

The Association of  
American Feed Control Officials, Inc.  
**AAFCO**

**PROCEDURES MANUAL**

Editor, Strategic Affairs Committee

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"No social or economic piece of legislation can be effectively enforced unless it is viewed and supported with some sympathy and understanding by the responsible members of the regulated industries."



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## PURPOSE

The purpose of the Association of American Feed Control Officials (AAFCO) shall be to establish and maintain an Association through which officials of any state, province, dominion, district, territory, republic, commonwealth, federal or other governmental agency, and employees thereof charged with a responsibility in enforcing the laws regulating the production, labeling, distribution, or sale of animal feeds or livestock remedies may unite to explore the problems encountered in administering such laws, to develop just and equitable standards, definitions and policies to be followed in enforcing such laws, to promote uniformity in such laws, regulations and enforcement policies, and to consult as appropriate with stakeholder organizations in order to promote the safe and effective use of such products.

The Association promotes new ideas and innovative procedures and urges their adoption by member agencies, for uniformity. The Association provides a forum for people with common interests to express their opinions, a platform for deliberation and ultimately establishing policy. When making decisions, AAFCO acts as a deliberate body, formulating policy through a series of discussions and votes. The AAFCO forum allows for input from any interested party.

This procedures manual is intended to provide guidance members in the conduct of Association business. The information herein is derived from the Official Publication (OP)(described below).

## OFFICIAL PUBLICATION

Individual members can look to AAFCO for guidance when establishing their jurisdictional laws and regulations. Standards of reference are also established whereby members and others can cite an official source. Since AAFCO plays such a large role in developing regulatory guidance, it is the duty of the organization to compile and disseminate this information. This is best handled through distribution of the OP, which in many jurisdictions is truly official because of direct reference in a law.

AAFCO officially adopted rules will appear in the OP. New rules become fixed and therefore may be adopted by members upon acceptance by the Association members, unless otherwise indicated. All rules appearing in the AAFCO OP are enforceable as dictated by a member's regulatory practice and member rule-adoption laws.

The OP is an important reference available to member feed control officials, regulated industry, and other interested and concerned persons. The publication includes a list of names and addresses of member feed regulatory officials, advisors and affiliates. It details the Association's By-Laws, policies, procedural guidelines and strategic plan. It also contains Model Bills and Regulations, model guidance documents, feed terms, ingredient definitions and meeting proceedings.

The OP is printed annually under the direction of the AAFCO editor and made available to the membership and other interested parties, no later than January 1 of each year. Updates to the printed OP must be provided to the OP editor no later than October 1, including:

1. Membership approved changes from the BOD reflective of Association approved actions;
2. Membership approved changes from section editors; and,
3. Updated committee member and advisor contact information.

The editor should provide the publication to the printer no later than November 15.

The online version of the OP will be updated after each membership vote. The Association Management Firm (AMF) together with the section editor will be responsible for ensuring accuracy of revisions within 10 business days of membership vote.

Prior to requesting revisions to or removal of an item from the OP, the proposed changes to the OP must have been discussed at an open meeting of the Committee responsible for the section of the OP being revised. The proposed revisions will be subject to a Committee vote and after approval will be submitted to the BOD as a Committee Recommendation. The Committee Recommendation will be discussed as an agenda item at the next available BOD meeting. If accepted by the BOD, the Committee's Recommendation to edit or, remove an item from the OP, along with the BOD's recommendation, will be put to a vote by the general membership. For modifications originating from the BOD, the recommendations will be posted on the AAFCO website for a minimum of 60 days prior to a being put to a vote by the general membership. An acceptance of any action as a result of the vote will be noted in the next publication of the OP. Editorial or minor changes that do not change the content or meaning are not required to be posted or put to a vote.

A consolidation of changes in the last year will be listed in the front of the OP.

## ORGANIZATION

(Reference: By-Laws in the Official Publication)

### Membership

Each state, province, dominion, district, territory, republic, commonwealth or federal agency shall pay dues annually to be eligible to vote.

### Active Members

The following categories of persons are eligible for active membership in the Association:

1. The officers charged by law with execution of the state, province, dominion, district, territory, republic, commonwealth, and federal laws regulating the production, labeling, distribution, and sale of animal feeds and livestock remedies.
2. The heads or chiefs of experiment stations, departments of agriculture, bureaus, divisions, sections, and laboratories and employees thereof charged by law with the examination of animal feeds and livestock remedies.
3. Research workers employed by state, province, dominion, district, territory, republic, commonwealth or federal agencies who are engaged in the investigation of animal feeds, livestock remedies or their component parts.

### Voting

Members of AAFCO are allowed an equal voice in the decision making process because any member from any jurisdictional delegation is allowed to be heard. Larger delegations, however, cannot overwhelm smaller delegations because of the one vote per jurisdiction rule.

Each state, province, dominion, territory, republic, commonwealth, and federal agency engaged in regulating or investigating animal feed or livestock remedies and paying annual dues as described in the AAFCO By-Laws, shall designate one member as a voting representative of that State or Agency. That representative, or designated proxy, shall be entitled to vote for the election of officers and directors and such other matters relating to the management of the Association as are submitted to the membership for vote.

At any meeting of members, a member entitled to vote may vote by proxy executed in writing by the member, or by that member's duly authorized attorney-in-fact. No proxy shall be valid after eleven (11) months after the date of its execution unless otherwise provided in the proxy.

### Voting by Proxy

General session business meetings:

If a Member agency of AAFCO is unable to participate in the association business meeting, but still wants to vote, the Member agency can designate another Member agency to vote by proxy. The Member agency must email the President and the voting member agency that will proxy for them. The proxy template may be used, but at minimum, the notification must include the following:

- The name of the member agency
- The name of the proxy member agency

- The duration of the proxy

If duration is not specified, the proxy will only be good for one meeting. This must be done prior to the General session business meeting. The president will announce at the meeting if there are any member agencies who have given their voting rights by proxy to another member agency. This will be recorded in minutes.

AAFCO board meetings:

If a board member is unable to participate in a board meeting, but still would like to vote, the board member can designate another board member to vote for them by proxy. The board member must email the President and the board member that will proxy for them. The Proxy template may be used, but at minimum, the notification must include the following:

- Board member's name
- The name of the proxy board member
- The duration of the proxy.

If duration is not specified, the proxy will only be good for one meeting. This must be done prior to the beginning of the board meeting. The president will announce at the board meeting if there are any proxies being used at the meeting. This will be recorded in the minutes.

Committee meetings:

If a committee member is unable to participate in a committee meeting, but still wants to vote, the committee member can designate another committee member to vote for them by proxy.

The committee member must email the committee chair /co-chair and the committee member that will proxy for them. The Proxy template may be used but at minimum the notification must include the following:

- Committee member name
- The name of the proxy committee member
- The duration of the proxy.

If duration is not specified, the proxy will only be good for one meeting. This must be done prior to the beginning of the committee meeting. The committee chair will announce at the beginning of the committee meeting if there are any proxies being used at the meeting. This will be recorded in the minutes.

### AAFCO Proxy Voting Procedure

If a Member is unable to participate, but still wants to vote, the Member must follow the Proxy Voting guidance. The Member may complete this Proxy Voting Form or at minimum, provide the below information in an email to the appropriate persons, as outlined in the Procedures Manual. Completion of the form and notification to the appropriate persons, authorizes the Member designated to vote on the absent Member's behalf.

The completed, signed Proxy Voting Form or an equivalent email notification can be provided to the appropriate person and received in advance or at the Meeting stipulated below in order to exercise the proxy vote.

The form conditions are shown below. It is available at: *website and/or FeedBin location and/or from Association Management Firm*

Proxy Voting Form Template

Name of Member Agency

Name of Proxy Agency

I, (printed name to follow)

Hereby give my proxy to: (printed name to follow)

I authorize my proxy to vote on my behalf on any item or issue arising at: (stipulated meeting and date to follow)

The proxy designation is valid for the stipulated meeting date(s).

Designated Meeting

Signed:

Dated:

Guidelines for Electronic Voting

This guideline is to be used by AAFCO members for the purpose of conducting normal BOD, workgroup, taskforce, committee, or other assigned AAFCO group business by electronic vote using the internet or e-mail outside of scheduled in-person meetings. These procedures are not intended to be used for electronic voting of the entire membership. All circumstances requiring the use of an electronic vote outside of these guidelines must be approved by the BOD. Voting activities not conducted in accordance with these guidelines may be subject to review and determined to be null and void by the BOD.

For the BOD, only the President or President-Elect may preside over an electronic vote; for committees and all other groups, only the Chair or Co-Chairs/Vice-Chairs may preside over an electronic vote. In the following guidelines, the presiding person will be called the Chair.

All voting members and advisors must be included in any proceedings involving an electronic vote.

Any voting member of the BOD/Committee/Group may propose a motion by email.

Any voting member may second the proposed motion, except the person making the motion.

- No discussion shall occur before the motion has been seconded and the Chair has initiated a discussion period.
- If within the next two business days, another voting member has not seconded the motion, then the member who has made the motion shall contact the Chair to determine any future action.

The Chair will assign a member to record the dates and the names of those members who moved and seconded a motion, and keep minutes of the proceedings throughout the e-vote period.

Once the motion has been seconded:

- Within two business days of the “second” of the motion, the Chair will initiate a discussion period of duration commensurate with the complexity of the motion. During the discussion period, no e-voting shall occur. Any e-vote submitted before the Chair calls for an e-vote will be considered as null and will not be counted.
- In the case of Committee items, the Chair shall extend the motion and the opportunity for discussion simultaneously to the industry advisors.

It is expected that committee advisors will be notified by the Chair of any electronic voting by the members and have opportunity for input.

All discussion comments shall be submitted by e-mail to all persons involved. Once the discussion period has ended:

- The Chair shall resubmit the motion (including amendments, if any) in writing within an e-mail to all voting members.
- The Chair will call for an e-vote within a specific reasonable deadline, not to exceed seven business days.

The e-vote shall remain open for a period of time commensurate to the number and availability of the members, not to be less than one-half of one business day and not more than seven business days. For e-votes lasting four days or more, the Chair will send a reminder of the e-vote to all members two business days before the deadline. If at any time during the open e-vote period a majority vote is reached, the e-vote can be concluded and the results announced by the Chair.

Any member that will not be available during the discussion or e-voting periods may give proxy to another member and notify all others of such proxy. When a member e-votes by proxy, he/she shall so indicate that on the e-vote ballot.

The Chair will notify all members of the results of the motion and the e-vote.

- A motion passes if half of the voting members plus one approve the motion. The Chair does not vote, except if there is a tie or to cause a tie. All members are encouraged to respond with one of three options: Aye, Nay, and Abstain.

The voting will stop at the end of the e-voting period. Any e-vote submitted after that time will not be counted.

The Chair shall determine the course of action if the motion fails.

Records of e-votes will be compiled by the Chair and listed in the minutes of the next regularly scheduled meeting.

All motions will be sent to the BOD with voting results to be considered as an Action Item, except in the case of the passing of minutes. In the case of minutes, list all recommendations to be considered by the BOD and brought before the Association members for vote.

- All minutes passed and approved can be posted to the AAFCO website. Minutes passed electronically will not be available for corrections or additions at any other time or meeting. All voting is final.

The Chair will send to the BOD a record of the dates of all actions, the names of those members who moved and seconded a motion, minutes of the proceedings throughout the e-vote period, all members participating and voting, and the results of the vote.

## Ethics

The following policy is applicable to all AAFCO members when acting on behalf of the Association. Committee chairs, members and investigators should not accept gifts, meals, beverages, trips, tickets for events, etc. from any individual, company or association when representing or acting on behalf of the Association. The policy also applies to the BOD and employees of the Association. This policy does not apply to incidental beverages or meals at industry functions/meetings where AAFCO members are requested participants or speakers. This policy does not apply to industry functions/meetings or receptions when the individual is representing his/her own organization. Participation in those situations should be conducted under the criteria and standards established by that member's organization. AAFCO members may contact the AAFCO BOD if they have questions regarding the application of this policy.

## Conflict of Interest

The members of the BOD and all AAFCO members/volunteers have an obligation to conduct business within guideline that prohibit actual or potential conflicts of interest. AAFCO BOD members, employees, Committee Chairs, and AAFCO Investigators will sign the AAFCO Conflict of Interest Disclosure Statement annually that affirms such person:

- i. Has received a copy of the conflict of interest policy;
- ii. Has read and understands the policy; and
- iii. Has agreed to comply with the policy

The Conflict of Interest provisions should be set out in contracts as appropriate and subject to Board review.

## General Operating Procedures

- The President will ask BOD members, committee chairs and investigators to complete the Conflict of Interest form (copy located in FeedBin) annually, or at the time of assuming the role if it occurs during the business year.
- The Executive Director will remind the President to issue the request (including an attachment with the form) each November 1st.

- Remittance of signed forms will be requested by December 15th.
- The Executive Committee will review completed forms. The Executive Committee will forward those with outside activities to the entire board for review.
- Signed forms will be filed as official documents with the AMF.

## BOARD OF DIRECTORS

The Board of Directors (BOD) consists of nine positions: President, President-Elect, Secretary-Treasurer and Immediate past-President, representing the Executive, as well as five (5) Directors.

The BOD Executive Committee is composed of the President, President-Elect, Secretary/Treasurer and Immediate Past President. The Executive Director will participate as a non-voting member. The Executive Committee will act on behalf of the BOD for time critical decisions, or for items that do not need the attention of the full Board. All decisions will be reported to the BOD at the next meeting and recorded in the minutes.

Members of the BOD are elected at the Annual Meeting and serve for the year beginning January 1 of the next calendar year, ending December 31. The President and President-Elect are nominated following advancement through the Directors' terms. In general, the Directors advance to the officer position of President-Elect and the following year, to President, in order of tenure. Directors should have served on the BOD for a minimum of two (2) full calendar years (not necessarily consecutively) before becoming President-Elect. The Secretary-Treasurer position is also elected, but generally remains with the individual elected for consecutive years in order to provide continuity and stability to the Association.

All BOD members are expected to be present at all BOD meetings to conduct the business of the Association. The AAFCO BOD typically has four in-person meetings per year. BOD meetings are usually scheduled at, but not limited to, the following Association activities:

- Midyear Meeting (usually pre and post meeting)
- Feed Administrators Seminar
- Annual Meeting (usually pre and post meeting)
- AAFCO/Food and Drug Administration (FDA) Briefing and Planning Meeting

Additionally the BOD regularly convenes by conference call, generally monthly.

### General Operating Procedures

- Hold regular meetings for the purpose of conducting Association business.
- Special meetings of the BOD by or at the request of the President or any two directors can also be held. Notice of any special meeting shall be sent to each director at least two days before the meeting.
- Establish such committees, investigators or task force groups as are necessary for the management of Association affairs, and for the study and development of standards, uniform model legislation, regulatory principles, definition or other disciplines concerning animal feeds and livestock remedies. The BOD shall provide for terms of appointment, continuance and dissolution to its established bodies.
- 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.

- Consider any proposed new or amendments to legislation, regulatory principles, definitions, referred through approved committee reports. Review and present all such proposals together with BOD recommendations to members of the Association for action. This includes but is not limited to any proposed new definitions or changes (except editorial changes), new legislation, regulatory principles, or amendments that have been recommended.
- Fill vacancies on the BOD, to fill the unexpired term of the predecessor in office.
- Hold responsibility for contracts and funds as detailed in the By-Laws.
- Delegate the management of the day-to-day operations of the Association to a management company, Assistant Secretary-Treasurer or other person, provided that the company or person carries out the management duties as described in the job description and all Association business and powers shall be exercised under the ultimate direction of the BOD.

In order to inform Association members, industry advisors and other interested parties of the ongoing management of the Association in a timely manner, timeframes have been established for provision of information in Tables 1 and 2 below:

Table 1 – BOD Pre-Meeting Deadlines and Responsibilities

Business Days	Activity	From	To
25	Provide consolidation of outstanding committee recommendations from scheduled meetings, conference calls, etc.	DRAMF*	BOD
20	Liaison to review committee recommendations for alignment with AAFCO policies; identify any outstanding challenges to the President and Committee Chair	Board Committee Liaison	Committee Chair President BOD
15	Provide items for inclusion in the Agenda	BOD members	President Executive Director
10	Provide draft BOD agenda including a list of items to be discussed / actions to be considered / votes to be taken based on the previous BOD meeting, submissions from Committee Chairs, requests from industry and from previously submitted committee reports	DRAMF	President Executive Director
7	Provide final BOD agenda	President	BOD members
5	Post BOD agenda in FEED BIN	DRAMF	BOD Committee Chairs

\*Designated Representative of the Association Management Firm

Table 2 – BOD Post-Meeting Deadlines and Responsibilities

Business Days	Activity	From	To
5	Provide draft minutes of BOD meeting including actions taken and items requiring follow-up	DRAMF*	BOD
10	Provide suggested changes/improvements to draft minutes of BOD meeting	BOD	DRAMF
15	Provide updated minutes for approval	DRAMF	BOD
	Approve minutes	BOD	DRAMF
20	Post approved minutes in FEED BIN	DRAMF	Members
	BOD meeting action items to Committees		Respective Committee chairs

\*Designated Representative of the Association Management Firm

## President

The President is the principal executive officer of the Association and presides at all meetings of the members and the BOD. As an agent of the BOD, the President supervises and controls all of the business and affairs of the Association. The person in this position normally does not serve as a committee or task force chair.

### General Operating Procedures

- Meet with the new BOD to plan the year's activities.
- Represent the Association at other related agriculture/industry organization meetings when invited to participate on their programs. Coordinate and maintain dialogue with external committee advisors in lieu of presidential attendance.
- Keep the Association informed of activities throughout the year and is encouraged to communicate before the midyear and annual meeting to update the membership on AAFCO business.
- Evaluate and approve or deny AAFCO member requests for travel on official Association business using Association funds.
- Together with the BOD, appoint or replace committee chairs, members, investigators and advisors and fill vacancies as they occur.

## President-Elect

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 proofreading each committee report to eliminate conflicts before the BOD meeting 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 questions (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.

- Organize and convene meetings of committee chairs immediately preceding and following the annual and midyear meetings to foster committee collaboration and communication.
- Remain accessible to committee chairs, investigators, regulated industry and consumer groups for assistance, directions and advice.

### Secretary-Treasurer

The Secretary-Treasurer performs all the duties incident to the office. The Secretary-Treasurer serves as the custodian of the corporate records and has charge and custody of and is responsible for all funds and securities of the Association.

#### General Operating Procedures

- Maintain close communication with the President, President-Elect and Finance Committee.
- Receive and refer requests for information to the appropriate officer, director, committee chair or investigator.
- Perpetuate a trustworthy and sound rapport with the Association's BOD and members, regulated industry, consumers and other stakeholders.
- Ensure all notices are duly given in accordance with the By-Laws provisions
- Serve as custodian of the corporate seal.
- Oversee the maintenance of corporate records and voting member register by the AMF.
- Has charge and custody of and is responsible for all funds and securities of the Association as authorized by the BOD.
- Annually prepare a proposed Association budget for approval by the BOD.
- Oversee management of financial activities by the AMF.
- Perform other duties as assigned by the President or BOD.

## ASSOCIATION SUPPORT

### Executive Director

The Executive Director reports to the President, President-Elect and Secretary/Treasurer representing the Executive Committee of the BOD. The Executive Director performs all duties requested by the Board through the Executive Committee. The Executive Director is an independent contractor working on an annual contractual basis.

### General Operating Procedures

- Serve as a liaison or intermediary between the BOD and internal or external individuals or groups wishing to bring an issue to the attention of the Board or the Association
- Provide leadership and management in support of the Association's strategic objectives, initiatives, mission and goals. Work with the AMF to implement the vision and goals of the Association. Carries out plans and duties as assigned.
- Assist the Board, Committee Chairs and members with the development and execution of their respective programs or activities and the Association's budget to ensure the Association remains fiscally responsible.
- Provide advice to the BOD regarding the Association's direction and business by keeping abreast of agricultural developments, changes within the Association, or changes with regulated industry and other stakeholders.
- Promote, communicate and encourage the benefits of participation by members and publicize the Association, its programs and goals within the membership community.
- Represent the programs and point of view of the Association to inform and educate stakeholders.
- Develop and maintain sound working relationships and cooperative arrangements, and work as liaison for AAFCO with relevant organizations identified by the BOD.

### Association Management Firm

The BOD may delegate the management of day-to-day operation to a management company. The AMF is an independent contractor. In addition to the staff support services described below, the AMF will also provide such management services, as AAFCO shall direct. This shall include fiscal oversight of AAFCO's daily operations, general board support and coordination, and be a central contact for members and activities. Notwithstanding the AMF's duties and management obligations, AAFCO's BOD will retain ultimate control and direction over the management of AAFCO's affairs. The AMF will fulfill its function under the control and direction of the AAFCO BOD.

### General Operating Procedures

- Membership maintenance,
- Meeting planning and support,
- Technology resources and support activities,
- Publications support,
- General administrative and governance support,
- Bookkeeping and other related financial services,
- AMF Staff supervision,

- Maintenance of corporate history and archival support services,
- Other general staff support as needed to assist the AAFCO in its daily business.

### Functional Collective Terms for AAFCO Working Structure

Advisors – May be requested by the President to represent industry/trade and consumer groups on AAFCO committees (including subcommittees), task forces, or working groups. Following all nominations, the President, with the advice of the BOD, may accept representatives. The President may also choose to appoint other individuals. Generally, the President and BOD take into consideration the individual's demonstrated expertise on a given subject matter, their willingness to work with others in AAFCO, and their ability to facilitate the goals of the organization. These advisors will be called upon to answer questions relevant to animal nutrition, analytical expertise, industry practices, or other pertinent questions. The number of advisors is usually limited by the size of the committee. Committee advisors do not serve as members of an AAFCO committee, nor do they have a vote in committee level deliberations. Committee advisors serve as a voting member of work groups and task forces supporting the respective committee. Any advisor who behaves in a manner disruptive to committee business is subject to removal as an advisor to the committee by the AAFCO President.

Committees - May be established by the BOD. Members of Committees are appointed by the President, with the advice of the BOD. Committees may have regularly scheduled meetings at the Midyear and Annual meetings. Priorities and goals should be established at the Annual Meeting. These are to be submitted to the President-Elect after the Annual Meeting. Committees are composed of AAFCO members. Size of the committee may depend on both the duties of the committee and interest in participating in that committee's charges.

Coordinators - Are generally individuals, or small groups appointed by the President that serve in place of a standing committee when the role that needs to be filled is either very limited in scope or would function less effectively as a larger committee. (e.g., Feed Safety Coordinator)

Expert Panels – May be convened at any time, by a Committee, Task Force, or Investigator if deemed necessary to assist in the provision of advice. The terms of reference and duration of the panel shall be set out when the Panel is created. If the BOD has not expressly identified any experts in specific fields of expertise, then the Committee/Task Force/ Investigator is encouraged to make their own selection based on most knowledgeable persons that can be identified. The experts are not limited to academia but expert panelists should not have corporate financial interest for, or against, the proposal.

Investigators - Are generally individuals that serve in place of a committee within the limited scope of a category of ingredients for the purpose of coordinating the development or modification of Official Definitions and/or Terms used to describe the ingredients. Investigators are generally identified by the chair of the IDC for appointment by the President with the advice of the BOD and also serve as de facto members of the IDC.

Subcommittees - Are made up of committee members, and are "task/topic specific" (e.g., By-Laws Subcommittee of Strategic Affairs), used to divide responsibilities, or focus work, into more

manageable groups of interest or expertise. Subcommittees do not generally have time restrictions imposed on their existence, and work tends to be a subset of the standing committee charge(s). Subcommittees may be created by a committee chair, as needed, to support committee function.

**Task Forces** - Are utilized to fulfill a need for “specific charges”, within a specific and limited time, both of which are established at the time of appointment. Task Forces are appointed by the President and serve at the discretion of the BOD. Membership of a Task Force focuses on expertise in the area to be addressed, and may include any individual needed to function within its charge (e.g., the Canine and Feline Nutritional Expert Task Force).

**Working Groups** - May include AAFCO Members, Advisors, Academia, or others, as needed to function within its charge. Working Groups are “task specific” and are appointed by a committee chair, coordinator, or investigator to address a specific issue. Working Groups have a limited life span and purpose, both of which should be addressed at the time of appointment. Working Groups (e.g., Sugar Working Group) serve at the discretion of the appointing individual.

## Committee Guidelines

Committee chairs, members, and investigators should use the following criteria to determine if an issue or a proposed/suggested change needs to be addressed by this Association. The following criteria are applicable to all AAFCO investigators and committees if presented with an issue or change.

Does the issue or change affect:

1. Safeguarding the health of humans or animals?
2. The protection of consumer(s) and regulated industry?
3. The structure for orderly commerce?
4. The functions of the Association?

An issue or proposed change should meet at least one of these criteria to be considered by a committee/investigator. Committee chairs and their members determine whether an issue or proposed change meets the criteria. Committee chairs may seek guidance from the AAFCO Committee Coordinator (President-Elect) for issues that do not clearly meet any of the above criteria prior to determining whether the issue should be considered a committee/investigator project.

Justification must be provided with all proposals for consideration by a committee/investigator. Proposals should include the following:

1. The benefit of the proposal to humans and animals;
2. The benefit of the proposal to the consumer;
3. The benefit of the proposal to the regulated industry; and,
4. The benefit of the proposal to the Association

An amendment to AAFCO Model Bills and Regulations should only be made when it improves the clarity, design or intent of the statute or regulations, addresses a change in technology or enhances any of the criteria.

Committee resources are not intended to address industry competitive based marketing concerns.

## Committee Definitions

### Committee

A group of members and advisors officially delegated to administer, discuss, or make reports concerning a subject on which its members are authorities.

Chairperson is the presiding officer of a committee who ensures the committee is properly managed and functioning effectively.

### Responsibilities

The chairperson's duties and responsibilities include, but are not limited to, the following:

- Ensure meetings are called and held in accordance with AAFCO's mandate, terms of reference and By-Laws.

- Establish and confirm an agenda for each meeting in consultation with committee members and advisors.
- Ensure the meeting agenda and relevant documents are circulated to the members and advisors in accordance with the timelines identified by AAFCO.
- Officiate and conduct meetings.
- Provide leadership and ensure committee members and advisors are aware of their obligations and the committee complies with its responsibilities.
- Ensure there is sufficient time during the meeting to fully discuss agenda items.
- Ensure that discussion on agenda items is on topic, productive and professional.
- Ensure committee reports are complete and accurate, reviewed and submitted in accordance with the timelines identified by AAFCO.

Vice Chairperson is a member of a committee immediately subordinate to the chairperson who assists the chairperson as required and serves as the chairperson in his/her absence or indisposition.

Co-Chairperson is one of two or more presiding members of a committee who share the responsibility for the proper management and effective functioning of a committee.

### Spokesperson

An AAFCO investigator is the spokesperson for their particular area of expertise. Each committee, sub-committee, task force or working group should identify a spokesperson to handle inquiries from industry, media and the public. While the spokesperson may not always be the chair of that group, the person should be an AAFCO member. This individual is responsible for responding to all inquiries.

### Additional Committee Meetings

Committees may request permission to hold meetings in addition to the Midyear and Annual meetings. These requests are to be submitted in writing to the BOD with justification for the meeting. Justification should include requested attendees and costs for the meeting.

### General Operating Procedures

- AAFCO committees typically meet two times per year: at the midyear and annual meetings. Committee business may be conducted in many ways, not just via face-to-face meetings. Committees are encouraged to utilize the telephone/teleconference, webinar and e-mail systems to conduct business between formal meeting times. If additional committee meetings are necessary, the Chair may schedule meetings and/or conference calls.
- AAFCO is committed to providing a forum for respectful, professional discussion. All discussions should be professional and relevant to committee business. Any member or advisor who behaves in a manner disruptive to committee business may be subject to removal from the committee.
- Robert's Rules of Order may be used but are not required.
- Committee chairs may call open or closed meetings for the conduct of business.
- Closed meetings shall be of two types:

1. Those at which advisory groups are requested to present the views of their associations; and,
  2. Those at which control officials only shall formulate recommendations for presentation to AAFCO.
- Chairs shall use discretion when inviting advisory groups to closed meetings. In general, invitations to make formal presentations at closed meetings shall be restricted to organizations that provide committee advisors to AAFCO.
  - Individuals, associations, or groups interested in having their views presented at closed meetings shall submit a written request providing a description of the topic to be reviewed in advance of the closed committee meeting with the assurance that the committee will take such views into consideration.
  - Even where issues are originally discussed in closed meetings, additional opportunities for discussion at (a) open committee meetings and/or (b) AAFCO general sessions will be provided for any committee recommendations to ensure that the operations of AAFCO are transparent and that stakeholders have the opportunity to provide comments.

## Budget

If financial support is needed from the Association (e.g. additional meetings), a proposed budget (e.g. meeting venue and travel costs), meeting rationale, attendees and proposed agenda must be prepared and submitted to the Secretary-Treasurer and requires the approval of the President. Committees should identify any budget requests (revenue or expenses) for the next fiscal year in their midyear meeting committee report. The Budget Request Form should be used and can be obtained from the AAFCO website or AMF.

The Secretary-Treasurer will incorporate committee budget requests into the proposed Association budget for the BOD by May 1. The BOD will review, and finalize the budget by June 1. Once approved in the annual Association budget, most activities typically do not require further BOD approval. It is expected that the committee will work with the AMF as needed. The committee will report back to the BOD after the event.

Projects that will take two or more years to accomplish should be provided to the Finance Committee by March 1 with a business plan outlining:

- Overall budget of expected income and expenses;
- Executive summary detailing the purpose of the project, who is overseeing and participating in it and benefits to the AAFCO membership;
- Resources needed including monetary, grant requests, volunteer time, AMF support, software, etc.; and,
- Implementation plan that includes specific benchmarks and deliverables.

## Conducting Meetings

### Agenda Management

An agenda for each committee should be prepared by the chair prior to each meeting and sent to committee members and advisors in accordance with established timelines. The agenda for the midyear and annual meetings will be published on the AAFCO web site.

Agendas should include the following information:

1. The agenda topics (including a sentence or two that defines each item and why it is being discussed).
2. The presenters (usually the person who originated the item or the person most responsible or knowledgeable about it).
3. A time guideline (the estimated time in minutes needed to discuss each item).
4. The item type and whether the item requires discussion or decision or is just an announcement.

Start each meeting by reviewing the agenda, adding or deleting items, and modifying time estimates.

### Establish Ground Rules

At the beginning of the committee meeting, the committee chair sets the ground rules for the meeting. This includes letting everyone know how comments will be received, e.g., comments only from committee members; time limit for comments; comments from other meeting attendees, etc. Motions should be made and accepted or rejected based upon the consensus of the majority of voting members present. Chairs are encouraged to be familiar with the fundamental guidance of Robert Rules of Order in conducting their committee business.

### Record Meeting Deliberations

Designate an individual to record each item discussed, listing important discussion topics and final action or disposition.

### Review Action Items

Review items on the Action Item List for follow-up activities (what? by whom? due date?).

### Evaluate the Meeting

Determine if specific goals for meeting were met and how to improve.

### Draft Committee Documents

All AAFCO documents developed by committees, sub-committees, task forces, working groups or investigators that are not completed should be marked with the word, "draft".

Draft documents are to be released publicly only with the permission of the applicable Chair. Members, advisors and other individuals assigned to participate in this Association's functions are permitted to share draft committee documents within their own organizations with the understanding that draft documents may not be publicly released without permission.

## Committee Reporting

The Committee Report Template should be used and can be obtained from the AAFCO website or AMF. The report contains sections to document:

- Committee and BOD recommendations and Association actions at the top of the report;
- Dates and locations of meetings;
- Member and advisor participation;
- General information on discussions;
- Reports and actions taken by the committee including formalized motions; and,
- Follow up on action items.

Any designated appointed working structure group having been appointed by a committee chair, including any expert panel, any subcommittee, or any working group, must provide to the committee chair an update of their charge and progress made throughout the year, in electronic format, due at a time chosen by the committee chair, but. It is the responsibility of the appointed working structure to present a report to the chair whether or not specifically solicited by the chair.

## Work Timelines

In order to inform members, advisors, and other interested parties of ongoing committee work in a timely manner, timeframes have been established in Tables 3 and 4 below:

Table 3 – Committee Pre-Meeting Deadlines and Responsibilities

Business Days	Activity	From	To
45	Committee Agenda and special requests (e.g., additional space, extra meeting time)	Committee Chairs	DRAMF* Committee Board Liaison
40	Committee Agendas reviewed to ensure necessary topics are included and appropriate	Committee Board Liaison	DRAMF
30	Provide new or modified feed ingredient definitions to allow for proper review and proposal for adoption at scheduled IDC meetings.	AAFCO Investigators	Chair of the IDC
25	1. Provide additional** committee reports, including recommendations, for consideration by the BOD and Association 2. Provide meeting agenda 3. Identify A/V needs, including teleconference needs, if any	Committee Chairs	DRAMF
20	Post Committee meeting agendas in FEED BIN and on AAFCO website	DRAMF	Members

10	Send meeting announcement (including notice of voting, Committee reports)	DRAMF	Association members and advisors
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\* Designated Representative of the Association Management Firm

\* Committee reports are due 45 business days after the meeting. Therefore, only additional committee activities/reports are needed prior to the next meeting.

Table 4 – Committee Post-Meeting Deadlines and Responsibilities

Business Days	Activity	From	To
45	Provide approved committee reports including minutes and recommendations for consideration by the BOD	Committee Chairs	DRAMF
50	Post committee report including minutes and recommendations for consideration by the BOD in FEED BIN and on AAFCO website	DRAMF	Members

## Coordinators

### Feed Safety

#### Purpose

Track completion of committee work relative to feed safety that is in progress and provide ongoing support for feed safety communications and feed safety issues referred by the BOD.

#### General Operating Procedures

- Identify and serve as the focal point coordinating the work of committees, task forces, working groups and subcommittees involved in feed safety issues.
- Serve as an active communication channel for all chairs of the committees working on feed safety issues. This may include but is not limited to, arrangements of conference calls or meetings with the chairs of related committees to discuss issues to be coordinated or resolved.
- Identify common feed safety related issues committees are working on to avoid duplication of efforts or to recommend new areas of exploration that may complement tasks being done by other committees.
- Provide needed support, or advise the President-Elect of the support needed by each committee working on feed safety issues.
- Facilitate the committees working on feed safety by staying on target with regard to the AAFCO Strategic Plan and advise the BOD on deviations.
- Keep the BOD abreast of feed safety progress and/or issues to be resolved.
- Make recommendations to the BOD/President-Elect if there is a need to create a new task force/committee, or disband existing groups whose missions have been accomplished - related to feed safety.
- Meet with the BOD at least once a year to give a written progress report on major feed safety issues and comment on the status and effectiveness of the coordinator's position.
- When the BOD or a committee becomes aware of a new issue or topic related to feed safety, they should communicate with the feed safety coordinator.

### Necrology

#### Purpose

Inform the membership of the death of an associate and appropriately remember the deceased associate at the Annual Meeting.

#### General Operating Procedures

- Send notice to AAFCO membership requesting information on deceased members.
- Prepare eulogy to be read at the annual meeting and printed in the OP.

## Life Membership

### Purpose

Honor deserving feed control officials who have retired and are not involved in any way with the regulation, manufacture, distribution, or sale of commercial feeds.

### General Operating Procedures

- To qualify for life membership in AAFCO a candidate must have met the following criteria or have performed meritorious service to the Association or to the principals of animal feed control determined by the AAFCO BOD to be the equivalent of these criteria:
  1. The candidate shall have completed a minimum of eight years (8) active committee, investigator, seminar, task force or officer service; or a minimum of fifteen (15) years tenure in a member agency with semi-active or indirect service to the Association.
  2. The candidate shall have terminated his or her tenure as a feed control official and shall not have accepted a position in any feed control regulated business trade or professional association servicing the animal feed industry.
- The proponent of a candidate for life membership shall provide a resume outlining the candidate's term of employment, service to the Association, contribution to animal feed control, basis for leaving feed control, a current mailing address and telephone number.
- The candidate may be proposed by:
  1. The member agency of which the candidate was employed during his or her tenure as a feed control official;
  2. A standing committee or special committee appointed by the President to evaluate life membership candidates; or
  3. The BOD may on its own volition nominate candidates for life membership.

### Assessment of Life Membership Nominations

The BOD shall, when considering a candidate for life membership, evaluate the merits under which prior memberships were awarded; avoid awards that tend to disenfranchise the values of life membership; disregard personal friendships, personalities and social factors and protect the past, present and future of the honor of Life Membership.

### Notification of New Life Members

Life member nominees approved by the BOD, shall be notified in writing, by the President, within ten days of the decision and will be included in the list of Life Members in the next version of the OP.

Life members have the right to chair AAFCO committees.

Life members have the right to vote in committee meetings and workgroups but not the association's general business meetings.

## COMMITTEES

### Nominating

#### Purpose

Select members qualified to hold positions to serve on the BOD.

#### Membership

The committee is established by the BOD and generally consists of the last three past presidents. The past president who has been out of office for the greatest length of time serves as chair. If three past Presidents are not available to serve, other members shall be appointed to the extent necessary to constitute the three members of the committee. No industry representatives serve as advisors to this committee.

#### General Operating Procedures

- Select candidates to serve on the BOD. Selection criteria include active participation as a member on committees, chair of a committee, and participation in meetings.
- An individual's general willingness and ability to serve as a future officer is a relevant, but not a necessary, factor for consideration in selecting nominees for Directors.
- The slate of candidates for officers and directors should be submitted to the BOD prior to the annual meeting.
- A President shall serve only one term except under unusual circumstances justifying a longer term. The decision shall be jointly made by the BOD (excluding the President) and the Nominating Committee. Only after these two bodies have reached full agreement shall the President's name be submitted to the membership for a vote to continue in the office.
- Nominations may be made in writing to the Secretary-Treasurer by any Association member or from the floor by any member during the election of directors at the annual meeting.

### AAFCO Proficiency Testing Program

#### Purpose

To support regulatory, industry, and commercial feed laboratories by providing proficiency testing programs that is compliant with international guidelines at nominal cost to laboratories. To monitor the use and performance of analytical test methods and to provide information to other AAFCO committees as required. To provide feed testing laboratories with performance-monitoring procedures that are common requirements of accreditation and produce well-defined testing materials to be used for method validation and quality control.

#### General Operating Procedures

- Operate the AAFCO proficiency testing programs including contracting with a laboratory to prepare and distribute samples.
- Employ a consultant to manage statistics and computer software.
- Provide statistical analyses suitable for analysts to use in monitoring their performance and method evaluation.

- Provide to the BOD estimates of the accuracy of the more widely used assay methods and recommend analytical variations (AV's) for use as guidelines in assessing the acceptability of products appearing to be marginally acceptable.
- Encourage the use of the most effective methods of analysis.
- All participants in the proficiency testing program from regulatory, manufacturers, research and private service laboratories are invited to take part in the meetings, help plan sample schedules and give guidance to the programs.

## Current Issues & Outreach

### Purpose

To provide a forum for the discussion of new ideas as well as ongoing problems, promote understanding and cooperation between government and industry, and disseminate relevant information to AAFCO members, the regulated industry, and other interested parties through an appropriate method.

### General Operating Procedures

- Increase awareness of ongoing activities and special projects of AAFCO for members, industry and other interested parties while encouraging active participation.
- Identify member information needs and communicate Association benefits and accomplishments to promote coordination and understanding.
- Assist in uniform interpretation of laws, regulations and policy statements by disseminating reports to regulatory officials regarding these issues.
- Encourage AAFCO members to contact the committee with information throughout the year.

## Education & Training

### Purpose

Work with committees and the BOD to identify education and training needs and approaches. Serve as a point of integration for training approaches with other national organizations (e.g., FDA, International Food Protection Training Institute, and Food Safety Preventive Controls Alliance) as needed. Act as a resource to identify appropriate training methods and coordinate the organization of training material developed by the respective committees for effective educational approaches in support of regulators and regulated industry training\*. (\*Note: Technical training material development remains the responsibility of the subject matter expert committee.)

### General Operating Procedures

- Work with the BOD and committee to identify education and training needs and approaches.
- Serve as the focal point for AAFCO training fora by administering committee training requests per the Training Endorsement Policy (below).
- Coordinate and organize training material developed by committees to support effective educational approaches for regulators.
- Act as a committee resource to identify appropriate training methods.
- Liaise with other training organizations to keep abreast of related training and inform member committees as appropriate.

- Organize and conduct the annual Feed Administrator's Seminar.

### Feed Administrator's Seminar

#### Purpose

Plan and conduct the annual Feed Administrator's Seminar and administer the AAFCO Feed Control Seminar Scholarship program.

#### General Operating Procedures

- Secure a facility for the seminar with adequate meeting and sleeping rooms, eating facilities and recreational opportunities. A "retreat" setting is preferred.
- Establish registration fees and other costs of the seminar.
- Invite member feed control officials to the seminar by providing guidelines and application information.
- Provide scholarship guidelines to member feed control officials. Notify scholarship recipients of scholarship awards. Funding for travel of scholarship recipients is the responsibility of the regulatory agency unless other funds are secured.
- Prepare a seminar program that promotes the philosophy, purpose, structure and functioning of AAFCO; teaches the concepts of the Model Bills and Regulations; stresses the importance of uniform administration and management of feed laws and feed control programs on a national basis.
- Work with the BOD and members to identify a relevant list of topics and finalize a seminar program.
- Secure speakers for program.
- Ensure members are informed of the finalized program at least 50 business days before the meeting.

### Training Endorsement Policy

The AAFCO BOD must approve AAFCO sponsorship or endorsement for any workshop, seminar, training course or other educational offering prior to the use of its name or use of the AAFCO seal, regardless of the hosting entity or the purpose of the event. Any request for the use of the AAFCO name or seal must be directed to the Chair of the Education and Training Committee (ETC), who in turn, will forward to the BOD with a recommendation for consideration and action. Host entities may include, but are not limited to the following: member agencies, committees, industry groups, and AAFCO Committees. Training events may include, but are not limited to AAFCO's Basic Inspector Training Seminar, Advanced Inspector Training Seminar, and the Feed Administrator's Seminar, or other trainings related to the regulation and processing of feed and feed ingredients.

Such requests should be placed in writing and should include a description of the following:

- An overview of the training content including a draft agenda;
- Why or how the program content is relevant to AAFCO;
- Delivery format (in-person, satellite, on-line, written materials, etc.);
- Level of involvement, if any, of AAFCO membership in program development;
- Level of involvement, if any, of AAFCO membership in program presentation;
- Intended audience, including anticipated benefit to attendees, including AAFCO members;

- Anticipated fees for attendees;
- Other anticipated sponsors and endorsers;
- Requests for AAFCO support, if any (e.g., financial, in-kind, or otherwise);
- Expectations for use of AAFCO name and trademark in promotional materials, including anticipated timeframes for use; and,
- Full financial disclosure, including the intent for profit, which may include a preliminary budget.

The Training Request Form should be used and can be obtained from the AAFCO website or AMF.

The ETC and the BOD shall give consideration to all requests and would view as favorable those requests that:

- Offer educational benefit to AAFCO members or the regulated industry;
- Anticipate significant participation by AAFCO members;
- Provide AAFCO and its members the opportunity to provide input on course content; or,
- Complement, reinforce, or otherwise support other trainings offered or sponsored by AAFCO.

The ETC and the BOD should carefully consider the commercial and financial interests of those hosting a program to ensure that it presents no conflict to the regulatory role of AAFCO and its members.

Approvals of an AAFCO endorsement for educational activities will be made effective for specific events and only for a specific time period. If training is postponed or rescheduled for a time period not considered, an additional endorsement request will need to be made to AAFCO. All training endorsement requests must be forwarded to the AAFCO President at least 90 days prior to the proposed training. Training requests may be made up to one year in advance for events requiring more advanced planning. The AAFCO trademark, name or seal shall not be used on training or promotional materials unless approved by the BOD. Approval for an AAFCO endorsement does not require a vote of the general membership.

All committees considering training need to provide cost/budget estimates to the Secretary-Treasurer to allow for funds to be set aside in the AAFCO budget process for the ensuing year by May 1st.

In order to inform Association members, industry advisors and other interested parties of upcoming training in a timely manner, timeframes have been established for provision of information to the Chair of the ETC, BOD and DRAMF as identified in Tables 5 and 6 below:

Table 5 – Pre-Training Deadlines and Responsibilities

Business Days	Activity	From	To
90	Submit training request that contains the information identified above	Training Proponent	ETC Chair (or designate)

85	Based on criteria established by the ETC and approved by the BOD, recommend whether the training request should be approved or not	ETC Chair	BOD
80	Discusses ETC Chair Recommendation and accepts or rejects the proposal	BOD	DRAMF
75	Provide BOD recommendation	DRAMF*	ETC Chair
70	Communicate BOD decision	ETC Chair	Training Proponent
65	Provide final budget and obtain approval	Training Proponent	Secretary-Treasurer
50	Provide final agenda including confirmed presenters. Send meeting announcement. Identify A/V needs, including teleconference needs, if any.	Training Proponent	DRAMF
45	Send meeting announcement and agenda for posting in FEED BIN and on AAFCO website	DRAMF	Members
25	Closing date for application to AAFCO for funding support for trainees and presenters, e.g., scholarships	AAFCO members	DRAMF
15	Confirm funding support for trainees.  Deadline for accepting materials for printing (should request electronic version for posting to AAFCO website where possible)	DRAMF  Presenters	Trainees DRAMF
5	Ships printed materials and other supplies required	DRAMF	Training site

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Table 6 –Post-Training Deadlines and Responsibilities

Business Days	Activity	From	To
10	Provide Evaluation Report and recommendations to improve future training. *Post presentation materials in FEED BIN and on AAFCO website	Training Proponent  DRAMF**	ETC Chair and the BOD  Members
30	Provide final financial report	DRAMF	Training Proponent, ETC Chair and BOD

\* Some materials may be proprietary

\*\* Designated Representative of the Association Management Firm

## Enforcement Issues

### Purpose

Provide a forum for the discussion, promotion, and development of uniform enforcement policies and actions by AAFCO members. This committee usually meets in closed session, for AAFCO members (regulatory) only.

### Membership

Industry representatives do not serve as advisors to this committee.

### General Operating Procedures

- Provide a forum for discussion of enforcement issues by regulatory officials.
- Solicit input from feed industry, consumer groups, university scientists, veterinarians and regulatory officials.
- Coordinate efforts with regulatory officials to determine enforcement priorities and strategies.
- Organize and collaborate on joint enforcement activities.
- Responsible for formalizing and updating the Enforcement Guidelines and other enforcement documents.

## Feed & Feed Ingredient Manufacturing

### Purpose

Working cooperatively with the FDA, Canadian Food Inspection Agency, feed and feed ingredient manufacturers, and other relevant domestic and international stakeholders, develop science-and risk-based regulations. Such regulations would support the implementation of effective inspection and compliance strategies as well as be useful in providing education and information to stakeholders. The overall goal is to minimize the presence of chemical, microbiological, and physical hazards in animal feeds to the levels necessary to protect human and animal health.

## General Operating Procedures

- Collaborate with members and advisors in the development and maintenance of legislation relevant to feed manufacturing.
- Cooperatively develop and maintain model feed programs and compliance guides such as the Model National Medicated Feed Program, the Non-Licensed Medicated Feed Compliance Program, the Voluntary Self-Inspection Program Structure, Official Guidelines for Contaminant Levels and Model Good Manufacturing Practices.

## Feed Labeling

### Purpose

Review labeling requirements set forth by the Model Bills and Regulations Committee to determine modifications needed to more effectively serve purchasers of commercial feed and feed manufacturers; and maintain Feed Labeling Guides.

## General Operating Procedures

- Provide a forum for discussion and solicit input from the feed industry, consumer groups, university scientists, veterinarians and regulatory officials.
- Coordinate efforts with the industry and other concerned groups to determine labeling needs for commercial feeds.
- Offer recommendations for updating the Model Feed Bill & Regulations.

## Finance

### 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.

## Ingredient Definitions

### Purpose

Serve as a focal point for the development of feed ingredient definitions and provide and maintain a mechanism for the organization and distribution of information regarding ingredients and their use.

## General Operating Procedures

- Study proposals submitted by the individual investigators.
- Distribute proposals, along with any pertinent information, to the committee members for review and comments.
- Assure all pertinent concerns are addressed before submitting to the BOD with recommendations for action.
- Returns proposals to the investigator for additional research in the event there are unanswered concerns by either the committee or BOD.
- Make recommendations on all ingredients in tentative status at each annual meeting.

## Inspection & Sampling

### Purpose

Work cooperatively with feed and feed ingredient manufacturers and other relevant domestic and international stakeholders, to develop effective inspection and sampling procedures and promote the uniform application of those procedures for feed and feed ingredients; evaluate, update, and maintain the AAFCO Inspectors Manual.

## General Operating Procedures

- Develop, implement and maintain inspector training materials including the AAFCO Inspector's Manual.

## Laboratory Methods & Services

### Purpose

Work cooperatively with FDA, CFIA, regulated industry, and other stakeholders to promote communication among feed laboratories and with feed program personnel; provide a forum at our committee meetings for technical topics (e.g., method development and validation); monitor and plan for emerging issues related to regulatory feed laboratory activities; advise other AAFCO committees with respect to implications for enforcement activities; work collectively to provide laboratories with resources (e.g. training, new or improved analytical methods); partner with FDA and professional associations to provide a forum for exchange of information; organize and conduct surveys determining aspects of interest for the participating population of laboratories; support and facilitate method validation for needed analytical methods and the requirements of AAFCO and regulated industries; facilitate communication among member laboratories with mailing group; prioritize method needs and develop performance criteria statements for needed methods; work with FDA to establish VMFs for submission of method validations with the goal of obtaining FDA review for regulatory methods.

### General Operating Procedures

- Provide a forum for discussion of laboratory topics as needed.
- Organize and conduct surveys determining aspects of interest for the participating population of laboratories.
- Provide an interface with AOAC International, AOCS or other standards organizations to meet the requirements of AAFCO and regulated industries.

## Model Bills & Regulations

### Purpose

Provide timely and sound recommendations to the BOD so that fair and just model bills and regulations are maintained and advocated by AAFCO regarding the production, labeling, distribution, and sale of commercial feed and production of noncommercial feed.

### General Operating Procedures

- Review and evaluate all requests for new or revised legislation and regulatory principles.
- Render opinions on matters pertaining to compatibility of requests with existing legislation and regulatory principles.
- Provide interpretation of existing legislation and regulatory principles when requested.
- Inform the BOD of federal and state legislation of particular interest to AAFCO.

## Pet Food

### Purpose

Work cooperatively with FDA, the pet food industry, and other stakeholders to monitor, review, and recommend appropriate revisions to the AAFCO OP as related to pet food and specialty pet food and suggest additional activities, when such are needed, to more effectively: 1) provide protection for the consumer and the regulated industry, 2) safeguard the health of humans and animals, 3) provide a structure for orderly commerce, and 4) provide recommendations and assistance for training, workshops, and educational materials regarding pet food and specialty pet food.

### General Operating Procedures

- Endeavor to promote honesty and fair competition within the pet food industry through uniform application of the Official Pet Food Regulations.
- Work with member control officials and pet food manufacturers for accurate, legal, and non-misleading labeling of pet food products.
- Maintain communications with the Pet Food Institute and other sector associations to promote cooperative efforts in developing new policies or regulations when necessary.

## Strategic Affairs

### Purpose

Provide advice and support to the BOD regarding strategic direction, planning, tracking, and implementation of related Association activities and stability; advise and maintain the By-Laws to best serve the BOD and needs of AAFCO.

### Membership

Membership is comprised primarily of AAFCO past presidents. Industry advisors may also serve on this committee.

### General Operating Procedures

- Lead strategic planning for the BOD.
- Provide input regarding the strategic plan and monitor AAFCO progress in achieving identified objectives within the plan.
- Suggest modifications or additions to the plan and Association activities periodically to the BOD.
- Provide advice and maintain the Association By-Laws.

## By-Laws Subcommittee

### Purpose

Receive, review and suggest changes in the AAFCO By-Laws in order to maintain the by-laws to best serve the needs of AAFCO.

### Membership

The committee is composed of a chair and two or three AAFCO members. No industry representatives serve as advisors to this subcommittee.

## General Operating Procedures

- Receive written correspondence to communicate suggested changes from members, including those who are not able to attend committee meetings. Any AAFCO member may propose a change in the by-laws by submitting it in writing to the committee chair. Although not required, it is recommended that copies of the proposed changes be sent to the AAFCO President by the persons suggesting the changes.
- Submit approved subcommittee reports for the midyear and annual meetings well in advance so that required notification can be made to the full committee members.

## Technology

### Purpose

Provide advice and counsel to Committees and BOD on all matters related to AAFCO's information technology needs, systems development, and related budgetary issues.

## General Operating Procedures

- Manage and coordinate information systems and technology management activities across AAFCO.
- Develop, evaluate, and prioritize business needs in relation to current and planned information technology systems, data standards, reporting, and visualization functions in partnership with AAFCO Committees and stakeholders, as well as partners external to AAFCO.
- Solicit feedback from end-users.
- Serve as information resource on technology issues, upgrades, current platforms, and systems.
- Channel input on improvements and revisions needed to current and future software programs.
- Work with third-party data providers to improve quality and accuracy.
- Provide input for training and guidance for information system users.
- Develop long-range strategic plans for AAFCO's information technology infrastructure and systems.
- Coordinate short and long-term technology needs for the Association to advance the consistent regulation of safe feed.

## Investigators

### Purpose

An investigator is appointed by the President and BOD with the advice of the IDC chair for each category of feed ingredient to establish and maintain a current listing in the OP including the applicable classification, definition, and restrictions.

Investigators' goals are to:

- Develop official feed definitions and standards that are just and equitable in cooperation with the regulated industry producing it; and,
- Assure that the production, sale and use of ingredients will result in safe and effective feeds.

Tentative definitions remain in tentative status until official status is recommended by the investigator and/or the Ingredients Definitions Committee. Ingredient definitions may be challenged due to changes in manufacturing processes and facilities, causing product and regulation change.

### General Operating Procedures

- Provide a focal point among members, FDA, regulated industry and stakeholders for uniformly defining feed ingredients and their use.
- Receive requests for amending or adding to the AAFCO listing of definitions.
- Receive initial definitions for new products from individuals, ingredient manufacturers, associations, regulatory agencies or the investigator.
- The investigator may initiate a definition modification based upon knowledge of the affected industry and not a on a specific request from a sponsor. It is the responsibility of the investigator to acquire sufficient documentation to support the action, in accordance with the Guide to Submitting Ingredient Definitions in the OP.
- Determine from the person making the request the purpose, need, safety, etc. of the product. Check with industry, other control officials, other investigators, governmental agencies and others that may have input regarding the topic.
- The investigator needs to adhere to the assessment steps detailed in the Guide to Submitting Ingredient Definitions in the OP.
- Define a specific ingredient as accurately as possible without incorporating product specifications.
- Strive for a concise and complete definition, giving a common or usual name that is readily understood, which will eventually be an official definition to be used by ingredient manufacturers, feed manufacturers and regulatory personnel worldwide.
- Research the products and proposed definitions and submit recommendations to the Ingredient Definitions Committee (IDC) using the Investigator Report Template that can be obtained from the IDC chair, AAFCO website or AMF.
- Investigator recommendations are considered only at IDC meetings.

## ADMINISTRATIVE PROCEDURES AND POLICIES

### Travel Procedures

AAFCO realizes the importance of having effective meetings and this requires committee chairs, investigators, members of the BOD and others to attend. However, sometimes persons serving in these positions are unable to attend meetings without outside financial assistance because of a lack of available travel funds in their agency. AAFCO has a long tradition of assisting control officials, to the extent possible, in attending meetings when it is deemed to be in the best interest of AAFCO to do so.

A control official should request funds for travel from AAFCO only if their agency is unable to provide funds for travel. The official should seek partial travel funds from their agency. Additionally, when requesting AAFCO travel funds, the official should minimize expenses.

### Authorization Procedures

- The President is responsible for approving all travel requests. The President may consult with the BOD as necessary or advisable. In the case of the President's travel, the President-Elect is responsible for approving the President's request.
- All travel requests must be submitted to the AAFCO President and AMF on the Travel Request Form well in advance of the meeting. The Form can be obtained from the AAFCO website or AMF. Approval must be obtained before the travel begins.
- Committee chairs and BOD members may make their requests directly to the President.
- Committee members must first submit their requests through their committee chair, who must approve the travel before forwarding the request to the President.
- The chair should justify the requests by explaining why the member's presence is in the best interest of AAFCO.
- Travel advances, mainly to cover transportation, are available upon request and approval.
- The President shall promptly approve or deny all requests, within 5 business days, and send a copy to the person requesting approval, the committee chair (if appropriate), and the AMF. A copy is to be attached to AAFCO Expense Travel Vouchers after the approved travel has been completed.
- The President-Elect will be responsible will be responsible for approving proposed travel that takes place during their term as President.

### Allowances and Receipts

- Room costs will be reimbursed on an actual-cost basis. A receipt is required.
- Meals and incidentals will be reimbursed based on the current U.S. federal per diem rate.
- Automobile travel will be reimbursed at the current U.S. federal rate. The claim should show origin and destination points and total mileage. If automobile instead of air travel is chosen, then the less expensive mode of transportation will be reimbursed.
- Airfare should be the lowest available, which may require advance purchase, economy fare or other restrictions. A receipt is required.
- Taxi, limousine, Uber, Lyft or other transportation will be reimbursed at actual cost. A receipt is required. Gratuities must be documented. Separate justification must be made for rental cars and preapproved.

- Registration fees are refunded as charged. A receipt is required.
- Other expenses on behalf of AAFCO may be considered for payment. In these cases, receipts and justification must be provided.

### Travel Expense Claims

- A properly completed Travel Expense Form must be submitted to the President and AMF, along with all appropriate receipts as previously outlined. The Form can be obtained from the AAFCO website or AMF. In the case of Presidential travel, the President-Elect will approve reimbursement.
- All requests for reimbursement must be made within 30 days of travel completion. If the request cannot be filed by then, the traveller may seek in writing, an extension from the President.
- The President shall check the voucher and receipts and compare to the travel request to ensure accuracy and appropriateness within 10 business days. Upon approval, the President shall promptly notify the AMF regarding payment or collection.
- The AMF shall promptly issue a payment to the member to reimburse the approved travel expenses.
- If the member received an advance and a refund is due to AAFCO, the member shall promptly reimburse the Association.
- The AMF shall retain a copy of the approved travel expense claim and travel request.

### General Travel Policies

- The BOD attends the AAFCO/FDA Briefing and Planning Meeting in Rockville, MD at AAFCO expense, if FDA funds are not available.
- The President or BOD may appoint members of AAFCO to represent the Association at industry, governmental and other meetings at AAFCO expense when it is deemed in the best interest of AAFCO. Likewise, the President may deny requests for reimbursement for expenses to attend any meetings for which prior approval was not given.

## Honorariums Policy

Honorariums may be awarded to deserving individuals, with the formal approval of the BOD. A member of the Association or a BOD member may make the recommendation. The recommendation should be accompanied by written justification along with a suggested amount.

Items to be considered in selecting honorariums:

- Will the AAFCO member continue the services provided to the organization if a monetary reward is not received?
- Will AAFCO receive the quality of services from a nonmember if the services are contracted out?
- Can AAFCO obtain through contract the amount and quality of services from an outside source at the same or less value?
- Did the individual provide a service above and beyond regular member involvement, that otherwise may have been costly to the Association?

It should be noted that many associations employ staff due to the fact that no member is willing to accept the responsibilities necessary to maintain a profitable and informative service organization.

Individuals who historically receive honorariums are those who provide the Association with operational activities; items not connected with committee or task force assignments. Such activities must occur in order for the committees, task forces, investigators and the BOD to operate.

An honorarium may be awarded to any individual who has provided an outstanding service to the Association.

## Document Retention and Destruction Policy

### Purpose

In accordance with the Sarbanes-Oxley Act, which makes it a crime to alter, cover up, falsify, or destroy any document with the intent of impeding or obstructing any official proceeding, this policy provides for the systematic review, retention, and destruction of documents received or created by the AAFCO in connection with the transaction of organization business. This policy covers all records and documents, regardless of physical form, contains guidelines for how long certain documents should be kept, and how records should be destroyed (unless under a legal hold). The policy is designed to ensure compliance with federal and state laws and regulations, to eliminate accidental or innocent destruction of records, and to facilitate AAFCO's operations by promoting efficiency and freeing up valuable storage space.

### Document Retention

AAFCO follows the document retention procedures outlined below. Documents that are not listed, but are substantially similar to those listed in the schedule, will be retained for the appropriate length of time.

<b>Corporate Records</b>	
Articles of Incorporation	Permanent
Board Meeting and Board Committee Minutes	Permanent
Association Policies/Resolutions	Permanent
Bylaws	Permanent
Construction Documents	Permanent
Fixed Asset Records	Permanent
IRS Application for Tax-Exempt Status (Form 1023)	Permanent
IRS Determination Letter	Permanent
Contracts (after expiration)	7 years
Correspondence (general)	3 years
<b>Accounting and Corporate Tax Records</b>	
Annual Audits and Financial Statements	Permanent
Depreciation Schedules	Permanent
IRS Form 990 Tax Returns	Permanent
General Ledgers	Permanent
Business Expense Records	7 years
IRS Form 1099	7 years
Journal Entries	7 years
Invoices	7 years
Cash Receipts	3 years
Credit Card Receipts	3 years

<b>Bank Records</b>	
Check Registers	7 years
Bank Deposit Slips	7 years
Bank Statement and Reconciliation	7 years
Electronic Fund Transfer Documents	7 years
<b>Donor and Grant Records</b>	
Donor Records and Acknowledgment Letters	7 years
Grant Applications and Contracts	7 years after completion
<b>Legal, Insurance, and Safety Records</b>	
Copyright Registrations	Permanent
Environmental Studies	Permanent
Insurance Policies	Permanent
Real Estate Documents	Permanent
Stock and Bond Records	Permanent
Trademark Registrations	Permanent
Leases	6 years after expiration
OSHA Documents	5 years
General Contracts	3 years after termination
Annual Board Conflict of Interest documentation	3 years

Proficiency Testing Program (in addition to records listed above)

Obsolete Documents (SOPs, Manuals, Policies)	Permanent
Customer/Participant information Records	3 years after leaving program
Personnel Code of Conduct Records	7 years after program services conclude
Personnel Training Records	7 years after program services conclude
Results/Reports of PT Test Items Records	7 years after results reported

Electronic Documents and Records

Electronic documents will be retained as if they were paper documents. Therefore, any electronic files, including records of donations made online, that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an e-mail message, the message should be printed in hard copy and kept in the appropriate file or moved to an "archive" computer file folder. Backup and recovery methods will be tested on a regular basis.

### Emergency Planning

AAFCO's records will be stored in a safe, secure, and accessible manner. Documents and financial files that are essential to keeping AAFCO operating in an emergency will be duplicated or backed up at least every week and maintained off-site.

### Document Destruction

AAFCO's Secretary-Treasurer or designee will destroy documents that have met the required retention period, and will oversee their destruction. Destruction of financial and personnel-related documents will be accomplished by shredding.

Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

### Compliance

Failure on the part of employees to follow this policy can result in possible civil and criminal sanctions against AAFCO and its members and possible disciplinary action against responsible individuals. The President and Secretary-Treasurer will annually review these procedures with legal counsel or the organization's certified public accountant to ensure that they are in compliance with new or revised regulations.

This policy was adopted at the AAFCO Board meeting held July 30, 2010, in Portland OR, updated and approved on December 5, 2013 and again September 7, 2016. It will remain in effect as a permanent policy of the Board until amended or removed by Board action.

## Awards Policy

AAFCO is an Association of volunteers with full time jobs. Many members spend countless hours working within AAFCO on top of their paying job. AAFCO sincerely appreciates the efforts put forth and wishes to establish a recognition system that thanks those dedicated members.

### E. B. Voorhees Award

Dr. E.B. Voorhees was a leader in recognizing the value of agricultural education. He secured state legislation in New Jersey in 1905 establishing short courses in agriculture. His views extended beyond just a state approach and went on to become one of the founders of AAFCO. The requirements to receive this award are having:

- Served as a feed regulatory official.
- At least ten years involvement in AAFCO.
- Participated in at least two leadership roles (Officer, board member, committee chair).
- Been nominated by the President.
- Unanimous approval of the BOD.

It is highly recommended that this award be limited to one recipient per year. The winner should be published in the AAFCO Official Publication.

### Distinguished Service Award

This award has been in effect for several years. It has been the Association's top award. This is an award that may be presented for individual effort or for a team collaboration that has benefited the Association. The recipients are to be published in the meeting booklet with the explanation of the service performed. The requirements for this award are having:

- Served as a feed regulatory official or team comprised of at least one feed regulatory official.
- Been nominated by the President.
- Majority approval of the BOD.

It is highly recommended that this award be limited to no more than four per year. The winners should be published in the AAFCO Official Publication. In cases where a team is involved, the entry is one award and published as such. Each recipient may receive acknowledgment and a physical award.

### Presidential Award

This is an award presented by the President in recognition of valuable contributions. It may be presented at either a meeting or sent to a recipient at any time. It is to recognize truly valuable service to the President and the Association. There are no restrictions on the award but it is highly recommended that it be as limited as possible. Recipients do not need to be published in the OP.

### Appreciation Award

This replaces the certificate of appreciation. Any member may nominate a recipient for this award to the President. If the President agrees, the award may be given at a meeting or sent to a recipient at any time.

This type of award may be specialized to recognize board service, committee service, work group activity, etc. It may be issued to a member or non-member. If awarded at a meeting, a brief description of each award should be displayed in the meeting handbook.