

Strategic Affairs Committee Report/Minutes
August 4, 2021
4:00 pm – 5:30 pm
Virtual

COMMITTEE RECOMMENDATIONS:

- **Report acceptance.**
- **Recommend:**

A. Board Liaison role, Procedures Manual, page 13, delete bullet:

- Appoint BOD members as liaisons on each committee and to external associations (e.g., NASDA, AFDO) to serve as special representatives of the BOD. Liaisons assist the BOD in keeping track of issues in other organizations and provide opportunities for exchange of information between AAFCO and related organizations. Liaisons speak to AAFCO policy issues when called upon to represent national issues. They are obligated to check with the BOD to ensure messaging reflects current BOD direction. Liaisons also provide a continuous point of contact as they serve for several years and are not changed annually.

After the General Operating Procedures bullets and before the last paragraph describing Tables 1 and 2, insert:

The BOD has the authority to appoint members as liaisons to AAFCO committees and external associations (e.g., NASDA, AFDO). The purpose of these liaisons is to represent the BOD and serve as a conduit for communication and representation between the two groups. Board members will be appointed as liaisons to specific committees, whereas the BOD may appoint any AAFCO member to serve as a liaison with an external association. Expectations for these liaisons (in either role) are detailed below:

- BOD liaison to an AAFCO Committee
 - Communicate directives from the BOD to the committee.
 - Serve as special representative of the BOD.
 - Assist the BOD in keeping track of committee issues.
 - Speak to AAFCO policy issues.
 - Ensure messaging reflects current BOD direction.
 - Provide a continuous point of contact.
 - Review and contribute to committee agenda.
 - Assist Committee Chair to ensure the minutes capture the committee intent, actions, and recommendations accurately.
- AAFCO/BOD liaison to an external association:
 - In addition to the list above, the primary role of the external liaison is to ensure clear communications between the two organizations by serving as the contact point.
 - Ensure the Board understands the other organization.
 - Represents AAFCO and AAFCO mission to that organization.
 - Monitor the business and activities of the external organization and provide regular reports and updates to the BOD on any items of note.
 - Identify issues that arise between external group and AAFCO.

B. President-Elect Role and Duties, Procedures Manual, Page 16-17 substitute existing section with:

President-Elect

The President-Elect must be knowledgeable on key issues of the association. The role of the President-Elect is both supportive and strategic. The broad range of duties of the President-Elect are designed to familiarize the upcoming President with committee business, strategic affairs and association leadership to help the President-Elect be an effective association President.

The President-Elect performs the duties of the President in the absence of the President or in the event of the President's inability or refusal to act. When so acting, the President-Elect shall have all the powers of and be subject to all the restrictions upon the President.

The President-Elect serves as a member of the BOD and performs such other duties as may be assigned by the President or BOD. The person in this position normally does not serve as a committee or task force chair.

General Operating Procedures:

- Serve as the committee coordinator. The President-Elect is responsible for ensuring each committee report is complete and accurate. The Committee Coordinator should assist the committee chair to identify any conflicts before the BOD meetings. When clarity on a report is needed, the President-Elect informs the committee chair of the problem and requests clarification before the information is presented to the BOD. If conflicts cannot be resolved prior to the BOD meeting, the committee chair is requested to attend the BOD meeting where discrepancies will be pointed out for discussion and resolution. The President-Elect must be well enough acquainted with the background of proposed changes, and other matters, to facilitate questions and answers with the committee chair. (e.g., reason for and need of change, problems presently being encountered, how change will help, what has happened in the past, where the committee recommendation may be in error, etc.). This is extremely important to avoid the necessity of postponing action until the next meeting because of confusion and to expedite BOD meetings. Other duties of Committee Coordinator:
 1. Coordinate with Executive Director, Executive Assistant and Committee Liaisons to advise Committee Chairs on meeting the AAFCO timelines for their meeting agendas, meeting minutes and other responsibilities.
 2. Convene meetings of Committee Chairs immediately preceding and following the Annual and Midyear meetings to foster committee collaboration and communication with the BOD.
 3. Remain accessible to committee chairs, regulated industry and consumer groups for assistance, directions and advice.
- Serve as Vice-Chair to the Ingredient Definition Committee.
- Serve as member of the Finance Committee.
- Serve as member of the Executive Committee.

- Initiate BOD recommendations to the membership at Annual and Midyear Business Meetings

C. Create a fillable format for the template to make changes to the Procedures Manual. Make it available on the website and in the Feed BIN. Include a link to the template in the Administrative Procedures and Policies section of the Procedures Manual. Form below:

Updating the AAFCO Procedures Manual Form

Instructions

Complete this form to propose and facilitate the process of updating any component of the AAFCO Procedures Manual. Examples and descriptions are provided to assist with the accurate completion of this form. Where applicable, replace the examples with requested content. Add as many duplicate tables in the Updates section as needed. Refer to the Legend for guidance.

Legend

<Date> version of the AAFCO Procedures Manual	Keep/Revise/Remove
Specify location and current language	Name(s) of proposer(s) Action: Revise/Remove
Proposed Revision	Name of author(s)
MM/DD/YYYY Proposed Revision [Use this row if subsequent revisions are made as a result of Committee/Workgroup review, etc.]	Name of author(s)

Purpose

Update the description of <insert description> described in the AAFCO Procedures Manual

Reason

Updating the description of <insert description> will remedy <insert specifics>.

Updates

<Location in Manual>	Keep/Revise/Remove
Current language	Above option (Name(s) of proposer)
Proposed Revision	(Name of author)

Name of Form Submitter and Reviewers: <Names>

Progress Tracking

Date of Form Submission:	<MM/DD/YYYY>
Date of Committee Review:	<MM/DD/YYYY>
Decision of Workgroup/Committee/ Review:	<Insert description of discussion and final decision>
Date Sent to Board of Directors:	<MM/DD/YYYY>
Date of Board of Directors Review:	<MM/DD/YYYY>
Decision of Board of Directors Review:	<Insert description of discussion and final decision>

Inputted into Procedures Manual:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Which version:	<MM/DD/YYYY>

D. Finance Committee description, Procedures Manual, page 33 substitute existing section with:

Purpose

Oversees financial planning to provide strategic advice, financial stability and support to the BOD. The committee maintains familiarity with the revenue, expense, and investments elements of AAFCO to assist the Secretary-Treasurer in managing and meeting strategic objectives and to assure management strategies that support AAFCO's long-term financial sustainability.

Membership

Members should be those who have served in executive level AAFCO positions or persons who by right of employment in their professions have relevant finance and money management experience and are familiar with the fiscal policy and philosophy of the organization. The Secretary-Treasurer will serve as the Chairperson. The committee should consist of no less than five members, including the Board members. Committee members should include:

- The current President
- The President-Elect and at least one other Board member
- At least 2 Past Presidents
- Leadership representing the major revenue generating AAFCO programs; (e.g. Proficiency Testing Program, Official Publication management, meetings and trainings); and,
- Leadership from the Strategic Affairs Committee (SAC)

General Operating Procedures

The Finance Committee:

- Shall provide support to the Secretary-Treasurer and to the BOD in developing fiscal scenarios to attain strategic goals, and provide management options for the BOD.
- Works with other committees or persons to gather data for fiscal analyses related to strategic goals under consideration.
- Reviews and recommends adoption of strategies related to AAFCO finances to the BOD by the Secretary-Treasurer.
- Reviews investment policy strategies periodically and makes recommendations to the BOD for updates.
- Prepares the annual budget, with support from the Executive Director, for review and approval by the BOD.
- Gathers and supplies year-end reporting for the BOD.
- Makes arrangements for audits of AAFCO finances and responds to questions but should not participate as auditors.

E. Complimentary OP/BIN Subscription Procedure, Procedures Manual, Administrative Procedures and Policies section, insert:

Complimentary OP/BIN subscription Procedure:

Requests for comp OP/BIN or comp BIN subscriptions must be submitted via an application to the AAFCO President and Executive Director with confirmation from the Committee Chair.

Most people will be encouraged to purchase BIN or OP access as part of their work with AAFCO. Exceptionally, participants may need to request complimentary BIN or OP access.

Eligible to receive complimentary OP/BIN access on request:

Committee Chairs
Active Committee Members and Investigators
Voting Members* in Good Standing
Members (Regulators)
Life Members
FDA staff working on ingredients – Annual List to come from the Director, Division of Animal Feeds
Contractors to AAFCO – Executive Director, FASS personnel, PTP Manager, etc.

*Voting members (current membership dues have been paid) receive one online OP/BIN subscription automatically. Requests for additional complimentary online OP/BIN subscriptions by a member should follow the application process.

Complimentary 2-week OP/BIN Retail access:

Workshop or training attendees
Annual or Midyear Registrants (Member and Non-Member)

Eligible to receive complimentary BIN access:

Active Committee Advisors
Participants on Projects or Work Groups
Other interested parties

The starting point for our process to request a complimentary OP/BIN subscription is an application. This application will be housed on the FASS database system, similar to an AAFCO member meeting registration.

1. The application is requested from the Executive Assistant at aafco@aafco.org.
2. The Executive Assistant will provide the completed application to the Committee Chair and request the Committee Chair’s confirmation that the Committee Chair agrees with providing a complimentary OP/BIN subscription to the Applicant.
3. The Executive Assistant shares the application with the President and Executive Director. After their separate reviews of the application, the President and Executive Director will communicate their

recommendation on the status of the application to the Executive Assistant. The options for the recommendation are:

- a. Approved – Comp OP/BIN subscription begins as soon as possible and ends on day 365.
- b. Declined – without cause.

Complimentary OP/BIN subscribers have the same benefits as paid subscribers.

Annual renewal of the Comp OP/BIN subscription is allowed. Renewal requests follow the same process as the initial request. Renewal requests may begin 45 days ahead of the subscription expiration date.

A complimentary OP/BIN subscription may not be assigned to another individual. Should the Applicant leave the sponsoring organization, the sponsoring organization may initiate the Comp OP/BIN subscription procedure by submitting a new application for the successor.

BOARD RECOMMENDATIONS:

- Report accepted – add date

ASSOCIATION ACTIONS:

- Report accepted – add date

Full Committee Members:

Linda Morrison	Nancy Thiex	Dave Edwards	Scott Ziehr
Jennifer Godwin	Erin Bubb	Doug Lueders	Brenda Snodgrass
Ken Bowers	Chad Linton	Mark LeBlanc	Kent Kitade
Ali Kashani	Ashlee-Rose Ferguson (Board Liaison)		Richard Ten Eyck (BIN Coach)
Stan Cook, Vice Chairperson			

(Stan - Committee Chat; Erin - Audience Chat)

By-Laws Sub-Committee

Ken Bowers	Erin Bubb	Doug Lueders	Richard TenEyck
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Committee Advisors

Dave Fairfield	Dave Dzanis	Bob Ehart	Leah Wilkinson
Nancy K. Cook	Kristi Krafka	Julia Fidenzio	

* Present

Committee Report:

1. By-Laws Sub-Committee: Update (Ken)

- a. Clarify Board Liaison role for Procedures Manual (Appendix 1)

Motion to accept Sub-Committee report - Ken; second - Scott; Motion carries.

- Prior reports indicate this does not require By-Laws change.
- WG: Shannon, Erin, Ken, Scott, Sue (lead)

Motion to accept Board Liaison edits to the Procedures Manual (page 13) per Appendix 1 - Dave; second - Stan; Motion carries.

b. Clarify Committee Coordinator Role for Procedures Manual (Appendix 2)

Motion to accept Sub-Committee report - Ken; second - Dave; Motion carries.

- Prior reports indicate this does not require By-Laws change.
- WG revised to include those who were committee coordinators in past: Erin (lead), Ken, Mark and Stan

Motion to accept Committee Coordinator Role edits to the Procedures Manual (page 16-17) per Appendix 2 - Dave; second - Ken; Motion carries.

2. Strategic Planning 2017-20

- Key progress is recorded in Attachment 1: Strategic Plan 2017-20 updates from Annual 2021. Edits are in purple text.

3. Strategic Planning 2021-24 - Update

- Priority Goals as well as Vision and Mission Statement have been updated; Activities, deliverables and responsibilities that were to be developed by the Board/Chairs at Seminar 2020 have been deferred due to COVID-19. It is hoped that this can be done virtually in Fall 2021 or in person at Midyear 2022. Once done they will be presented for member acceptance.
- Vision and Mission Statements updated again and accepted by Members Aug. 2, 2021 (General Session);

Action: Follow up on AGM question regarding need for “comma” between feed ingredient and standards in Mission Statement.

4. Procedures Manual

a. Draft template suggested for Procedures Manual changes (Appendix 3)

- WG: Kent, Ashlee-Rose and Sue
- Suggestion to make it a Google document for sharing/editing and password protect it
- Discussion: Use fillable format for template and make it available on the website and in the Feed BIN; Include link to template in Procedures Manual

Motion to accept Template to make changes to Procedures Manual - Ashlee-Rose; second - Stan; Motion carries.

b. Update/clarify Secretary-Treasurer description

- WG: Kent (lead) with support of Ashlee-Rose and Sue
- Needs more work
- By-Laws representatives will join group:
- Report by end of November for Committee consideration Midyear 2022

c. Update Finance Committee description

- Approved by Finance Committee February 16, 2021

Motion to accept Finance Committee description substitution in the Procedures Manual (page 35) per Appendix 3 - Ken; second - Dave; Motion carries.

d. Complimentary OP/BIN subscription Policy (Appendix 4)

- Discussion: modify paid voting members to voting members in good standing
- Placement in Procedures Manual placement in Administrative Procedures section

Motion to accept Complimentary OP/BIN Subscription Policy for inclusion in the Procedures Manual per Appendix 4 - Erin; second - Dave; Motion carries.

e. Privacy Policy Draft (Appendix 5)

- Board charge: the Strategic Affairs Committee with reviewing drafted language for the AAFCO Privacy Policy and consulting with the Attorney to come up with a proposed policy and report back to the Board of Directors.
 - First draft developed by Sue Hays with assistance from FASS and legal support
 - Identify placement in Procedures Manual
 - Work Group formed: Erin, Sue, Jacob (Technology Comm. Rep), Scott, FASS rep
 - Timeline: Review and revise draft for discussion Midyear 2022
- f. Resolutions Policy Draft (Appendix 6)
- Discussion: Policy presented is from AFDO who have used resolutions successfully. Resolutions are listed on AFDO website. Investigate use for AAFCO. It was noted that AFDO membership is constituted differently than that of AAFCO.
 - Placement in Procedures Manual
 - Work Group formed: Stan, Erin, Hollis, Ashlee-Rose
 - Timeline: Review and present recommendation for discussion Midyear 2022

5. Other Business

Motion (Evote ~ mid-September 2021) to accept August 4, 2021 Annual SAC meeting report - ??, second - ??. Motion ??.

Action Item Table:

Responsible	Item	Action	Timing / Status
By-Laws (Ken) (WG: Sue (lead) Shannon, Erin, Ken, Scott)	Clarify Board Liaison role	Provide additional detail in the Procedures Manual and OP to make the role of the Board liaison clearer respecting review of committee agendas and reports.	Complete
By-Laws (Ken) (WG: Erin (lead), Ken, Mark, Stan)	Clarify Committee Coordinator Role	Review Procedures Manual and OP to clarify committee coordinator role and key activities with respect to the process; could include ED as process leader.	Complete
WG: Kent, Ashlee-Rose, Sue + By-Laws Sub Committee	Secretary- Treasurer description	Update/clarify Secretary- Treasurer description in Procedures Manual	Review revealed potential impact to By-Laws and need to consider revision to other descriptions; By-Laws Sub Committee added to WG; Report by end of November for Committee consideration Midyear 2022
WG: Kent, Ashlee-Rose	Template for Procedures Manual changes	Draft template suggested for Procedures Manual changes. SAC feedback to Kent by March 1. Finalize for SAC acceptance	Complete
WG: Kent, Ashlee-Rose, Sue	Finance Committee description	Finance Committee WG updating description; once accepted by Finance Committee it will be forwarded to SAC for Procedures Manual update	Complete
WG: Dave E. (lead), Richard, Sue, Kent, Doug	Complimentary OP/Bin subscriptions	Develop a policy related to procedures for complimentary OP/Bin subscriptions	Complete
WG: Erin, Sue, Jacob (Technology Comm. Rep), Scott, FASS rep	Privacy Policy	Reviewing drafted language and consult with legal to finalize	Review and revise for discussion Midyear 2022
WG: Stan, Erin, Hollis, Ashlee- Rose	Resolutions Policy	Review AFDO policy and consider for AAFCO	Review and present recommendation for discussion Midyear 2022
Linda / Board	Mission Statement	Follow up on AGM question regarding need for "comma" between feed ingredient and standards in Mission Statement.	Fall Board meeting with available time.

APPENDIX 1**BOD Liaisons – Internal and External**

Task: to clarify Procedures Manual section under BOD General Operating Procedures

Workgroup submission to SAC chair on 4-14-21

The workgroup was tasked with clarifying the section in the January 2021 version of the AAFCO Procedures Manual, Board of Directors, General Operating Procedures, bullet point 3 discussing the appointment of members as liaisons to committees and external organizations. The members of the workgroup included:

- Sue Hays, leader
- Shannon Jordre
- Erin Bubb
- Ken Bowers
- Scott Ziehr

The workgroup met twice in the month of April 2021 and developed the following proposed language for consideration by the AAFCO SAC.

From v. January 2021 Procedures Manual language, page 13:

Appoint BOD members as liaisons on each committee and to external associations (e.g., NASDA, AFDO) to serve as special representatives of the BOD. Liaisons assist the BOD in keeping track of issues in other organizations and provide opportunities for exchange of information between AAFCO and related organizations. Liaisons speak to AAFCO policy issues when called upon to represent national issues. They are obligated to check with the BOD to ensure messaging reflects current BOD direction. Liaisons also provide a continuous point of contact as they serve for several years and are not changed annually.

Following discussion, the workgroup proposes the following revision to this section of the AAFCO Procedures Manual:

The BOD has the authority to appoint members as liaisons to AAFCO committees and external associations (e.g., NASDA, AFDO). The purpose of these liaisons is to represent the BOD and serve as a conduit for communication and representation between the two groups. Board members will be appointed as liaisons to specific committees, whereas the BOD may appoint any AAFCO member to serve as a liaison with an external association. Expectations for these liaisons (in either role) are detailed below:

- BOD liaison to an AAFCO Committee
 - Communicate directives from the BOD to the committee.
 - Serve as special representative of the BOD.
 - Assist the BOD in keeping track of committee issues.
 - Speak to AAFCO policy issues.
 - Ensure messaging reflects current BOD direction.
 - Provide a continuous point of contact.
 - Review and contribute to committee agenda.
 - Assist Committee Chair to ensure the minutes capture the committee intent, actions, and recommendations accurately.
- AAFCO/BOD liaison to an external association:

- In addition to the list above, the primary role of the external liaison is to ensure clear communications between the two organizations by serving as the contact point.
- Ensure the Board understands the other organization.
- Represents AAFCO and AAFCO mission to that organization.
- Monitor the business and activities of the external organization and provide regular reports and updates to the BOD on any items of note.
- Identify issues that arise between external group and AAFCO.

APPENDIX 2

Committee Coordinator Role Clarification for Procedures Manual

Work Group Report: President-Elect Role and Duties as defined in the Procedures Manual
Page 16,17 AAFCO Procedures Manual: Suggested edits

President-Elect

The President-Elect must be knowledgeable on key issues of the association. The role of the President-Elect is both supportive and strategic. The broad range of duties of the President-Elect are designed to familiarize the upcoming President with committee business, strategic affairs and association leadership to help the President-Elect be an effective association President.

The President-Elect performs the duties of the President in the absence of the President or in the event of the President's inability or refusal to act. When so acting, the President-Elect shall have all the powers of and be subject to all the restrictions upon the President.

The President-Elect serves as a member of the BOD and performs such other duties as may be assigned by the President or BOD. The person in this position normally does not serve as a committee or task force chair.

General Operating Procedures:

~~Propose a list of incoming committee chairs, committee members, investigators, task forces and industry advisors for the Annual Meeting at which she/he is nominated for president. The proposed list shall be prepared for BOD review by April, immediately preceding the Annual Meeting at which the President Elect is nominated for President.~~

- ~~Serve as the committee coordinator. and is vice chair of the IDC.~~ The President-Elect is responsible for **ensuring proofreading each committee report is complete and accurate. The Committee Coordinator should assist the committee chair to identify** eliminate any conflicts before the BOD meetings. ~~and presentation to the members.~~ When clarity on a report is needed, the President-Elect informs the committee chair of the problem and requests clarification before the information is presented to the BOD. If conflicts cannot be resolved prior to the BOD meeting, the committee chair is requested to attend the BOD meeting where discrepancies will be pointed out for discussion and resolution. The President-Elect must be well enough acquainted with the background of all proposed changes, and other matters, to ~~answer~~ **facilitate** questions **and answers with the committee chair.** (e.g., reason for and need of change, problems presently being encountered, how change will help, what has happened in the past, where the committee recommendation may be in error, etc.). This is extremely important to avoid the necessity of postponing action until the next meeting because of confusion and to expedite BOD meetings. **Other duties of Committee Coordinator:**
- 4. **Coordinate with Executive Director, Executive Assistant and Committee Liaisons to advise Committee Chairs on meeting the AAFCO timelines for their meeting agendas, meeting minutes and other responsibilities.**

5. ~~Organize and~~ Convene meetings of Committee Chairs immediately preceding and following the Annual and Midyear meetings to foster committee collaboration and communication with the BOD.
 6. Remain accessible to committee chairs, investigators, regulated industry and consumer groups for assistance, directions and advice.
- Serve as Vice-Chair to the Ingredient Definition Committee.
 - Serve as member of the Finance Committee.
 - Serve as member of the Executive Committee.
 - Initiate BOD recommendations to the membership at Annual and Midyear Business Meetings

APPENDIX 3

Updating the AAFCO Procedures Manual Form

Instructions

Complete this form to propose and facilitate the process of updating any component of the AAFCO Procedures Manual. Examples and descriptions are provided to assist with the accurate completion of this form. Where applicable, replace the examples with requested content. Add as many duplicate tables in the Updates section as needed. Refer to the Legend for guidance.

Legend

<Date> version of the AAFCO Procedures Manual	Keep/Revise/Remove
Current language ● Notes [Example: Kent or Linda: Insert good past example]	Above option (Name(s) of proposer(s)) [Example: Revise (Kent)]
Proposed Revision [Example: Kent or Linda: Insert good past example]	(Name of author(s)) [Example: (Kent)]
MM/DD/YYYY Proposed Revision [Create this row in the Updates table(s) if subsequent revisions are made as a result of Committee/Workgroup review, etc.]	(Name of author(s))

Purpose

[Example purpose] Update the description of <insert description> described in the AAFCO Procedures Manual

Reason

[Example reason] Updating the description of <insert description> will remedy <insert specifics>.

Updates

<Location in Manual>	Keep/Revise/Remove
Current language <ul style="list-style-type: none"> Notes 	Above option (Name(s) of proposer)
Proposed Revision	(Name of author)

Name of Form Submitter and Reviewers: <Names>

Progress Tracking

Date of Form Submission:	<Month DD, YYYY>
Date of Committee Review:	<Month DD, YYYY>
Decision of Workgroup/Committee Review:	<Insert description of discussion and final decision>
Date Sent to Board of Directors:	<Month DD, YYYY>
Date of Board of Directors Review:	<Month DD, YYYY>
Decision of Board of Directors Review:	<Insert description of discussion and final decision>
Inputted into Procedures Manual:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Which version:	<Month DD, YYYY>

APPENDIX 4**AAFCO Finance Committee Description***(approved by Finance Committee February, 16, 2021)*

Procedures Manual review and update:

Substitute the following language in the Procedures Manual, page 33 (August 7, 2020 version):**Purpose**

Oversees financial planning to provide strategic advice, financial stability and support to the BOD. The committee maintains familiarity with the revenue, expense, and investments elements of AAFCO to assist the **Secretary-Treasurer** in managing and meeting strategic objectives and to assure management strategies that support AAFCO's long-term financial sustainability.

Membership

~~The committee should consist of no less than five members including the two ex-officio members and no more than seven members.~~ Members should be those who have served in executive level AAFCO positions or persons who by right of employment in their professions have relevant finance and money management experience and are familiar with the fiscal policy and philosophy of the organization. ~~The President-Elect and Secretary-Treasurer should generally serve as ex-officio members. Also, the Chair of the Strategic Affairs Committee (SAC), or, if not the Chair, at least one representative from the SAC should be represented in the membership of the committee.~~ **The Secretary-Treasurer will serve as the Chairperson. The committee should consist of no less than five members, including the Board members. Committee members should include:**

- The current President
- The President-Elect and at least one other Board member
- At least 2 Past Presidents
- Leadership representing the major revenue generating AAFCO programs; (e.g. Proficiency Testing Program, Official Publication management, meetings and trainings); and,
- Leadership from the Strategic Affairs Committee (SAC)

General Operating Procedures**The Finance Committee:**

- ~~The Secretary-Treasurer serves as the Committee Chair.~~
- ~~The committee should not participate in audits of AAFCO finances other than to respond to questions posed by auditors.~~
- ~~The committee~~ **Shall** provide support to the **Secretary-Treasurer** and to the BOD in developing fiscal scenarios to attain strategic goals, and provide management options for the BOD.
- **Works** with other committees or persons to gather data for fiscal analyses related to strategic goals under consideration.
- **Reviews and recommends** adoption of strategies related to AAFCO finances to the BOD by the **Secretary-Treasurer**.
- **Reviews investment policy strategies periodically and makes recommendations to the BOD for updates.**
- **Prepares the annual budget, with support from the Executive Director, for review and approval by the BOD.**
- **Gathers and supplies year-end reporting for the BOD.**

- Makes arrangements for audits of AAFCO finances and responds to questions but should not participate as auditors.

Existing Procedures Manual language for reference:

Purpose

Oversees financial planning to provide strategic advice, financial stability and support to the BOD. The committee maintains familiarity with the revenue, expense, and investments elements of AAFCO to assist the Treasurer in managing and meeting strategic objectives and to assure management strategies that support AAFCO's long term financial sustainability.

Membership

The committee should consist of no less than five members including the two ex officio members and no more than seven members. Members should be those who have served in executive level AAFCO positions or persons who by right of employment in their professions have relevant finance and money management experience and are familiar with the fiscal policy and philosophy of the organization. The President-Elect and Secretary-Treasurer should generally serve as ex officio members. Also, the Chair of the Strategic Affairs Committee (SAC), or, if not the Chair, at least one representative from the SAC should be represented in the membership of the committee.

General Operating Procedures

- The Secretary-Treasurer serves as the Committee Chair.
- Reviews and recommend adoption of strategies related to AAFCO finances to the BOD by the Treasurer.
- The committee should not participate in audits of AAFCO finances other than to respond to questions posed by auditors.
- The committee shall provide support to the Treasurer and to the BOD in developing fiscal scenarios to attain strategic goals, and provide management options for the BOD.
- Work with other committees or persons to gather data for fiscal analyses related to strategic goals under consideration.

Working Group Comments:

- Reject maximum; Chair to manage as with other Committees;
- Need some Past Presidents for historical context regarding finances
- Chair will review current Committee membership annually and remove past Presidents >2 as appropriate
- Review Committee to ensure members are active to meet quorum and representation for Committee functioning; as such, the Committee does not need to be disbanded and reformed

Existing Committee Members for reference:

Ashlee-Rose	Ali	Erin
George	Kristen	Kent
Linda	Ken	Stan
Mark L.	Doug L.	Hollis
Brenda S.	Richard TE	

APPENDIX 5**Objective:**

Identify and document the parameters whereby an Applicant receives a complimentary OP/BIN subscription

Procedure:

Requests for comp OP/BIN or comp BIN subscriptions must be submitted via an application to the AAFCO President and Executive Director with confirmation from the Committee Chair.

Most people will be encouraged to purchase BIN or OP access as part of their work with AAFCO. Exceptionally, participants may need to request complimentary BIN or OP access.

Eligible to receive complimentary OP/BIN access on request:

Committee Chairs
Active Committee Members and Investigators
Paid Voting Members*
Members (Regulators)
Life Members
FDA staff working on ingredients – Annual List to come from the Director, Division of Animal Feeds
Contractors to AAFCO – Executive Director, FASS personnel, PTP Manager, etc.

*Paid voting members receive one online OP/BIN subscription automatically. Requests for additional complimentary online OP/BIN subscriptions by a member should follow the application process.

Complimentary 2-week OP/BIN Retail access:

Workshop or training attendees
Annual or Midyear Registrants (Member and Non-Member)

Eligible to receive complimentary BIN access:

Active Committee Advisors
Participants on Projects or Work Groups
Other interested parties

The starting point for our process to request a complimentary OP/BIN subscription is an application. This application will be housed on the FASS database system, similar to an AAFCO member meeting registration.

4. The application is requested from the Executive Assistant at aafco@aafco.org.
5. The Executive Assistant will provide the completed application to the Committee Chair and request the Committee Chair's confirmation that the Committee Chair agrees with providing a complimentary OP/BIN subscription to the Applicant.

6. The Executive Assistant shares the application with the President and Executive Director. After their separate reviews of the application, the President and Executive Director will communicate their recommendation on the status of the application to the Executive Assistant. The options for the recommendation are:
 - a. Approved – Comp OP/BIN subscription begins as soon as possible and ends on day 365.
 - b. Declined – without cause.

Complimentary OP/BIN subscribers have the same benefits as paid subscribers.

Annual renewal of the Comp OP/BIN subscription is allowed. Renewal requests follow the same process as the initial request. Renewal requests may begin 45 days ahead of the subscription expiration date.

A complimentary OP/BIN subscription may not be assigned to another individual. Should the Applicant leave the sponsoring organization, the sponsoring organization may initiate the Comp OP/BIN subscription procedure by submitting a new application for the successor.

APPENDIX 6

**Association of American Feed Control Officials (AAFCO)
Privacy Policy (Draft)**

Charge to SAC:

Develop a privacy policy for AAFCO that informs people on the information that AAFCO collects and how that information might be used.

Begin draft text submitted to the Board for review and referral to SAC on May 20, 2021:

This privacy policy will explain how AAFCO uses the personal data we collect from you when you use our website.

Topics:

- What data do we collect?
- How do we collect your data?
- How will we use your data?
- How do we store your data?
- Marketing
- What are your data protection rights?
- What are cookies?
- How do we use cookies?
- What types of cookies do we use?
- How to manage your cookies?
- Privacy policies of other websites
- Changes to our privacy policy
- How to contact us

What data do we collect?

AAFCO collects the following data:

- Personal identification information (Name, email address, phone number, etc.)
- [Add any other data AAFCO collects – credit card info for online sales, address, etc.]
 - The addresses, shipping information, and credit card is used for processing of registrations, orders, and subscriptions. Only the last 4 digits of the credit cards is retained for reference.
 - User submitted data for participation in AAFCO programs.
 - User submitted profile pictures.
 - User submitted documents.
 - Information about visits to the web sites are logged. This can include the IP address of the visitor, pages visited, and dates/times.

How do we collect your data?

You directly provide AAFCO with most of the data we collect. We collect data and process data when you:

- Register online or place an order/subscription for any of our products or services.
- Voluntarily complete a customer survey or provide feedback on any of our message boards or via email.
- Use or view our website.

- [Add any other ways AAFCO collects data]
 - User submitted data for participation in AAFCO programs.

AAFCO may also receive your data indirectly from the following sources:

- [Add any indirect source of data AAFCO has]
 - User generated data sourced from the Feed BIN
 - Contact information submitted by Agencies about their employees

How will we use your data?

AAFCO collects your data so that we can:

- Process your order and manage your account.
- Email you regarding upcoming events and available opportunities we think you might like.
- [Add how else AAFCO uses data]
 - Enable your participation in AAFCO programs.

If you agree, AAFCO will share your data with other organizations so that they may offer you their products and services. (John Dillard asked if this applies, Sue Hays said “No, we don’t share this data”

- [List organizations that will receive data]
- AAFCO provides information to the Feed BIN to enable subscription to the AAFCO online OP.

When AAFCO processes your order, it may send your data to, and also use the resulting information from, credit reference agencies to prevent fraudulent purchases.

How do we store your data?

(Kevin Wolter added “Specific details of security information is not recommended.”

AAFCO will keep your [enter type of data] for [enter time period]. Once this time period has expired, we will delete your data by [enter how you delete users' data]. (Kevin Wolter added:” AAFCO has provided no instructions to FASS with regard to retention of customer information.”

Marketing

AAFCO would like to send you information about products and services of ours that we think you might like, as well as those of partner organizations. (John Dillard asked if this applies. Sue Hays replied “It might. Sometimes, we share information on trainings from AFDO or FDA.”

- [List partner companies here]

If you have agreed to receive marketing, you may always opt out at a later date.

You have the right at any time to stop AAFCO from contacting you for marketing purposes or giving your data to other organizations.

If you no longer wish to be contacted for marketing purposes, please click here.

<https://www.aafco.org/cvweb/cgi-bin/memberdll.dll/info?wpr=GDPRComp.htm>

What are your data protection rights?

AAFCO would like to make sure you are fully aware of all of your data protection rights. Every user is entitled to the following:

The right to access - You have the right to request AAFCO for copies of your personal data. We may charge you a small fee for this service.

The right to rectification - You have the right to request that AAFCO correct any information you believe is inaccurate. You also have the right to request AAFCO to complete information you believe is incomplete.

The right to erasure - You have the right to request that AAFCO erase your personal data, under certain conditions.

The right to restrict processing - You have the right to request that AAFCO restrict the processing of your personal data, under certain conditions.

The right to object to processing - You have the right to object to AAFCO's processing of your personal data, under certain conditions.

The right to data portability - You have the right to request that AAFCO transfer the data that we have collected to another organization, or directly to you, under certain conditions.

If you make a request, we have one month to respond to you. If you would like to exercise any of these rights, please contact us at our email:

Call us at: 217-356-4221

Or write to us:

AAFCO

Attn: Data Protection Request

1800 S Oak St

Champaign, IL 61820

What are cookies?

Cookies are text files placed on your computer to collect standard Internet log information and visitor behavior information. When you visit our websites, we may collect information from you automatically through cookies or similar technology.

For further information, visit allaboutcookies.org.

How do we use cookies?

AAFCO uses cookies in a range of ways to improve your experience on our website, including:

- Keeping you signed in and provide a personalized experience.
- Understanding how you use our website
- [Add any uses AAFCO has for cookies]

What types of cookies do we use?

There are a number of different types of cookies, however, our website uses:

- Functionality – AAFCO uses these cookies so that we recognize you on our website and remember your previously selected preferences. These could include what language you prefer and location you are in. A mix of first-party and third-party cookies are used.
- Advertising - AAFCO uses these cookies to collect information about your visit to our

website, the content you viewed, the links you followed and information about your browser, device, and your IP address. AAFCO sometimes shares some limited aspects of this data with third parties for advertising purposes. We may also share online data collected through cookies with our advertising partners. This means that when you visit another website, you may be shown advertising based on your browsing patterns on our website . (John Dillard asked if this applies, Sue Hays said “No.”

- [Add any other types of cookies your company uses]

How to manage cookies

You can set your browser not to accept cookies, and the above website tells you how to remove cookies from your browser. However, in a few cases, some of our website features may not function as a result.

Privacy policies of other websites

The AAFCO website contains links to other websites. Our privacy policy applies only to our website, so if you click on a link to another website, you should read their privacy policy.

Changes to our privacy policy

AAFCO keeps its privacy policy under regular review and places any updates on this web page. This privacy policy was last updated on January 19, 2021.

How to contact us

If you have any questions about AAFCO’s privacy policy, the data we hold on you, or you would like to exercise one of your data protection rights, please do not hesitate to contact us.

Email us at: aafco@aafco.org

Call us: 217-356-4221

Or write to us at:

AAFCO

Attn: Privacy Policy Request

1800 S Oak St

Champaign, IL 61820

APPENDIX 8

Excerpt from: <https://www.afdo.org/resolutions/>

AFDO resolutions

Each year prior to the AFDO Annual Educational Conference, resolutions are submitted to the AFDO Board of Directors for consideration.

It is through this process that members, committees and regional affiliate associations surface concerns, and suggested action, relating to legislative, regulatory and technical issues as they apply to foods, drugs, cosmetics, medical devices and consumer product safety issues.

All resolutions reviewed and approved by the Board of Directors are presented to the membership during the Annual Business meeting on Wednesday for consideration and vote for adoption.

After the annual conference actions are taken to carry out those resolutions adopted by the membership. These actions may include referral to one of the federal agencies for consideration, letters to Congress or to other organizations, or referral to the appropriate AFDO committee (i.e., development of an AFDO position paper, model code or other action).

AFDO Policy No.: 23 Resolutions

I. POLICY

To establish protocols for the receipt and consideration of Resolutions submitted through the AFDO Executive Director that involves time frames, format, and detailed procedures.

II. PROCEDURES:

1. In January of each year, the Executive Director shall call for resolutions by contacting the Regional Affiliate Presidents, Regional Affiliate AFDO Board Members, and AFDO Committee Chairs.
2. Proposed resolutions will be accepted only if they come from an AFDO member or affiliate association. If needed for explanatory purposes, a resolution should be accompanied by a statement (not to exceed one page) summarizing the purpose of and the justification for the proposed resolution.
3. The Executive Director shall review all proposed resolutions as to clarity and form and may modify language if deemed advisable, as long as the intent is not changed and is in consultant with the sponsor. The Executive Director may consolidate resolutions that are similar in content and intent and so indicate when presenting the revised resolution to the Board.
4. The Executive Director shall also prepare and present those additional resolutions which by tradition are of a memorial or recognition nature or in good etiquette and are appropriate for the Association at the time and place of its annual meeting.
5. All proposed resolutions reviewed and approved by the Executive Director shall be submitted to the Board of Directors no later than 10 days prior to their meeting just prior to the annual meeting for review and recommendations. Board members are expected to have

reviewed each proposed resolution prior to the meeting to expedite the review process by the Board.

6. The Executive Director shall be responsible for the posting of the proposed resolutions which are to be presented for membership approval. A copy of each shall be made available for review by the membership at least one day prior to the annual business meeting.
7. All resolutions reviewed and approved by the Board of Directors shall be presented to the membership during the annual business meeting by the Executive Director, with the Board of Director's recommendations of approval or disapproval.
8. Resolutions may be offered for voting individually or in a group of resolutions identified as a "consent calendar". Consent calendar resolutions are those assembled as a single voting item by the Board of Directors prior to the voting session on the assumption that they are non-controversial. All proposed resolutions must be publicized and posted in a designated area, clearly identified as individual or consent calendar items, at least one day prior to the annual business meeting. Prior to the vote, upon a member request or otherwise, the presiding chair may move any individual resolution from the consent calendar to be voted upon individually. Any resolution publicized as outlined in this procedure prior to the meeting may be voted upon "as published" versus reading the resolution.
9. Floor action on resolutions shall be by majority vote of the members present and constituting a quorum.
10. If the provisions of paragraphs 1-6 cannot be met, resolutions may be presented from the floor during the annual business meeting provided:
 - A. The purpose/intent as to form and clarity has been approved in advance by the AFDO Board of Directors,
 - B. Such resolutions shall be considered after all other resolutions have been acted upon.
11. Following the annual business meeting, a copy of all resolutions approved by the members shall be supplied to all regional associations.
12. The AFDO Board of Directors shall initiate all action required by the approved resolutions and will attempt to achieve the resolutions intent during the ensuing year.