

Strategic Affairs Committee Report/Minutes

August 2, 2023

9:45 am – 10:45 pm

In Person/Virtual

COMMITTEE RECOMMENDATIONS:

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

A. Replace the Travel Procedures in the Procedures Manual with the approved version shown in Appendix 1

BOARD RECOMMENDATIONS:

- **Report accepted – add date**

ASSOCIATION ACTIONS:

- **Report accepted – add date**

Full Committee Members:

Linda Morrison	Kristen Green, Vice Chairperson	Dave Edwards
Scott Ziehr	Erin Bubb Doug Lueders	Brenda Snodgrass
Ken Bowers	Chad Linton Mark LeBlanc	Kent Kitade
Ali Kashani	Eric Nelson Jennifer Godwin	George Ferguson
Stan Cook	Ashlee-Rose Ferguson (Board Liaison)	

Committee Advisors

Dave Fairfield	Pat Tovey	Leah Wilkinson	Bill Bookout
Julia Fidenzio	Kristi Krafka	Bob Ehart	

* Present
** Virtual

By-Laws Sub-Committee

Ken Bowers Erin Bubb Doug Lueders Kristen Green George Ferguson

Committee Report:

1. Strategic Plan 2023-2025 Update

o 2023-2025 SAC assignment:

Establish charitable giving/scholarship framework. (Objective 1.3 Task 2)

Responsible: Strategic Affairs Committee (SAC) and FC

Deliverable: Completion of guidelines for recommendations to the Board within one year and Board implementation within two years.

- Aligns with organizational health, not with financial management improvement. Could be scaled. One charity per year that President recommends and Board approves. Could include educational scholarships or endowment foundation. Develop thresholds and guidelines when revenue allows.
- Should report out at midyear and annual. Could include report back from recipients at member meetings.

Timeframe: Annual meeting 2024

- SAC & FC Collaborative Work Group: Ernie Berkeley (lead), Kristen, Ashlee-Rose, George, Linda and Austin
 - Discussion for consideration by the Work Group:
 - Concept arose as a result of Presidents who wanted to donate in lieu of Presidential plaque; donations have been to a cause of the President's choosing
 - FC group working to identify investment triggers; money available outside normal budget to be used to reinvest in organization; could include charitable giving
 - Could be both presidential donation and educational, finances permitting. Could be scalable and budget dependent; build process to include in budgeting cycle
 - Build process - could be educational endowment which would require ongoing work (organization/monetary commitment (10-20K); AFIA have an education foundation for which they fundraise; Could include industry collaboration - needs to be explored
 - Need criteria (e.g. recognized charity, no conflict of interest, related to AAFCO Mission)
 - Need to be clear that this is not the same as AAFCO scholarship to support member attendance at meetings (generally specific travel costs)
 - Could be used to fund attendance of non-members to meetings (e.g. Ag student exposure to AAFCO, MANRRS program (Minorities in Agriculture, Natural Resources and Related Sciences), FFA (national officers), 4H (age appropriate)). Would need to define what they do when attending (Roberts Rules, taking minutes)). Define selection process to identify recipient with real interest. Advertising to Ag colleges to promote awareness and interest in careers in feed (regulation/manufacturing) through endowment, internship, attendance at AAFCO meetings
 - Could be an internship with some monetary support; or, Co-op (anytime during the year) or summer student.
 - Summary areas to consider:
 - Attendance travel Scholarships for members and non-members
 - Charitable giving
 - Continuing education scholarships
 - Internship program
 - Overall 2023-2025 Strategic Plan updates from Annual meeting Committee work (Attachment 2)
2. Procedures Manual
- Procedures Manual update/clarification including linkage with By-Laws and Official Publication (expanded from Secretary-Treasurer description update)
 - The WG will:
 - Focus on defining what information is maintained in each of the three. Reduce overlap and duplication. Consideration should be given to minimizing OP content respecting procedures that could be placed in the PM. This would help manage the size of the OP.
 - Conduct fulsome review/update; include consideration of how the PM is managed (information storage; format; maintenance)
 - Work Group: Ashlee-Rose, Kent, Ken (By-Laws SC), Linda, Kristen, Stan and Austin (lead)
 - Update: Work outline started in the Bin. Business practices versus association practices need to be differentiated, perhaps with different sections in the PM. By-Laws Subcommittee did a review and made recommendations for a few other activities (Shared in Bin).
 - Note that the Board also developed a charge to form a BOD workgroup (Austin, Ken and George) to review Chapter Three of the Official Publication, excluding the Association By-Laws. This workgroup should consider overlap with the procedure's manual and committee

guidelines as well as the creation of internal standard operating procedures associated with routine association work. Special emphasis should also be given to consider including a new table that defines the pre and post meeting deadlines and responsibilities around creating the Business Meeting Agenda. The workgroup should provide a recommendation back to the BOD at the 2023 July BOD meeting. This Board Charge will be integrated into the SAC WG activity.

- Timing: Draft report by **Midyear** 2024
- Update: Organizational discussions have been initiated to better define placement.

3. New business

- Travel Procedures (Procedures Manual) Update (Attachment 1 (with markup) Appendix 1 (final clean version))
 - Secretary Treasurer and FASS revisions reflecting procedural adjustments, clarification and streamlining
 - Discussion

[Motion to accept updated Travel Procedures in the Procedures Manual - Kristen, second - Scott. Motion carries.](#)

- SAC representative to IT Committee - none identified at this time

Information item: Board Meeting Minutes now live on website in the member toolkit

[Motion to accept August 2, 2023 SAC Annual meeting report - Kristen, second - Ken. Motion carries.](#)

Action Item Table:

Responsible	Item	Action	Timing / Status
WG: Ashlee-Rose, Kent, Ken, Linda, Kristen, Stan and Austin (lead)	Procedures Manual/By-Laws/Official Publication update	Update/clarify Procedures Manual including linkage with By-Laws and Official Publication (expanded from Secretary-Treasurer description update)	Draft report by Midyear 2024
Ernie Berkeley (lead), Kristen, Ashlee-Rose, George, Linda and Austin	SP: Objective 1.3 Task 2 (FC & SAC collab)	Establish charitable giving/scholarship framework.	Annual 2024

Updating the AAFCO Procedures Manual Form

Instructions

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

Legend

<Date> version of the AAFCO Procedures Manual	Keep/Revise/Remove
Current language • <i>See below</i>	
Proposed Revision Update the Travel Procedures to reflect current approval and processing procedures	Ashlee-Rose Ferguson (ST) and Dani Naylor (DRAMF)
July 23, 2023 Proposed Revision	

Purpose

Update the Travel Policy as described in the AAFCO Procedures Manual January 2022 version.

Reason

Updating the description of the Travel Policy will streamline, clarify, and increase consistency of the process.

Updates

Administrative Procedures and Policies (Page 42)	Keep/Revise/Remove
Current language: <p style="text-align: center;">Travel Procedures</p> <p>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.</p> <p>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.</p> 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.

<ul style="list-style-type: none"> • 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. <p>General Travel Policies</p> <ul style="list-style-type: none"> • 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. 	
<p>Proposed Revision:</p> <p style="text-align: center;">Travel Procedures</p> <p>AAFCO realizes the importance of having effective meetings requiring committee chairs, investigators, liaisons, members of the BOD and others to attend. However, sometimes members 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 members attending meetings, to the extent possible, when it is in AAFCO's best interest .</p> <p>A member should request funds for travel from AAFCO only if their agency is unable to provide funds for travel. The member should seek partial travel funds from their agency. Additionally, when requesting AAFCO travel funds, the member should minimize expenses.</p> <p>A consultant or other party may request reimbursement of travel expenses when included in an approved and signed contract or agreement. This procedure must be followed unless specified in said contract or agreement. AAFCO will not reimburse expenses that would normally be or is paid by another party.</p> <p>All travel authorization requests must be pre-approved.</p> <p>Authorization Procedures</p> <ul style="list-style-type: none"> • Committee members must first submit their requests through their committee chair, who must approve the travel before forwarding the request to the DRAMF. The chair should justify the requests by explaining why the member's presence is in the best interest of AAFCO. • All travel requests must be completed on the AAFCO Travel Authorization and Reimbursement Form (TARF) and submitted to the DRAMF well in 	<p>(Ashlee-Rose Ferguson)</p> <p>-cleaned up a little bit, added consultant travel reimbursements</p>

<p>advance of the meeting, preferably at least four to six weeks. The TARF can be obtained from the AAFCO website in the Member Toolkit or DRAMF.</p> <ul style="list-style-type: none"> • The Secretary-Treasurer (ST) and Executive Director (ED) are responsible for approving all travel requests. They may consult with the BOD as necessary or advisable. In the case of the ST or ED's travel, the President and/or President-Elect is responsible for approval. • The DRAMF promptly notifies the applicant and the committee chair (if appropriate) if they were approved which must be obtained prior to travel. • If needed, travel advances may be available upon request prior to booking and subject to approval. Advances will only cover a maximum of 80% of the lodging and travel. Legible and complete documentation of lodging and airfare estimates must be provided along with the request. • All requests shall be approved, revised or denied within five business days. <p>Allowances and Receipts</p> <ul style="list-style-type: none"> • Legible, complete, and dated receipts are required. • All expenses must be the most economical option available. • When reimbursements must be paid to the requestor's employer instead of directly to the requestor, AAFCO will reimburse according to their employer's travel reimbursement policies as much as possible. Otherwise, the AAFCO procedure is followed. • If personal preference is chosen for any travel expense over the most economic (e.g., personal vehicle chosen over airfare, rental car over personal vehicle), legible and complete estimates must be provided along with the request. The least expensive option will be reimbursed unless justification is provided and pre-approved. • Registration fees, lodging, airfare, ground transportation (taxi, rideshare, subway, bus, rental car, etc.), parking, tolls and any other acceptable or justifiable expense will be reimbursed on an actual-cost basis. • Meals and incidentals will be reimbursed at the current U.S. federal per diem rate of meeting location. • Automobile travel will be reimbursed at the current U.S. federal mileage rate. The claim should show origin and destination points and total mileage. • In rare cases when a rate (per diem, mileage, etc.) change occurs during the requestor's travel days, the higher rate will be reimbursed. <p>Travel Reimbursement Claims</p> <ul style="list-style-type: none"> • A properly completed TARF must be submitted to the DRAMF, along with all appropriate receipts as previously outlined. The TARF can be obtained from the AAFCO website or DRAMF. • All requests for reimbursement must be made within 20 business days of travel completion. If the request cannot be filed by then, the requestor may seek in writing, an extension from the ST or ED. • The DRAMF shall check the completed Form and receipts and compare it to the travel request to ensure accuracy and appropriateness within five business days. The ST and ED shall review for approval within five 	<p>-updated language, cleaned up ordering, reduced some duplication, etc.</p> <p>-adding ST and ED to procedures since involves a financial component and more closely acquainted with the budget. Reordered for better sequencing.</p> <p>-identified 80% coverage on advances to avoid requestors having to pay back the Assoc., clarified the process a bit.</p> <p>-clarified personal preference</p> <p>-streamlined this section a bit</p> <p>-added newer SAC discussion on spilt rate travel</p> <p>-substituted form</p>
---	---

<p>business days.</p> <ul style="list-style-type: none"> • The DRAMF shall promptly issue a payment to the requestor to reimburse the approved travel expenses within five business days. • If the requestor received an advance and a refund is due to AAFCO, the member shall promptly reimburse the Association within five business days. • The DRAMF shall retain a copy of the approved TARF. 	<p>language as there is no “claim” form. Should be consistent...</p> <p>-improved consistency and clarified the process a bit</p> <p>-removed because very specific and second bullet is already covered or implied.</p>
--	--

Name of Form Submitter and Reviewers: Ashlee-Rose Ferguson, Dani Naylor

Progress Tracking

Date of Form Submission:	June 29, 2023
Date of Committee Review:	August 2, 2023
Decision of Workgroup/Committee Review:	Committee approved changes.
Date Sent to Board of Directors:	<Month DD, YYYY>
Date of Board of Directors Review:	<Month DD, YYYY>
Decision of Board of Directors Review:	<Insert description of discussion and final decision>
Inputted into Procedures Manual:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Which version:	<Month DD, YYYY>