



June 7, 2022

TO: Interested Parties

FR: Association of American Feed Control Officials

RE: Request For Proposal for Executive Director of AAFCO

The Association of American Feed Control Officials (AAFCO) is seeking an Executive Director to provide leadership and guidance in support of the Association's vision, mission, strategic objectives and initiatives. Candidates for consideration will provide evidence of organizational, leadership and communications skills, inter-organizational networking, membership development and support.

If you are interested in being considered for this role, please submit your proposal electronically to aafo@aafo.org. Final proposals must be received by the close of business on or before June 29, 2022.

AAFCO Background

AAFCO (www.aafo.org) was established in 1909 and consists of state and federal regulatory agencies charged by law to regulate the sale and distribution of animal feed, feed ingredients, pet food and animal drug products. The Association's membership consists of the 50 States, Canada, Costa Rica, FDA, and USDA. Each member agency may have one or more regulatory officials, who volunteer their agency's time to participate in meetings, training sessions and events to promote the Association's vision, mission and "core competencies" detailed below:

Vision

AAFCO is a trusted leader that safeguards animal and human health.

Mission Statement

AAFCO is a collaborative association that supports members and stakeholders, and promotes a safe feed supply through unified system-based regulation, feed ingredient standards and laboratory operations.

AAFCO Core Competencies

1. Develop and provide to member agencies model rules and regulations to assure that:
 - a. feed and feed ingredients are safe and effective;
 - b. consumers receive only quality feed products; and,
 - c. products are accurately labeled so that consumers are adequately informed.
2. Provide a public forum for regulators, the industry and consumers to examine, discuss and interpret feed issues;
3. Promote uniformity between and among states and federal agencies;

4. Provide and maintain a timely process for defining feed ingredients;
5. Ensure uniformity of applied analytical methods;
6. Provide education and training of model regulations for regulators, consumers and industry; and,
7. Publish model rules, model regulations and official feed definitions for livestock and poultry feeds, pet foods and other animal feeds.

AAFCO is a private, not-for-profit organization with a 501(c)(5) tax status. The Association's annual budget is approximately \$1.5 million.

The AAFCO Board of Directors acts as the governing body in all matters of administration and policy for the Association. Currently the President and the Secretary-Treasurer are the individuals most responsible for managing the day-to-day activities and supervising the Association Management Firm charged with carrying out the daily activities necessary to operate the Association.

AAFCO goals are achieved from work conducted by 14 committee groups during and between AAFCO meetings. These groups are responsible for carrying out charges assigned by the Board of Directors. The current list of committee groups is:

Current Issues and Outreach
Education and Training
Enforcement Issues
Feed and Feed Ingredient Manufacturing
Feed Labeling
Finance
Ingredient Definitions
Inspection and Sampling
Laboratory Methods and Services
Model Bills and Regulations
Pet Food
Proficiency Testing
Strategic Affairs
Technology

AAFCO committees typically meet (in person) twice annually. The Board of Directors meets monthly (virtually and in person four times). Committees and the Board of Directors conduct regular conference calls throughout the year. Workshops and training sessions generally have limited attendance and are focused on technical aspects. The following is the typical meeting schedule each year:

- Annual Meeting in early August (*attended by about 380 people*);
- Midyear Meeting conducted in January (*attended by about 340 people*);
- Annual Feed Administrators' Seminar in May (*attended by about 50 people*);
- Four meetings of AAFCO Board of Directors, three of which are conducted in conjunction with the aforementioned three meetings, with the fourth conducted in October during a meeting in the Washington, DC area with the U.S. Food and Drug Administration;
- Basic (BITS) and Advanced (AITS) Inspectors Training Workshops conducted periodically (once a year minimum) (*attended by about 50 people*);
- Workshops held in conjunction with the Annual and Midyear Meetings; and,
- Periodic Training Sessions, which average one per year, are held around the country, and are typically hosted by a state member (*attended by about 40 people*).

The federal focus on improving feed and food safety through enhanced regulatory oversight has placed an added burden on the Association. The Association and its members have been asked to divert resources to co-develop and implement state-federal partnerships to achieve federally mandated feed and food safety goals. At the same time, safety hazards and growing global trade has increased awareness on the importance of oversight of imported products and the certification of exported products, both of which require international leadership and provide an opportunity for AAFCO to promote its regulatory models throughout the world.

Responsibilities of the Executive Director

The Executive Director is expected to fulfill the specifications set out in Appendix 1. Your proposal must detail your knowledge, experience and capabilities as they relate to the job requirements described in Appendix 1.

The Executive Director must be experienced in management to manage day-to-day Association operations and is expected to become the public representative of the organization. The Executive Director will be responsible for attending each AAFCO Board of Directors meeting and for working strategically with the Board of Directors, to provide the most successful organizational outcomes for the Association, both short and long term.

The Executive Director selected will serve AAFCO as an employee. The anticipated annual compensation range is \$90 - \$135K with employment benefits covered by the employer.

In your proposal, please provide a detailed annual cost proposal. Please include expectations concerning compensation regarding benefits such as retirement plan, paid time off (e.g.: vacation, sick leave). Compensation will include consideration of applicant qualifications. The employment agreement signed between the parties will be reviewed annually to determine success, pricing and future amendments.

Relocation is not required. AAFCO will consider availability and other costs (e.g. travel) associated with the location of applicants as part of the process.

Travel costs on AAFCO business will be reimbursed directly by AAFCO.

Please provide three professional references that AAFCO can contact in regards to your capabilities.

The proposals received in response to this RFP will be evaluated carefully, with recommendations submitted to the AAFCO Board of Directors. Interviews with candidates are anticipated at the beginning of August.

Thank you for your interest in working with AAFCO. Please contact AAFCO at aafco@aafco.org should you have any questions. We look forward to your response to our request.

Sincerely,

George Ferguson
President
Association of American Feed Control Officials

Association of American Feed Control Officials
Executive Director
Position Description

Reporting to the: President/President Elect and Secretary-Treasurer

1. Position Purpose:

- Provide leadership and management in support of the Association of American Feed Control Officials' (AAFCO) strategic objectives, initiatives, mission and goals.
- Work with the Association Management Firm (Federation of Animal Science Societies (FASS)) to implement the mission and goals of AAFCO.
- Assist the Board of Directors (BOD), Committee Chairs and members with the development and execution of their respective programs or activities and AAFCO's budget to ensure AAFCO remains fiscally responsible.
- Provide advice to the BOD regarding the Association's direction and business by keeping abreast of agricultural developments, changes within AAFCO, with regulated industry and other stakeholders.
- Promote, communicate, and encourage the benefits of participation by members and publicize the organization, its programs and goals.
- Represent the programs and point of view of AAFCO to inform and educate stakeholders.
- Develop and maintain sound working relationships to collaborate with relevant organizations as designated by the BOD.

2. Primary Duties and Responsibilities:

- Support and participate in the development/update and implementation of the strategic plan. Provide leadership to assure objectives are progressing, timelines are being met and tasks are being accomplished. Define and execute supporting actions, including identifying challenges, solutions and adjustments to achieve the strategic objectives established by the BOD. Provide progress reports to the BOD.
- Work with the BOD and FAASS support to:
 - a. Provide topics for discussion for the BOD meetings, and review agenda and minutes for the BOD meetings, identify issues and provide supporting documents.
 - b. Implement and coordinate AAFCO/BOD actions and projects, including priority setting follow up to monitor activity completion and report both complete and outstanding items.
 - c. Manage and provide regular reports to the BOD on the completion of projects, status of outstanding activities, identify challenges and propose solutions.
 - d. Assist in agenda development and planning for and the continuous improvement of association meetings.
 - e. Provide technical continuity to AAFCO as volunteer leadership changes.
 - f. Ensure FAASS and other service providers are consistently meeting their mutually agreed upon duties, appropriate timeframes, and standard operating procedures, policies, or direction from AAFCO BOD.
- Work with the President Elect as Committee Coordinator to:
 - a. Monitor charges; current, ongoing, and planned projects and milestones; issues and solutions;
 - b. Assure there are systems and procedures for Committees and Committee Chairs to identify tasks and projects; establish and meet timelines.

- c. Develop and conduct Committee Chair training and procedures/guidance including responsibilities and appropriate conduct of meetings.
 - d. Identify committee leadership gaps in processes to ensure effective finished work products that match up with the AAFCO strategic goals.
- Assist Committee Chairs, with FASS support, to
 - a. Prepare for meetings and follow up to provide timely and updated reports of committee progress to the BOD and AAFCO membership.
 - b. Assure membership is current; members are contacted about meeting/conference calls and provided materials related to Committee projects.
 - c. Identify projects; project deliverables are completed in a timely manner; issues are resolved to support completion of projects.
 - d. Facilitate communication and liaison between Committees.
 - Provide advice and recommendations to the Finance Committee on financial matters; prepare, facilitate, review and analyze budget with Secretary-Treasurer; identify activities that may generate revenue.
 - Monitor availability of appropriate grants; work with Committee chairs to identify needs that might be appropriate for grant proposals; develop grant proposals; work with FASS on applications and reporting requirements, monitor and ensure time frames and deliverables are met for any grant AAFCO receives.
 - Analyze the effectiveness of AAFCO systems and procedures and make recommendations to the BOD for improvement.
 - Develop ideas, initiatives and potential enhancements to AAFCO business with a clear knowledge and understanding of external needs and internal capabilities.
 - Develop mechanisms for AAFCO to recruit and energize members. Prioritize recruiting and maintain membership by increasing members and member participation.
 - Respond to membership and stakeholder inquiries.
 - Assist BOD members in drafting responses to inquiries, developing press releases, and in preparing comments to proposed legislation, regulations, or new programs. Develop public statements and make presentations and serve on panels at meetings as approved and requested by the BOD.
 - Develop and maintain working relationships with organizations relevant to the feed or related industries. Represent AAFCO at meetings (e.g. AFDO, NASDA) identified and approved by the BOD.
 - Ensure key service providers are delivering expected outcomes (e.g. Philosophy, Mocaworks and FASS).
 - Provide monthly progress reports to the BOD summarizing work on key activities, tasks and development areas and meet periodically with the Executive Committee (EC) to provide more detailed updates on deliverables achieved.

3. Requirements Profile:

Education:

- A University degree (Bachelor's degree minimum) is required.

Experience:

- A minimum of 5 years management/supervisory experience in a related field.

Competencies:

- a. Experience with collaboration and transparent communication with stakeholders including

- government, regulated industries and the public
- b. Understanding of public service and implementing feed laws and regulations (experience an asset)
- c. Comprehend scientific material relevant to feed regulation
- d. Track record of successful strategic planning and implementation
- e. Proven, visionary leader and “change agent” with successful implementation experience
- f. Experience in arranging, publicizing, and conducting meetings
- g. Some food chain and/or industry knowledge and experience preferred. Animal food and regulatory experience preferred

4. Skills and Abilities:

- a. Superior leadership, decision-making, interpersonal skills, conflict resolution (stressful situations), negotiation and problem-solving skills
- b. Strong organizational and professional communications skills (verbal & written)
- c. Effective public speaking as well as strong training and supervisory skills
- d. Demonstrated sound judgment and high degree of ethics
- e. Self-starter with ability to work independently to achieve goals
- f. Ability to work closely and cohesively with an Association Management Firm and other service providers or partners
- g. Effective proven business management, notably fiscal management experience and understanding of income and balance statements
- h. Proficient project management and ability to meet deadlines
- i. Experience with informatics systems (e.g. Word, PowerPoint, Excel) including proficient use of computer and software
- j. Willing and able to travel, out-of-state and overnight, sometimes on weekends