



June 27, 2017

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TO: Interested Parties

FR: Association of American Feed Control Officials

RE: **REVISED** Request For Proposal for Executive Director of AAFCO

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

By this e-mail, I am requesting that you/your company, if interested in being considered for this role, submit electronically to Jennifer Roland by email at [JenniferR@assoqh.org](mailto:JenniferR@assoqh.org). Final proposals must be received by the close of business on or before July 31, 2017.

**AAFCO Background**

AAFCO ([www.aafco.org](http://www.aafco.org)) is an association established in 1909 that 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 agencies time to participate in meetings, training sessions and events to promote the Association's mission, vision and "core competencies" detailed below:

**Mission Statement**

To provide an open forum for discussions of regulatory sciences in which regulators, the industry and consumers alike can enhance the assurances of feed safety, quality and effectiveness.

### Vision

AAFCO will be the organization of first choice concerning all feed regulatory issues. AAFCO will be recognized for its professional response, through superior internal efficiencies, and superior external efficacies; with practical application of the best available science, technical competence, and collaborative partnerships to address feed, science and compliance issues.

### “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 revenue is less than \$800,000.

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 are the:

Proficiency Testing Committee,  
Current Issues and Outreach Committee,  
Education and Training Committee,  
Enforcement Issues Committee,  
Feed and Feed Ingredient Manufacturing Committee,  
Feed Labeling Committee,  
Ingredient Definitions Committee,

Inspection and Sampling Committee,  
Laboratory Methods and Services Committee,  
Model Legislation and Regulation Committee,  
Pet Food Committee,  
Strategic Affairs Committee,

Each issue must be addressed following AAFCO procedures and be voted on by committee(s), the Board of Directors and the general membership prior to acceptance by the Association.

AAFCO committees typically meet (in person) twice annually. The Board of Directors meets four times annually. Committees and the Board of Directors may conduct several conference calls per year. Association meetings are not considered a main source of revenue. Workshops and training sessions generally have limited attendance, are focused on technical aspects and have not been revenue generators. 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;
- Inspectors Training Workshops conducted periodically (once a year minimum) (*attended by about 50*);
- 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*).

A recent 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, 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 will be expected to fulfill the specifications set out in Enclosure 1.

The Executive Director, must be an executive experienced in association management, will 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.

Your proposal must detail your knowledge, experience and capabilities as they relate to the job requirements described in Enclosure 1.

The Executive Director selected, will serve AAFCO on contract and provide his/her own office space and equipment. Relocation is not stipulated. AAFCO will consider availability and other costs (e.g. travel) associated with the location of applicants as part of the process.

In your proposal, please provide a detailed, annual cost proposal that includes the following line items: salary, benefits, pension, payroll taxes, ~~business taxes~~, home office and liability insurance. The successful candidate must show evidence of liability insurance at a rate of no less than \$1,000,000. Travel costs will be reimbursed directly by AAFCO. The proposal should provide for the aforementioned contract services on an annual basis for a three-year period, transitioning from part to full time over this period. Any agreement signed between the parties will be reviewed annually to determine success, pricing and future amendments. Finally, please provide three references that AAFCO can contact in regards to your capabilities. Additionally, please provide a point of contact to which further questions should be directed.

The proposals received in response to this RFP will be evaluated carefully, with recommendations submitted to the AAFCO Board of Directors.

Thank you for your interest in working with AAFCO. Please contact Linda Morrison ([lindaaafco@gmail.com](mailto:lindaaafco@gmail.com)) should you have any questions. I look forward to your response to our request.

Sincerely,



Ken Bowers  
President  
Association of American Feed Control Officials

## AAFCO EXECUTIVE DIRECTOR

Reporting to: President/President Elect and Secretary/Treasurer

### **Key Activities**

- Provide leadership and management in support of the Association's strategic objectives, initiatives, mission and goals. Work with the Association Management Firm (Federation of Animal Science Societies (FASS)) to implement the vision and goals of the Association. Carries out plans and duties as assigned.
- Assist the Board, Committee Chairs and members with the development and execution of their respective programs or activities and the Association's budget to ensure the Association remains fiscally responsible.
- Provide advice to the Board of Directors regarding the Association's direction and business by keeping abreast of agricultural developments, changes within the Association, 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 the Association to inform and educate stakeholders.
- Develop and maintain sound working relationships and cooperative arrangements, and work as liaison for AAFCO with relevant organizations.

### **TASKS WITHIN THE SCOPE OF THE WORK DESCRIPTION**

- Support 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 Board. Provide progress reports to the Board.
- Work with the Board and FASS support to
  - a. Review the agenda for the Board meetings, identify issues and provide supporting documents for discussion.
  - b. Implement and coordinate Association/Board actions, including priority setting with the Board and follow up to monitor activity completion and report both complete and outstanding items.
  - c. Manage and provide regular reports to the Board on the completion of projects, status of outstanding activities, identifies challenges and proposes solutions.
  - d. Assist in agenda development for seminar, annual, and midyear meetings.
  - e. Provide technical continuity to AAFCO as volunteer leadership changes.

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 time lines.
  - c. Develop and conduct Committee Chair training including responsibilities and appropriate conduct of meetings.
- Assist Committee Chairs, with FASS support, to
    - a. Prepare for meetings including seeking and establishing meeting agendas; scheduling conference calls and/or additional meetings as appropriate; and provide timely and updated reports of Committee progress, to the Board 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
    - e. Report on follow up, both complete and outstanding, activities.
  - Assist the Secretary/Treasurer in budget preparation, review and analysis, identifies activities that may generate revenue and makes recommendations regarding the Association's budget and financial matters. Facilitate the periodic formal auditing and the annual internal audit of the Association's financial records.
  - Monitor availability of grants that may be appropriate for AAFCO; work with Committee chairs to identify needs that might be appropriate for grant proposals; develop grant proposals; and monitor and assure time frames and deliverables are met for any grant AAFCO receives.
  - Analyze the effectiveness of association systems and procedures and make recommendations to the Board for improvement.
  - Identify issues and recommend resolution to the Board and address issues as directed by the Board.
  - Initiate and anticipate potential enhancements to the Association business with a clear knowledge and understanding of external needs and internal capabilities. Develop ideas and initiatives to promote the AAFCO organization and implement those initiatives with Board approval.
  - Develop mechanisms for AAFCO to recruit and energize members. Draft letters to recruit and maintain membership
  - Respond to membership and stakeholder inquiries via telephone or written correspondence at the direction of the Board

- Assist Board 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 requested by the Board.
- Develop and maintain working relationships with organizations relevant to the feed industry. Represents AAFCO at meetings (e.g. AFDO, NASDA) identified by the Board.

### **Knowledge & Experience:**

- Proven, visionary leader
- “Change agent” with successful implementation experience
- Understanding of feed legislation and regulations (experience an asset)
- Track record of successful strategic planning and implementation
- National and global perspective of the feed industry
- Proven fiscal management experience
- Experience in arranging, publicizing, and conducting meetings.
- Experience with informatics systems (e.g. Word, PowerPoint, Excel).
- Some food chain and/or industry knowledge and experience preferred.

### **Skills and Abilities:**

- Strong organizational and communications skills (verbal & written)
- Superior leadership, decision making, negotiation and problem solving skills
- Self-starter and able to work with limited supervision to achieve goal
- Demonstrates sound judgment and high degree of ethics
- Strong training and supervisory skills
- Ability to work closely and cohesively with an Association Management Firm
- Willing and able to travel