THE DAIRY PRACTICES COUNCIL®

GUIDELINE FOR ON-FARM AND SMALL-SCALE DAIRY PRODUCTS PROCESSING

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EXCEPTIONS FOR INDIVIDUAL STATES NOTED IN TEXT OR FOOTNOTES
Additional Guidelines may be ordered from:
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Guideline Preparation and Review Process

Guideline development within Dairy Practices Council (DPC) is unique and requires several levels of peer review. The first step in the process of guideline development starts with a Task Force subcommittee comprised of individuals from industry, regulatory and education interested in and knowledgeable about the subject to be addressed. Drafts, referred to as 'white copies,' are circulated until all members are satisfied with the text. The final white copy may then be distributed to the entire Task Force, DPC Executive Vice President and whoever the Task Force Director feels would add to the strength of the review. Following final white copy review and correction, the next step in the process requires a yellow cover draft that is circulated to the member Regulatory Agency representatives that are referred to as "Key Sanitarians." The Key Sanitarians may suggest changes and insert footnotes if their state standards and regulations differ from the text. After final review and editing the guideline is distributed in the distinctive DPC green cover to people worldwide. These guidelines represent the state of the knowledge at the time they are written.

Disclaimer

The DPC is not responsible for the use or application of the information provided in this Guideline. It is the responsibility of the user to ensure that the information addresses their needs and that any action taken complies with appropriate regulations and standards.

TABLE OF CONTENTS

INTRODUCTION

There is a worldwide tradition of processing and selling dairy products to consumers directly from the raw milk producing enterprise. In general, within the United States, since the development of large-scale corporate and cooperative dairy product plants during the past fifty years, on-farm or small-scale processing has been limited to a few independent producers principally within ethnic and religious groups. Recently, we have seen a strong resurgence of interest in Small Scale Processing; therefore, the need has evolved for this guideline to be an instrument of information and aid to the development of small processors. In recent years, the small-scale processor of consumer food products has developed into a significant segment of the American small business entrepreneur community, e.g., micro-breweries; specialty cheeses; goat milk products; small, independent wineries and bed & breakfast establishments selling their own farm produce in the form of jams, jellies, and other minimally processed food products.

Due to the sensitivity and potential of dairy products to expose consumers to food safety risks, small-scale processors must adhere to strict sanitary guidelines. The close proximity of raw milk production to finished product processing and packaging is of major concern to regulatory agencies and others concerned about the safety of dairy products. The Dairy Practices Council (DPC) also shares this concern for food safety. The pursuit of food safety starts at the time the idea to contemplate entering a small-scale dairy product processing business is born. This guideline provides general information about a wide range of business, processing and marketing subjects to help guide prospective processors toward the manufacturing and sale of safe, wholesome dairy products.

The farming, animal husbandry or milking aspects of the producer/processor enterprise are beyond the scope of this guideline, except where those activities impact the processing/marketing environment. The reader may want to review the many guidelines published by the DPC that address the needs of dairy farmers.

DEFINITIONS

PMO – Pasteurized Milk Ordinance

HTST – High Temperature Short Time

PCQI – Preventative Controls Qualified Individuals

GUIDELINE CONTENT

This guideline has been designed to help those persons interested in processing and marketing milk and milk by-products that are produced and packaged in small-scale plants located on farms or in nearby non-farm sites. (Milk, Yogurt (Stirred and Set), Soft Cheeses, Hard Cheeses, Semi-Hard Cheeses, Butter, and Ice Cream.)

This guideline provides general information about a wide range of business, production and marketing subjects to help guide prospective processors toward the production and sale of safe wholesome dairy products. This guideline starts postproduction with the fresh raw milk and ends with the sale of finished product to the consumer.

Developing the Idea and Getting Started

What Do You Want to Achieve?

If one of your goals is providing a future for your children who want to stay on the "Family Farm," be sure there is wholehearted and sincere buy-in by all generations. Whether preserving the "farm family" or simply adding value by processing your milk on farm, be prepared to be diligent and patient in the learning process.

Are You Ready?

By self-appraisal, the prospective entrepreneur needs to decide if they have what it takes to own/manage a small business. This may be especially true if you are unaccustomed to dealing with the public as would be required when selling directly to the consumer. How well you attend to the small details, plan and organize, get along with a variety of personalities, your physical and emotional stamina are all essential elements when catering to retail consumers. As an entrepreneur you are your most important employee, so an objective appraisal of your strengths and weaknesses is essential.

How Will the Business be Organized?

What will be the legal identity of the firm? Will the firm be incorporated, sole proprietorship, or a partnership?

Four of the basics for success in small business are sound management practices, industry experience, technical support, and planning ability. You may want to look for partners, investors, or key employees to compensate for your deficiencies and strengthen the likelihood of success. A business partner does not guarantee success but if you require additional management skills or start-up capital, engaging a partner may be your best decision. Personality and character, as well as ability to give technical and financial assistance contribute to the ultimate success of a partnership. Your financial institution may have a say in how this is handled for your business.

Do You Know the Costs and Rewards?

Developing a Business Plan and a Marketing Plan is a good place to start. A 3–5-year business plan will go a long way to identifying the cost of starting a small-scale processing business and providing you and your investors or partners with an estimate of the financial rewards if the plan is successful. A business plan precisely defines your business, identifies your goals, and provides in writing a road map of where you want the business to go and how it is going to get there. Herd size requirements: types and cost of products to be made; cost of equipment, labor and waste disposal; and availability of supplies, are important considerations in developing a business plan.

A Marketing Plan will define your market, your distribution methods, your areas of distribution, and how you are going to sell to this market; along with what products you are going to specialize in.

How Much Does It Cost to Get Started?

Once you have taken care of the cost of the physical plant and equipment, important expenses will include licenses and other fees, packaging, distribution costs, marketing costs, building inspections, employee recruiting and training costs, money on hand to cover operating expenses, salaries and wages, and loan repayment for at least one year. One of the leading causes of business failure is insufficient start-up capital. Working closely with your accountant to estimate your cash flow needs is advisable. You should have sufficient start-up capital to carry your expenses and operation costs for upwards of one year as a minimum. Your accountant or financial advisor should be able to assist in this area.

Where Does the Money Come From?

Using your own money is often the first financing step and certainly indicates how serious you are about your business. Risking your own money also gives potential investors confidence in your commitment. Other traditional non-institutional sources are family members and partners. Several agricultural lending institutions are strong supporters of this concept as they have already financed or leased on-farm processing systems. They also will work on a Business Plan with you. Your local banker and your accountant are good sources of financial planning assistance. Additional loan sources include banks, insurance companies, development companies, trade credit, and selling stock. Leasing is another alternative and one that does not tie up your cash. When applying for a loan, your business plan will be a prerequisite for completing the application. A description of your experience and management capabilities may also be required. The more detail you can provide in your business plan the more likely the financial institution will accept the application.

Where Will the Business be Located?

Choosing the best location may be one of the most important decisions in starting a new business. This may be especially true if milk production, processing and retail sales are to occur at the same location. If you are targeting an urban customer looking for "farmers market-type products" the surroundings in both sight and smell may be out of proportion to their practical expectations. Before making the final decision to start infusing money into construction or the purchase of equipment, determine the feasibility of meeting zoning or other local regulations. If a producer/handler operation is the objective, one must determine if the milking, milk processing/packaging, and retail sales can occur at the same location. The

transportation costs, means of transport, and the regulatory requirements for shipping milk are important for those operations where milking operations will be at one location and the processing/packaging and sales are at another location.

What About Regulatory Requirements?

The first area investigated should be local, state, and federal food/dairy regulations along with labor, environmental protection, zoning, and tax laws. The "Small Business Administration Act" defines an agricultural enterprise as "small" if annual receipts do not exceed $500,000. However, public health regulations and building codes tend to be uniformly applied without regard to business size. Three major considerations that will need to be researched for new plant construction are water usage (a source for high quality potable water is very important), waste disposal and land use; these items usually require some kind of permit. The Pasteurized Milk Ordinance (PMO) will be at the core of your building and product development. Your state department of agriculture/health will work together with you to ensure you comply with all areas of construction, equipment design, and layout, along with product processing.

Remember you are probably required to have a plant license to manufacture before starting even if the product is to be given away to the public or a charity.

What About Labor?

If outside labor (i.e., outside the family) will be required, important information will include a general understanding of the available labor pool, the local cost of labor, and the work ethic of the local area. Employees should be chosen carefully and usually must be trained as food handlers after becoming employed. You may need flexible employees who can shift from task to task as required, especially if employees will be engaged in both processing and sales environments. Job applicants should be screened and interviewed with care. Remember, good questions lead to good answers, the more you learn about each applicant's experience and skills, the better prepared you are to make the right hiring decision. You should cover all aspects of employment in your business plan along with the salaries and/or wages and other employee benefits that might be necessary.

What About Family Members Working in the Business?

Frequently, family members of the owner may "help out in the business," becoming an employee or a partner. The difference between a rewarding experience and one causing irreparable damage to relationships and the business will hinge on the family members' loyalty and respect for you as the owner- manager. Can you keep your family and business decisions separate? The relationship between family member and non-family member employees must be carefully managed. No one likes to feel disadvantaged because of the relationship a peer may have with the "boss." Being part of a strong family that has worked together for many years will enhance the structure of the new farm processing business.

What Are Your Employee Tax and Employee Benefit Obligations?

Will you be subject to federal or state minimum wage laws? After meeting any legal wage requirements, the actual wage paid is entirely between you and your prospective employee. You must withhold federal and state income taxes, contribute to unemployment and workers compensation systems, and match Social Security contributions. You may also want to consider employee life, disability, and health insurance. Because laws on these matters vary

from state to state, you probably should consult local information sources. These are areas where a good accountant or financial advisor will come in handy, and these questions should be answered in your business plan.

How Do I Know If We Are Making a Profit?

Most entrepreneurs are "doers" not bookkeepers, but someone who must keep track of business income and expenses. The importance of keeping adequate records cannot be overstressed. Without accurate records you cannot properly assess the performance of the business. Successful small business owners will stay directly involved in the firm's financial controls, although they may not do the routine day-to-day bookkeeping. Records are needed to substantiate federal, state, and local tax returns; to make credit requests from vendors or a loan from a bank; to prepare a balance sheet (a record of assets, liabilities, and capital) and an income statement (a summary of earnings and expenses over a given period of time). Setting up the right record keeping system is essential to maximizing the information available and for ease of retrieval of information. There are several cost-effective commercial accounting software programs available that can be run on most computers. You may wish to handle some financial functions in-house (e.g., purchasing) and contract others out to an accounting firm (e.g., tax form preparation and payroll, especially if you plan to have a direct deposit payroll system rather than issuing paychecks). If an accounting firm is employed, use the same computer software as the accounting firm. A good software program that has cost of production, inventory control, point of sale module, sales and marketing expense tracker and an accounting package is a helpful item to have in your office.

This Seems Complicated, Where Can I Go for Help?

Sources of information include a variety of counseling, training and information services including the Service Corps of Retired Executives (SCORE) sponsored by the U.S. Small Business Administration (SBA); regulatory contacts; licensing agencies; trade associations; private consultants; state universities; and DPC Guidelines. The Small Dairy Resource Book by Vicki Dunaway is a good source of additional help. This publication may be ordered by visiting the Sustainable Agriculture Research and Education (SARE) website[12]. There are a few companies that deal with complete turnkey projects. These companies will help design the building, specify proper types and sizes of equipment, and provide installation. They will also provide recipes for your products and train all your employees in how to operate the equipment and make each of the products meet all the public health and quality requirements.[3]

Regulatory Considerations

From the public health point of view dairy products are regulated, the only real question is, "by whom?" How and where the product is delivered to the customer will in large measure determine how it will be regulated. States have their own marketing and public health regulations, ensure that the local state regulations are identified, e.g., in Pennsylvania the producer would be required to comply with the "Pennsylvania Code Chapter 59 Milk Sanitation". State and local jurisdictions also have regulations and ordinances governing how food products are delivered to the consumer, i.e., regulations or licenses required for hand-dipping ice cream and similar food service

[1] https://projects.sare.org/information-product/the-small-dairy-resource-book-information-sources-for-farmstead-producers-and-processors/
[2] https://projects.sare.org/wp-content/uploads/1080LS97-083.010.pdf
[3] https://www.ams.usda.gov/services/grants/dbi

(restaurant) distribution. If the distributor crosses state lines in manufacturing and delivering the product to the customer, they are engaging in interstate commerce and will be subject to the appropriate U.S. Food and Drug Administration (FDA) or U. S. Department of Agriculture (USDA) regulations. Registration with FDA may be required then an evaluation will be needed to determine if subject to Final Rule on Preventative Controls for Human Food or if a qualifying facility.[4] This may involve maintaining compliance with the Interstate Milk Shippers (IMS) program for Grade A products. The individual states' departments of agriculture or health administer the IMS program.

Local and state regulatory agencies must be involved from the beginning, including building design; floor layout and complete plan review, encompassing equipment construction, installation, milk flow and clean- in-place (CIP) flow in piping and equipment.

Labeling Requirements

The FDA through the Nutrition Labeling and Education Act (NLEA) will govern nutritional labeling for any products expected to be involved in interstate commerce. Nutritional labeling exemptions from FDA may be available for some finished products based on the size of the business. "Guidance for Industry: Food Labeling Guide" FDA, can be used as a reference.[5] State labeling requirements may vary from state-to-state i.e.; nutritional labeling may be a market requirement but may not be a regulatory issue.

Permits, Licenses, and Zoning Requirements

Start at the lowest governmental unit, i.e., village, city, and township, and move up through county and state units for zoning requirements. Depending upon location, licenses may be required from local, county and/or state agencies. In most cases, the state reviews plans but some counties also become involved in plan review.

Marketing and Sales

Marketing Considerations

The principles of determining market share and market potential are the same for all geographic areas. First, determine a customer profile (who) and the geographic size and population of the market area. This is the general market potential. Knowing the number and strength of your competitors and then estimating the share of business you will take from them will give you the market potential for your enterprise. Marketing requirements: what products, size of market and type of market (retail or wholesale).

Check state milk regulations regarding the sales and distribution of milk products.

Advertising

Your business growth may be influenced by how well you make potential customers aware of your products. For a small-scale processor, customer awareness may be achieved through traditional advertising, by word-of-mouth and other innovative strategies, such as selling your

[4] Instructions for Submitting Qualified Facility Attestation | FDA
[5] Guidance for Industry: Food Labeling Guide | FDA

product through a kiosk in a shopping mall or an airport, mail order sales, internet sales, farm stores and other outlets. The method used to deliver the product to the consumer may have an impact on product labeling. For example, interstate sales would likely be subject to compliance with federal NLEA labeling regulations.

Pricing

"Niche" marketing of products such as ethnic products and non-cows' milk products can be the key to being successful in developing your market pricing plans. You should carefully study market comparability surveys to assist in developing your market pricing. You must also consider your production costs when arriving at your retail and wholesale selling prices.

Sales Strategies

You should spend much of your time developing your sales strategies, as you assemble your Marketing and Business Plan. This is a very important key to your future success.

Typical sales strategies are:

Direct marketing via your own retail store
Selling wholesale to retail stores by your own salesperson
Farmer markets
Ethnic markets
Home delivery – direct to consumer
Internet sales – direct to consumer
Local or regional food distribution – wholesale selling
Food broker – wholesale selling

Any one of the above or a combination thereof is a possibility to market your products. Hiring an individual or an outside enterprise to carry out the marketing function, while you concentrate on the processing end of the business, will require giving away a percentage of the profit but usually promotes faster growth. The sales and marketing function will be the backbone of your success. The phrase "You can make it, but can you sell it?" was coined by Gary Frank of the University of Wisconsin.

Finding ethnic markets, health food stores, and caterers to carry your products before committing to the enterprise or to other niche customers can be an important part of your venture. You will find that continually developing markets and doing marketing must be a daily part of your business.

Purchasing and Procurement

The prospective plant operator or owner will want to explore buying supplies, plant uniforms and sanitary items before committing to the enterprise. Suppliers for containers (bottles, glass, or plastic), bottle caps, plastic cups, lids and foils, and raw materials such as enzymes, cultures, flavors, and other additives need to be developed for competitive pricing at the quality you desire for your finished products. Your equipment supplier should be able to assist in this area as their experience with previous plants and customers should be of great value to you. Employee sanitary uniforms are a must for your processing plant to meet public health codes. Your equipment supplier, local Chamber of Commerce or Cooperative Extension staff should be able to assist you in these areas.

Product Development and Technology

Perfecting your product recipes is definitely necessary to make the "Very High Quality" products required for your market. You will find that product recipes will become valuable to your success in marketing your products and finding your niche.

Product Mix: Your Marketing Plan Will Determine This

Your product mix may change from time to time as the market shifts in taste and needs. But your product mix will be determined by continued marketing in the selling arena. What products should you make, what sizes, what quantity? This will all be a part of your marketing study. You will always be doing some kind of marketing. Today, tomorrow and every day in the future, marketing is a necessary part of your success.

Technical Information from Suppliers

Culturing, flavoring, stabilizing, emulsifying, and enzyme processing are just a few of the areas you will become familiar with as you proceed towards a processing plant. Technical information required for process and product development may be acquired from a variety of reliable sources:

Equipment Suppliers
Ingredient Suppliers
Packaging Suppliers
Food or Dairy Science Department at Local Universities
Food Industry Consultants

Many of the sources identified above may be contacted at local, regional, or national food and food supplier exhibitions.

Construction

Building Design, Construction Materials and Erection

Building and facility development contractors must understand regulatory requirements for food processing establishments. An experienced equipment supplier or food safety plan consultant should be able to get you started in the right direction with floor plans, equipment layout plans, electrical requirements, floor drains, hose connections, and wash sink locations. The building will have to meet local, state and federal public health regulations as well as being PMO compliant. You should use the PMO and DPC Guidelines for most of the information your builder will need to know to be sure the facility is compliant with current regulations.

Equipment Design, Construction, and Installation

Engineering concerns - determining size requirements, specifying equipment requirements, equipment and installation should meet local, state and federal regulatory approval appropriate to the products being manufactured.

Reference material and pertinent regulations may be obtained from the following websites:

Code of Federal Regulations (CFR):
http://www.access.gpo.gov/nara/cfr/cfr-table-search.html
Milk Safety Reference including the (PMO):
https://www.fda.gov/food/guidancedocuments-regulatory-information-topic-food-and-dietary-supplements/milk-guidance-documents-regulatory-information
3-A Sanitary Standards, Inc.:
http://www.3-a.org

Building Maintenance

Walls, ceilings, floors, doors, lighting, ventilation, heating, cooling, water drainage, and wastewater disposal must meet regulatory requirements. You must operate the plant according to the PMO and/or 21 CFR and meet these requirements every day.

Plant Operations and Sanitary Controls

Make sure you understand the PMO or your state regulations and then operate the plant accordingly to meet these requirements if this is to be a Grade A plant. Please check with your state as to their requirements. Some of these regulations may not apply if this is not a Grade A plant; however, state, or federal regulations for manufacturing plants will apply.

Employee Training

Training is necessary to provide all the skills to properly run all the equipment, which could include the following: HTST Pasteurizer, Vat Pasteurizer, Bottle or Cup Filling Machine, Butter Churn, Mixer Units and various other pieces of equipment. The equipment supplier or manufacturer should do this training at the time of installation. However, alternate arrangements may be needed to provide appropriate training.

Several States may require you to attend a class or training program and pass one or more of the following requirements before operating your processing facility:

Pasteurizing Certificate or License
Boiler License
Butter License
Cheese Makers License
Laboratory Certification
PQCI, Preventive Controls Qualified Individuals
Antibiotic Testing Requirements

Pasteurization

Understanding the principles and working knowledge of pasteurization is required knowledge. Some states will require you to take a course for certification before you are allowed to operate the pasteurizer. Many universities and state regulatory agencies offer this as a special course.

Staffing

Family or hired help need complete training on every part of the processing system.

How to use the equipment.
How to service the equipment.
How to make each product safely, efficiently, and consistently so that the product will pass all public health regulations.
Understanding food safety issues as they pertain to your processing facility.
Effective cleaning and sanitizing.

The following areas will be necessary to learn before you have your plant in operation and may be provided by your equipment supplier or possibly one of the other suppliers for dairy plant production lines. Documentation of training is essential.

Production Scheduling

Maximizing the productivity of your equipment will be learned as you grow:

Production sequencing is an important consideration to proper production efficiency.
Optimizing production efficiency will be learned as you develop your processing knowledge.
Minimizing changeovers is another must for production efficiency. Production scheduling should also consider allergens and cleaning required between products.

Allergens and Product Cross Contamination

Allergens and cross contamination must be controlled in your plant. Keep your plant sanitary to meet all public health regulations.[5]

Product Controls

Learn the use, construction, maintenance, cleaning, and protection from contamination requirements for miscellaneous plant equipment.[6]

Charts and Records

Being trained in how to properly fill out your records and charts for state and federal regulations is a public health requirement.

[6] Please see The DPC008, *Good Manufacturing Practices for Dairy Processing Plants*, for additional information on preventing cross contamination between milk production facilities and processing plants.
[7] See DPC080, *Food Allergen Awareness in Dairy Plant Operations*.

Filling and Capping

Must be automated according to current regulations. No hand-filling or hand-capping on Grade A products. Butter and cheese are allowed to be hand filled.

Protection from Contamination

You are operating a public health regulated facility, and the public health regulations are very clear.

Your building location is a very important key to keeping the processing area clean and free of farm contaminants. Experience has shown that keeping the plant as far away from your parlor and animal housing areas as possible will reduce flies, rodents, birds, and other air borne problems as well as off odors/flavors.

Filtration of air used for plant ventilation and maintenance of positive air pressure in the processing area, while not required by law, will go a long way toward protecting your products from contamination.[7]

Quality Controls

Laboratory equipment must be furnished to provide proper testing for drug residues. You may also wish to test for butterfat and/or acidity depending on the product(s) you are manufacturing. Some states may require that the laboratory person be certified or licensed by the state for some tests.

Product Shelf-Life Issues

You should check with regulatory agencies for your marketing area for sell-by/consume-by dating issues. Your product must maintain high quality to the completion of the stated shelf life.

Technical Issues

Learn about the issues with the products you want to produce with regards to culturing, product yields, over-runs, enzymes, etc., as part of the overall training program.

Plant Sanitation and Pest Control

You must understand proper sanitation and pest control methods through training and professional support. These trainings would include controlled footwear, such as ensuring the same shoes are not worn in the plant and on the farm. There should designated shoes for the plant and barn. How to tell if rodents are present such as looking for nesting materials, droppings, gnawed materials. What pest control substances, traps and baits can be used in dairy plants. Should not be using a known allergen for bait.

[7] 3-A Sanitary Standards, Inc.: http://www.3-a.org

Plant Engineering and Maintenance

Make provisions for equipment and facility maintenance. Learn how to perform the maintenance yourself or set a schedule with your equipment dealer. Keep records of your equipment maintenance.

Waste-Water Collection and Disposal

The plant must meet local, state, and federal regulations.

Additional Resource:

Dairy Management, Inc. https://www.usdairy.com/about-us/innovation-center/food-safety.

REFERENCES

- DPC008, *Good Manufacturing Practices for Dairy Processing Plants*
- DPC080, *Food Allergen Awareness in Dairy Plant Operations*
- Many ideas discussed in this document have been taken from "Starting Your Business" that can be found on the U. S. Small Business Administration Internet home page. (http://www.sba.gov)
- FDA Web Site: https://www.fda.gov/about-fda/fda-organization/center-food-safety-and-applied-nutrition-cfsan.
- **PMO** Available through the Government Printing office or your State Department of Agriculture or Health.
  - **Nutritional Label Requirement Booklet**: Available through the Government Printing Office or your state Department of Agriculture or Health.
  - **Federal CFR Publications**: Available through the Federal Government Printing Office. (https://www.ecfr.gov/current/title-21/chapter-I/subchapter-B)
- Service Corps of Retired Executives (SCORE)
- The Small Dairy Resource Book by Vicki Dunaway: https://projects.sare.org/wp-content/uploads/1080LS97-083.010.pdf
- Sustainable Agriculture Research and Education (SARE) https://projects.sare.org/information-product/the-small-dairy-resource-book-information-sources-for-farmstead-producers-and-processors/
- Code of Federal Regulations (CFR): https://www.ecfr.gov/current/title-21/chapter-I/subchapter-B
- Milk Safety Reference including the (PMO): https://www.fda.gov/food/guidance-documents-regulatory-information-topic-food-and-dietary-supplements/milk-guidance-documents-regulatory-information

- 3-A Sanitary Standards, Inc.: http://www.3-a.org
- Innovation Center for U.S. Dairy: https://www.usdairy.com/about-us/innovation-center/food-safety
- Qualified Facility Attestation Instructions website: Instructions for Submitting Qualified Facility Attestation | FDA

APPENDIX

None.

CURRENT ACKNOWLEDGEMENTS

**This guideline was developed by contributors who are of experienced individuals in a related field(s). The acknowledged persons are included with their professional affiliations and may be contacted via a DPC Officer(s) and/or Task Force Director(s) for questions or concerns.*

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