

## Strategic Planning 2017-2020

Updated Goals 2017-2020	
<b>Strengthen organizational infrastructure</b>	
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
<b>Promote and enhance membership participation (internal)</b>	
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
<b>Emphasize feed and food safety</b>	
11	Continue developing member feed safety programs in alignment with FSMA and IFSS
12*	Promote and support laboratory technology, methods, quality systems and collaboration
<b>Vitalize partnerships with external stakeholders</b>	
13	Identify key stakeholders and working partners and common goals
14	Develop and maintain professional relationships with stakeholders and affiliated organizations
<b>Strengthen international presence</b>	
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

\*\*\* Board priority action completed February 2018

## Top 3 Priority Goals [FSMA TF activities integrated]

*Updated text: italics/bold/purple*

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

Outcome	Activity	Resources Needed	Timeline	Responsibility
<b>Strategy: Emphasize feed and food safety</b>				
<b>Goal 1: Promote and support laboratory technology, methods, quality systems and collaboration</b>				
1.1 ** Fund AOAC method development and validation	Review list, remove those that aren't relevant and prioritize the remainders. 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	Methods needs survey completed (vitamins top). General priority list established. <b>Vitamin and mineral workgroup in progress. FDA hazard guidance published January 23, 2018. Requires review of the methods list together with the hazard list and reprioritized. Anticipate draft for August 2018.</b> Need to identify resources to address backlog thereafter. 3-5 years to address backlog. <i>August 2018 Update: Sugars and fructans methods submitted for ERP at AOAC Aug. 2018. Vitamin and Mineral group still in progress and have some funding requests. Hold pending hazard identification needs from 1.2</i>	LMSC
Combined with 1.3 (below)	<del>Identify resources to perform additional (field) sample collection studies</del>	Funds Equipment People	<del>6 months to identify resources 1 year to develop adequate protocols 3 years to perform additional sample collection studies</del>	<del>1. ISC 2. LMSC</del>
1.2 *** FSMA TF Item 3: priority setting and method development for contaminant s/ hazards (Combined with activity)	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	Alliance decided not to develop specific hazard guidance information. <b>FDA has assumed the activity; work product published January 23, 2018.</b> Next step is to complete method needs statement for LMSC. Up to 3 years for subsequent method development and validation (dependent on whether there is existing method). Bob Waltz is lead (including LMSC representation). <i>August 2018 Update: WG report filed with FFIMC. Hazard specific list not published. Hazards encountered to date were listed as guidance. Action levels not included. Work needed is very broad and</i>	FFIMC lead, EIC, ISC, IDC and LMSC

<p>2.2 in FFIMC WG)</p>			<p><i>will take years. Concern that tolerances are not available to inform method action levels. Group will deliberate refocusing to identify what can be done (e.g. identify hazards from those suggested that are higher risk (toxicity/likelihood) for which levels were used for regulatory action in prior incidents. Once guiding principles established, WG could transition to Sub-Committee to formally interface with LMSC to guide ongoing method needs (new or improved).</i></p>	
<p>1.3 ** Validation of sampling methods</p>	<p>a) Perform field sampling method validation including sampling equipment and sample type. b) Establish sampling methods needs statement (<b>Complete</b>). Identify resources and develop adequate protocols to perform additional (field) sample collection studies.</p>	<p>Funds Equipment People Time</p>	<p>a) Activities: needs statement, RFP, contract, evaluation. Expect it will take 2 years. b) 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. Will flow from 1.1 <b>Complete June 2018:</b> Laboratory sampling guideline. Work group established (ISC and LMSC reps) to develop RFP. <i>August 2018 Update: RFP development in progress (with Sue's help) and hope to have to Board by January 2019. Starting with bag/probe sampling and several types of feed (particle sizes), analytes (e.g. protein, fat, fiber, Ca, P, Zn) under consideration need to include high, middle and low concentration as well as residue levels; will be consulting with Andy to address statistical validity.</i></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>November 2017: Letter from President (Ken) to state Directors/Commissioners. LMSC WG for outreach to states and federal laboratories that are not attending to work on increasing participation (especially AFRPS). <i>Complete</i> <i>August 2018 Update: Ongoing effort by LMSC to develop initiatives to increase collaboration.</i></p>	<p>AAFCO Board (President) LMSC EIC</p>
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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
<b>Strategy: Promote and enhance membership participation (internal)</b>				
<b>Goal 2: Enhance collaboration, communication and cooperation among regulatory agencies</b>				
2.1 ** Share compliance letters/enforcement actions. Coordination of enforcement action.	Categorize Listserv topics to Feed BIN	Administrative support Feed Bin	Archive Listserv is searchable. Categorization of active Listserv ( <i>being done as part of next item (Sharing compliance letters and enforcement actions??)</i> ). North Carolina also has a “mini” Listserv. It is informal, but has national data. Membership for regulators is vetted in order to control access. <i>Hold: pending identification of additional EIC members to help.</i> <i>August 2018 Update: ???</i>	EIC to designate lead with FASS support - Jennifer
	Share compliance letters and enforcement actions	Guidance from subject matter experts	Call January 2018: Need searchable and secure IT solution; can be done fairly easily and quickly according to Food Shield IT expert. Confidential company info release could be an issue for states. <i>August 2018 Update: WG, Surveyed 700 members, 44 responded (6%) regarding needs. RFP developed and sent to 4 companies. Three responded with proposals... WG turnover necessitates change in members. George Ferguson, Erin Bubb and Richard Ten Eyck were to review the 3 proposals to make recommendation to EIC.</i>	EIC to designate lead with FASS support
	Share Division of Animal Feed letters		<i>Consider making it a component of item above (Sharing compliance letters and enforcement actions).</i> <i>August 2018 Update: ???</i> <i>Note: if Food Shield is not the platform then FDA will be challenged to share...</i>	EIC to designate lead and coordinate with FDA as necessary; FASS to support
	Enforcement Issues Committee can pick up topics - coordinate and		No action due to lack of members willing to lead. <i>August 2018 Update: ???</i>	EIC to designate lead with FASS

Outcome	Activity	Resources Needed	Timeline	Responsibility
	enhance committee action			support - Members
	Consider development of core report (similar to that of FDA) (frequency to be determined)	Listserv EIC IDC Any committee	No action; still seeking lead. <i>August 2018 Update: This is a big lift for the EIC due to individual time commitment. Possible the EIC may defer.</i>	EIC to designate lead with FASS support
2.2 *** FSMA TF part of Item 3: Enforcement strategy for contaminants/hazards (Combined with activity 1.2 in FFIMC WG)	<del>Determine the contaminants, hazards, matrix, action levels and enforcement strategy to provide guidance to LMSC to inform method development and priority setting.</del>		<del>Alliance decided not to develop specific hazard guidance information. FDA has assumed the activity; work product published January 23, 2018.</del>	<del>FFIMC lead, EIC, ISC, IDC and LMSC</del>
2.3 ** Enhanced use of Feed BIN	Identify activities to enhance use	Financial support	<i>Complete</i> 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	<i>Complete</i> Grant application successful and SME identified. <i>Framework developed and finalizing August 2018.</i> 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		<i>Complete January 2017</i>	MBRC

Outcome	Activity	Resources Needed	Timeline	Responsibility
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		<i>Complete August 2016</i>	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 to use for outreach to regulated parties		Framework developed (activities detailed in Feed BIN). 2017 initiated biannual newsletter. Draft plan developed February 2017 included both generic and ongoing activities. <i>August 2018 Update: Revising to make generic. Ongoing activities will be part of CIOC regular work. Expect to finalize Board/member approval January 2019.</i>	CIOC

### Group 3: Dan Danielson, Ali Kashani, Tim Weigner

Outcome	Activity	Resources Needed	Timeline	Responsibility
<b>Strategy: Promote and enhance membership participation (internal)</b>				
<b>Goal 3: Develop and provide professional development and technical training opportunities in support of feed programs</b>				
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	Subject matter experts. Potential travel for non-Co-Ag contract states	Work group formed. Covers 3.1 and 3.2. Document finalized. Need mechanism to keep updated, likely via George's group. Developed training calendar in FeedBin. <i>Complete Spring 2018 See 3.2</i> <i>WG also met and learned about BIN; have been adding to calendar. Point of contact and ongoing</i>	ETC together with ISC

Outcome	Activity	Resources Needed	Timeline	Responsibility
	Identify gaps and approach land grant universities		<i>addition - Jeff; also seeking industry input so their training can be input. WG disbanded.</i>	
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	Work group formed. Covers 3.1 and 3.2. Catalogued and categorized (per vote 3.1 above). Basic/Advanced terminology means different things for AAFCO(BITS/AITS), IFPTI and potentially individual states. Decided that categorization would also contain disclaimer allowing state discretion in courses they require for their inspectors. <i>Complete Spring 2018: See 3.1 In FeedBIN. WG disbanded.</i> <i>August 2018 Update: Not on Strategic Plan, but identified via ETC. Investigating software program that could track training of AAFCO members (Learning Management System). Considered 5 firms, including Knowledge Vault who declined. Selected 2 (Litmos and digitalChalk (also used by NGFA)) for full demonstration. Both met all needs. digitalChalk favoured and most price effective: \$8.4K for 500 active users. Recommendation/motion approved: move forward to Board to proceed with RFP (especially the 2 firms) to acquire a system.</i>	ETC
3.3 ** Model training framework	Develop model document for joint inspection (OJT - on the job training) for feed. <del>Develop model training plan.</del> Not “developing model training plan” per follow-up conversation with Tim W., Dan D. and Ali K.	Subject matter experts. Potential travel for non-Co-Ag contract states	Work group formed. Drafted (3 part: policy overview, training plan (modified yearly for employee) and forms). ISC supplied material to ETC who drafted document. (Jim True interface as he is on both committees). <i>August 2018 Update: Comments back from ISC and incorporated, no additional comments - presented final model training manual to committee; audited against animal feed</i>	ETC (George F. lead) and ISC



Outcome	Activity	Resources Needed	Timeline	Responsibility
			<p><i>standards (2 and some of 3, awa sampling and work planning). Recommend use and revisions thereafter. Offered to run webinar. Sent to FASS as pdf. Document has been shared with the Committee throughout the process. Committee will review and expect online vote within 30 days to have for Board and membership vote January 2019.</i></p> <p><i>Complete August 2018 subject to Board/member acceptance.</i></p>	
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	<p>Evaluated the GMP inspection of feed manufacturers against feed ingredient manufacturers and feel the general manufacturing training is adequate for both. Next step will be assessment respecting hazard analysis by August 2018.</p> <p><i>August 2018 Update: Eric to work with Jenny FDA to move forward with draft by January 2019</i></p>	FFIMC & ISC supported by ETC
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.	<p><i>August 2018 Update: FDA (Kevin K.) continues to edit as information is received. Expect to complete within 60 days for ISC to approve by January 2019.</i></p>	ISC supported by LMSC and ETC

\*\* Top 3 outcomes identified at May 2<sup>nd</sup>, 2016 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
Nancy Thiex	✓	✓	Co-Chair
Aaron Price	✓		Co-Chair
Doug Lueders	✓	✓	Chair
Linda Morrison	✓	✓	Chair
Bob Waltz	✓		Feed Safety Coord
Kelsey Luebbe		✓	Co-Chair