon, the question of how much land is controlled by each grower will be added to the Fieldprint Calculator interface, making this figure more accurate. Until then, those who run projects should start asking growers how many acres are under their control to help FTM get a better handle on this number.

#### ***Midwest Row Crop Initiative***

Mark Eastman (Walmart) presented on the Midwest Row Crop Initiative, a three-state collection of projects started by a team of partners including Walmart, General Mills, Kellogg, Monsanto, PepsiCo, Cargill, Environmental Defense Fund, World Wildlife Fund, and The Nature Conservancy. The project began as a collective action model coordinated by the CEOs of the founding partners. It will scale up FTM's work in Illinois, Iowa, and Nebraska and fund a FTM staffer for two years to coordinate the Initiative.

An assembly member asked Mark the length of time this effort has been in planning to which he replied with the following.

- The CEOs met last year, from which row crop sustainability emerged as one of several ideas. The row crop project itself has been in active development for the past six months, and the Initiative approached FTM about a month previous to this meeting.
- Unilateral grower engagements, while they have been critical to FTM's organizational learning, will not be sufficient to scale the program. This model not only scales the work but also prevents two member organizations from approaching the same growers by covering them all under the same project roof. This effort aims to accelerate rather than usurp FTM work and welcomes other FTM members to join.

Rod Snyder expressed a desire to support the project, both by hiring the right staffer for the job and also by coordinating with state grower groups to make it as useful to their members as possible.

### **Upcoming Meeting Dates**

Rod reviewed the upcoming meetings, including the following.

- Board of Directors call, August 5<sup>th</sup>
- Work group meetings, September 9<sup>th</sup>-18<sup>th</sup>, Washington, DC
- Board of Directors meeting, October 6<sup>th</sup>-7<sup>th</sup>, Washington, DC
- Plenary/General Assembly meeting, November 18<sup>th</sup>-20<sup>th</sup>, Minneapolis, MN (in conjunction with the Tri-Societies and Agri-Growth Annual Meetings at the Minneapolis Convention Center)

### **Closing**

Steve Peterson reflected on the journey FTM has taken to this point, along which he has had worries but is now happy to have reached this point. The organization is only as good as the engagement of its members, and at this point members need to figure out how to merge their efforts. Acknowledging that these kind of partnerships take time, he concluded that members will get out of them – and membership in FTM – what they put into it. He thanked Rod and the FTM staff for conducting an awesome meeting.

### **Adjourn**

## Appendix A – Participant List

### General Assembly Voting Members

First	Last	Organization
Richard	Gupton	Agricultural Retailers Association
Michelle	Nutting	Agrium, North American Wholesale
Todd	Cymbaluk	American Crystal Sugar Company
Luther	Smith	American Society of Agronomy, International Certified Crop Adviser (ICCA) Program
Mark	Jackson	American Soybean Association
Timothy	Venverloh	Archer Daniels Midland Company
Patricia	Rice	BASF Corporation
Jennifer	Maloney	Bayer CropScience
Kate	Hall	Biotechnology Industry Organization
Suzette	Carty	Brown-Forman Corporation
Michael	Johnson	CHS, Inc.
Debbie	Reed	Coalition on Agricultural Greenhouse Gases
Karen	Scanlon	Conservation Technology Information Center
Jane	Stautz	Dow AgroSciences LLC
Paul	Schmidt	Ducks Unlimited
Nancy	DeLong	Dupont Pioneer
Suzy	Friedman	Environmental Defense Fund
Linda	Frolich	FMC Corporation
Steve	Peterson	General Mills, Inc.
Meghan	Stasz	Grocery Manufacturers Association
Caroline	Wade	Illinois Corn Growers Association
John	Longley	Illinois Soybean Association
Sean	McMahon	Iowa Agriculture Water Alliance
Chuck	Studer	John Deere
John	Malinowski	JR Simplot
Keith	Newhouse	Land O'Lakes, Inc.
Mitch	Smith	McDonalds USA, LLC
Michael	Doane	Monsanto Company
Keira	Franz	National Association of Wheat Growers
Nick	Goeser	National Corn Growers Association



Bill	Norman	National Cotton Council of America
Jennifer	Shaw	Syngenta Corporation
Joseph	Hankins	The Conservation Fund
Lara	Moody	The Fertilizer Institute
David	Primozech	The Freshwater Trust
Kari	Niedfeldt - Thomas	The Mosaic Company
Larry	Clemens	The Nature Conservancy
Stefani	Grant	Unilever
Josiah	McClellan	United Soybean Board
Mark	Eastham	Walmart
Franklin	Holley	World Wildlife Fund

**Other Attendees (Non-voting FTM member representatives, Field to Market staff and contractors)**

<b>First</b>	<b>Last</b>	<b>Organization</b>
Chip	Schilling	BASF Corporation
Mark	Holland	Context
Kate	Fairman	Field to Market
Betsy	Hickman	Field to Market
Rod	Snyder	Field to Market
Allison	Thomson	Field to Market
Renee	Cossmann	FleishmanHillard
Sarah	Alexander	Keystone Policy Center
Jonathan	Geurts	Keystone Policy Center
Jim	Palmer	National Association of Wheat Growers
David	Schemm	National Association of Wheat Growers
Raymond	Massey	Thompson Coburn
Marty	Matlock	University of Arkansas