

Strategic Planning: 2023-2025 Strategic Plan Committee Assignment Tracking

(Updates noted in italics)

GOAL 1: Improve Organizational Infrastructure and Operations

TABLED Objective 1.1 - Evaluate current AAFCO internal protocols and processes to enhance operational efficiencies

Objective 1.2 - Identify and develop organizational training for AAFCO leaders

Responsible	Task / Deliverable	Timeframe	Status
ETC	<p>1. Improve orientation and training for Committee Chairs and Board members.</p> <p>Priority 1: Develop a draft template compiling training needed and identify process to determine needs/wants (Develop a gap template).</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ▪ 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) <p>Priority 2: Develop an implementation framework. Leverage what has already been developed.</p> <ul style="list-style-type: none"> • 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. <p>Priority 3: Develop a checklist to track implementation (ETC Sub-committee).</p> <p>Priority 4: Identify leadership training (e.g. Linked In learning) available and develop AAFCO specific training based on Priority 1 for delivery.</p> <ul style="list-style-type: none"> • Develop for different delivery modalities (e.g. online and in person). <p>Priority 5: Implement training and tracking.</p>	<p>Gap template draft by Seminar 2023 and Committee vote Annual 2023</p> <p>Fall 2023 - Short term</p> <p>Fall 2023</p> <p>Fall 2023</p> <p>January 2024</p>	
Board Work Group (w/ President Elect & Nominating Committee)	<p>2. Identify potential leaders (e.g. Vice Chairs, Sub-committee chairs and working group leads) to support AAFCO (Board and Committee Chairs).</p> <ul style="list-style-type: none"> • Detail a process to identify potential leaders and their development (e.g. Vice Chairs, Sub-committee chairs and working group leads) to support AAFCO. 	Seminar 2023	

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

Responsible	Task (Deliverable)	Timeframe	Status
ED (Board WG and/or FC)	<p>1. Explore and implement grant and other funding opportunities that expand and align with AAFCO strategic goals</p> <ul style="list-style-type: none"> 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). 	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).	
SAC & FC	<p>2. Establish charitable giving/scholarship framework.</p> <ul style="list-style-type: none"> 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. 	Annual 2024	
ED then FC	<p>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).</p> <ul style="list-style-type: none"> 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. 	Develop method/tool by August 2023 and implement by January of 2024	
ED	<p>4. Pursue revenue-generating opportunities to maintain a sound financial base.</p> <ul style="list-style-type: none"> 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. 	Report to Board at Midyear for consideration in next fiscal budget	

GOAL 2: Enhance Member Support and Education Resources

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

Responsible	Task (Deliverable)	Timeframe	Status
LMSC & PTP	<p>1. Develop a library of technical training resources, including both internal and external sources, (videos, white papers, etc.) for laboratories.</p> <ul style="list-style-type: none"> Create a training resources library section on the AAFCO website. 	January 2024 and reviewed annually for relevant information	<i>In progress with website developer.</i>
LMSC & PTP	<p>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.</p> <ul style="list-style-type: none"> Identify and work to deliver one in-person training opportunity each year. 	January 2024 and reviewed annually for relevant information	
ETC	<p>3. Develop and conduct an annual committee survey for laboratories to include with that of animal food regulators to determine training needs</p>	Survey conducted Annual 2023	

	<p>that can be delivered in concise timeframes (e.g. 1 - 2 hours).</p> <ul style="list-style-type: none"> 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). 		
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Objective 2.2 - Enhance membership through recruitment, support and sustainability.

Responsible	Task (Deliverable)	Timeframe	Status
ED	<p>1. Reach out to members who haven't been attending AAFCO meetings. Why aren't they attending?</p> <ul style="list-style-type: none"> 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. 	March 1, 2023 (in time for FAS registration) and ongoing as permanent practice	
CIOC	<p>2. Stabilize committees with added participation.</p> <ul style="list-style-type: none"> 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. 	January 2023	
FC	<p>3. Expand scholarship program to drive participation for new attendance.</p> <ul style="list-style-type: none"> 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. 	March 2023	
CIOC & ED	<p>4. Develop and implement member toolkit and periodic newsletter.</p> <ul style="list-style-type: none"> 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. 	Midyear Meeting 2023	
CIOC w/ FASS	<p>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.</p> <ul style="list-style-type: none"> 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. 	January 2023	

GOAL 3: Advance Human and Animal Health and Safety

Objective 3.1 - Promote and integrate Animal Food Safety Systems. *Hold pending Task 1 completion to confirm roadmap tasks*

Responsible	Task (Deliverable)	Timeframe	Status
FFIMC / ISC / EIC	<p>1. Identify the elements (roadmap) and implement the activities needed to achieve the objective.</p>	Virtual calls early 2023 (1-2 calls @	

	<ul style="list-style-type: none"> Identify needs, gaps and strategically plan activities (e.g. roadmap) Realign the tasks in accordance with the planned elements. 	1hour each)(Chairs, Vices, Board Liaisons, President Elect, ED)	
	2. ...		
	3. ...		
	4. ...		
	5. ...		

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

Responsible	Task (Deliverable)	Timeframe	Status
FFIMC / LMSC	<p>1. Identify the elements (roadmap) and implement the activities needed to achieve the objective.</p> <ul style="list-style-type: none"> Identify needs, gaps and strategically plan activities (e.g. roadmap) Realign the tasks in accordance with the planned elements. 	Virtual calls before Midyear 2023 (two calls @ 1hour each)(Chairs, Vices, Board Liaisons, President Elect, ED)	COMPLETE
<p>ISC and LMSC; New State-Federal Collaboration Committee (Eric Brady establishing at Midyear 2023) should be involved.</p> <p>LMSC</p>	<p>2. Planning:</p> <p>a. Promote AFRPS collaborative sampling workplanning between lab and state regulatory programs (SRP) on an ongoing basis. AFRPS is model template to use whether an AFRPS state or not. Challenge is that FDA did not use with Lab Flexible Funding Model. Action underway to try to bring together in one. Have to be in AFRPS to be eligible for LFFM. Labs are not part of AFRPS annual meeting planning. Need to return to collaborative process. LMSC is currently running state survey to develop a library of methods and technology to support this.</p> <ul style="list-style-type: none"> Establish working group to develop process and promotion activities. Work with FDA to integrate LFFM with AFRPS and include labs in AFRPS annual meeting planning. Promote AFRPS planning component with non-AFRPS states. Offer template (model) to non-AFRPS states to help within state planning. <p>b. Establish best practices document for collaboration between the SRP, laboratories and FDA with the goal to improve communication and work planning.</p> <ul style="list-style-type: none"> 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 	<p>Summer 2025?</p> <p>Summer 2025</p>	<p><i>WG created.</i></p> <p><i>BP documents in progress; some are already published on website.</i></p>
FFIMC, LMSC and include Pet Food Committee (PFC), due to the label modernization	<p>c. Survey SRP to identify testing needs. LMSC is currently running survey to identify analytes (Consider identifying criteria to determine what types of analytes will be on the sampling plan) and develop a library of methods and technology. Prior survey through FFIMC went to SRP seeking feedback on analytes of interest (toxins) with second part to identify lab capability. This will be done on a regular basis.</p> <ul style="list-style-type: none"> Send an annual Regulatory Method Needs Survey to State 	<p>Summer 2023 (this is being done now). Annual each summer thereafter.</p>	<p><i>c. Reg Survey being done through new training needs form on new website. Reg Survey results are presented at Annual meeting. Method needs are evaluated</i></p>

<p>changes that will be taking place.</p> <p>EIC lead and coordinate with ISC and LMSC.</p> <p>LMSC</p>	<p>Regulatory Program Managers to access, rank and guide laboratory method and resource needs.</p> <ul style="list-style-type: none"> • Compile and present results of the survey • Prioritize needs based on survey results. • (Former Task 2) 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. • 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 <p>d. Evaluate ability to create a network of laboratories to perform analytical work across states. State structure (legality and funding) makes fee for service a challenge.</p> <ul style="list-style-type: none"> • Establish cross state coordination working group to identify a means to accomplish this. Note that methods need to be in the scope of accreditation for the third party lab. Note: PA are fee for service already and would be good participant for group. • Need issue examined (survey could obtain information) and ways to resolve it identified. • Determine legality in each state (acceptance of third party analysis) (note some states already do this, e.g.: NC and KS) <p>e. Develop example structure of a feed lab for feed programs (e.g. equipment, job descriptions) and make available through AAFCO. (Note: Has been tried unsuccessfully.)</p> <ul style="list-style-type: none"> • Develop example structure of a feed lab for feed programs (e.g. equipment, job descriptions) • Make example feed lab structure available through AAFCO. • Develop a library that contains examples from feed labs. 	<p>Legality and state identification by Midyear 2024. Recommendation (including funding) in 2024 (fee for service).</p> <p>Midyear 2024</p>	<p><i>and prioritized after Survey results are presented. WGs were created in 2021 to address survey needs. 2022 survey is being compiled for presentation at Annual 2023. BP document done in 2022. Website resource publication in progress. Reg Methods Needs process: COMPLETE</i></p>
<p>ISC</p> <p>ISC & LMSC</p> <p>ISC and collaborate with LMSC</p> <p>ISC</p>	<p>3. Sampling Procedures</p> <p>a. Improve documentation on sampling (properly, chain of custody). Sampling guide is already in place (review for clarity).</p> <ul style="list-style-type: none"> • Review sampling guide (clarity) and improve documentation. • Add chain of custody (up to point of acceptance transfer to lab). Within the lab, ISO addresses traceability. <p>b. Review sampling protocols to ensure sample and analyte integrity (e.g. exposure to light, heat). Adjust protocols as necessary and share via AAFCO (could be integrated with 2.a. above)</p> <ul style="list-style-type: none"> • Review and adjust sampling protocols to ensure sample and analyte integrity (e.g. exposure to light, heat). Share via AAFCO. <p>c. Review sampling procedures (e.g. blocks, aseptic).</p> <ul style="list-style-type: none"> • Review and update sampling procedures to ensure they are fit for purpose (e.g. blocks). Continue and complete procedures for aseptic. <p>d. Review inspector sampling to ensure consistency and proficiency with sampling protocols. Audit type function. AFRPS has audit standard.</p> <ul style="list-style-type: none"> • Promote use of AFRPS audit process to ensure inspectors are proficient. • Integrate audit function in Sampling Guide. • Review and provide training resources to meet the needs 	<p>Midyear 2024</p> <p>Provide feedback on timing (leads need to assess all sampling procedures work and provide timelines).</p> <p>Midyear 2024</p> <p>Midyear 2024</p>	

	identified from the audit.		
LMSC lead, with FC and Board support	4. Analytical Methods a. (Former Task 3) Develop and submit for approval projects to address method needs as identified in annual survey. <ul style="list-style-type: none"> Develop method needs statements for approval and plan to obtain funding for method development/validation projects for approval by Board. Develop training plans, and training workshop proposals to submit for Board approval and subsequent delivery. b. Identify actionable levels relative to method limits as component of sampling plan. LMSC has information on LoD or LoQ when method developed. Need to identify priorities to improve LoD/LoQ for enforcement purposes (and timeline). LMSC can provide template to obtain information from state labs. (Information gathered from 2008 on as part of method needs statements). <ul style="list-style-type: none"> Identify current levels and additional actionable levels needed. Needs FDA participation. Identify priorities to improve LoD/LoQ for enforcement purposes (and timeline). 	Summer 2024	
EIC with LMSC support		Midyear 2023	
LMSC	5. Training a. (Former Task 5) Identify training gaps among laboratories and the tools needed to increase staff competencies. <ul style="list-style-type: none"> 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 b. Publish lab training resources on AAFCO website. Identify and develop additional training material needed. Support training to ensure proficiency. <ul style="list-style-type: none"> Identify and publish lab training resources on AAFCO website. Include existing resources like ISO so information is in a central place. Identify and develop additional training material needed. Develop strategies to support training to ensure proficiency. 	Summer 2025	<i>a. In progress</i>
LMSC		Midyear 2024 (new website dependent)	<i>b. APHL and ASQ have all this. Kristi is on Human and Animal Food Comm. (APHL) and is currently coordinating to link resources on new AAFCO website. Training support strategies being developed with Philosophy based on Lab Curriculum Framework. Working with APHL, instrument vendors and existing lab training to link to AAFCO Lab website.</i>
	6. Information Technology (IT) Infrastructure a. Explore the ability to develop an integrated IT system. Optimally		

IT	<p>the IT system would integrate findings from multiple state systems to eliminate double/multiple entry. Recognize that a single platform has been tried with challenging results. Existing challenge: Each state lab has different LIMS. How can this be integrated? Need IT expertise as part of working group. For example if there are results for a contaminant across several states how can they be compared, notably for regulatory action? Is there an opportunity in the Cooperative Agreement with NASDA (RFA-FD-22-009)?</p> <ul style="list-style-type: none"> Establish a working group to explore the ability to develop an integrated IT system. Identify obstacles and potential ways to overcome them with an implementation plan. Need a system ensuring comparable results from different labs. 	Midyear 2024	
LMSC with Philosophy and CIOC	<p>7. Quality systems (in good shape)</p> <p>a. 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.</p> <ul style="list-style-type: none"> Establish a Quality Assurance committee under the AAFCO LMSC to update and provide resources related to quality and accreditation. Need a system ensuring comparable results from different labs. Provide a link on AAFCO website where state regulatory and laboratory personnel can gain information on laboratory capabilities. 	In Progress: Annual 2023	<p><i>QA Subcomm. Established to update and provide resources related to quality and accreditation. UKY sending survey links to gather data on lab capabilities. States need to participate so information is complete.</i></p>

GOAL 4: Foster External Stakeholder Relationships

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.