

Long Range Planning Committee Minutes

Annual Meeting
August 3, 2009
Washington, D.C.

Agenda item 2:

The motion passed to approve the minutes from the previous meeting (January mid-year, Tucson) and March conference call.

Agenda item 3:

Items regarding ED position location, part time versus full time, financial capacity and consultant for needs/financial analysis deferred pending Board decision/direction.

Roger Hoestenbach gave report that conversations with AFDO affirmed mechanisms for MOUs and "commissioning without credentials" exist to augment the sharing of data; depends on conflict of interest.

Agenda items 4, 5 and 6:

General discussion per the following but additional editing deferred pending Board decision:

- Association funding ability will challenge Washington, D.C. location; other considerations may mean slow progress forward
- Need to develop Association budget, simplify duties to define deliverables to maximize return for cost
- Needs careful consideration so individual is not too specialized and costly for Association needs
- Description seems fairly comprehensive and may need further refinement to prioritize
- Consider dividing duties i.e., \$60-70K day to day operations versus \$120K specialist for food safety; based on billable hours, cost could be less than a general hire for multi-use position; general indication that functions listed could result in considerable cost (\$50 – 300K)
- Suggestion that AFDO might be willing to help with transition or maybe hire consultant to evaluate / help with transition
- Consider federal grant to support this – realistic salary/expenses: \$250K
- Suggestion that AAFCO issue and RFP for a grant - let interested parties supply a list of deliverables and cost based on prioritized list of duties for limited time grant

Additional items discussed:

Executive Manager - Board requested Committee assistance with statement of duties for a temporary Executive Manager Position. The comprehensive list of duties

(development and ongoing/oversight) was considered (Attachment 1). The development activities were separated out (5 key points representing 3-6 months work) and forwarded to the President and Past President August 6, 2009 (Attachment 2).

Association Structure - The Committee moved on to a discussion of Association structure using a discussion paper provided by Roger Hoestenbach. The document was supplied to the Committee via email July 30, 2009:

Problem: Participation in leadership roles within AAFCO, particularly the 6 year commitment for the presidency which includes 3 years as a director, president-elect, president and immediate past president. However there is also a shortage of suitable candidates for the leadership roles of chair and vice-chair in committees and other appointments within the association.

History: Currently, AAFCO maintains a 7 member governing board consisting of a president, president-elect, immediate past-president, 3-directors, and a secretary-treasurer. AAFCO also maintains 19 standing committees, 3 task forces, and 35 investigators.

While the long-range planning committee was charged with reviewing the current board-of-director/executive group for alternative considerations, I would propose that we may need to consider the entire structure of the association. Several key committee personnel may feel they don't have time for both the committee and board responsibilities. In fact, it has been a recent trend for board members to reduce their committee chair responsibilities during their board tenure.

Proposal: Define and utilize the following terms to describe 4 working association appointments:

1. Committee * Needed to deal with dynamic, continuing issues without time lines that may require extended considerations and/or constant review. Membership would come from the general association membership and could include outside advisors in non-voting roles. Examples: Ingredient Definitions Committee requires constant review of existing definitions and new product definitions as processing evolves. Long Range Planning Committee should continue to evaluate current trends and issues and advise the Board of possible changes and changes to consider for the good and efficiency of the association.
2. Investigator * Needed to deal with a specialized review of pending definitions for proposed Official Ingredients and Terms. Membership would come from the general association membership and should consider existing experience, exposure, and/or interests in assignment to post.

3. Task Force * Needed to deal with critical issues that are short lived and have a definite time-line to complete their task. Membership on the Task Force would come from the general association membership, could include outside advisors in non-voting roles, and the Board of Directors would provide both the time-limit and charge. Examples could include new legislative trends, such as FDAAA or AFSS, that needs to be reviewed for conflicts with the existing Model Bill or policies or the HACCP Task Force to a provide recommendation for a specific charge.
4. Working Group * Needed to deal with critical issues that may not have a time-line, or at least may need an extended time-line, and/or may need to have a membership makeup different from either a Standing Committee or a Task Force. Membership and time-line for the Working Group would be decided at its commission, by its commissioning body, and could come from any source deemed necessary to accomplish its goal(s), including outside scientists or other experts. The commissioning body could be the Board of Directors, a Committee, a Task Force, or Investigator.

With this make-up, the Association should strive to reduce the number of standing committees and the membership involvement, thus freeing up individuals for other service, including the Board of Directors. There would hopefully be an added benefit of reducing non-functional groups and providing for a more targeted approach to association work.

Proposed Standing committees:

1. Laboratory Committee. To include current Lab Methods and Services Committee and Collaborative Check Sample Committee responsibilities
2. Feed Labeling Committee. To include current Feed Labeling Committee and Pet Food Committee responsibilities
3. Ingredient Definitions Committee
4. Inspection and Sampling Committee
5. Model Legislation Committee
6. Current Affairs and Relations Committee. To include current Communications Committee and States-Industries Relations Committee responsibilities
7. Long-Range Planning Committee

Neither the names nor the assignments may be appropriate, but hopefully you get the idea of what I'm aiming for, a reduction in assignments and administrative roles. This would also have an added bonus of reducing the cumbersome task of committee scheduling, and many of the needed concurrent sessions, as well. Investigators would

continue as currently assigned as they are activated only as needed. And, essentially all other current assignments could become either Task Forces or Working Groups, as the association sees fit."

Committee comments:

- More structured committees could contribute to gaining consensus and streamline
- Strong opposition to combining Pet Food and Feed Labelling
- Consider concentrating functions, modify draft for potential call in October
 - ACTION: Rod Noel/Bob Waltz draft structure and share with Committee in November
- Potential chair/vice chair session for challenge followed by open forum discussion at general session – January?
- Circulate to Board for input and consider use of seminar time for additional work if necessary

EXECUTIVE MANAGER (July-December 2009)
Development and Ongoing Duties August 3, 2009

1. Coordinate activities Asst Sec-Treas (AST) and Board to ensure projects and direction are implemented in an efficient manner.
2. Assist the Board in finalizing the 2010 Strategic Plan and Work Plan document
3. Initiate and assist Sec-Treas (ST) and AST in preparation, review and analysis of an annual budget.
4. Develop a system to coordinate and track Association/Board actions, including priority setting and follow up to monitor outstanding activities and activity completion. Provide reports to the Board.
5. Develop Operations Manager/Executive Secretary/Executive Director duty statement and potential cost for the organization.
6. Monitor availability of grants and identify those appropriate for AAFCO; develop grant proposals. Monitor and assure time frames, reporting and deliverables are met for any grants received.
7. Work with Committee Coordinator to:
 - a. Update information including membership, mission statements, charges, projects and milestones, outstanding issues.
 - b. Develop procedures and systems to assure that Committee Chairs identify work, timelines, prepare for meetings (agendas, scheduling conference calls, additional meetings) and provide timely reporting.
 - c. Work with the President-Elect to develop and refine Committee Chair training.
8. Assist the Board in drafting responses to inquiries, press releases etc.
9. Draft letters for the President/Board to recruit and maintain membership.
10. Facilitate implementation and monitoring of special projects (e.g. review/gap identification for AAFCO web site).
11. Assure timely and appropriate updates to website.
12. Facilitate the annual internal financial audit .
13. Assist in development of agenda for seminar, annual, and mid year meetings.

14. Provide regular status updates on position projects.
15. Other duties as assigned by the Board.

AAFCO Temporary Executive Manager Position
STATEMENT OF DUTIES
Version August 3, 2009

The following reflects edits from the Long Range Planning Committee meeting August 3, 2009. The key developmental activities in order of priority have been lifted out for the temporary position. Given discussions at the Board meeting the same day that interested parties identify the amount the contract would cost, so too, should they identify the time required to complete the work. These activities should take much less time than the 6 months under consideration.

1. Initiate and assist the Secretary-Treasurer (ST) and Assistant Secretary-Treasurer in preparation, review and analysis of an annual budget for the association and for association meetings.
2. Identify grants appropriate for AAFCO. With Board direction, develop and submit grant proposals and carry out any follow up necessary to secure the grants.
3. Develop Operations Manager/Executive Secretary/Executive Director duty statement and potential cost for the organization (including office/benefits etc), request for proposal and staffing process.
4. Assist the Board in finalizing the 2010 Strategic Plan and development of the Work Plan document to accompany the Strategic Plan, including identification of responsible individuals, timelines and track system to monitor progress.
5. Develop a system to coordinate and track Association/Board actions, including priority setting and follow up to monitor outstanding activities and activity completion and reporting to the Board.