



**AAFCO**<sup>®</sup>  
Association of American Feed Control Officials

## Strategic Affairs Committee Agenda

2023 AAFCO Midyear Meeting  
Thursday, January 19, 2023  
11:00am - 12:00pm CT  
San Antonio, TX

1. Introductions and Agenda Review
2. Strategic Plan
  - 2017-20: 2022 Close out (Attachment 1)
  - 2023-2025: Implementation (Attachment 2)
  - 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 action to set up work group
3. Procedures Manual
  - Draft Privacy Policy update (Erin, Jacob, Scott, FASS) (Appendix 1)
    - Board charge: the Strategic Affairs Committee will review drafted language for the AAFCO Privacy Policy and consult with the Attorney to come up with a proposed policy and report back to the Board of Directors.
    - Draft developed with assistance from FASS and legal. Counsel provided suggestions to bring into compliance with GDPR
    - Work Group: Erin, Jacob (Technology Comm. Rep), Scott, FASS rep
    - Identify placement in Procedures Manual.
4. Other business
  - 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, By-Laws SC, Linda, Stan
    - Timing: Develop plan by Annual and updates/report out by Midyear 2023
  - Resolutions Policy Guidance update (Hollis, Stan, Erin, Ashlee-Rose)
    - Develop guidance on drafting resolutions (WG) and implementation (CIOC/Philosophy)



- Timeline: Guidance and implementation recommendations for Annual 2022

5. New business

o Reimbursement Policy

- Board charge: With the potential for the mileage rate to change, moving forward we reimburse for the higher of the 2 rates whenever the implementation date of a rate change occurs during an approved travel. Implement the proposed mileage reimbursement policy for when there is a rate change until such time that the new policy is published. Additional request: that it be noted that we would allow for reimbursement matching member agency rules when applicable.

Action Item Table:

Responsible	Item	Action	Timing / Status
WG: Ashlee-Rose, Kent, + By-Laws Sub Committee, Linda, Stan	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) then proceed with ST, ED and AMF review	Draft plan by Midyear 2023 with goal of finalization Annual 2023
WG: Erin, Jacob (Technology Comm. Rep), Scott, FASS rep	Privacy Policy	Restarting with AAFCO's legal counsel who have a template and will continue working with FASS on drafting. Have added Mocaworks/Tribe to include their comments.	Anticipate document for Midyear 2023.
WG: Stan, Erin, Hollis, Ashlee-Rose	Resolutions Policy	Review AFDO policy and consider for AAFCO; Draft policy developed for discussion Midyear 2022	Policy Complete; Draft guidance to develop and implement resolutions at Midyear 2023.



**PRIVACY POLICY (DRAFT)**

*Effective as of October 19, 2022*

**INTRODUCTION**

The Association of American Feed Control Officials (“AAFCO,” “we,” “our,” or “us”) respects the privacy of your information. This Privacy Policy is designed to assist you in understanding how we collect, use and safeguard the information you provide to us in using our website (“Site”) and the services provided through our Site (the “Services”).

From time to time, we may change this Privacy Policy. If we do, we will post an amended version on this webpage. Please review this Privacy Policy periodically.

This Privacy Policy covers the following topics:

1. [COLLECTING AND USING INFORMATION](#)
2. [COOKIES AND OTHER TRACKING TECHNOLOGIES](#)
3. [THIRD PARTY PROCESSORS](#)
4. [“DO NOT TRACK” SIGNALS](#)
5. [CHOICES ABOUT YOUR PERSONALLY IDENTIFIABLE INFORMATION](#)
6. [SECURITY](#)
7. [THIRD PARTY LINKS](#)
8. [CHILDREN’S PRIVACY](#)
9. [NOTICE TO NEVADA RESIDENTS](#)
10. [NOTICE TO CALIFORNIA RESIDENTS](#)
11. [HOW TO CONTACT US](#)

**1. COLLECTING AND USING INFORMATION**

**Personally Identifiable Information We Collect Online**

We collect Personally Identifiable Information from you through your use of the Site and Services. “Personally Identifiable Information” is individually identifiable information about an individual consumer that we collect online and that we maintain in an accessible form. We collect the following types of Personally Identifiable Information:

*Information You Provide*

We may collect the following Personally Identifiable Information that you voluntarily provide to us:

- *Create an Account.* To create an account, you will provide us with your name, job title, company name, physical address, phone number, email address, and you will create a username and password for future logins.
- *Purchase.* To make a purchase you will provide your name, physical address, phone number, email address, and credit card information. We use FASS Inc. to process payments. Please review FASS’s privacy policy [here](#).
- *Register for a Meeting or Event.* To register for a meeting or event, you will provide us with your name, physical address, and email address.
- *Contact Us.* To contact us or ask us a question, you will provide us with your name, email address, company name and title, and any other information you may choose to provide in your question.

*Information as You Navigate Our Site*



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We automatically collect certain Personally Identifiable Information through your use of the Site and Services, such as the following:

- *Usage Information.* For example, your IP address, pages on the Site you access, the frequency of access, and what you click on while on the Site.
  - *Device Information.* For example, hardware model, operating system, application version number, and browser.
  - *Mobile Device Information.* Aggregated information about whether the Site is accessed via a mobile device or tablet, the device type, and the carrier.
  - *Location Information.* Location information from Site visitors on a city-regional basis.
- Third Party Information*

In some cases, we may receive certain Personally Identifiable Information from you about a third party. For example, to register for an event or meeting, you may provide the name, physical address, and email address of a third party. If you submit any Personally Identifiable Information about another individual to us, you are responsible for making sure that you have the authority to do so and to allow us to use their Personally Identifiable Information in accordance with this Privacy Policy.

### **How We Use Your Personally Identifiable Information**

We use the Personally Identifiable Information we collect to provide the Services to you, to improve our Services and Site, and to protect our legal rights. In addition, we may use the Personally Identifiable Information we collect to:

- Process your account registration;
- Process and fulfill your order;
- Register you for a meeting or event;
- Contact you regarding our products, services, and events that we feel may be of interest to you;
- Communicate with you about our Site or Services or to inform you of any changes to our Site or Services;
- Provide support;
- Maintain and improve our Site and Services;
- Defend our legal rights and the rights of others;
- Efficiently maintain our business; and
- Comply with applicable law.

### **How We Share Your Personally Identifiable Information**

We may share the information that we collect about you in the following ways:

- With our association management organization;
- With service providers who perform data or Site-related services on our behalf (e.g., email, hosting, maintenance, backup, analysis, membership management, etc.);
- To service providers to prepare, deploy and analyze advertising content;
- To the extent that we are required to do so by law;
- In connection with any legal proceedings or prospective legal proceedings;
- To establish, exercise, or defend our legal rights, including providing information to others for the purposes of fraud prevention;
- To any person who we reasonably believe may apply to a court or other competent authority for disclosure of that Personally Identifiable Information where, in our reasonable opinion, such court or authority would be reasonably likely to order disclosure of that Personally Identifiable Information;



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- To any other person or entity as part of any business or asset sale, equity transaction, merger, acquisition or in preparation for any of these events; and
- To any other person or entity where you consent to the disclosure.

## 2. COOKIES AND OTHER TRACKING TECHNOLOGIES

### How We Use Cookies

Like many other companies, we use cookies and other tracking technologies (such as pixels and web beacons) (collectively, “Cookies”). “Cookies” are small files of information that are stored by your web browser software on your computer hard drive, mobile or other devices (e.g., smartphones or tablets).

We use Cookies to:

- Estimate audience size and usage patterns;
- Understand and save your preferences for future visits, allowing us to customize the Site and Services to your individual needs;
- Keep track of search engine results;
- Compile aggregate data about site traffic and site interactions to resolve issues and offer better site experiences and tools in the future; and
- Recognize when you return to the Site.

We set some Cookies ourselves and others are set by other entities. We use Cookies set by other entities to provide us with useful information to help us improve our Site and Services, to conduct advertising, and to analyze the effectiveness of advertising. For example, we use Cookies from Google, Microsoft and other similar companies.

### How You Can Opt-Out of Cookies

When you first visit our Site, you will be presented with a banner which offers you choices about whether to accept or reject cookies or tracking technologies of different types. If you wish to change your preferences, you can do so by clicking here.

#### *Browser Settings*

Cookies can be blocked by changing your Internet browser settings to refuse all or some Cookies. If you choose to block all Cookies (including essential Cookies) you may not be able to access all or parts of the Site.

You can find out more about Cookies and how to manage them by visiting [www.AboutCookies.org](http://www.AboutCookies.org) or [www.allaboutcookies.org](http://www.allaboutcookies.org).

#### *Platform Controls*

You can opt out of Cookies set by specific entities by following the instructions found at these links:

- Google: <https://adssettings.google.com>
  - Microsoft: <https://account.microsoft.com/privacy/ad-settings/>
- Advertising Industry Resources*

You can understand which entities have currently enabled Cookies for your browser or mobile device and how to opt-out of some of those Cookies by accessing the [Network Advertising Initiative's website](#) or the [Digital Advertising Alliance's website](#). For more information on mobile specific opt-out choices, visit the [Network Advertising Initiative's Mobile Choices website](#).



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Please note that these opt-out mechanisms are specific to the device or browser on which they are exercised. Therefore, you will need to opt out on every browser and device that you use.

### **Google Analytics**

We use Google Analytics, a web analytics service provided by Google, Inc. Google Analytics uses Cookies or other tracking technologies to help us analyze how users interact with the Site and Services, compile reports on their activity, and provide other services related to their activity and usage. The technologies used by Google may collect information such as your IP address, time of visit, whether you are a returning visitor, and any referring website. The technologies used by Google Analytics do not gather information that personally identifies you. The information generated by Google Analytics will be transmitted to and stored by Google and will be subject to Google's [privacy policies](#). To learn more about Google's partner services and to learn how to opt-out of tracking of analytics by Google, click [here](#).

### **Google reCAPTCHA**

We use Google reCAPTCHA, a free service provided by Google, Inc., to protect our Site from spam and abuse. Google reCAPTCHA uses advanced risk analysis techniques to decipher humans and bots. Google reCAPTCHA works differently depending on what version is deployed. For example, you may be asked to check a box indicating that you are not a robot or Google reCAPTCHA may detect abusive traffic without user interaction. Google reCAPTCHA works by transmitting certain types of information to Google, such as the referrer URL, IP address, visitor behavior, operating system information, browser and length of the visit, cookies, and mouse movements. Your use of Google reCAPTCHA is subject to Google's [Privacy Policy](#) and [Terms of Use](#). More information as to Google reCAPTCHA and how it works is available [here](#).

## **3. THIRD PARTY PROCESSORS**

To ensure that your Personally Identifiable Information receives an adequate level of protection, we have put in place appropriate procedures with the service providers we share it with to ensure that it is treated consistent with applicable data security and privacy laws. For example, we use cloud data storage, shipping fulfillment, payment processors, and membership management providers.

## **4. "DO NOT TRACK" SIGNALS**

Some internet browsers incorporate a "Do Not Track" feature that signals to websites you visit that you do not want to have your online activity tracked. Given that there is not a uniform way that browsers communicate the "Do Not Track" signal, the Site does not currently interpret, respond to or alter its practices when it receives "Do Not Track" signals.

## **5. CHOICES ABOUT YOUR PERSONALLY IDENTIFIABLE INFORMATION**

### **Review and Request Changes to Your Personally Identifiable Information**

You may use your account to access, correct, or view certain Personally Identifiable Information that is associated with your account. To review or request changes to any of your Personally Identifiable Information, please contact us at [aafco@aafco.org](mailto:aafco@aafco.org).

### **Marketing Communications**

To unsubscribe from our marketing emails, please click the unsubscribe link included in the footer of our emails. You also may submit a request to us at [aafco@aafco.org](mailto:aafco@aafco.org).

## **6. SECURITY**



We maintain commercially reasonable security measures to protect the Personally Identifiable Information we collect and store from loss, misuse, destruction, or unauthorized access. However, no security measure or modality of data transmission over the Internet is 100% secure. Although we strive to use commercially acceptable means to protect your Personally Identifiable Information, we cannot guarantee absolute security.

#### **7. THIRD PARTY LINKS**

The Site and Services may contain links that will let you leave the Site [and Services] and access another website. Linked websites are not under our control. This Privacy Policy applies solely to Personally Identifiable Information that is acquired by us on this Site and Services. We accept no responsibility or liability for these other websites.

#### **8. CHILDREN'S PRIVACY**

The Site and Services are not intended for children under 13 years of age. We do not knowingly collect, use, or disclose personal information from children under 13.

#### **9. NOTICE TO NEVADA RESIDENTS**

Nevada law allows Nevada residents to opt-out of the sale of certain types of personal information. Subject to several exceptions, Nevada law defines "sale" to mean the exchange of certain types of personal information for monetary consideration to another person. We do not currently sell personal information as defined in the Nevada law. However, if you are a Nevada resident, you still may submit a verified request to opt-out of sales and we will record your instructions and incorporate them in the future if our policy changes. Opt-out requests may be sent to [aafco@aafco.org](mailto:aafco@aafco.org).

#### **10. NOTICE TO CALIFORNIA RESIDENTS**

We do not disclose personal information obtained through our Site or Services to third parties for their direct marketing purposes. Accordingly, we have no obligations under California Civil Code § 1798.83.

#### **11. HOW TO CONTACT US**

To contact us for questions or concerns about our privacy policies or practices please contact us:

AAFCO  
Attn: Privacy Policy Request  
1800 S Oak St  
Champaign, IL 61820  
[aafco@aafco.org](mailto:aafco@aafco.org)  
217-356-4221

## Strategic Planning 2017-2020(2022)

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**

\*\* Adequate progress was made on the first three; Goal 7 was initially identified as a fourth goal. The Board/Chairs subsequently added goal 10 October 2018 - January 2019.

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

Top 3 Priority Goals [FSMA TF activities integrated] *(Final updated text: italics/bold/purple)*

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

Outcome	Activity	Resources Needed	Timeline	Responsible
<b>Strategy: Emphasize feed and food safety</b>				
<b>Goal 12: Promote and support laboratory technology, methods, quality systems and collaboration</b>				
12.1 ** 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 (pathogens and vitamins top). General priority list established. Vitamin and mineral workgroup in progress and have some funding requests. Mycotoxin methods are well established and most labs analyze with no method needs work to be done. CTC/OTC working group is validating HPLC and LCMS method. Vitamins remain as the most needed AOAC method development. Pathogens analyses are well established AOAC methods (no need here). Will require review of the methods list together with the hazard list to reprioritize. See survey summary sent by Nancy Thiex 2019.10.28. Need to identify resources to address backlog thereafter. 3-5 years to address backlog. August 2018: Sugars and fructans methods submitted for ERP at AOAC; FDA hazard guidance published January 23, 2018 insufficient for use. Basic FDA guidance available late 2019 to Contract inspection states. Working with FFIMC (12.2) (WG: Eric, Sharon, Kristi, Josh, Jenny, Nancy) to develop annual state survey to prioritize and select hazards to advance method development. Survey sent to regulators Dec. 2020. Results presented by J. Arbaugh and E. Brady at LMSC. Results available through LMSC. Identified toxic metal, microbial pathogen, toxins, vitamins, drug (medicating and residue level) and pesticides. Next step was to identify gaps in labs and potential causes of capabilities (identify equipment needs, matrix extension work, new method validation, future training opportunities and best practice guidance). August 2021: Results from the State Agriculture Laboratory Capability survey were received, compiled and presented at LMSC. LMSC formed new working groups for the hazards identified and created tables with an outline of each new working group, the lead and volunteers. LMSC members/advisors were contacted asking for volunteers. This will be an ongoing process. The LMSC will be starting work on drafting a Method Needs Statement for Vitamin D. Since hazards change, LMSC plans to send an annual survey to regulators in order to capture new hazards or other analytical compounds of interest and adjustment method development as appropriate. <b>Complete</b>	LMSC with ISC support
Combined with 12.3 (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>

<p>12.2 *** FSMA TF Item 3: priority setting and method development for contaminants/ hazards (Combined with activity 9.2 in FFIMC WG)</p>	<p>Determine the contaminants, hazards, matrix and action levels to provide guidance to LMSC to inform method development. Integrate collaboratively into current LMSC priorities</p>	<p>Subject matter experts Funds Equipment</p>	<p>Alliance decided not to develop specific hazard guidance information. FDA assumed the work and published hazard guidance January 23, 2018. Next steps: 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). August 2018: WG report - FDA guidance doesn't contain a hazard specific list or action levels. Levels are critical to inform method development. Basic FDA guidance available late 2019 to Contract inspection states. Group will deliberate refocusing to identify what can be done (e.g. identify hazards from those suggested that are higher risk (toxicity/likelihood/impact) 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). January 2020, Lead Eric Brady formed WG (Austin, Jenny, Josh, Kristi, Sharon, Nancy) and organized call to review 2019 (Thiex) lab survey did around all methods and states needs to align understanding. Will develop another survey of states to identify most important hazards, obtain consensus on top 10 for LSMC to develop/validate methods. Survey sent to regulators Dec. 2020. Results presented by J. Arbaugh and E. Brady at LMSC. August 2021: See 12.1 <b>Complete</b></p>	<p>FFIMC lead, EIC, ISC, IDC and LMSC</p>
<p>12.3 ** 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. August-December 2018: RFP developed and issued. 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; consulted with Andy to address statistical validity. Three proposals received mid 2019 and assessed. Two proposals successful; moving forward with contract with UK; second proposal exceeds budget and may not be needed if UK study suffices. January 2021: UK Preliminary report presented. Report available through ISC. August 2021: Data analysis for publication and presentation at LMSC in progress <b>August 2022: No further updates</b></p>	<p>ISC with LMSC support</p>

<p>12.4 ** 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). August 2018: Ongoing effort by LMSC to develop initiatives to increase collaboration. <b>Complete</b></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	Responsible
<p><b>Strategy: Promote and enhance membership participation (internal)</b></p>				
<p><b>Goal 9: Enhance collaboration, communication and cooperation among regulatory agencies</b></p>				
<p>9.1 ** Share compliance letters/enforcement actions. Coordination of enforcement action.</p>	<p><del>Categorize Listserv topics to Feed BIN</del> <b>Being done as part of Food Shield (next item)</b></p>	<p><del>Administrative support</del> Feed Bin</p>	<p><del>Archive Listserv is searchable. Categorization of active Listserv North Carolina also has a “mini” Listserv. It is informal, but has national data. Membership for regulators is vetted in order to control access.</del> <b>Made a component of item below.</b></p>	<p><del>EIC to designate lead with FASS support – Jennifer</del></p>
	<p>Share compliance letters and enforcement actions <b>(State and Federal)</b></p>	<p>Guidance from subject matter experts</p>	<p>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. August 2018: WG, Surveyed 700 members, 44 responded (6%) regarding needs. RFP developed and sent to 4 companies. Three responded with proposals. WG turnover necessitated change in members. George Ferguson, Erin Bubb and Richard Ten Eyck reviewed the 3 proposals and made recommendation to EIC. Food Shield proposal accepted and Board approved proceeding. Search features are being adjusted. Expect to be functional within 6 months. August 2019 demo stage. January 2020: Communication challenges finalizing. January 2022: Site is up and working, but the final requests made of FoodShield have not been completed. The site is available and useable, just a little clunky at this time. <b>August 2022: No further updates</b></p>	<p>EIC to designate lead with FASS support</p>
	<p><del>Share Division of Animal Feed Letters</del></p>		<p><b>Made a component of item above.</b></p>	<p><del>EIC to designate lead</del></p>

Outcome	Activity	Resources Needed	Timeline	Responsible
	Being done as part of Food Shield (item above)			and coordinate with FDA as necessary; FASS to support
	Enforcement Issues Committee can pick up topics - coordinate and enhance committee action		No action due to lack of members willing to lead. 2020: New leadership seeking additional members and developing ideas/suggestions for coordinated enforcement activities August 2021: Considering developing criteria for identifying, coordinating and documenting coordinated events <b>August 2022: No further updates</b>	EIC to designate lead with FASS support - Members
	Consider development of core report (similar to that of FDA (Pet Net, Animal Net) (frequency to be determined)	Listserv EIC IDC Any committee	January 2020: Other compliance reporting (see 9.1) and Pet Net/Livestock Net is available. Low value developing core report. Activity discontinued.	EIC to designate lead with FASS support
9.2 *** FSMA TF part of Item 3: Enforcement strategy for contaminants/ hazards (Combined with activity 12.2 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>
9.3 ** Enhanced use of Feed BIN	Identify activities to enhance use	Financial support	<b>Complete January 2017</b> (activities detailed in Feed BIN)	CIOC
9.4 ** 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	Grant application successful and SME identified. Framework developed and finalized late 2018. Will be tracked via grant reporting obligations. <b>Complete 2018</b>	NASDA-AAFCO-FDA FSMA Steering Committee (AAFCO reps: Linda, Ali, Bob W., Richard)
9.5 *** 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		<b>Complete January 2017</b>	MBRC

Outcome	Activity	Resources Needed	Timeline	Responsible
9.6 *** 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
9.7 *** FSMA TF Item 6: Develop communication plan for AAFCO specific FSMA implementation activities (See 10.1)	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. August 2018: Revising to make generic. Ongoing activities will be part of CIOC regular work. Expect to finalize for Board/member approval January 2019. January 2020: Given state of FSMA implementation, a comm plan is considered too late. FSMA specific activity discontinued. Instead, a generic comm plan will be developed as part of 10.1 (9.7 integrated within).	CIOC

**Group 3: Dan Danielson, Ali Kashani, and Tim Weigner**

Outcome	Activity	Resources Needed	Timeline	Responsible
<b>Strategy: Promote and enhance membership participation (internal)</b>				
<b>Goal 8: Develop and provide professional development and technical training opportunities in support of feed program</b>				
8.1 ** 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	Work group formed. Covers 8.1 and 8.2. Document finalized. Need mechanism to keep updated, likely via George's group. Developed training calendar in FeedBIN and been adding to calendar. Point of contact and ongoing addition - Jeff; also seeking industry input so their training can be input. WG disbanded. Complete Spring 2018 See 8.2	ETC together with ISC
8.2 ** Directory/ listing of trainings available	Once training needs and model training plan are done (above), catalogue courses and categorize as	FASS support	Work group formed. Covers 8.1 and 8.2. Catalogued and categorized (per vote 8.1 above). Basic/Advanced terminology means different things for AAFCO (BITS/AITS), IFPTI	ETC

Outcome	Activity	Resources Needed	Timeline	Responsible
	basic and advanced		and potentially individual states. Decided that categorization would also contain disclaimer allowing state discretion in courses they require for their inspectors. <b>Complete Spring 2018: See 8.1</b> In FeedBIN. WG disbanded. August 2018: 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.	
8.3 ** <b>Model training framework</b>	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). August 2018: Comments back from ISC and incorporated, no additional comments - presented final model training manual to committee; audited against animal feed standards (2 and some of 3, as well as sampling and work planning). Recommend use and revisions thereafter. Document has been shared with the Committee throughout the process. Committee approved August 2018 and Board/members accepted January 2019. <b>Complete.</b>	ETC (George F. lead) and ISC
8.4 *** 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	Evaluated the GMP inspection of feed manufacturers against feed ingredient manufacturers and feel the general manufacturing inspection training is adequate for both. 2018: Eric worked with Jenny FDA to review AITS. Some material was trialed at AITS, June 2019 and AITS was standardized. January 2021: Training reviewed with AAFCO curriculum. AITS common elements align with FDA inspection approach. <b>Complete.</b>	FFIMC & ISC supported by ETC
8.5 *** 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 2019 Update: Comprehensive review by FDA and WG with FASS formatting. Approved by ISC. <b>Complete.</b>	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

Additional 2 Priority Goals

January 19, 2019 Participants: Bob Geiger, Kristen Green, Susan Hays, Amanda Anderson, Richard Ten Eyck, Erin Bubb, Hollis Glenn, Miriam Johnson, Dave Phillips, Kent Kitade, Stan Cook, George Ferguson, Austin Therrell, Ken Bowers, Ali Kashani, Katie Simpson, Kristie McCallum (attendees contributed to both goals)

Outcome	Activity	Resources Needed	Timeline	Responsible
<b>Strategy: Promote and enhance membership participation (internal)</b>				
<b>Goal 7: Identify opportunities to increase member agency participation - January 2021 Workplan and working groups drafted to address all of Goal 7</b>				
7.1 Conduct survey of membership needs supplemented with direct communication	Develop survey to identify who (member and person) is not participating and why. Individuals to conduct direct communication are identified based on relationship. Develop talking points to support conversations (standard language, script, news/updates, specific asks (e.g. committee members), identify state specific needs). Group results by similar circumstances. Identify needs. Target inactive AFRPS states (talking points - how AAFCO supports AFRPS, offer CEU, offer AFRPS session at meetings). Develop recruiting strategies (What we can do for them and them for us), action plan and implement.	\$\$ for CEU courses, time at meetings	Active member list supplied by FASS for working group review. Survey developed and approved by Board to send out in February 2021. Compile and review results in March. August 2021: Engagement survey results are in, evaluated & plan being developed. January 2022: Entire project needs to be re-mapped. Insufficient responses were received - twice. Addressed again on CIOC committee call February 22, 2022 - ZERO volunteers to create a Workgroup to address this engagement survey/project. As a co-chair I believe that 7.1 needs to be a bigger project than "just a survey". If it is treated as a typical survey, I do not believe we will acquire the results we desire. I propose that the BOD create a WG to map out (logic model) an engagement program plan that involves members from all committees. We need to define and list inputs, and specific outputs to create meaningful successful engagement. Pieces of this are being tackled by CIOC, but this committee is overcommitted and stretched thin. <i>August 2022: No further updates</i>	Board CIOC ED  CEU specific committee ETC
7.2 Mentoring	Hold new member session during meeting Follow up to encourage engagement. Regionally, active states contact inactive states with news, updates and invites. Targeted scholarships. Hold meetings in states/regions with decreased participation. Support mentorship/mentor (e.g. sub-		Develop list of target states and person responsible. Develop list of mentors to match with mentees. Develop talking points, scholarship program and mentoring engagement plan. New member session formalized 2019-20, pairing new attendees with ambassadors. 2021: WG postponed AAFCO 101 and mentoring due to virtual meetings.	CIOC Board

Outcome	Activity	Resources Needed	Timeline	Responsible
	committee) to host training/workshops		<p>August 2021: AAFCO 101 slide set now a video; AAFCO 101 &amp; Ambassador program gearing up for January 2022 meeting. The original thoughts centered on in person meetings; COVID stalled plans.</p> <p>January 2022: AAFCO 101 &amp; Ambassador program more organized and good attendance by Ambassadors at Midyear. Would like to expand the program to reach out to new attendees on a regular schedule throughout the year.</p> <p><i>August 2022: No further updates</i></p>	
7.3 Provide events at Mid Year and Annual to inspire all member agencies to attend and participate	<p>Events established based on membership survey and ongoing intelligence gathering. Events should consider needs of both large and small agencies (determine what these are).</p> <p>Design events that lead to innovation and nontraditional solutions. Increase opportunities for ideas to be heard and let them know ideas are welcome. Develop standardized documented procedure.</p> <p>Schedule events in the middle of the meeting versus front/back of regular meeting. Increase professionalism of meetings (Committees are prepared and actively conduct work at meetings).</p> <p>Offer more education/training at meeting (identify needs, consider AFRPS/new outside groups (USDA))</p>	Speaker funding	<p>Ongoing intelligence gathering established (e.g. post meeting evaluation, outreach to states). Needs list developed, actioned and tracked. Surveys (CIOC Engagement Survey and Midyear Exit Survey) will allow for a clearer plan to be developed.</p> <p>August 2021: AAFCO 101 slide set now a video; AAFCO 101 &amp; Ambassador program gearing up for January 2022 meeting. The original thoughts centered on in person meetings.</p> <p>January 2022: Focus has shifted from pre-meeting events (AAFCO 101) to robust meeting content. CIOC chairs have assumed the lead role in the Event Planning Workgroup. This will allow for the integration of AAFCO specific topics to be appropriately planned, enable us to develop surveys (in conjunction with meeting planning) to capture feedback and conduct a needs assessment to prioritize and select future agenda topics.</p> <p><i>August 2022: No further updates</i></p>	CIOC with technical support from relevant committees
7.4 Formulate and communicate positions on emerging issues (e.g., hemp, ICG) <i>(Transferred to 10.1)</i>				

Outcome	Activity	Resources Needed	Timeline	Responsible
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Outcome	Activity	Resources Needed	Timeline	Responsible
<b>Strategy: Promote and enhance membership participation (internal)</b>				
<b>Goal 10: Communicate and document AAFCO benefits and accomplishments</b>				
<p>10.1 Enhance Communication tools. <i>Integrated 10.2, 10.3, 10.4 and 10.5</i> <i>Integrated 9.7</i></p>	<p>Strengthen Current Issues and Outreach Committee Develop an AAFCO Communication Plan to better inform (from 9.7). Develop relevant talking points with cohesive message, not just listing top benefits of committees (ask at seminar, ask members what they think the bullet point messages should be. Formulate and communicate positions on emerging issues (e.g., hemp, ICG). Communicate benefits of AAFCO for Lab group (e.g. AAFCO support for ISO), success and relevance of proficiency testing program. Develop and publicize resolutions to support the AAFCO feed/food safety vision and goals. Collect case studies of AAFCO's successes and how they increased feed safety (e.g. BSE regs, botanicals, proficiency testing protocol ISO certification, ingredient definitions, early development of model regulations, good samples). Identify target audience, as message will vary. Identify delivery format (handout/pamphlet, newsletters, website, FeedBIN, social media) Develop schedule to keep Website content updated. Issue shorter newsletters more frequently (monthly). Maintain electronic list of upcoming meetings. Identify communication tools to utilize (dashboard, surveys). Facebook page: start with monthly newsletter, AAFCO press releases (increased frequency), communicates big items (consider activist comments). Consider having FASS post, someone else puts together content/format and review comments (ask COSDA for help). Consider contracting social media management</p>		<p>Summer 2020 RFP issued to engage communications firm to address communications needs and comm plan. Proposals evaluated, firm selected and contract initiated 2021. WG established to onboard Philosophy and support contract work. August 2021: Long-term Philosophy workgroup created that will be responsible for reviewing proposed content. Building a member toolkit to strategically plan how each event, publication, announcement etc. is handled &amp; subsequently rolled out. Communication plan is in progress with WG identifying key elements and tactics to fulfill charge. Hoping to chart activities. January 2022: AAFCO CIOC/Philosophy core leadership meets weekly, the entire WG meets at a minimum monthly and is called upon when needed. Member toolkit is being built. Communication plan is being expanded to include a new social media policy that will be presented to the Board in the near future. Timelines are in place for events of all sizes, and work is being dovetailed with FASS and the event planning workgroup. Quarterly newsletter has been proposed from content curated by CIOC/Philosophy WG members. This content will include evergreen material, emerging issue content, and state relevant topics. <i>August 2022: No further updates</i></p>	<p>CIOC, Technology Committee? Issue specific Committee (technical input)</p>

Outcome	Activity	Resources Needed	Timeline	Responsible
	firm.			
10.2 Newsletters 10.3 Website kept updated 10.4 FeedBIN	Shorter more frequent issuance (monthly), (?)			CIOC Board New Tech Committee?
10.2 Communicate individuals accomplishments (awards, recognition) directly to their supervisors/commissioners via recognition letter	Each individual supplies names and contact information for supervisor, commissioner and other important senior managers to copy. Create a capture form that aligns with recognition /award. Capture contact information from all program employees (title, role, etc.), way for person to update and verify as well as sign up for AAFCO notices by preference. Automate process to generate thank you letter to identified key member directors/commissioners after each meeting (Annual/Midyear) that promotes key successes at meeting and thanking them for supporting program employee attendance and participation.		George Ferguson offered to provide support Consider automating letter to senior management relative to members receiving awards. Work with FASS to capture data in Member profiles to automate process. August 2021: Data collection designed, proposed and MocaWorks quote approved by Board to begin work. January 2022: Completed in October of 2021. However, members were not notified of the change. At that time FASS handled emails of this type. Since our policy has now changed and we are utilizing Philosophy for writing notifications. It has been sent to Philosophy to write up and will be sent out shortly. <i>August 2022: No further updates</i>	CIOC
10.3 Promote ODI to feed label reviewers / generators	Encourage states to use to help industry buy in (e.g. require ODI report with label; promote industry use to generate labels pre-market (benefit is increased OP sales and revenue to improve AAFCO)		January 2021: Work with Philosophy on best way to distribute August 2021: Activities to be tackled by the Long-Term Philosophy workgroup. Key current topics took priority in the last 2 months postponing action on this particular item. January 2022: This has been moved to the top of the quarterly newsletter and social media project list. <i>August 2022: No further updates</i>	CIOC, Feed Labeling, Technology Committee ongoing support
10.4 How to distribute Spotlight On <i>(Internal)</i>	Utilize press releases/surveys Draft language for mini ListServ (Board/Kristen start) and see if picked up; if not outreach is next step).		August 2021: Activities to be tackled by the Long-Term Philosophy workgroup. January 2022: This has been moved to the top of the quarterly newsletter and social media project list. <i>August 2022: No further updates</i>	CIOC Pet Food, Technology Committee

**Participants:**

Name	Priority voting pre-meeting	Attended May 2, 2016	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

## Strategic Plan 2023-2025

In early 2022, the Board of Directors (Board) and Committee Chairs as well as Food and Drug Administration (FDA) and Past President representatives met virtually to establish Goals and Objectives. Tasks were identified at Seminar (May 16) (hybrid virtual and in person) and finalized virtually in October. The Board decided to **Table Objectives 1.1 and 4.1** from Task identification at Seminar. The work will be done in future, led by a Board group.

For 6 Objectives, each group was asked to:

1. Identify and prioritize Tasks for each Objective. Identify intended outcomes for each Task and prioritize the Task list.
2. For each Task identify responsible committees, timelines and activities to achieve the Task outcome. Consider resources and \$ implications.
3. Each Task needs to have a tangible outcome that will translate into what will be accomplished.
4. Tasks will be identified based on the premise that they will be completed within the Strategic Plan timeframe (3 years starting January 2023; full years 2023-2025). If not the timeframe will be specified (e.g. 5 years).

Smart Tasks principles were used:

- *Specific* – target a specific area for improvement.
- *Measurable* – quantify or at least suggest an indicator of progress.
- *Assignable* – specify who will do it.
- *Realistic* – state what results can realistically be achieved, given available resources.
- *Time-related* – specify when the result(s) can be achieved.

### **Finalized Goals and Objectives**

**Vision** - AAFCO is a trusted leader that safeguards animal and human health.

**Mission** - AAFCO is a collaborative association that supports members and stakeholders, and promotes a safe feed supply through unified system-based regulation, feed ingredient standards and laboratory operations.

### **GOAL 1: Improve Organizational Infrastructure and Operations**

(Improve the organization's infrastructure and operations to be more effective and efficient and dynamic.)

- Objective 1.1: Evaluate current AAFCO internal protocols and processes to enhance operational efficiencies (tabled to address in future)
- Objective 1.2: Identify and develop organizational training for AAFCO leaders
- Objective 1.3: Identify and pursue opportunities that improve financial management and advance organizational health

### **GOAL 2: Enhance Member Support and Education Resources**

(Members are supported through the development of tools, resources, education, and other efforts.)

- Objective 2.1: Be the leading resource of training for animal food regulators and laboratories within 5 years
- Objective 2.2: Enhance membership through recruitment, support and sustainability

### **GOAL 3: Advance Human and Animal Health and Safety**

(Regulatory and laboratory initiatives promote the health and safety of humans and animals.)

- Objective 3.1: Promote and integrate Animal Food Safety Systems

- Objective 3.2: Promote and integrate laboratory technology, methods, quality systems, and collaboration in support of Animal Food Safety Systems

**GOAL 4: Foster External Stakeholder Relationships**

(Relationships with external stakeholders are fostered to provide advancement opportunities for the Association.)

- Objective 4.1: Identify stakeholders with common interests in order to prioritize, develop, and maintain professional relationships that advance AAFCO’s Vision and Mission (tabled to address in future)

Participants at Seminar were divided into 6 groups (5 in person, 1 virtual). Each group worked on two Objectives to establish Tasks. Follow up virtual calls were held in October to work on finalizing the Tasks for each Objective.

1.2	1.3	2.1	2.2	3.1	3.2
Organizational Training AAFCO Leaders	Financial Management & Organizational Health	Regulatory and Lab Training	Enhance Membership	Integrated AFSS Roadmap	Integrated Lab AFSS Roadmap
Round 1		<i>Virtual</i>			
Scott	Ashlee-Rose	<i>Richard</i>	Kristin	Erin	Mark
Tim	Ken	<i>Eric N.</i>	Dave D.	Dave E.	Josh
Charlotte*	Mick	<i>Ali</i>	Liz	Jacob	George
	Stan	<i>Sally</i>	Hollis	Austin	
Round 2				<i>Virtual</i>	
Ashlee-Rose	Tim	George	Erin	<i>Richard</i>	Kristen
Ken	Stan	Josh	Dave E.	<i>Sharon</i>	Dave D.
Mick	Charlotte	Mark	Jacob	<i>Darrell</i>	Liz
			Austin	<i>Eric N.</i>	Hollis
				<i>Ali</i>	
Electronic version from:					
Ashlee-Rose	Stan (& Ashlee-Rose)	Josh	Erin	Dani	Dave D
<b>Virtual Calls</b>					
Charlotte	Ashlee-Rose	Austin	Jenny	Kristi	George
Marissa	Laura	Kristi	Liz	Erin	Dave D.
Scott	Michelle M.*	Miriam	Jacob	Jacob	Kristen
Eric B.	Austin	Ali	Hollis	Laura	Josh
Ashlee-Rose	Ken	Josh	Dave E.	Kent	Mark
Ken	Eric B.	Mark	Kristen	Darrell	Liz
Mick	Mick	George	Marissa	Dave E.	Hollis
Michelle M.*	Stan	Eric N.	Erin	Ali	Austin
Jo Lynn	Kent	Sharon	Dave D.	Sharon	
Austin	Charlotte	Sally	Jo Lynn	Eric N.	
Doug	Darrell		Austin	Austin	
Miriam	Jenny				
	Doug				

*Italics indicate they were invited but did not attend*

\* Additional FDA participant

Strategic Planning participants unable to attend Seminar Task identification session: Kent, Eric B., Miriam, Jenny, Jo Lynn, Doug, Laura, Darrell, Kristi, Marissa

## **TASKS INTEGRATED FROM SEMINAR AND VIRTUAL CALL WORK GROUP SESSIONS**

### **GOAL 1: Improve Organizational Infrastructure and Operations**

(Improve the organization's infrastructure and operations to be more effective and efficient and dynamic.)

#### **TABLED**

#### ➤ **Objective 1.1: Evaluate current AAFCO internal protocols and processes to enhance operational efficiencies**

Narrative: Need to define internal protocols beyond what currently appears in Procedures Manual and OP (e.g. Standard Operating Procedures (SOPs) for FASS (Executive Assistant changeover), common contracting procedures (include legal advice), document and improve financial procedures (budget process). Increase awareness of procedures to enhance use and adherence.

- T - Reconfigure internal operations to support shifting from legacy infrastructure to the operations necessary to support the future direction of AAFCO as determined by the Board.
- T - Review infrastructure and operations and adjust as needed to align with the projected programs each year in July.
- *T - Suggested alternate: Comprehensively review AAFCO roles and update as needed in the Procedures Manual. Clarify AAFCO roles and expectations and increase awareness of such.*
- *T - Needs to be part of the protocols and processes evaluation tasks. Create a comprehensive operations manual*
- *T - Needs to be part of the protocols and processes evaluation tasks. Develop additional procedures where needed to ensure efficiency and consistency. Implement steps for quality assurance and maintenance for all association functions.*
- *T - Already in progress whereby Board Liaison to Committee is responsible. Have a "committee coordinator" to maintain contact with Committee chairs to see that committee tasks are being performed in a timely manner between meetings. We have too many committees and subcommittees that don't complete tasks between meetings.*

#### ➤ **Objective 1.2 - Identify and develop organizational training for AAFCO leaders**

Narrative: Evaluate procedures, identify gaps, establish and implement procedures for onboarding and functionality in leadership roles (Board and Committee leaders).

### **Tasks**

#### **1. Improve orientation and training for Committee Chairs and Board members.**

**Responsible:** Education and Training Committee (ETC) (with Subject Matter Expert help from experienced AAFCO members)

##### ○ **Deliverable:**

*Priority 1:* Develop a draft template compiling training needed and identify process to determine needs/wants (Develop a gap template).

- Identify work that has already been done and compile. Identify additional activities specific to the Board.

- Develop a checklist for duties and deadlines. Leverage the Official Publication (OP) info into a cheat sheet.
- Identify core training list for Committee Chairs, Board members, other leaders, and potential leaders. Examples include:
  - Meeting facilitation
  - Roberts Rule of Order
  - Budget 101
  - Strategic Thinking and Decision Making
  - Exchange or shadow programs between states and with FDA (CVM or OHAFO Field)

**Timeframe:** Gap template draft by Seminar 2023 and Committee vote Annual 2023.

*Priority 2:* Develop an implementation framework. Leverage what has already been developed.

- Part of task should include identification of current training and needed training including onboarding steps.
- Ensure various roles are captured, e.g. FDA member, votes differently.
- Orientation on Committee Chair expectations, roles, responsibilities, interactions, reporting to the Board and other committees.
- Identify touchpoints – identify committee deliverables and flow. Assign to all committees and Board member to map.
- Identify leadership mentors as part of framework (orientation/onboarding and ongoing).
- Include ongoing training for leadership enhancement.

**Timeframe:** Fall 2023 - Short term

*Priority 3:* Develop a checklist to track implementation (ETC Sub-committee).

**Timeframe:** Fall 2023.

*Priority 4:* Identify leadership training (e.g. Linked In learning) available and develop AAFCO specific training based on Priority 1 for delivery.

- Develop for different delivery modalities (e.g. online and in person).

**Timeframe:** Fall 2023.

*Priority 5:* Implement training and tracking.

**Timeframe:** January 2024.

2. Future Leadership -Identify potential leaders (e.g. Vice Chairs, Sub-committee chairs and working group leads) to support AAFCO (Board and Committee Chairs).

**Responsible:** Board Work Group (include President Elect and Nominating Committee)

- **Deliverable:**
  - Detail a process to identify potential leaders and their development (e.g. Vice Chairs, Sub-committee chairs and working group leads) to support AAFCO.
- **Timeframe:** Seminar 2023

➤ **Objective 1.3 - Identify and pursue opportunities that improve financial management and advance organizational health**

Narrative: Evaluate procedures, identify gaps, establish and implement procedures to improve financial management. Identify financial training needs (e.g. budget and investment training)(Note this could be in training activity above). Achieve two years of operating funds in reserves.

**Tasks**

1. Explore and implement grant and other funding opportunities that expand and align with AAFCO strategic goals

**Responsible:** Executive Director (ED) (could include Board WG and/or Finance Committee (FC)); National Association of State Departments of Agriculture (NASDA) or Association of Food and Drug Officials (AFDO) could be resources since they are more experienced.

- **Deliverable:** Seek new cooperative agreements. How many attempts/requests and how much received within timeframe; to achieve two years' operating costs (amount Board is comfortable with having in reserves).
- **Timeframe:** Report out to Board at midyear and annual meetings (FC will be reporting to Board monthly; recognize individual grants etc., could have more frequent reporting requirements (e.g. monthly).

**2. Establish charitable giving/scholarship framework.**

**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.

**3. Develop a procedure to identify resource needs associated with proposed projects (e.g. contract) for association review and approval (e.g. Pet Food Label Modernization, Hemp, NASDA cooperative agreement).**

**Responsible:** ED then FC

- **Deliverable:** Need to develop tool (held in member toolkit), guidelines/procedures. Tools/templates developed, implemented (including member education) and tracked for maintenance. FC will develop criteria for decision making on when to utilize contract resources (such as for quickly needed projects).
  - Ensure tool and education for members on how to request resources is in leadership material.
- **Timeframe:** Develop method/tool by August 2023 and implement by January of 2024

**4. Pursue revenue-generating opportunities to maintain a sound financial base.**

**Responsible:** ED

- **Deliverable:** Myriad of opportunities, one example: non-regulated entities set up booths, sponsors. Additional training and refreshers. Could do biennial brainstorming session at Seminar. ED pulls realistic ideas and conceptualizes.
- **Timeframe:** Report to Board at Midyear for consideration in next fiscal budget.

**GOAL 2: Enhance Member Support and Education Resources**

(Members are supported through the development of tools, resources, education, and other efforts).

➤ **Objective 2.1 - Be the leading training resource for animal food regulators and laboratories within 5 years.**

Narrative: AAFCO has and will gather, develop and/or deliver, and serve as a repository for training material and/or activities. AAFCO doesn't necessarily do all of this ourselves.

## Tasks

1. Develop a library of technical training resources, including both internal and external sources, (videos, white papers, etc...) for laboratories. ETC is already developing an analogous library for animal food regulators in LMS system.

**Responsible:** Laboratory Methods and Services Committee (LMSC), Proficiency Testing Program (PTP)

- **Deliverable:** Create a training resources library section on the AAFCO website.
  - **Timeframe:** January 2024 and reviewed annually for relevant information
2. Evaluate the training resources library at each mid-year meeting to determine whether any of them are appropriate for additional in-person training at future AAFCO meetings or other locations.

**Responsible:** LMSC, PTP

- **Deliverable:** Identify and work to deliver one in-person training opportunity each year.
  - **Timeframe:** January 2024 and reviewed annually for relevant info)
3. Develop and conduct an annual committee survey for laboratories to include with that of animal food regulators to determine training needs that can be delivered in concise timeframes (e.g. 1 - 2 hours).

**Responsible:** ETC

- **Deliverable:** Conduct an annual survey and create a list of training priorities for review by the Board for approval and implementation. Need to investigate and coordinate with FDA annual survey (animal food regulators; confirm not lab). Board will review and make assignments at their September Board meeting. Board will assign to appropriate committees (October 2023). Develop a documented process for proponents to identify training needs on an ongoing basis (e.g. outside of the survey timing).
- **Timeframe:** Survey conducted Annual 2023.

## **Comments for consideration when addressing the tasks:**

- Build a laboratory resource, based on methods using internal PTP data. For each method or analyte, identify any related whitepapers. Add a section for videos and start with the microbial sampling technique videos. Also consider a section on recorded presentations given previously. Kristie's talk at the 2022 Animal Feed Regulatory Program Standards (AFRPS) face to face meeting was stellar. It should be preserved.
- These resources likely exist through A2LA, Animal and Plant Health Laboratories, etc. but LMSC needs to put together the list of the most relevant ones and post it somewhere on the AAFCO website so new lab staff know where to find them.
- Resources will include, space and people. I would love to see a microscopy workshop be held with annual or midyear – however, this would require a location that could provide a university type setup with a room full of microscopes.
- AAFCO will be the repository for training resources, and once the association identifies these resources, they will need to be reviewed annually to make sure they are still appropriate. During this review we could also identify anything that could be further enhanced to in-person training.

## ➤ **Objective 2.2 - Enhance membership through recruitment, support and sustainability.**

Narrative: Membership activities include three areas: member engagement/services/support, member recruitment and communication.

## Tasks

1. Reach out to members who haven't **been** attending AAFCO meetings. Why aren't they attending?

**Responsible:** ED

- **Deliverable:** Create AAFCO letter of engagement and meet with the state feed control official virtually to help identify why the state may not be attending meetings. Data could be gathered via engagement survey. Given poor survey responses, targeted calls to states might be more effective. Offer full scholarship to attend Feed Administrator Seminar. Evaluate the reasons members aren't participating and provide recommendations to increase participation.
  - **Timeframe:** March 1, 2023 (in time for FAS registration) and ongoing as permanent practice
2. Stabilize committees with added participation.  
**Responsible:** Current Issues & Outreach Committee (CIOC)
- **Deliverable:** Reach out to newer people to introduce them to committees and reach out post meeting to determine if they would be willing to join any committee for participation. Assess the number of contacts made and success rate measured through new members participating on committees.
  - **Timeframe:** January 2023
3. Expand scholarship program to drive participation for new attendance.  
**Responsible:** FC
- **Deliverable:** Establish enhanced scholarship program based on feedback from Task 1 activities and Task 5 meeting feedback. Assess scholarship program success and provide recommendations for improvement.
  - **Timeframe:** March 2023
4. Develop and implement member toolkit and periodic newsletter.  
**Responsible:** CIOC / ED
- **Deliverable:** Develop a member communication toolkit, and restart newsletter, to be sent periodically (TBD) to members, advisors and published on the AAFCO website. Encourage members to share communication items with their leadership. Evaluate relevancy with members at least twice per year (could be discussed at Seminar). Consider whether website "hits" (open rates on email) can be measured to assess engagement with toolkit/newsletter.
  - **Timeframe:** Midyear Meeting 2023
5. Transfer the Event Planning Workgroup to a new Subcommittee to oversee midyear and annual meeting. Similar to Seminar Subcommittee. This becomes an ongoing subcommittee that reports to ETC.  
**Responsible:** CIOC with FASS support.
- **Deliverable:** Confirm members of Subcommittee complete with chairperson. Evaluate attendance and consider meeting evaluations to assess meeting relevance / success to members. Ensure timely development of meeting agendas.
  - **Timeframe:** January 2023.

**Comments for consideration when addressing the tasks:**

- Engagement survey results were poor. The task was abandoned after two attempts and sent back to the Board. Engagement should be treated like a program with inputs, short term, mid term, long term objectives, and evaluation points to determine success.
- CIOC was going to break engagement survey apart and have states call states. However, they were stretched too thin.
- Increased participation/attendance at meetings, increased web and BIN traffic, increased satisfaction of AAFCO members would be indicators of enhanced membership.

- ED could work with FASS to establish what our current membership engagement numbers are, so we have a baseline to compare to and build on.
- Enhancing membership could be measured through the survey at the end of each meeting. We should be utilizing surveys more to gauge progress. Survey results are either forgotten altogether or are developed secondarily to the meeting itself. We should be tracking progress across years via surveys. Surveys should be developed with the idea that the data will build.
- New subcommittee would serve to make sure the midyear and annual meetings have well planned activities for new members as well as being another subcommittee opportunity that members could serve on to be more engaged.

### **GOAL 3: Advance Human and Animal Health and Safety**

(Regulatory and laboratory initiatives promote the health and safety of humans and animals)

#### ➤ **Objective 3.1 - Promote and integrate Animal Food Safety Systems.**

Narrative: Develop and promote a food chain focused safety purpose, activities and coordination for animal food regulatory agencies. Evaluate current system or systems already in place, identify gaps in model bill and regulations, collaborate with State and Federal Regulatory food/feed agencies, establish and publish guidance materials and resource links. Multiple components are needed to make a strong Animal Food Safety Program that works cooperatively with FDA to advance human and animal health and safety. This objective aims to develop a roadmap that identifies some of the components that are needed to achieve this goal.

#### **Tasks**

1. Identify the elements (roadmap) and implement the activities needed to achieve the objective (considering the narrative (above) and tasks (below)). Note: A task related to evaluating the current system and identifying gaps may need to be added.

**Responsible:** Feed and Feed Ingredient Manufacturing Committee (FFIMC), Inspection and Sampling Committee (ISC), Enforcement Issues Committee (EIC) (joint meeting of committee leaders to develop the plan)

○ **Deliverable:**

- Identify needs, gaps and strategically plan activities (e.g. roadmap)
- Realign the following tasks in accordance with the planned elements.

- **Timeframe:** Virtual calls before Midyear 2023 (two calls @ 1hour each)(Chairs, Vices, Board Liaisons, President Elect, ED)

*The remaining tasks in 3.1 will be adjusted based on the outcome of Task 1 group calls.*

2. Develop messaging on impact of animal feed safety to human health with three audiences:

- Regulatory agency leadership
- Feed manufacturers including food processors
- Consumers

**Responsible:** CIOC

○ **Deliverable:**

- Design a flyer that can be distributed at meetings and as a resource for State Regulatory agencies to use to educate consumers and manufacturers.
- Develop a member informational platform containing guidance materials, resource links and a fact sheet to members, advisors and published on the AAFCO website.

- Promote resources to ensure awareness
  - Work with website redesign group to create ability to evaluate/track viewing of resources to measure impact. Add pop up to ask if information was helpful (Yes/No answer).
  - **Timeframe:** Prepare and provide during Midyear meeting 2024
3. Align Chapter 5 of the OP with AFRPS. (Note: MBR was aligned with FSMA as part of 2017-2020 Strategic Plan. Some committees are already working on parts of Chapter 5 material.)  
**Responsible:** EIC, ISC, FFIMC, Feed Labelling Committee (FLC), LMSC support (Committees with relevant sections)
- **Deliverable and Timeframe:**
    - Identify current gaps by Midyear 2024
    - Update Chapter 5 sections by Dec. 2025
4. Increase communication/collaboration among State and Federal Regulatory food/feed agencies
- a.  
**Responsible:** Board
- **Deliverable:** Evaluate the merit of AAFCO Board meeting with ORA/CVM leadership twice a year (one meeting could be virtual). Implement a second meeting if warranted. Develop a SOP with FASS Executive Assistant to facilitate meeting organization.
  - **Timeframe:** Dec. 2023
- b.  
**Responsible:** Board - President
- **Deliverable:** Send letter to Co-Chair of PFP (currently Barbara Cassens?) to increase participation by AAFCO. (Consider adding ED and AFDO liaison as AAFCO participants)
  - **Timeframe:** Dec. 2023
- c.  
**Responsible:** ISC
- **Deliverable:** Integrate FDA state liaisons into Advanced Inspector Training (AITS) (May be in progress but limited due to travel restrictions).
  - **Timeframe: Dec. 2023**
5. Act as Liaison to other organizations to monitor impacts on animal food safety systems.  
**Responsible:** Board led with ED as liaison
- **Deliverable:** Create/maintain relationships upon joining AAFCO. Identify relevant organization to connect and facilitate relationships with (e.g. Food and Agriculture Organization, CODEX, Partner Countries Canadian Food Inspection Agency, World Health Organization, AFDO, NASDA, FDA). Evaluate the merit of liaison activities (time effectiveness).
  - **Timeframe:** Dec. 2023 with evaluation annually thereafter.

**Comments for consideration when addressing the tasks:**

- *Possible Task:* Collaboration to include sharing non-contract inspection outcomes and analytical results.
- *Possible Task:* Create an Annual Report of what peer organizations have done every 6 months, 12 months, etc. highlighting.
- Make Roadmap a Logic Diagram for program development.
- *Task Idea:* Develop a model Animal Feed Program and define roles and responsibilities that include model job descriptions and baseline salary suggestions for each role. Specify the duties of each position, the importance it has to both animal food and human food, and then communicate this to members so it can be used to justify additional positions or reorganizations in state programs. Each

role could be further developed to show how different positions interact with other agencies, FDA, NASDA, etc. to advance human and animal health and safety. Note that a Model Feed Safety Program and Development Guide were put together for this purpose a number of years ago. They were published in the OP for a number of years. It was last included in the 2016 version, Chapter 5 (pages 260 and 262).

- Survey results have been poor. Engagement should be treated like a program with inputs, short term, mid term, long term objectives, and evaluation points to determine success.
- CIOC was going to break engagement survey apart and have states call states. However, they were stretched too thin.
- Increased participation/attendance at meetings, increased web and BIN traffic, increased satisfaction of AAFCO members would be indicators of enhanced membership.
- ED could work with FASS to establish what our current membership engagement numbers are, so we have a baseline to compare to and build on.
- Task 2 could be incorporated into the website re-design. CIOC could develop separate messages for these 3 groups explaining how feed safety affects human health.
- AAFCO should consider if some incentive to states would help increase participation. Perhaps pay travel costs for one individual. Limit to a certain number that apply first depending on money available.
- Task 5: Prior to looking to external relationships, evaluate whether our liaisons currently doing their jobs within AAFCO. Do our liaisons know what is going on in committees? Some accountability or a reason why liaisons are keeping up with committee work should be considered. Maybe some are better than others. This liaison relationship should be focused on in the plan to “build better board members”. Moving externally – external liaisons should be reporting monthly. It may be an update of nothing, but there should be time left for 5 minute updates. It is important for us to maintain relationships with other “like” organizations in North America and monitor what is happening worldwide that may eventually affect us to prepare for any changes in laws. Monitoring changes is needed so AAFCO knows if we need to reach out to members when they may be impacted by legislative changes in their state or when we should make changes to the Model Bill and Regulations.
- How is what a peer organization doing relevant to AAFCO? Perhaps an annual report highlighting what peer organizations are doing allows us to foster closer relationships with other organizations and communicate to our members different resources that may be available to help the ultimate goal of advancing human and animal health and safety. AAFCO members are busy and sometimes struggle to keep up with everything that multiple organizations are doing. AAFCO can assist by compiling and sharing the most relevant things to our members.

➤ **Objective 3.2 - Promote and integrate laboratory technology, methods, quality systems, and collaboration in support of Animal Food Safety Systems.**

Narrative: Identify training and method needs of regulatory laboratories, collaborate with State and Federal Regulatory food/feed agencies to obtain methods, establish, and publish Best Practice guidance materials and resource links on AAFCO LMSC website. Design, implement and provide a training program for state regulatory laboratorians. Establish a Quality Assurance committee under the AAFCO LMSC to update and provide resources related to quality and accreditation. Provide a link on AAFCO website where state regulatory and state laboratory personnel can gain information on laboratory capabilities.

## **Tasks**

1. Identify the elements (roadmap) and implement the activities needed to achieve the objective (considering the narrative (above) and tasks (below)).  
**Responsible:** FFIM, LMSC (joint meeting of committee leaders to develop the plan)
  - **Deliverable:**
    - Identify needs, gaps and strategically plan activities (e.g. roadmap)
    - Realign the following tasks in accordance with the planned elements.
  - **Timeframe:** Virtual calls before Midyear 2023 (two calls @ 1hour each)(Chairs, Vices, Board Liaisons, President Elect, ED)

*The remaining tasks in 3.2 will be adjusted based on the outcome of Task 1 group calls.*

2. (Potential element of Task 1) Conduct annual survey of state regulatory programs (SRP) to identify their testing needs. Utilize information obtained from the SRP survey to develop and administer a survey of state laboratories to see what they need to address the needs of the SRP.  
**Responsible:** FFIM, LMSC and include Pet Food Committee (PFC), due to the label modernization changes that will be taking place.
  - **Deliverable:**
    - Send an annual Regulatory Method Needs Survey to State Regulatory Program Managers to access, rank and guide laboratory method and resource needs.
    - Compile and present results of the survey
    - Prioritize needs based on survey results
    - Create or charge individual LMSC working groups with obtaining methods, planning training, and creating Best Practice Guidance documents for state laboratories
    - Publish resources on AAFCO website
  - **Timeframe:** Summer 2023 (this is being done now), Annual each summer after
3. (Potential element of Task 1) Develop and submit for approval projects to address needs as identified in annual survey.  
**Responsible:** LMSC lead, with FC and Board support
  - **Deliverable:**
    - Develop training plans, and training workshop proposals to submit for Board approval
    - Develop method needs statements for approval and plan to obtain funding for method development/validation projects for approval by Board
  - **Timeframe:** Summer 2024
4. (Potential element of Task 1) Establish best practices document for collaboration between the SRP, laboratories and FDA with the goal to improve communication and work planning.  
**Responsible:** LMSC
  - **Deliverable:**
    - Establish working group committees within LMSC to collaborate and create documents
    - Write Best Practice document(s)
    - Publish Best Practice documents on AAFCO website as a resource for state laboratories
    - Present documents during LMSC meetings to raise awareness
  - **Timeframe:** Summer 2025
5. (Potential element of Task 1) Identify training gaps among laboratories and the tools needed to increase staff competencies.  
**Responsible:** LMSC

- **Deliverable:**
  - Send annual laboratory surveys to access needs
  - Compile and present results of survey during LMSC meetings
  - Prioritize needs based on survey results
  - Develop training plans, and training workshop proposals to submit for Board approval
  - Promote training through AAFCO website to increase participation and reach those laboratories that do not regularly attend AAFCO meetings
  - Collaborate with AAFCO PTP to send participant(s) post-training competency samples to assess training effectiveness
  - Create a training evaluation form to be completed by participants post-training
- **Timeframe:** Summer 2025

**Comments for consideration when developing the roadmap in Task 1:**

- The challenge is trying to ensure the needs of both the state regulatory program and the laboratory are met and are synced with each other. The deliverable would be to develop a survey to send to the state regulatory program as well as state laboratories to identify needs of each. The committees would decide the survey questions, or what the surveys should look like. The results of the surveys would provide additional information on how to proceed further with the other Tasks.
- Should create an evaluation form to determine project success.
- *Given the limited response to surveys, additional action should be considered. Suggestion:* Daily surveys at meetings or workshops could be conducted during dedicated meeting time. The last 5 minutes during a meeting could be set aside to conduct a survey via a QR code. This might significantly improve responses.
- Improved communication and work planning should be assessed. Verbal assessment could be carried out or a survey done during workplanning meeting.
- Workplanning deliverable should be the document along with a plan to implement it.

The **Working Groups** provided additional feedback on other potential Tasks (below) associated with this Objective. They did not feel they needed to be completed at this time. Task 1 group should consider these and adjust the overall plan accordingly.

(Potential element of Task 1) Task - Funding capability from AAFCO. Needs training element too with sufficient priority and work to maintain proficiency (FERN lab concept). Consider adding microscopy to hazards. Provide funding for more method development for Biological and Chemical hazards in animal food.

**WG comment:** There is funding within AFRPS and LFFM to assist laboratories in method development. Not sure additional funding sources would be needed.

(Potential element of Task 1) Task - Develop a data base of core competencies of each state lab so all labs know where to go for assistance or training where they may have a shortcoming or lack of ability to perform certain tests. *IFPTI have one but have to be APHL member. Need to educate about APHL so people better understand value. Needs investigation regarding AAFCO role. Encourage labs to promote and participate in existing system*

**WG comment:** Not really sure how to address this topic. It might be part of Task 4 above.

(Potential element of Task 1) Task - needs elaboration to make specific task, e.g. promote PTP instead of leverage. Is it meant to align PTP with integrated animal food safety system? PTP is more nutrition than hazard: should it be expanded. Leverage PTP program and sampling data.

(Potential element of Task 1) Task - Need common consistent collection of data. If a priority, need activity broken down into manageable activities. Very big task. Need access to data first. Create data mining systems that can predict animal food mycotoxin hazards.

**WG comment:** This is currently being done through LFFM.

#### **GOAL 4: Foster External Stakeholder Relationships**

(Relationships with external stakeholders are fostered to provide advancement opportunities for the Association)

##### **TABLED**

➤ **Objective 4.1: - Identify stakeholders with common interests in order to prioritize, develop, and maintain professional relationships that advance AAFCO's Vision and Mission.**

Narrative: Stakeholder groups could be very extensive so identification and prioritization of select stakeholders will be key. Advancement opportunities could include financial, Association recognition and increased dialogue.

- T - Identify what AAFCO wants from each stakeholder.
- T - Evaluate current relationships for areas of improvement.
- T - Constantly evaluate if we have relationships with all organizations that we should be working with.
- T - *Intended for members (Richard). Moved to Group 2. Need to define what a personal relationship is. Need to define "feed regulatory agencies".*
- T - Increase attendance by new associations to AAFCO meetings and expand representation on committees
- T - Create a task force or committee that focuses on issues from stakeholders
- T - Send stakeholders a survey to assess needs for improvement
- T - *If ASAHA is defined as a priority stakeholder. Investigate possible integration/interaction with applicable committee(s) in USAHA*
- T - *See bullet above. Liaison to USAHA?*
- T - *If ASAHA is defined as a priority stakeholder. Liaison to AVMA?*
- T - *Moved to Goal 3 for consideration.*
- T - Communicate directly with AAFCO stakeholders. Identify and list stakeholders and assign a liaison (not necessarily a Board member). Assigned liaison keep stakeholders in the AAFCO loop by email and phone and reports back to the Board before each AAFCO meeting.
- Communication
  - Expand AAFCO presence at conferences and trade shows measuring the impact of our attendance. (This would include speaking engagements).
  - Increase our media presence through press releases and other promotional activities to expand our brand and awareness of important issues.
- T - *From Group 3: Doesn't fit in program alignment; moved to Group 4 as intended beneficiary is consumer. Note there is a component promoting State adoption. Added State adoption component to Group 2 for consideration as well, regarding regulatory uniformity. Complete and implement Pet Food Label Modernization Initiative (multi-year objective).*