

Strategic Planning 2017-2020

<b>Updated Goals 2017-2020</b>	
<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]

*Updated text: italics/bold/purple*

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

Outcome	Activity	Resources Needed	Timeline	Responsibility
<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 ( <i>pathogens and vitamins top</i> ). General priority list established. Vitamin and mineral workgroup in progress. <i>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 analysis are well established AOAC methods (n need here)</i> . Will require review of the methods list together with the hazard list to reprioritize. 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 Aug. 2018. Vitamin and Mineral group still in progress and have some funding requests. FDA hazard guidance published January 23, 2018 insufficient for use. <i>Basic FDA guidance available late 2019 to Contract inspection states</i> <i>January 2020 Update: Hold pending hazard identification priority needs from 12.2. Sugars and fructans, starch first action AOAC (completed). See survey summary sent by Nancy Thiex 2019.10.28.</i>	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>
12.2 *** FSMA TF Item 3: priority setting and method	Determine the contaminants, hazards, matrix and action levels to provide guidance to LMSC	Subject matter experts Funds	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.	FFIMC lead, EIC, ISC, IDC and LMSC

<p>development for contaminants/hazards <b>(Combined with activity 9.2 in FFIMC WG)</b></p>	<p>to inform method development. Integrate collaboratively into current LMSC priorities</p>	<p>Equipment</p>	<p>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. 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). <i>January 2020 Update: Lead Eric Brady formed WG (Austin, Jenny, Josh, Kristi, Sharon, Nancy) and organizing call to review survey lab did around all methods and states needs. Will consider another survey to prioritized hazard list moving forward.</i></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 2018: RFP development in progress Starting with bag/probe sampling and several types of feed (particle sizes), analytes (e.g. protein, fat, fiber, Ca, P, Zn) under consideration need to include high, middle and low concentration as well as residue levels; will be consulting with Andy to address statistical validity. RFP approved by Board December 2018 and issued. <b>3 proposals received mid 2019.</b></p>	<p>ISC with LMSC support</p>

			<i>January 2020 Update. Will use assessment criteria to evaluate. Expect to select by March 2020.</i>	
12.4 ** 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	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>	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
<b>Strategy: Promote and enhance membership participation (internal)</b>				
<b>Goal 9: Enhance collaboration, communication and cooperation among regulatory agencies</b>				
9.1 ** Share compliance letters/enforce ment actions. Coordination of enforcement action.	Categorize Listserv topics to Feed BIN <b>Being done as part of Food Shield (next item)</b>	Administrative support Feed Bin	Archive Listserv is searchable. Categorization of active Listserv <del>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>	EIC to designate lead with FASS support— Jennifer
	Share compliance letters and enforcement actions <b>(State and Federal)</b>	Guidance from subject matter experts	Call January 2018: Need searchable and secure IT solution; can be done fairly easily and quickly according to Food Shield IT expert. Confidential company info release could be an issue for states. 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	EIC to designate lead with FASS support

Outcome	Activity	Resources Needed	Timeline	Responsibility
			<p>accepted and Board approved proceeding. Search features are being adjusted. Expect to be functional within 6 months. August 2019 demo stage.  <i>January 2020: Communication challenges finalizing. Expect to be complete and functional soon.</i></p>	
	<p><del>Share Division of Animal Feed letters</del>  <b>Being done as part of Food Shield (item above)</b></p>		<p><b>Made a component of item above.</b></p>	<p>EIC to designate lead and coordinate with FDA as necessary; FASS to support</p>
	<p>Enforcement Issues Committee can pick up topics - coordinate and enhance committee action</p>		<p>No action due to lack of members willing to lead.  <i>January 2020 Update: New leadership will be seeking additional members and developing ideas/suggestions for coordinated enforcement activities</i></p>	<p>EIC to designate lead with FASS support - Members</p>
	<p>Consider development of core report (similar to that of FDA (Pet Net, Animal Net) (frequency to be determined)</p>	<p>Listserv                      EIC                      IDC                      Any committee</p>	<p><i>January 2020 Update: Other compliance reporting (see 9.1) and Pet Net/Livestock Net is available. Low value developing core report. Activity discontinued.</i></p>	<p>EIC to designate lead with FASS support</p>
<p>9.2 *** FSMA TF part of Item 3: Enforcement strategy for contaminants/hazards  <b>(Combined with activity 12.2 in FFIMC WG)</b></p>	<p><del>Determine the contaminants, hazards, matrix, action levels and enforcement strategy to provide guidance to LMSC to inform method development and priority setting.</del></p>		<p><del>Alliance decided not to develop specific hazard guidance information. FDA has assumed the activity; work product published January 23, 2018.</del></p>	<p><del>FFIMC lead, EIC, ISC, IDC and LMSC</del></p>
<p>9.3 ** <b>Enhanced use of Feed BIN</b></p>	<p>Identify activities to enhance use</p>	<p>Financial support</p>	<p><b>Complete January 2017</b> (activities detailed in Feed BIN)</p>	<p>CIOC</p>

Outcome	Activity	Resources Needed	Timeline	Responsibility
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
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		<b>Complete August 2016</b>	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 <i>(See 10.1)</i>	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. <i>January 2020 Update: Given state of FSMA implementation, a comm plan is considered to late.</i>	CIOC

Outcome	Activity	Resources Needed	Timeline	Responsibility
			<i>FSMA specific activity discontinued. Instead, a generic comm plan will be developed as part of 10.1 New CIOC Co-Chairs identified and reinvigorating work.</i>	

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

Outcome	Activity	Resources Needed	Timeline	Responsibility
<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	<p>Extract all resource (training) needed to meet Standard 2</p> <p>Crosswalk to IFPTI; AITS/BITS; ORAU; CVM, FEMA</p> <p>Identify gaps and approach land grant universities</p>	<p>Subject matter experts. Potential travel for non-Co-Ag contract states</p>	<p>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.</p> <p><b>Complete Spring 2018 See 8.2</b></p>	ETC together with ISC
8.2 ** Directory/ listing of trainings available	<p>Once training needs and model training plan are done (above), catalogue courses and categorize as basic and advanced</p>	FASS support	<p>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 and potentially individual states. Decided that categorization would also contain disclaimer allowing state discretion in courses they require for their inspectors.</p> <p><b>Complete Spring 2018: See 8.1</b> In FeedBIN. WG disbanded.</p> <p>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</p>	ETC

Outcome	Activity	Resources Needed	Timeline	Responsibility
			<p>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.</p>	
<p>8.3 ** Model training framework</p>	<p>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.</p>	<p>Subject matter experts. Potential travel for non-Co-Ag contract states</p>	<p>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></p>	<p>ETC (George F. lead) and ISC</p>
<p>8.4 *** FSMA TF Item 4: Develop training material not covered through Alliance work product</p>	<p>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</p>	<p>Subject matter experts. Potential travel for non-Co-Ag contract states</p>	<p>Evaluated the GMP inspection of feed manufacturers against feed ingredient manufacturers and feel the general manufacturing training is adequate for both. Next step will be assessment respecting hazard analysis by August 2018. August 2018: Eric to work with Jenny FDA to move forward with draft. Some material was trialed at AITS, June 2019. <i>January 2020 Update: Eric/Jenny to review AITS common elements with FDA material and adjust to meet standards.</i></p>	<p>FFIMC &amp; ISC supported by ETC</p>

Outcome	Activity	Resources Needed	Timeline	Responsibility
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	Responsibility
<p><b>Strategy: Promote and enhance membership participation (internal)</b>  <b>Goal 7: Identify opportunities to increase member agency participation</b></p>				
<p>7.1 Conduct survey of membership needs supplemented with direct communication</p>	<p>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.</p>	<p>\$\$ for CEU courses, time at meetings</p>	<p>Active member list supplied by FASS for working group review. Report on survey results and needs. Recruiting strategy. Action Plan Implement, track and report.  <i>January 2020 Update: New CIOC Co-Chairs developing work plan.</i></p>	<p>Board CIOC ED  CEU specific committee ETC</p>
<p>7.2 Mentoring</p>	<p>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-committee) to host training/workshops</p>		<p>Develop list of target states and person responsible. Develop list of mentors to match with mentees. Talking points. Scholarship program. Mentoring engagement plan.  <i>January 2020 Update: WG with</i></p>	<p>CIOC Board</p>

Outcome	Activity	Resources Needed	Timeline	Responsibility
			<p><i>draft plan developed; paired new attendees with ambassadors for support; work plan will be added to committee report for tracking</i></p>	
<p>7.3 Provide events at Mid Year and Annual to inspire all member agencies to attend and participate</p>	<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). Design events that lead to innovation and nontraditional solutions. Increase opportunities for ideas to be heard and let them know ideas are welcome. 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). Offer more education/training at meeting (identify needs, consider AFRPS/new outside groups (USDA))</p>	<p>Speaker funding</p>	<p>Ongoing intelligence gathering established (e.g. post meeting evaluation, outreach to states) Needs list developed, actioned and tracked.  <i>January 2020 Update: Event planning WG formed for this meeting. New CIOC Co-Chairs will use this to inform a standardized documented procedure.</i></p>	<p>ETC with technical support from relevant committees</p>
<p>7.4 Formulate and communicate positions on emerging issues (e.g., hemp, ICG)  <i>(Transferred to 10.1)</i></p>				



Outcome	Activity	Resources Needed	Timeline	Responsibility
<p><b>Strategy: Promote and enhance membership participation (internal)</b>  <b>Goal 10: Communicate and document AAFCO benefits and accomplishments</b></p>				
<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 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 firm.</p>		<p><i>January 2020 Update: New CIOC Co-Chairs will work to develop comprehensive communications plan. This could include use of communications firm to help articulate needs; could also contract (RFP) to help develop materials. Consider incorporating 7.1 as part of this activity.</i></p>	<p>CIOC            New Technology Committee?            Issue specific Committee (technical input)</p>
<p>10.2 Newsletters            10.3 Website kept updated            10.4 FeedBIN</p>	<p>Shorter more frequent issuance (monthly), (?)</p>			<p>CIOC Board            New Tech Committee?</p>

Outcome	Activity	Resources Needed	Timeline	Responsibility
<p>10.2 Communicate individuals accomplishments (awards, recognition) directly to their supervisors/commissioners via recognition letter</p>	<p>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.</p>		<p>George Ferguson offered to provide support  <i>January 2020 Update: New CIOC Co-Chairs developing work plan. Consider automating letter to senior management relative to members receiving awards.</i></p>	<p>CIOC</p>
<p>10.3 Promote ODI to feed label reviewers/generators</p>	<p>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)</p>		<p><i>January 2020 Update: New CIOC Co-Chairs developing work plan.</i></p>	<p>CIOC                      Feed Labeling Committee                      New Technology Committee                      ongoing support</p>
<p>10.4 How to distribute Spotlight On <i>(Internal)</i></p>	<p>Utilize press releases/surveys                      Draft language for mini ListServ (Board/Kristen start) and see if picked up; if not outreach is next step).</p>		<p><i>January 2020 Update: New CIOC Co-Chairs developing work plan.</i></p>	<p>CIOC                      Pet Food Committee                      New Technology Committee</p>

**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