

AGENDA  
Strategic Affairs Committee  
August 28, 2026  
10:00-11:30 am  
San Diego, California

1. Introductions and Agenda Review
2. Strategic Plan
  - 2026-2030: Update (Attachment 1 – Committee assignments)
3. 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 to 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: Linda (lead), Tim W., Kristen and Austin
  - Work outline started in the Bin. Business practices versus association practices need to be differentiated, perhaps with different sections in the PM. By-Laws Subcommittee did a review and made recommendations for a few other activities (Shared in Bin).
  - The Board also formed a workgroup (Austin, Ken and George) to review Chapter Three of the Official Publication, excluding the Association By-Laws. This workgroup should consider creation of internal standard operating procedures associated with routine association work and including a new table that defines the pre and post meeting deadlines and responsibilities to create the Business Meeting Agenda.
  - Preliminary review has been conducted by WG 1 to eliminate redundancies and organize categories to realign.
  - Timing: WG completing categorization and editing OP/PM accordingly. Anticipate report by Annual 2026.
  - Update: Linda
4. Charitable Foundation
  - Board Charge: Review the ED proposal to establish a new AAFCO 501(c)3 charitable foundation to be overseen by the parent AAFCO 501(c)5 organization, and to present a final recommendation back to the AAFCO Board of Directors by the 2024 Annual Meeting.
  - Work Group:
    - Phase 1: Ashlee-Rose (co-lead), Dan D., Tim W., Austin, (Linda co-lead), Mark L.
    - Phase 2: add industry representatives Charles S., Louise, Dave F.
  - The Foundation basics have been discussed, including planned activities, budget and oversight. A few remaining items require investigation and discussion. Industry representatives have been added to finalize considerations.
  - Update: Linda
    - Activity paused while other priorities are addressed (i.e.: Scientific Review of

Ingredient Submissions (SRIS) program). Resumption will be considered winter 2027.

5. Business Meeting Guidance – A. Therrell

- Board Charge: Develop a clear procedure that outlines the process by the ED, the President, the President-Elect, and the DRAMF to set the agenda for upcoming business meetings.
- The Official Publication (OP) and the Procedures Manual (PM) lack specific guidance.
- The Annual and Midyear business meetings do not fall within either of the defined activities for Committee or Board meetings, in either the OP or the PM.
- FASS and the ED have a good process in place, but need to formalize it in the PM.
- Work Group: Ashlee-Rose, Austin/FASS, Kristen, Dave E., Leah
- Template developed as general meeting checklist that could be used for all meetings.
- Details added to the OP regarding committee and Board timelines. Feedback was obtained from FASS. Content expected to be finalized for voting.
- Timeline - Annual 2026
- Update - Ashlee-Rose

6. Strategic Plan Objective 1.2 - Identify and develop organizational training for AAFCO leaders

- Task 1.c.ii. Provide improved orientation for organizational leaders  
Identify touch points – identify committee deliverables and flow/assign to all committees and Board. Develop a template for current committee chairs develop SOPs for their committees
- WG: ??

**Action Item Table:**

Responsible	Item	Action	Timing / Status
WG 2: Linda (lead), Kristen, Tim W. and Austin	Procedures Manual/By-Laws/Official Publication standardization	Update/clarify Procedures Manual including linkage with By-Laws and Official Publication. Preliminary review has been conducted to eliminate redundancies and organize categories to realign.	2026
WG: Ashlee-Rose (co-lead), (Linda co-lead), Dan D., Tim W., Austin, Mark L.	Charitable Foundation	Review the proposal to establish a new AAFCO 501(c)3 charitable foundation	Paused until winter 2027
WG: Ashlee-Rose, Austin/FASS, Kristen, Dave E., Leah	Business Meeting Guidance	Develop procedure outlining agenda development process for upcoming business meetings	Annual 2026

## Strategic Planning: 2026-2030 Strategic Plan Committee Assignment Tracking

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

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

**Objective 1.1 - Evaluate current AAFCO internal processes to identify and implement enhanced operational efficiencies and infrastructure**

Responsible	Task / Deliverable	Timeframe	Status
<b>Board WG</b>	<ol style="list-style-type: none"> <li>1. Develop a method to identify and document operational inefficiencies               <ol style="list-style-type: none"> <li>a. Implement solutions                   <ol style="list-style-type: none"> <li>i. Increase CIOC membership</li> </ol> </li> <li>b. Monitor implementation and effectiveness</li> </ol> </li> </ol>	Midyear 2027	
<b>ED w/ event leadership</b>	<ol style="list-style-type: none"> <li>2. Conduct hot washes after each meeting and training event including review of internal processes               <ol style="list-style-type: none"> <li>Hotwashes</li> <li>internal process review</li> <li>a. Implement improvements</li> <li>b. Monitor implementation and effectiveness</li> </ol> </li> </ol>	Annual 2027 Annual Fall 2027 Seminar Spring2028	
<b>Board WG w/ ED</b>	<ol style="list-style-type: none"> <li>3. Invest in and integrate technologies and project management to automate workflow and enhance operational efficiency               <ol style="list-style-type: none"> <li>a. Minute Taking</li> <li>b. Basecamp</li> <li>c. Identify technologies to improve workflow and operational efficiencies                   <ol style="list-style-type: none"> <li>i. Identify metrics to monitor progress and identify areas for improvement</li> </ol> </li> <li>d. Implement and monitor effectiveness</li> </ol> </li> </ol>	Midyear 2029	

**Objective 1.2 - Identify and develop organizational training for AAFCO leaders (i.e.: ED, Board, Committee Chairs, FASS)**

Responsible	Task / Deliverable	Timeframe	Status
<b>Board WG w/ Committee Chairs (PFC, LMSC, EIC, ETC)</b>	<ol style="list-style-type: none"> <li>1. Provide improved orientation for organizational leaders               <ol style="list-style-type: none"> <li>a. Develop a checklist (ED has existing material) for duties and deadlines. Leverage the OP info into a cheat sheet                   <ol style="list-style-type: none"> <li>i. Ensure the checklist/cheat sheet is provided to leadership members</li> <li>ii. Reach out to newer committee chairs for input</li> </ol> </li> <li>b. Provide orientation on Committee Chair/ED/Board/FASS expectations, roles, responsibilities, interactions, reporting to Board and other Committees</li> <li>c. Identify touch points – identify committee deliverables and flow/assign to all committees and Board                   <ol style="list-style-type: none"> <li>i. Current committee chairs develop SOPs for each committee                       <ol style="list-style-type: none"> <li>a. Develop a template – SAC responsible</li> </ol> </li> </ol> </li> </ol> </li> </ol>	Midyear 2027	

	<ul style="list-style-type: none"> <li>ii. Develop committee specific orientation on roles, Subcommittees, advisory boards, etc.</li> <li>d. Identify and assign leadership mentors as part of leadership framework (orientation/onboarding/ongoing)</li> </ul>		
<b>ETC (lead), SAC, solicit additional chairs</b>	<ul style="list-style-type: none"> <li>2. Offer training for new and existing organization leaders [Derived from 2023-25 Strategic Plan] <ul style="list-style-type: none"> <li>a. Identify core training list for committee chairs, Board, ED and FASS <ul style="list-style-type: none"> <li>i. Identify and utilize an off the shelf platform</li> </ul> </li> <li>b. Identify work that has already been done and compiled <ul style="list-style-type: none"> <li>i. Identify additional activities specific to the Board</li> </ul> </li> <li>c. Develop a draft template compiling training needed for AAFCO leadership. Consider various delivery modalities. Identify process to determine needs/wants</li> <li>d. Identify and include ongoing training for leadership enhancement <ul style="list-style-type: none"> <li>i. Including ongoing organizational specific professional development (eg Robert's Rules, Meeting Management, Conflict Management, AAFCO Bylaw Training, Committee Guidelines)</li> </ul> </li> <li>e. Develop a checklist and track implementation of training</li> </ul> </li> </ul>	<p>Continuous to Annual 2030</p> <p>a-c Annual 2027</p> <p>d-f 2028+)</p>	
<b>Board w/ Committee Chairs, SAC specifically</b>	<ul style="list-style-type: none"> <li>3. Develop a process to identify potential organization leaders <ul style="list-style-type: none"> <li>a. Consider/explore a model for Committee chairs changeover [e.g. AAPFCO] <ul style="list-style-type: none"> <li>i. Potentially implement as a checkpoint after x amount of time</li> <li>ii. Increase development and participation of Vice Chairs</li> </ul> </li> </ul> </li> </ul>	<p>Midyear 2027</p> <p>a Leadership 2026</p> <p>i-ii Annual 2026</p>	

**TABLED Objective 1.3 - Identify and pursue opportunities that improve financial management and advance organizational sustainability**

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

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

**Objective 2.1 - Develop and retain animal feed regulators (regulatory and lab) including training resources**

Responsible	Task (Deliverable)	Timeframe	Status
<b>AFC (lead), ETC, Philosophy/CIOC</b>	<ul style="list-style-type: none"> <li>1. Explore and create a roadmap for members to use to reach out to their local academic institutions to promote their reg/lab programs [Include consideration of outreach to American/Canadian Society Animal Science] <ul style="list-style-type: none"> <li>a. Develop supporting materials/templates</li> </ul> </li> </ul>	Annual 2027	
<b>CIOC (lead)/Philosophy</b>	<ul style="list-style-type: none"> <li>2. Implement roadmap <ul style="list-style-type: none"> <li>a. Advertise/promote to members</li> <li>b. Push AAFCO jobs board to members to use – moved down for point 1</li> <li>c. Survey to evaluate effectiveness</li> </ul> </li> </ul>	Annual 2028	

<b>LMSC + ISC, ETC (lead)</b>	<b>3.</b> Put together “professional development” documents highlighting AAFCO resources geared towards inspectors and laboratories, promote to members and evaluate effectiveness	Midyear 2027	
<b>ETC (lead), ISC ED</b>	<b>4.</b> Promote and use internal resources involving members as guest speakers to address specific topics to encourage professional development [continuing education, retention, webinars, education about AAFCO]. <b>a.</b> AAFCO to potentially supply some resources [cooperative agreement] <b>b.</b> Include more soft skill speakers (to support retention) at AAFCO Meetings (including Seminars, Workshops)	<b>a.</b> 2 years <b>b.</b> Immediately	
<b>Board TF (plus external stakeholder), ED</b>	<b>5.</b> Develop documentation and relationships to assist programs in elevating pay scales to the national average Responsibility: Timeframe: <b>a.</b> Identify members with the flexibility to affect pay scale changes independently <b>b.</b> Document pay scales (take cost of living across members into account) and develop bank of job descriptions (including Federal) <b>c.</b> Gather/develop generic job descriptions <b>d.</b> Develop strategies/background toolkit that members can use to elevate pay scales to improve uniformity.	Annual 2028	
<b>CIOC/ED</b>	<b>6.</b> Develop and implement a plan for AAFCO to recognize and promote individuals/programs achievements [consider sharing Annual Feed Program Reports among members]	Annual 2027	

**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 - Increase participation in Animal Feed Safety Systems.**

**AFSS = AFRPS, State adoption of FSMA + Model Bill + Regulations, FDA Contracts, IFSS (PFP), NASDA PCAF Framework, RRT and others as identified**

<b>Responsible</b>	<b>Task (Deliverable)</b>	<b>Timeframe</b>	<b>Status</b>
<b>Model Bill – AFRPS SC (lead)</b>	<b>1.</b> Research and compile (communication + outreach) data on member participation in AFSS	Annual 2026	
<b>Model Bill – AFRPS SC (lead), PFC, ETC</b>	<b>2.</b> Identify gaps and areas for improvement. Assess what is influencing non-participation and what AAFCO can do to foster/improve participation.	Annual 2027	
<b>Model Bill – AFRPS SC (lead), ED</b>	<b>3.</b> Direct resources to states not participating where influence/resources can be effective.	Annual 2028	
<b>CIOC, Philosophy, ED</b>	<b>4.</b> Create material to promote AAFCO’s role in AFSS and enhance better understanding of human and animal food safety.	Annual 2029	

	<p><b>a.</b> Ensure that AAFCO meets NASDA/AAFCO grant objectives from FDA (3 yr starting July 2025):</p> <ul style="list-style-type: none"> <li>i. Support the advancement of the AFRPS and future revisions of the AFRPS as part of a system of continuous improvement to ensure the standards are modernized and support the needs of animal food regulatory programs.</li> <li>ii. Identify, develop, deliver, promote, and assist with attendance of animal food safety training programs to support implementation of AFRPS, as well as training and stakeholder support for provisions of FSMA</li> <li>iii. Support the efforts of federal and state government agencies to build and expand a national integrated animal food safety system</li> <li>iv. Establish systems for sharing, promotion, and collaboration of best practices, guidance documents, sampling plans, procedures, memorandums of understanding, and other tools to facilitate and encourage mutual reliance between federal and state animal food regulatory programs and public health agencies.</li> </ul>		
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**Objective 3.2 - Advance and support implementation of integrated laboratory technology, methods, quality systems, and collaboration in Animal Feed Safety Systems.**

**Lab = ISO 17025, AFRPS Standard 10, PTP, FERN and others as identified**

Responsible	Task (Deliverable)	Timeframe	Status
<b>LMSC (lead), PTP, Model Bill – AFRPS SC</b>	1. Research and compile (communication + outreach) data on member participation in AFSS	Annual 2026	
<b>LMSC (lead), Model Bill – AFRPS SC, ETC, PTP</b>	2. Identify gaps and areas for improvement. Assess what is influencing non-participation and what AAFCO can do to foster/improve participation.	Annual 2027	
<b>LMSC (lead), Model Bill – AFRPS SC, ED, PTP</b>	3. Direct resources to members not participating where influence/resources can be effective	Annual 2028	
<b>LMSC, Philosophy, CIOC, ED, PTP</b>	<p>4. Create material to promote AAFCO’s role in AFSS and enhance better understanding of human and animal food safety.</p> <p><b>a.</b> Ensure that AAFCO meets NASDA/AAFCO grant objectives from FDA (3 yr starting July 2025):</p> <ul style="list-style-type: none"> <li>i. Support the advancement of the AFRPS and future revisions of the AFRPS as part of a system of continuous improvement to ensure the standards are modernized and support the needs of animal food regulatory programs.</li> </ul>	Annual 2029	

	<ul style="list-style-type: none"> <li>ii. Identify, develop, deliver, promote, and assist with attendance of animal food safety training programs to support implementation of AFRPS, as well as training and stakeholder support for provisions of FSMA</li> <li>iii. Support the efforts of federal and state government agencies to build and expand a national integrated animal food safety system</li> <li>iv. Establish systems for sharing, promotion, and collaboration of best practices, guidance documents, sampling plans, procedures, memorandums of understanding, and other tools to facilitate and encourage mutual reliance between federal and state animal food regulatory programs and public health agencies.</li> </ul>		
<b>LMSC (lead), PTP, EIC</b>	<ul style="list-style-type: none"> <li>5. Continue exploration and development of a laboratory network (Tasks continued from 2023-2025 Strategic Plan) <ul style="list-style-type: none"> <li>a. 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. <ul style="list-style-type: none"> <li>i. 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.</li> <li>ii. Need issue examined (survey could obtain information) and ways to resolve it identified.</li> <li>iii. Determine legality in each state (acceptance of third party analysis) (note some states already do this, e.g.: NC and KS)</li> </ul> </li> </ul> </li> </ul>	Annual 2030	

#### GOAL 4: Foster External Stakeholder Relationships

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

##### Objective 4.1 - Identify, evaluate and foster stakeholder relationships that influence AAFCO.

Responsible	Task (Deliverable)	Timeframe	Status
<b>CIOC FASS AFC PFC LMSC PTP ED - &gt; Board designate</b>	<ul style="list-style-type: none"> <li>1. Identify <ul style="list-style-type: none"> <li>a. Develop a comprehensive stakeholder map (list) <ul style="list-style-type: none"> <li>i. Identify the different stakeholders and associations. Include organizations that attend AAFCO and any organization meetings that AAFCO attends.</li> <li>ii. Recognize stakeholders as thought partners</li> <li>iii. Create a list of what the stakeholders' goals are and if they align with AAFCO</li> </ul> </li> </ul> </li> </ul>	Annual 2026	
<b>CIOC and BOD AFC PFC LMSC PTP ED - &gt; Board designate</b>	<ul style="list-style-type: none"> <li>2. Evaluate <ul style="list-style-type: none"> <li>a. Evaluate stakeholder goals and reach; prioritize impact to AAFCO/Committees <ul style="list-style-type: none"> <li>i. Evaluate advisors for best fit</li> <li>ii. Work with each committee to identify the stakeholders that would directly impact them and share with the Board</li> </ul> </li> </ul> </li> </ul>	Annual 2028	

	<ul style="list-style-type: none"> <li>iii. Develop form (standard 7-like) for non-AFRPS members and industry. (Note: AFRPS national standard 7: Outreach has annual outreach plan). Track outreach completed on a yearly basis for these specific organizations.</li> <li>iv. CIOC reviews outreach and selects the noteworthy to highlight</li> <li>v. AAFCO highlights (spotlight e.g. publication in newsletter, website) different members (e.g. member dept. ag.) to promote better understanding.</li> </ul>		
<p><b>BOD designate and ED, CIOC industry relations SC</b></p> <p><b>CIOC, BOD designate and/or FC (budget), ED</b></p>	<ul style="list-style-type: none"> <li><b>3.</b> Foster <ul style="list-style-type: none"> <li><b>a.</b> Foster a level of participation based on relationship goals <ul style="list-style-type: none"> <li>i. Temporary Disengagement Strategy – establish boundaries</li> <li>ii. Be influential enough to attract new stakeholder interest - invest in advocacy and lead</li> <li>iii. Utilize data from tasks 1 and 2. Build plan.</li> </ul> </li> <li><b>b.</b> Build and strengthen ongoing connections through structured engagement <ul style="list-style-type: none"> <li>i. Implement the outreach plan; Highlight and acknowledge what other stakeholders are working on through our outreach <ul style="list-style-type: none"> <li>1. Internal and external communication</li> <li>2. Invite noteworthy outreach identified through CIOC review to share at a meeting</li> <li>3. Social media connection – promote outreach</li> </ul> </li> <li>ii. Engage with advisors that are not as active within the committees</li> <li>iii. Maintain and analyse the results at the internal level among committees over time <ul style="list-style-type: none"> <li>1. Establish a continuity plan for stakeholder relationships that influence AAFCO</li> </ul> </li> </ul> </li> </ul> </li> </ul>	<p>Midyear 2028</p> <p>Midyear 2029 and on as appropriate</p>	