

2015-2020 Strategic Plan

GOAL: **Consumer and Buyer Awareness**

Ownership: Executive Director, Marketing Committee

This will be achieved by maintaining a focus on the education of corporate buyers, retailers and consumers to the benefits of purchasing IPIA ice.

A continuation of efforts by the Marketing Committee to “deliver the message” in the most economical and efficient manner.

Incorporate Packaged Ice Studies, www.safeice.org, Newswire releases, YouTube videos, Facebook advertising, Retailer-reach out program, etc. as Objectives under correlating Strategies.

Strategy	Objective	Progress Since Last Meeting	Projected Completion Date
1. Retailer Awareness	<ul style="list-style-type: none"> • As relevant, develop communications for print and broadcast media to advance news of the IPIA standards, logo recognition and ICE IS FOOD message. Incorporate Packaged Ice studies, www.safeice.org into all releases • Educating Membership on the Retailer Outreach (letter to icemaking retailers, caterers, etc. • Review Marketing “Toolkit” utility compared to growing social media opportunities 	<ul style="list-style-type: none"> • CSP Advertising to retailers utilizing Print, Electronic and Website Pop-Up. Completed. 2017 Advertising Started • Talk-360 ad on American Airlines, 4 month exposure Completed. 	ongoing
2. Consumer Awareness	<ul style="list-style-type: none"> • Creation of You Tube videos, Facebook, Instagram, Twitter, etc. to enhance public awareness of IPIA logo and Packaged Ice Industry • Review new developing social media sites • Geo Fencing Pop Up Ads? 	<ul style="list-style-type: none"> • Almost over 40,000 likes • Facebook Advertising • Researching video creation by May 1. • Researching (Geo-fencing) 	ongoing
3. Public Relations – “Got Ice?”	<ul style="list-style-type: none"> • Research Feasibility of Nationwide Campaign and structure to implement (long term view/commitment) 		
4. IPIA Logo Recognition and Usage	<ul style="list-style-type: none"> • Truck Decals, IPIA Logo on Ice Bags, Perhaps Merchandisers as well? 	<ul style="list-style-type: none"> • Free decals yearly 	ongoing
5. Updating relevant websites	<ul style="list-style-type: none"> • Packagedice.com • Safeice.org • LinkedIn.com 	<ul style="list-style-type: none"> • Project started To be completed by late summer 	ongoing

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GOAL: PIQCS Standards and Enforcement

Ownership: PIQCS Committee, Executive Board

“Backbone” of our association and therefore needs the continual focus of the Executive and Board. In the 2015 survey, our members scored “elevating the bar CS” low on their view of important issues so “status quo” appears to be the want.

Order to ensure the integrity of this program the Executive, Board and the PIQCS committee should be vigilant in ensuring all members are in compliance and sibly, become more aggressive in the enforcement of member companies that do not comply.

ual reviews of the program by the PIQCS committee will ensure expectations are realistic, as well as current to changes within our industry and food safety lations.

Strategy	Objective	Progress Since Last Meeting	Projected Completion Date
i. Ensure Integrity of PIQCS program	<ul style="list-style-type: none"> Monitor that all members are in compliance while displaying the IPIA logo 	<ul style="list-style-type: none"> 09/21/15 PIQCS committee reported that there were no violations Address 1-2 violations per year 	ongoing
ii. Ensure that PIQCS program is in line with FSMA and Safe Food Canada Act – Food Safety Modernization Act	<ul style="list-style-type: none"> PIQCS committee to complete an annual review of the program to ensure compliance with all relevant Government Food Safety Regulations 	<ul style="list-style-type: none"> 09/21/15 Committee reported Many updates forthcoming Committee meets regularly to discuss Chris Dunn consultant 	ongoing
iii. PIQCS documents to “Tablet”	<ul style="list-style-type: none"> Assist members by providing software that allows for PIQCS documents to be completed and stored on tablet 	<ul style="list-style-type: none"> Look at again when FSMA phased into PIQCS 	Fall Board meeting 2016
iv. Ensure New Members attain accreditation	<ul style="list-style-type: none"> Assign a mentor to each new member company to assist them through the accreditation process 	<ul style="list-style-type: none"> 09/21/15: 6 new members were assigned mentors Fall/Winter mentor efforts. Ongoing 	ongoing
v. Ensure “PIQCS” standards are calibrated into Audit training	<ul style="list-style-type: none"> PIQCS committee and executive board to confirm training of auditors to conform to “PIQCS” standards 	<ul style="list-style-type: none"> 08/24/15 & 11/4/15: Audit training update of NSF and Eurofins (not used) auditors 	Annually and as needed
vi. Update “PIQCS” templates	<ul style="list-style-type: none"> PIQCS Committee 	<ul style="list-style-type: none"> Not completed-FSMA templates forthcoming Food Safety Plan now released later in 2017 	Spring 2017

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GOAL: **Membership & Financial Health**

Ownership: Membership Committee, Executive Board

Without Membership and Financial Health we have no association.

The Membership Committee should continue ongoing communication with non-members in order to attempt to educate them on the benefits of IPIA membership.

The Committee should also be aware of potential loss of membership and attempt to understand reasons why, basically “gain and retain”

Strategy	Objective	Progress Since Last Meeting	Projected Completion Date
1. Insure the financial stability of the IPIA	<ul style="list-style-type: none"> Continue to monitor Reserve Investments Continue to monitor Revenue and Expenses 	<ul style="list-style-type: none"> 100% of operating expenses 	ongoing
2. Ensure equitable dues structure	<ul style="list-style-type: none"> Analyze dues rates each year for potential adjustments 	<ul style="list-style-type: none"> 5.3% increase for 2016-17 	ongoing
3. Maintain average attendance at annual convention	<ul style="list-style-type: none"> Maintain value to Members of the Annual Convention 	<ul style="list-style-type: none"> Above average attendance in Vegas-385. Survey respondents rate good value. San Antonio above average attendance/two plant tours 	ongoing
4. Membership and Growth	<ul style="list-style-type: none"> Incentive Programs Continued presence at the Regional Meetings 	<ul style="list-style-type: none"> Current incentive effective. Continue to hold membership numbers with gains and losses More applicants due to FSMA 	Ongoing
5. International Growth	<ul style="list-style-type: none"> Ensure IPIA is providing adequate “international” thought to directional initiatives 	<ul style="list-style-type: none"> Helping with chapter in South Africa EPIA and PIAA affiliation 	ongoing

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GOAL: **Public Affairs & Food Safety**

Ownership: Executive Director, Public Affairs Chair, Chris L

Public Affairs, Collaborative Food Safety, Packaged Ice Studies all scored within the top 8 of important issues to our members.

The current focus of the Public Affairs Committee has provided positive results and therefore continuation of the goal to include Food Safety is recommended.

Strategy	Objective	Progress Since Last Meeting	Projected Completion Date
1. Continue to press for consistent regulations and oversight for all packaged ice producers with the FDA, CFIA (Canada) and other food safety officials	<ul style="list-style-type: none"> • We will utilize all opportunities (meetings, congressional letters and legislation, CFP, etc...) to improve the likelihood of increased federal oversight. • The Cal Poly study will give us a renewed opportunity for outreach. 	<ul style="list-style-type: none"> • Progress continues, albeit slowly. Canada's CFIA has given indications that they are seriously considering amending their guidelines to support better regulation and this will only help us with the FDA and elsewhere. • Pursuing CFIA Food Safety recognition Program for PIQCS • Pursuing speaking opportunity at CIPHI • Congressional language achieved to pressure FDA to look at the Citizens Petition. • Will schedule meeting with FDA in May • Hill visit in September 	<p>Ongoing</p> <p>On hold</p>

<p>2. State outreach efforts</p>	<ul style="list-style-type: none"> • The State outreach effort has continued through increased communication through filing complaints on vending, labeling, FOIA requests and other issues. • We will also visit the invitations to state environmental health organizations to present before annual conferences. 	<ul style="list-style-type: none"> • There have been a few successes with state outreach efforts, most notably; in Florida with the classification of ice vendors as vending units being overturned. • Our pitches to state enviro health orgs have been well received and we need to do more throughout the country. • Limited interest from states on speaking opportunities so far. • Abstract presented for speaking opportunity at NEHA 	<p>Ongoing</p>
<p>3. Outreach to Food Safety agencies, CFP, AFDO, Center of Public Science, etc.</p>	<ul style="list-style-type: none"> • We will lobby Food Safety organizations and consumer rights groups for greater awareness, standards and promote the “Ice is Food” brand. • A potential investment may be required to secure support from a third party consumer group. 	<ul style="list-style-type: none"> • This has not been a recent priority but if there is interest in investing in a campaign one can be initiated quickly. • The safeice.org site could be a valuable tool in any partnerships. <p>Cal Poly update coming on safeice.org</p>	<p>Ongoing</p> <p>Done waiting on publication</p>
<p>4. Retailer Reach Out</p>	<ul style="list-style-type: none"> • Send correspondence to retailers to educate them about the benefits of PIQCS and to encourage them to buy IPIA member packaged ice. 	<ul style="list-style-type: none"> • Over 25 companies and organizations have been identified. Continued follow up is critical. 	<p>Ongoing</p>
<p>5. Collaborate with Conference of Food Protection (CFP)</p>	<ul style="list-style-type: none"> • Continued submissions to modify the retail food code. 	<ul style="list-style-type: none"> • Work continues with an eye on the 2016 conference and subsequent conferences. • Conference compete, 3 Of 6 submissions accepted. • New committee formed for 2018. 	<p>Ongoing</p> <p>Conference calls ongoing</p>
<p>6. Safeice.org</p>	<ul style="list-style-type: none"> • Continue to improve and promote safeice.org. to 	<ul style="list-style-type: none"> • With over 3000 unique visitors to the webpage, over the summer 	<p>Ongoing</p>

	<p>consumers, retailers, and food safety officials</p> <ul style="list-style-type: none"> • Comprehensive utilization of social media • Ask members to promote safeice.org locally. 	<p>our message is reaching consumers.</p>	
<p>7. Support additional scientific research opportunities</p>	<ul style="list-style-type: none"> • Cal Poly Study completion • Consider supporting a study for ice machine cleaning if CFP (Conference of Food Protection) recommendation calls for it. 	<ul style="list-style-type: none"> • The draft of the study has been received and we anticipate the study will be published early 2016. • No, but congressional language does 	<p>Ongoing</p> <p>Waiting on JFP publication</p>

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GOAL: Superior Business Practices

Ownership: Executive Director, Plant Op's Chair

This can be viewed in many ways, from gaining knowledge of business practices via networking at conventions to Plant Operations committee investigations.

Strategy	Objective	Progress Since Last Meeting	Projected Completion Date
1. Lead Training Programs	<ul style="list-style-type: none"> Continue to provide educational programs on Food Safety, Plant safety and other relevant topics at the annual convention Research on-line training programs that would be of value for members including those provided by audit service providers. 	<ul style="list-style-type: none"> NSF to provide a webinar series on HACCP for members at no charge. Done PCQI-training (Preventive Controls Qualified Individual) scheduled for 2017 	Ongoing Ongoing (Dallas and Atlanta)
2. Media Communication	<ul style="list-style-type: none"> Develop Protocol to be used by Members and the IPIA Assoc. in the event of a contamination outbreak 	<ul style="list-style-type: none"> 	ongoing
3. Report on Industry Technology or relevant issues	<ul style="list-style-type: none"> Provide members with information which highlights pertinent technology or issues that affect our industry 	<ul style="list-style-type: none"> E-News Plant OP tips. 	ongoing
4. Convention Networking Opportunities	<ul style="list-style-type: none"> Continue to provide an appropriate blend of social and exhibit hall networking opportunities at the annual convention. 	<ul style="list-style-type: none"> Election party, lunch in exhibit hall. 2 plant tours. Planning Centennial 	ongoing
5. Alternative Technology Evolution	<ul style="list-style-type: none"> Vending machines, ISB's Artisan Ice, Premium Ice spheres, etc. monitoring and how it shapes and/or embraces the traditional DSD business 	<ul style="list-style-type: none"> Keeping an eye on 	ongoing