

**Strategic Planning 2017-2020
Report**

Strategic Plan Goals 2017-2020

Updated Goals 2017-2020	
Strengthen organizational infrastructure	
1	Manage and pursue revenue generating opportunities to maintain a sound financial base
2	Pursue hiring executive support
3	Evaluate the effectiveness of the organization of AAFCO for continuous improvement
4	Provide leadership skills enhancement to develop and support AAFCO leaders
5	Optimize resource sharing opportunities
6	Enhance internal communication efficiencies and documentation within the association
Promote and enhance membership participation (internal)	
7**	Identify opportunities to increase member agency participation
8*	Develop and provide professional development and technical training opportunities in support of feed programs
9*	Enhance collaboration, communication and cooperation among regulatory agencies
10	Communicate and document AAFCO benefits and accomplishments
Emphasize feed and food safety	
11	Continue developing member feed safety programs in alignment with FSMA and IFSS
12*	Promote and support laboratory technology, methods, quality systems and collaboration
Vitalize partnerships with external stakeholders	
13	Identify key stakeholders and working partners and common goals
14	Develop and maintain professional relationships with stakeholders and affiliated organizations
Strengthen international presence	
15	Participate in relevant international meetings as resources permit
16	Invite International attendees to association activities
17	Provide a forum for international discussions on feed safety

*** Top 3 priority goals**

** Priority goal 4 for consideration if adequate progress is made on the top 3

Top 3 Priority Goals [FSMA TF activities integrated]

Updated text: italics/bold

Group 1: Mark Leblanc, Nancy Thiex, Ken Bowers, Meagan Davis, Dave Dressler

Outcome	Activity	Resources Needed	Timeline	Responsibility
Strategy: Emphasize feed and food safety				
Goal 1: Promote and support laboratory technology, methods, quality systems and collaboration				
1.1 ** Fund AOAC method development and validation	<i>Review list, remove those that aren't relevant and prioritize the remainders.</i> Identify resources to clear out analytical method needs backlog. Use existing strategy to identify method needs and prioritize them to continuously identify new needs (includes sample preparation)	Funds People	6 months (<i>August</i> 2017) to update the list and identify resources to address backlog. 3-5 years to address backlog	LMSC
<i>Combined with 1.3 (below)</i>	Identify resources to perform additional (field) sample collection studies	Funds Equipment People	6 months to identify resources 1 year to develop adequate protocols 3 years to perform additional sample collection studies	1. ISC 2. LMSC
1.2 *** FSMA TF Item 3: priority setting and method development for contaminants/hazards	Determine the contaminants, hazards, matrix and action levels to provide guidance to LMSC to inform method development. Integrate collaboratively into current LMSC priorities	Subject matter experts Funds Equipment	<i>Alliance decided not to develop specific hazard guidance information. FDA has assumed the activity; work product expected late year 2017.</i> Complete method needs statement for LMSC.	FFIMC lead, EIC, ISC, IDC and LMSC

<p>Hold: pending hazard specific guidance information from FDA.</p>			<p>Up to 3 years for subsequent method development and validation (dependent on whether there is existing method).</p>	
<p>1.3 ** Validation of sampling methods</p>	<p>Establish sampling methods needs statement (complete). Identify resources and develop adequate protocols to perform additional (field) sample collection studies. Perform field sampling method validation including sampling equipment and sample type.</p>	<p>Funds Equipment People Time</p>	<p>6 months to establish sampling method needs statement. 6 months to identify resources 1 year to develop adequate protocols. 5 years to perform sampling method validation.</p>	<p>ISC with LMSC support</p>
<p>1.4 ** Collaboration between feed programs and laboratories that perform feed sample analysis and laboratory participation in AAFCO</p>	<p>Encourage participation and attendance by state labs by programs and encourage communication between labs/programs. Reach out to states to encourage laboratory participation (letter/email) in AAFCO.</p>	<p>Time People</p>	<p>March 2017 - initial letter to state Directors/Commissioners. August 2017 LMSC discussion to identify ways to increase participation by state labs not collaborating (especially AFRPS). January 2017 Follow up to identify why state labs are not participating. FDA (Jenny M.) offered to help. January 2018 develop initiatives to increase collaboration.</p>	<p>AAFCO Board (President) LMSC EIC</p>

Group 2: Kristen* Green, Doug Lueders, Richard* Ten Eyck, Abe Brown, Stan Cook, Kelsey* Luebbe, Dave* Edwards, Erin* Bubb

Outcome	Activity	Resources Needed	Timeline	Responsibility
Strategy: Promote and enhance membership participation (internal)				
Goal 2: Enhance collaboration, communication and cooperation among regulatory agencies				
2.1 ** Share compliance letters/enforcement actions. Coordination of enforcement action. <i>Hold: pending identification of additional EIC members to help.</i>	Categorize Listserv topics to Feed BIN	Administrative support Feed Bin	January 2017	EIC to designate lead with FASS support - Jennifer
	Share compliance letters and enforcement actions	Guidance from subject matter experts	January 2017	EIC to designate lead with FASS support
	Share Division of Animal Feed letters		January 2017	EIC to designate lead, and coordinate with FDA as necessary; FASS to support
	Enforcement Issues Committee can pick up topics - coordinate and enhance committee action		January 2017	EIC to designate lead with FASS support - Members
	Consider development of core report (similar to that of FDA) (frequency to be determined)	Listserv EIC IDC Any committee	January 2017	EIC to designate lead with FASS support
2.2 ***FSMA TF part of Item 3: Enforcement strategy for contaminants/hazards	Determine the contaminants, hazards, matrix, action levels and enforcement strategy to provide guidance to LMSC to inform method development and priority setting.		Alliance decided not to develop specific hazard guidance information. FDA has assumed the activity; work product	FFIMC lead, EIC, ISC, IDC and LMSC

Outcome	Activity	Resources Needed	Timeline	Responsibility
<i>Hold: pending hazard specific guidance information from FDA.</i>			expected late year 2017.	
2.3 ** Enhanced use of Feed BIN	Identify activities to enhance use	Financial support	August 2017 Complete January 2017 (activities detailed in Feed BIN)	CIOC
2.4 ** Coordinate with NASDA to develop a framework for state feed programs to deliver FSMA implementation	Provide data and information for NASDA grant application (AAFCO is sub-contractor) and subject matter experts to support framework development.	AAFCO subject matter experts	5-years Complete: Grant application successful and SME identified. Framework development will be tracked via grant reporting obligations.	NASDA-AAFCO-FDA FSMA Steering Committee (AAFCO reps: Linda, Ali, Bob W., Richard)
2.5 *** FSMA TF Item 1- align Model Bill with needed authorities to implement FSMA	Make recommendations to align the Model Bill with needed authorities to implement FSMA		Language finalized August 2017. Complete: January 2017 membership vote	MBRC
2.6 *** FSMA TF Item 2 - transition AAFCO GMPs to FSMA GMPs and convert AAFCO Model Feed Safety Program Plan to AFRPS	a. Develop a plan for states that have adopted AAFCO's model GMPs to transition to FSMA GMPs. b. Remove Model Feed Safety Plan from OP (archive for historical reference) and use AFRPS instead		Complete: August 2016	a. FFIMC with MBRC and PFC b. FFIMC with OP section editor and Feed Safety Coordinator
2.7 FSMA TF Item 6 - develop communication plan for AAFCO specific FSMA implementation activities	a. Develop an AAFCO Communication Plan to better inform b. Develop a model communication plan for states		August 2017: framework development (activities detailed in Feed BIN); content	CIOC Working to produce biannual newsletter. Reached out to FDA to help with Communications Plan

Outcome	Activity	Resources Needed	Timeline	Responsibility
	to use for outreach to regulated parties		<i>development will be ongoing thereafter</i>	

Group 3: Dan Danielson, Ali Kashani, Tim Weigner

Outcome	Activity	Resources Needed	Timeline	Responsibility
Strategy: Promote and enhance membership participation (internal)				
Goal 3: Develop and provide professional development and technical training opportunities in support of feed programs				
3.1 ** AFRPS - draft curriculum for examples. Available training needs to meet standards	Extract all resource (training) needed to meet Standard 2 Crosswalk to IFPTI; AITS/BITS; ORAU; CVM, FEMA Identify gaps and approach land grant universities	Subject matter experts. Potential travel for non-Co-Ag contract states	August 2017 <i>Work group formed.</i>	ETC together with ISC
3.2 ** Directory/ listing of trainings available	Once training needs and model training plan are done (above), catalogue courses and categorize as basic and advanced	FASS support	<i>January 2018 Work group formed</i>	ETC
3.3 Model training framework	Develop model document for joint inspection (OJT - on the job training) for feed. Develop model training plan	Subject matter experts. Potential travel for non-Co-Ag contract states	January 2018 <i>Work group formed</i>	ETC and ISC
3.4 *** FSMA TF Item 4 - develop training material not covered through Alliance work product	Verify if training material for feed ingredient manufacturing from the (FSPCA) Alliance meets the needs of inspectors and revise as needed and include in directory of training material	Subject matter experts. Potential travel for non-Co-Ag contract states	<i>May 2017</i>	FFIMC & ISC supported by ETC

Outcome	Activity	Resources Needed	Timeline	Responsibility
3.5 *** FSMA TF Item 5 - review and revise the Feed Inspector's Manual to support FSMA implementation	Review and revise the Feed Inspector's Manual to make sure it supports FSMA implementation	Subject matter experts. Potential travel for non-Co-Ag contract states. FASS support for publication, including printing/FeedBIN costs.	August 2017	ISC supported by LMSC and ETC

** Top 3 outcomes identified at May 2nd planning session

***FSMA TF outcomes integrated into 2017-2020 Strategic Plan

Participants:

Name	Priority voting pre-meeting	Attended May 2	AAFCO role
Mark LeBlanc	✓	✓	Board
Ken Bowers	✓	✓	Board/Chair Subc.
Richard Ten Eyck		✓	Board/Chair
Ali Kashani	✓	✓	Board/Chair
Dan Danielson	✓	✓	Board/Co-Chair
Stan Cook	✓	✓	Board/Chair
Erin Bubb	✓	✓	Board
Robert Geiger			Board
Kristen Green	✓	✓	Board
Eric Nelson			FDA advisor
Dave Edwards		✓	FDA advisor
Abe Brown		✓	FDA advisor
Tim Weigner		✓	FDA advisor
Tim Lyons			Chair
Meagan Davis	✓	✓	Chair
Dave Dressler		✓	Co-Chair
Chad Linton			Co-Chair

Feed Bin reference numbers added and Midyear Committee Updates:
January 18, 2017

Nancy Thiex	✓	✓	Co-Chair
Aaron Price	✓		Co-Chair
Doug Lueders	✓	✓	Chair
Linda Morrison	✓	✓	Chair
Bob Waltz	✓		Feed Safety Coord
Kelsey Luebbe		✓	Co-Chair