

ATTACHMENT 2

Strategic Planning 2017-2020

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

* Top 3 priority goals

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

*** Board priority to action

Top 3 Priority Goals [FSMA TF activities integrated]

Updated text: italics/bold/orange

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

Outcome	Activity	Resources Needed	Timeline	Responsibility
Strategy: Emphasize feed and food safety				
Goal 1: Promote and support laboratory technology, methods, quality systems and collaboration				
1.1 ** Fund AOAC method development and validation	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	<i>Methods needs survey completed (vitamins top). Have a general priority list that needs to be refined with more specifics: timing - before January 2018.</i> Need to identify resources to address backlog thereafter. 3-5 years to address backlog.	LMSC
Combined with 1.3 (below)	Identify resources to perform additional (field) sample collection studies	Funds Equipment People	6 months to identify resources 1 year to develop adequate protocols 3 years to perform additional sample collection studies	1. ISC 2. LMSC
1.2 *** FSMA TF Item 3: priority setting and method development for contaminants/ hazards	Determine the contaminants, hazards, matrix and action levels to provide guidance to LMSC to inform method development. Integrate collaboratively into current LMSC priorities	Subject matter experts Funds Equipment	Alliance decided not to develop specific hazard guidance information. FDA has assumed the activity; work product expected late year 2017. Complete method needs statement for LMSC. Up to 3 years for subsequent method development and validation	FFIMC lead, EIC, ISC, IDC and LMSC

			(dependent on whether there is existing method). <i>FDA list expected early 2018.</i> <i>Hold: pending hazard specific guidance information from FDA.</i>	
1.3 ** Validation of sampling methods	a) Perform field sampling method validation including sampling equipment and sample type. b) Establish sampling methods needs statement (complete). Identify resources and develop adequate protocols to perform additional (field) sample collection studies.	Funds Equipment People Time	<i>a) No progress field sampling - activities: needs statement, RFP, contract, evaluation. Expect it will take 2 years.</i> 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. <i>Will flow from 1.1</i> <i>Also writing laboratory sampling guideline which is expected to be complete by January 2018.</i>	ISC with LMSC support
1.4 ** Collaboration between feed programs and laboratories that perform feed sample analysis and laboratory participation in AAFCO	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.	Time People	Initial letter to state Directors/Commissioners. <i>Mark will draft by September 1, 2017.</i> August 2017 <i>Establishing working group in LMSC for outreach to states and federal laboratories that are not attending to work on increasing participation.</i> (especially AFRPS). January 2018 develop initiatives to increase collaboration.	AAFCO Board (President) LMSC EIC

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

Outcome	Activity	Resources Needed	Timeline	Responsibility
Strategy: Promote and enhance membership participation (internal)				
Goal 2: Enhance collaboration, communication and cooperation among regulatory agencies				
2.1 ** Share compliance letters/enforcement actions. Coordination of enforcement action. <i>Hold: pending identification of additional EIC members to help.</i>	Categorize Listserv topics to Feed BIN	Administrative support Feed Bin	<i>January 2018</i> <i>All of 2.1: Working to identify member to support this activity and store it in a usable manner electronically (FASS and Richard TenEyck).</i>	EIC to designate lead with FASS support - Jennifer
	Share compliance letters and enforcement actions	Guidance from subject matter experts	<i>January 2018</i>	EIC to designate lead with FASS support
	Share Division of Animal Feed letters		<i>January 2018</i>	EIC to designate lead, and coordinate with FDA as necessary; FASS to support
	Enforcement Issues Committee can pick up topics - coordinate and enhance committee action		<i>January 2018</i>	EIC to designate lead with FASS support - Members
	Consider development of core report (similar to that of FDA) (frequency to be determined)	Listserv EIC IDC Any committee	<i>January 2018</i>	EIC to designate lead with FASS support
2.2 *** FSMA TF part of Item 3: Enforcement strategy for contaminants/hazards	Determine the contaminants, hazards, matrix, action levels and enforcement strategy to provide guidance to LMSC to inform method development and priority setting.		Alliance decided not to develop specific hazard guidance information. FDA has assumed the activity; work product expected	FFIMC lead, EIC, ISC, IDC and LMSC

Outcome	Activity	Resources Needed	Timeline	Responsibility
<i>Hold: pending hazard specific guidance information from FDA.</i>			late year 2017. <i>FDA expect to complete in early 2018.</i>	
2.3 ** Enhanced use of Feed BIN	Identify activities to enhance use	Financial support	August 2017 <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	5-years <i>Complete</i> : Grant application successful and SME identified. Framework development will be tracked via grant reporting obligations.	NASDA-AAFCO-FDA FSMA Steering Committee (AAFCO reps: Linda, Ali, Bob W., Richard)
2.5 *** FSMA TF Item 1- align Model Bill with needed authorities to Implement FSMA	Make recommendations to align the Model Bill with needed authorities to implement FSMA		Language finalized August 2017. <i>Complete</i> : January 2017 membership vote	MBRC
2.6 *** FSMA TF Item 2 - transition AAFCO GMPs to FSMA GMPs and convert AAFCO Model Feed Safety Program Plan to AFRPS	a. Develop a plan for states that have adopted AAFCO's model GMPs to transition to FSMA GMPs. b. Remove Model Feed Safety Plan from OP (archive for historical reference) and use AFRPS instead		<i>Complete</i> : August 2016	a. FFIMC with MBRC and PFC b. FFIMC with OP section editor and Feed Safety Coordinator
2.7 *** FSMA TF Item 6 - develop communication plan for AAFCO specific FSMA implementation activities	a. Develop an AAFCO Communication Plan to better inform b. Develop a model communication plan for states		Framework development (activities detailed in Feed BIN); content development will be ongoing thereafter	CIOC <i>2017 initiated biannual newsletter.</i>

Outcome	Activity	Resources Needed	Timeline	Responsibility
	to use for outreach to regulated parties		<i>Draft developed February 2017. Working with Richard TE and FDA to finalize. Expect 6 months to finalize for presentation January 2018 and execute by August 2018.</i>	

Group 3: Dan Danielson, Ali Kashani, Tim Weigner

Outcome	Activity	Resources Needed	Timeline	Responsibility
Strategy: Promote and enhance membership participation (internal)				
Goal 3: Develop and provide professional development and technical training opportunities in support of feed programs				
3.1 ** AFRPS - draft curriculum for examples. Available training needs to meet standards	Extract all resource (training) needed to meet Standard 2 Crosswalk to IFPTI; AITS/BITS; ORAU; CVM, FEMA Identify gaps and approach land grant universities	Subject matter experts. Potential travel for non-Co-Ag contract states	Work group formed. <i>Covers 3.1 and 3.2. Draft complete and expect to finish and work with ISC to complete by Nov. 1, 2017</i>	ETC together with ISC
3.2 ** Directory/ listing of trainings available	Once training needs and model training plan are done (above), catalogue courses and categorize as basic and advanced	FASS support	Work group formed. <i>See 3.1</i>	ETC
3.3 ** Model training framework	Develop model document for joint inspection (OJT - on the job training) for feed. Develop model training plan. <i>Not “developing model training plan” per followup</i>	Subject matter experts. Potential travel for non-Co-Ag contract states	Work group formed. <i>Need to expand group, including ISC representative (s) and have draft</i>	ETC and ISC

Outcome	Activity	Resources Needed	Timeline	Responsibility
	<i>conversation with Tim W., Dan D. and Ali K.</i>		<i>ready by January 2018</i>	
3.4 *** FSMA TF Item 4 - develop training material not covered through Alliance work product	Verify if training material for feed ingredient manufacturing from the (FSPCA) Alliance meets the needs of inspectors and revise as needed and include in directory of training material	Subject matter experts. Potential travel for non-Co-Ag contract states	<i>Regrouping due to turnover. Will identify members across the committees to work collaboratively to develop a plan by January 2018.</i>	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.	<i>FDA have completed the initial review for cross committee consideration. Confirm timing adjustment</i>	ISC supported by LMSC and ETC

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

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

Participants:

Name	Priority voting pre-meeting	Attended May 2	AAFCO role
Mark LeBlanc	✓	✓	Board
Ken Bowers	✓	✓	Board/Chair Subc.
Richard Ten Eyck		✓	Board/Chair
Ali Kashani	✓	✓	Board/Chair
Dan Danielson	✓	✓	Board/Co-Chair
Stan Cook	✓	✓	Board/Chair

Erin Bubb	✓	✓	Board
Robert Geiger			Board
Kristen Green	✓	✓	Board
Eric Nelson			FDA advisor
Dave Edwards		✓	FDA advisor
Abe Brown		✓	FDA advisor
Tim Weigner		✓	FDA advisor
Tim Lyons			Chair
Meagan Davis	✓	✓	Chair
Dave Dressler		✓	Co-Chair
Chad Linton			Co-Chair
Nancy Thiex	✓	✓	Co-Chair
Aaron Price	✓		Co-Chair
Doug Lueders	✓	✓	Chair
Linda Morrison	✓	✓	Chair
Bob Waltz	✓		Feed Safety Coord
Kelsey Luebbe		✓	Co-Chair