



**AFM Board Meeting  
Minutes  
February 13, 2018**

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Place:

AFM Headquarters  
Culinary Center  
Las Colinas, Texas

Board of Directors:

Ramon Paz, Chair (p)  
Adrian Iturbide, Vice Chair (p)  
Mike Browne, Treasurer (p)  
Ygnacio Valerio, Director (a)  
Gary Caloroso, Director (p)  
Armando Lopez (ex-officio) (p)  
Ron Campbell, Secretary (ex officio) (p)

AMS:

Vicky Carpenter                      Hakim Fobia

Officially Present:

Dolora Sillman                      Alvaro Luque  
Mark Garcia                      Miguel Molina  
Kevin Brosch                      Kevin Hamilton

APEAM and MHAIA Members and Guests:

Robb Bertels                      Fernando Torres  
Elizabeth Ayala                      Aaron Acosta  
Luke Sears                      Stephan Fink  
Carlos Genel                      Rigo Perez  
Giovanni Cavaletto                      Mauricio Gonzalez  
Fernando Torres                      Jorge Hernandez  
Marco Hernandez                      Jamie Rivas  
Jose Alfredo Hernandez                      Molly Harrigan

**Roll Call and Minutes:**

Ramon Paz called the meeting to order, took the roll call and established a quorum. Kevin Brosch counseled the board on the antitrust policy. Mike

Browne motioned to approve the minutes from the September meeting and Gary Caloroso seconded the motion. Unanimous.

Mike Browne introduced Dolora Sillman and Miguel Molina to present the Treasurer's Report.

AFM Cash Balance as February 9, 2018 = \$2,067,027

Contribution YTD:

MHAIA = \$16,391,340

FY Budget = \$34,461,798

APEAM = \$7,876,970

FY Budget = \$16,772,379

Spending YTD:

AFM Marketing = \$18,612,003

FY Budget = \$43,631,658

AFM Marketing Admin = \$3,000,216

FY Budget = \$5,595,171

MHAIA AFM Marketing = \$129,447

FY Budget = \$104,211

Ron Campbell presented the recent crop report showing about nine hundred million lbs. destined to the United States as of February 1; therefore, it appears there will be enough fruit to meet the budget.

At 1.84 billion lbs. with a 15% reserve gives MHAIA an excess of \$1.6 MM. Therefore, including APEAM's 1/3 contribution, Mike motioned to amend the AFM budget by adding \$2,250,000. Gary Caloroso seconded the motion.

Miguel presented an update on the **financial projects:**

- AFM has a long term vision to integrate financial data with market data and analyze marketing performance
- AFM continues expanding modules in SAP to improve its internal controls and its daily operation:
  - **Purchase Order System (PO):** AFM will enforce a PO process with all suppliers in the next fiscal year
  - **CRM:** AFM is making progress with the CRM module for the Food Service team, the goal is to keep track of all customer leads and opportunities, including LTOs. System is scheduled to go live by May 2018.
  - **Concur:** AFM is expected to go live with the new travel expense module by May 2018. The new travel system will improve our current travel expense report cycle and include key restriction policies in the process.
  - **Contract Management Status:** We have completed our SAP contract management application and we are reporting progress every month. The new program will allow us to

apply expenses to a contract and will not allow to pay invoices that exceed the contracted amount.

- MHAIA and AFM selected Adaptive Insights as the new **Budget and Planning tool**. We are making progress on the implementation and we are targeting to go live by the end of April 2018; however, we will go in parallel to make sure the system is behaving as expected.

Michael Lemos presented an update on the **Human Resources projects**:

- **Employee Handbook:** The completion of the Employee Handbook was announced. The executive Committee approved the final version, including the family leave policies for New York and California. Michael will send the document to AMS for final approval.
- **Personnel File:** HR completed the review of all personnel files. We found minor adjustments. All documentation will be in order by the of February, 2018.
- **Safety and Respect on the Workplace Training:**
  - HR is currently working on enrolling employees for a safety and CPR certification training. This project should be completed by the end of April, 2018.
  - Respect in the workplace training has been scheduled for March 27th.

Kevin Hamilton provided an update on the new agency search. Currently, there are four agencies under review and a final decision is imminent.

Kevin Hamilton introduced two marketing analytic specialists from Ebiquity to present the 2016-17 media audit.

Alvaro updated the board regarding the RFP process for the strategic planning process. There are four agencies being considered and a final decision will be made in March.

New Business:

There being no other new business, Mike Browne motioned to adjourn which was seconded by Adrian Iturbide. All were in favor.

Respectfully Submitted

Ron Campbell  
Secretary, AFM