

OMB Control No. 0910-0697  
Expiration Date: 12/31/2023

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Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestion for reducing burden to [PRASStaff@fda.hhs.gov](mailto:PRASStaff@fda.hhs.gov).

[MONTH, DAY, YEAR]  
[NAME, ADDRESS]

Dear [NAME]:

The U.S. Food and Drug Administration's (FDA), Center for Veterinary Medicine (CVM) is conducting an Environmental Scan (ES) of our organization. The purpose of the ES is to identify major trends in CVM's internal and external environments to support, inform, and improve long-term and short-term strategic planning. By assessing the environmental influences, we can facilitate organizational performance and effectively set a future course of action.

As a vital CVM stakeholder, we are requesting feedback from your organization, that will provide the external global perspective necessary for us to capitalize on identified strengths, address our weaknesses, and keep pace with emerging trends. Your input will allow us to adjust our strategic planning activities.

Specifically, the Center is seeking your input on the following questions:

1. What changes, challenges, or opportunities in your industry do you foresee that will have an impact not only on your organization's work but also on CVM in the next five years?
2. What can CVM do now to prepare to meet those changes, challenges, or opportunities?
3. CVM is working on enhancing its information technology and digital environment; what should we take into consideration as we advance this initiative that will help us meet your organization and industry needs?
4. Given CVM's broad portfolio which includes animal food and animal drugs as well as other public health and emergency response responsibilities, do you believe that CVM has all the legal authorities it needs to accomplish its mission of protecting human and animal health?

5. Does your organization feel it interacts at an appropriate level and with enough frequency with CVM? If not, what other means or frequency of interactions would be beneficial to your organization and industry, and the stakeholders you represent?

The responses you provide will be combined with our internal findings and recommendations to assist in determining necessary improvements and constructive changes within CVM so we are able to more successfully fulfill our mission to protect human and animal health. To that end, we welcome any additional feedback that you might think is appropriate in these efforts. The information collected will be kept secure to the extent permitted by law.

We would appreciate receiving your responses by \_\_\_\_\_. If you have any questions in regard to this request, please don't hesitate to contact me at 240-402-5710.

Sincerely yours,

Tracey Forfa, JD  
Deputy Director, Center for Veterinary Medicine  
U.S. Food and Drug Administration