

Strategic Affairs Committee Report/Minutes

January 10, 2014

8:00 am – 10:00 am

New Orleans, Louisiana

COMMITTEE RECOMMENDATIONS:

1. To send the Terms and Conditions for Committees, etc., language (Appendix 1) to the membership for vote. Section editor, Ken Bowers, will integrate the text into the Committee Guidelines section of the OP.
2. To send the Budget Creation Procedure language (Appendix 2) on to the membership to vote for inclusion in the OP.

BOARD RECOMMENDATIONS:

- 1.

ASSOCIATION ACTIONS:

- 1.

Full Committee Members:

Linda Morrison	Paul Bachman	Ken Bowers	Sam Davis
Andy Gray	Roger Hoestenbach	April Hunt	Jamey Johnson
Shannon Jordre	Ali Kashani	Mark LeBlanc	Chad Linton
Dragan Momcilovic	Jenny Murphy	Aaron Price	Richard TenEyck
Nancy Thiex	Judy Thompson	Robert Waltz, Vice Chairperson (Board Liaison)	

Finance Sub-Committee

Ali Kashani, Chair	Ken Bowers	Jamey Johnson	Mark LeBlanc
Chad Linton	Richard TenEyck	Judy Thompson	

By-Laws Sub-Committee

Ken Bowers, Chair	Sam Davis	April Hunt
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Committee Advisors

Dave Ailor	Nancy Cook	Dave Dzanis	Bob Ehart
Dave Fairfield	Kurt Gallagher	Kristi Krafka	Ed Rod
Richard Sellers			

Committee Report:

- Working Group (Roger/Shannon/Bob) :

- Terms and Conditions for Committees, Working Groups etc., (Appendix 1)
 - Finalized draft received and distributed for Committee consideration December, 2013. No additional feedback has been received.
 - Integrate into Committee Guidelines section of the OP (pages 94-101)

MOTION: "To accept the report for the Terms and Conditions for Committees, Working Groups etc. (Annex 1)." Shannon / Richard: Motion: passes

MOTION: "To send the language (Appendix 1) to the membership for vote. Section editor, Ken Bowers, will integrate the text into the Committee Guidelines section of the OP."

Richard/Shannon: Motion passes

- The Board has requested that definitions also be created for Committee Chairperson, Co-Chairperson and Vice Chairperson.
 - ACTION: Judy and Ken will work on a draft for consideration at the Annual meeting.
- Committee coordination processes - Procedures Manual review
 - ACTION: Working group will begin work for consideration at the Annual meeting.

- Sub-Committee activities:

- By-Laws: Ken

- Nil report

- Finance: Ali

- Annual budget creation procedure report was accepted by the committee in August. No addition feedback has been received.

MOTION: "To send the language on to the membership to vote for inclusion in the OP."

Richard/Mark: Motion passes

ACTION: Sub-Committee Chair to review and provide recommendations on incorporation into the OP

- Strategic Plan Priority Activities 2013-16

- Review workplan status for all priority activities: Linda

- Workplans reviewed by Board, December 2013:
 1. Sound financial planning / More cost effective operations: Ali
 2. Revenue Generation Plan: Ali
 3. Process for new members: Jennifer G./ Ali
 4. Build leaders with AAFCO background who support AAFCO: Linda/Glo
 5. Emergency Preparedness Exercise: Judy
 6. Partnership establishment: Jennifer G./ Ali
 7. Support APHL Grant: Nancy
 8. Enhanced Communications (6 sub-elements): Jennifer G./ Ali
- Plans acceptable with request for slight reorganization of one activity by CIOC and request that CIOC add timelines to their plan
- All workplans will be integrated into a tracking system in the FeedBin. Richard has started work but a small group is needed to establish overall organization, integrated

FINAL: February 4, 2014

tracking and individual workplan content.

ACTION: Bob W. (Vice) (lead), Jenny and Richard will work on an integrated template with FASS support for detail input. Kurt (PFI) may be interested and will follow up. It was suggested that a webinar be held, including Linda, for the initial conversation, preferably at the beginning of February.

- Review SAC related work plans – updated documents to be provided by Sept. 30th, 2013
 - Sound financial planning / More cost effective operations: nil report as Ali unable to make meeting
 - Revenue Generation Plan: nil report as Ali unable to make meeting
 - Build leaders with AAFCO background who support AAFCO: timeline delayed a bit.

ACTION: Jenny and working group will be updating timeline at the beginning of February.

- Committee structure review
 - post implementation evaluation needs to commence.
ACTION: Mark (lead), Judy and Richard. Suggestion is to start with survey of Committee chairs, advisors and members. The group will put forth a proposed plan at the Annual meeting.

Committee has not identified any specific financial needs from the 2014-15 budget.

MOTION: “To accept the Strategic Affairs Committee report, subject to minor edits/formatting.” Mark/Richard: Motion passes.

Action Item Table:

Responsible	Item	Action	Timing / Status
Working Group: Roger, Shannon, Ali and Ken	Phase 1: Review terms and conditions of Committees, Sub-Committees, Working Groups, Task Forces and Investigators, for more efficient effective work flow	Revised version was submitted to SAC August 9, 2013 and discussed at the SAC meeting August 14, 2013. Draft returned to WG to align text for Advisors and Task Forces with that in the OP (pp. 80-87 and 121 respectively). Final version shared with SAC December 2013 and accepted at Midyear, January 2014. Committee recommendation to Board/membership for vote/acceptance	Complete pending membership acceptance
	Phase 2: general review of the Procedures Manual to ensure timely work flow between Committees	Goal: increased engagement with related Committees such as Model Bill and Regulation to minimize work movement between Committees and the Board as well as minimize double voting with sub-Committees and Committees. Align with Phase 1 timeline. Ken Bowers added to the WG to coordinate with OP pp. 80-87 revisions.	WG to provide first draft for Committee consideration at Annual meeting, August 2014
Ken and Judy	Create definitions for Committee Chairperson, Co-Chairperson and Vice Chairperson		Provide draft for consideration at the Annual meeting, August 2014

Responsible	Item	Action	Timing / Status
Finance Sub-Committee	Building base budget and scenarios for new revenue streams Sub-Committee also needs to develop: - Budget - Long term investment strategy	Charge: "Provide oversight of financial planning for long-term financial stability. Identify and pursue revenue generating opportunities by conducting analyses, sourcing funds and making recommendations to the Board. Further identify productive uses and justification for funding needs." 2013 Budget developed and approved by Board January 21, 2013. Investment strategy developed and implemented May 2013 (Complete). Budget creation procedure report submitted and accepted by SAC, August 14, 2013. Standardized funding request format will be added to the committee report template. SAC to budget creation procedure accepted and forwarded to the Board membership for vote/acceptance	Budget creation procedure complete pending membership acceptance. Sub-Committee Chair to review and provide recommendations on incorporation into the OP.
Work group: Bob W. (Vice) (lead), Jenny and Richard [Kurt (PFI) may be interested and will follow up]	Strategic Plan and identification of Priority Action Items	Strategic Plan key priorities for 2013-16 completed by Board October, 2012 (Washington, D.C.). Priority goals, outcomes, activities and Committee assignments established and posted on web site. Shared with Committee Chairs for review, work assignment and workplan drafting (November 2012-January 2012). December 2013: All workplans submitted and reviewed by the Board of Directors. Workplans accepted with adjustments requested of CIOC (slight re-structure and addition of timelines	Integrated Tracking system will be implemented in FeedBin with FASS support for detail input. Suggested a webinar be held initially, including Linda, preferably at the beginning of February. Updated workplans will be requested based on work at Midyear 2014 (Linda).
Strategic Affairs: Mark (lead), Judy and Richard	Schedule review of Committee structure two years after implementation to make sure re-organization has been of value.	Suggestion is to start with survey of Committee chairs, advisors and members.	Proposed plan will be presented at the Annual meeting. August 2014

Functional Collective Terms for AAFCO Working Structure

(Version 2, edited January 19, 2011 (Roger Hoestenbach); Version 3, September 17, 2013 (R.D. Waltz); Version 4, October 9, 2013 (Linda Morrison); Final Draft Version, December 16, 2013 (Linda Morrison & R.D. Waltz); accepted and approved by SAC, January 10, 2014

Advisors – May be requested by the President to represent industry/trade and consumer groups on AAFCO committees, task forces, or working groups. Following all nominations, the President, with the advice of the Board, may accept representatives. The President may also choose to appoint other individuals. Generally, the President and Board 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. In accordance with the By-Laws, advisors cannot vote.

Committees - May be established by the Board of Directors. Members of Committees are appointed by the President, with the advice of the Board. Committees may have regularly scheduled meetings at the Mid-year 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 AAFCO Board 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 appointed by the chair of the Ingredient Definitions Committee (IDC) 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 address the needs of the committee function. Advisors may be asked to provide input into the subcommittee makeup.

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 Board of Directors. 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.

**Budget Creation Procedure
August 2013**

Finance Subcommittee Recommendations:

- 1.) Add the process below (**Association Budget Requests from Committees**) to the committee guidelines section of the OP at 2013 OP page 83.
- **Phase 1** *Identifying current revenue stream, works in progress and new ideas and expenses:*
 - Secretary Treasurer will send request to identify actions that may impact the budget to committee chairs by December 1 each year. Last year's activities should be provided so committees can update them.
 - Revenue opportunities should be identified along with their lead contact, current status and deadlines. They should be sorted into tables of current revenue items, works in progress and ideas for future revenue.
 - Revenue neutral items are included so we can keep an eye on the amount activities we are undertaking. The lists should include anything that brings funds into AAFCO, even if the event is not intended to make a profit.
 - Revenue Potential Activities are due by March 1 to Finance Subcommittee.
 - Committees should also identify any budget requests (revenue or expenses) for the next fiscal year in their midyear meeting committee report in the template's budget request section.
 - **Phase 2** *Revenue potential activities prioritized by Finance Subcommittee:*
 - Work with lead contact for each item in "works in progress" table to identify costs and revenue potential (e.g. return on investment to develop, implement and maintain).
 - Prioritize projects to fund by evaluating: 1.) Fit with Organizational needs and plans 2.) Benefits to members; 3.) Revenue potential.
 - Prioritized list due by April 1 to Secretary Treasurer.
 - **Phase 3** *Incorporate committee requests into draft budget:*
 - Secretary Treasurer to take prioritized revenue activities and the committee budget requests and place them into proposed budget.
 - Proposed Budget, prioritized activities, committee budget requests and the Secretary Treasurers recommendations on them is due to Board of Directors by May 1.
 - **Phase 4** *Board approval of the budget:*
 - Board to discuss proposed budget at face to face meeting in May (seminar)
 - Board to affirm priorities and approve resources using budgeting process.
 - The Board may add budget notes detailing further information needed from the

committee prior to funding or endorsing an activity. (i.e. training event organizer needs to provide budget to Board 65 days before event)

- Once approved in the annual budget, most activities typically do not require further Board approval. The expectation is that the committee or Management Company will take care of the details of the activity and report accomplishments to the board after the event.
 - Approved Budget is due to Secretary Treasurer by June 1.
- **Long Term Projects**
- Projects that will take two or more years to accomplish should provide to the Finance Subcommittee by March 1:
 - Next fiscal year budget as outlined above and total project budget.
 - 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, Management Company support, software, etc.
 - Implementation Plan that includes specific benchmarks and deliverables.