

**I. NAME**

This document reflects the approved Bylaws of the Council to Improve Foodborne Outbreak Response, hereafter and commonly referred to by the acronym “CIFOR.”

**II. DEFINITIONS**

These CIFOR Bylaws incorporate a number of terms defined below:

- “Member organization” – Entities that collectively constitute CIFOR. For the purpose of this document, “organization” and “member organization” will be understood to include associations and federal agencies.
- “Member” – The member organization (i.e., the entity) or the individual representing the member organization, based on contextual usage.
- “Chair”/“Co-Chair” – The CIFOR leadership organization(s) or the individual(s) representing the CIFOR leadership organization(s), based on contextual usage.
- “Lead”/“Co-Lead” – Individual(s) selected to guide and oversee the work of a Development Team or Work Group.
- “Project” – A defined undertaking in support of the CIFOR mission and strategic plan.
- “Product” – A tangible outcome of a CIFOR project, often intended for public distribution.

**III. MISSION**

To improve methods at the local, state, and federal levels to detect, investigate, control, and prevent foodborne disease outbreaks

**IV. VISION**

Local, state and federal partners collaborating effectively to reduce the burden of foodborne illness in the United States

**V. ORGANIZATIONAL STRUCTURE**

CIFOR operates through four organizational components: 1) the Council, 2) a Governance Committee, 3) Development Teams, and 4) Work Groups.

## VI. THE CIFOR COUNCIL

The Council is a multidisciplinary collaboration of diverse national associations and federal agencies, all referred to as member organizations. Co-Chaired by the Council of State and Territorial Epidemiologists (CSTE) and the National Association of County and City Health Officials (NACCHO) – each assigning an individual representative to serve as the Co-Chair of CIFOR – the organizations listed below represent current Council membership.

- **AFDO** (Association of Food and Drug Officials)
- **APHL** (Association of Public Health Laboratories)
- **ASTHO** (Association of State and Territorial Health Officials)
- **CDC** (Centers for Disease Control and Prevention: National Center for Emerging and Zoonotic Infectious Diseases *and* the National Center for Environmental Health)
- **CSTE** (Council of State and Territorial Epidemiologists)
- **FDA** (Food and Drug Administration)
- **NACCHO** (National Association of County and City Health Officials)
- **NASDA** (National Association of State Departments of Agriculture)
- **NASPHV** (National Association of State Public Health Veterinarians)
- **NEHA** (National Environmental Health Association)
- **FSIS** (Food Safety and Inspection Service)

Each member organization will assign two official representatives to the Council with the exceptions of CDC, FDA and the Co-Chair organizations, CSTE and NACCHO.

- CDC will assign four official representatives to ensure expertise in both the infectious disease and environmental health areas.
- FDA will assign three official representatives to ensure expertise in outbreak response and regulatory affairs.
- The Co-Chair organizations, CSTE and NACCHO, will each assign three official representatives to ensure sufficient capacity to carry out the Co-Chair responsibilities.

The representatives from the national associations should be state or local members of the associations and engaged in association food safety activities or involved in state or local foodborne disease response efforts.

The Council will meet twice per year. Member organizations are expected to sponsor travel for their members to in-person meetings. Limited federal funding may be available for members representing organizations not funded by CDC.

In the event a Council member is unable to represent their organization on a given meeting or conference call, member organizations may propose an alternate. Notification of all proposed alternates must be sent to the Council Co-Chairs and the meeting planning staff as soon as possible prior to the meeting or call. If there are concerns about the suitability of a proposed alternate, the Governance Committee will make the final decision.

Member organizations may invite additional non-voting representatives, including staff, to the in-person meetings if timely notification is provided to the Council Co-Chairs and

meeting planning staff. Additional representatives may participate in the discussion as Subject Matter Experts (SMEs).

### ***CIFOR Co-Chair Responsibilities***

- **CSTE**
  - Select in-person meeting location and make hotel arrangements. (Note: Member organizations are responsible for making individual travel-related arrangements for in-person meetings.)
  - Maintain a list of current staff and member representatives to be used as the official email distribution list.
- **CSTE/NACCHO**
  - Provide one note taker from each organization who will collaborate to create and disseminate an accurate and complete summary of each meeting and call.
  - Maintain appropriate documentation of outstanding action items, including name of action item lead and expected completion date.
  - Maintain a prioritized list of approved projects.
  - Develop draft meeting agendas (after obtaining agenda items from Council members) and lead meetings and conference calls.
  - Grant permission, as deemed appropriate, to outside persons who wish to make any kind of presentation, announcement, proposal for collaboration, etc. at a CIFOR meeting or on a conference call. Permission is specifically required from each CIFOR Co-Chair. In general, “observers” from non-member organizations are not permitted at CIFOR meetings. Requests for non-member attendees must be presented to both CIFOR Co-Chairs in a timely matter before the meeting.

### ***Council Member Responsibilities***

- Approve modifications to the CIFOR Bylaws.
- Approve addition of new member organizations to the Council.
- Approve changes to the vision, mission or scope of CIFOR.
- Approve the establishment of Development Teams.
- Respond as requested by the Governance Committee with nominations for: Co-Leads for each Development Team, names of Development Team members and names of contractors and technical consultants if requested by the Development Teams.
- Participate on the Development Teams.
- Provide support and guidance to the Development Teams.
- Discuss, vote on, and prioritize (including recommendations for funding) proposed projects that are presented to the Council by Development Teams or Work Groups.
- Review progress of the Development Teams on Priorities identified in the CIFOR Strategic Plan.
- Review progress of and findings from Development Team projects.
- Support and implement the decisions of the Governance Committee.
- Provide possible meeting or conference call agenda items to the CIFOR Co-Chairs. If the Co-Chairs reject an agenda item, support by three or more member organizations will suffice to have the item included on the agenda.

- Provide strategic direction for CIFOR, including updating the Strategic Plan every five years.
- Decide when to disseminate draft products from the Development Teams to outside entities for review and input.
- Approve final CIFOR products, obtaining organizational approval when necessary.
- Make the final decision on whether external finished products should be supported by CIFOR and at what level of support.
- In collaboration with the appropriate Development Team and using individual association resources, disseminate and market products and findings from Development Teams, Work Groups, and from other CIFOR-supported projects.

## **VII. THE CIFOR GOVERNANCE COMMITTEE**

The CIFOR Governance Committee is responsible for providing overall guidance for CIFOR. To be included on the Governance Committee, organizations must either provide funds for CIFOR work or receive funds for the purpose of supporting CIFOR activities. The CIFOR Governance Committee currently consists of the Council Co-Chair member organizations – CSTE and NACCHO – and the following: APHL, ASTHO, NEHA, CDC, FDA, and FSIS. Individual member organization representatives must be approved by the Executive Director of their organization. Additional CIFOR Council representatives may be invited to participate in Governance Committee meetings or calls on an as-needed basis. Each Governance Committee representative should meet *at least one* of the following qualifications:

- Executive Director of their organization or their appointed representative
- Senior Scientist or SME (federal representatives)

All members of the CIFOR Governance Committee should have strong scientific background, knowledge of foodborne disease surveillance and outbreak response, extensive knowledge of their representative organization, understanding of relevant policy and legal issues, and be dedicated to the mission and vision of CIFOR.

The committee will meet in-person at least twice per year and via conference call quarterly (or more frequently as needed).

### ***Governance Committee Responsibilities***

- Solicit Council nominations for: Co-Leads for each Development Team, names of Development Team members and names of contractors and technical consultants if requested by the Development Teams.
- Approve changes in individual representatives on the Council, on Development Teams, on workgroups, and on the Governance Committee.
- Provide guidance to the Council on policy and legal matters.
- Provide guidance to the Council on financial matters as outlined in the CIFOR funding guidelines as detailed in Section XII below.
- Provide resolution if issues arise with member organizations.
- Make determinations with regards to presenting recommendations for formal endorsement of outside organizations' projects or products to the CIFOR Council.

## **VIII. CIFOR DEVELOPMENT TEAMS**

Development Teams are formed to implement the Strategic Priorities and Objectives identified in the CIFOR Strategic Plan. The number of Development Teams may change over time as Priorities in the Strategic Plan are updated.

Each Priority has a dedicated Development Team. Detailed authorities and responsibilities for the Development Teams are documented in team-specific charters.

Project proposals originating in a Development Team will follow the project proposal process detailed in Section X of the CIFOR Bylaws.

Each Development Team is responsible for:

- Meeting as needed to advance the work of the Development Team.
- Regularly assessing stakeholder needs around the Objectives in the Priority.
- Determining what work is already being done to address any identified needs.
- Developing project ideas to address identified needs and help meet the Objectives for each Priority, including soliciting or creating project ideas.
- Conducting projects, including the use of contractors or workgroups when necessary and as funding allows.
- Determining whether to provide feedback or recommendations to authors of project proposals that may improve the proposal's likelihood of success.
- Working with other Development Teams as appropriate to coordinate and collaborate on project ideas. Planning and packaging projects across Development Team priority areas for submission and review by the Council and potential funding agencies.
- Prioritizing potential projects for consideration by the Council, including assessing how well they align with interests/priorities of different CIFOR participating organizations.
- Determining the best forum for implementing the projects, including CIFOR member organizations or entities such as the Integrated Food Safety Centers of Excellence.
- Sending project proposals and drafts of projects approved by the Development Team to the Council for consideration and approval.
- Monitoring projects within the Priority area that have received CIFOR approval.
- Providing regular updates to the Council on overall progress on projects within the Priority area.
- Supporting the Council and the appropriate Development Team responsible for marketing and communications to disseminate and market Council-approved Development Team products and findings.

Project proposals from within CIFOR or external to CIFOR may be appropriate for consideration by one of the CIFOR Development Teams if:

- The project falls under one of the Objectives in the Strategic Plan; and
- There is no other entity better-positioned to conduct the project.

### ***Development Team Membership***

Development Teams may include members of CIFOR, staff of CIFOR member organizations, and other SMEs affiliated with CIFOR member organizations. The

Development Team names (i.e., focus areas) and/or membership may change as Strategic Priorities evolve during the annual strategic planning and/or strategy update meetings.

### ***Development Team Co-Leads***

Development Teams will be co-led by individuals representing CIFOR member organizations, at least one of whom must be a Council member; the second Co-Lead must be a Council member or staff. The Development Team Co-Leads and staff will participate in regular Development Team Co-Lead calls to ensure cross-coordination of efforts. When there is an open Development Team Co-Lead position, the Council will be asked by the Governance Committee, via email, to submit nominations for the open Development Team Co-Lead position. Any CIFOR member may nominate a Development Team Co-Lead. Council members will be given approximately one week to submit nominations. The Governance Committee will review all nominations and, in collaboration with all Development Team Co-Leads, will select and appoint the open Development Team Co-Lead position. The Development Team Co-Leads, in collaboration with the Governance Committee, will determine membership of the Development Team.

## **IX. WORK GROUPS**

Work Groups are formed by the CIFOR Council or by an individual Development Team to carry out specific projects approved by the Council and are disbanded once that work is complete. The number of Work Groups active at any point in time will vary based on organizational needs.

Work Groups are only authorized to work on the specific project they were created to accomplish. Project proposals originating in a Work Group will follow the project proposal process detailed in Section X of the CIFOR Bylaws.

Work Groups are not authorized to seek additional funds beyond what was approved by the Council.

Each Work Group is responsible for:

- Meeting as needed to advance the work of the Work Group.
- Regularly assessing stakeholder needs around the objectives of the scoped work.
- Determining what work is already being done that would inform or impact the work of the Work Group.
- Determining the best forum for implementing the projects, including CIFOR member organizations or entities such as the Integrated Food Safety Centers of Excellence.
- Sending project proposals and drafts of projects approved by the Development Team to the Council for consideration and approval.
- Providing regular updates to the Development Team on overall progress on the scoped work.
- Supporting the Council and the appropriate Development Team responsible for marketing and communications to disseminate and market Council-approved products and findings emanating from Work Group work.

### ***Work Group Membership***

Work Groups may include any Council Member, SME affiliated with a CIFOR member organization, CIFOR contractor, association staff or other stakeholder who can help the Work Group accomplish its task. If funding is tied to the Work Group's activities, a staff member from the funded association must be included in the Work Group.

Work Groups must be led by a Council Member, staff of a CIFOR member organization or SME affiliated with a CIFOR member organization. When there is an open Lead position for a Work Group established by a Development Team, the Development Team will determine the Work Group Lead and, in collaboration with the Work Group Lead, will determine membership of the Work Group. For open Lead positions and members in Work Groups established by the Council, the Council will be asked by the Governance Committee, via email, to submit nominations for the open Work Group Lead position and membership. Any CIFOR member may nominate a Work Group leader or member. Council members will be given approximately one week to submit nominations. The Governance Committee will review all nominations and, in collaboration with all Development Team Co-Leads, will select and appoint the open Work Group Lead position, and subsequently work with the Work Group Lead to determine the membership of the Work Group.

## **X. VOTING**

Decisions within CIFOR are expected to be made by consensus with the goal of achieving 100% agreement. Any Council member may call for a vote and if consensus cannot be reached, each member organization will have one vote. If two or more organizations in attendance are opposed to an issue or proposal, the issue or proposal is considered "Not Approved." If needed due to individual organizational requirements, voting may be delayed for members to go back to their organizations for further discussion.

### ***Project Proposals***

Development Teams initiate or review all project proposals before formal discussion by the Council, including proposals originating within a member organization or Work Group.

CIFOR project proposals can originate in one of four ways:

- Within a Development Team, following the Development Team charter and processes
- Within a CIFOR member organization and then submitted using the CIFOR proposal template to one of the Development Teams for consideration
- Within an outside, non-member organization, and then submitted using the CIFOR proposal template to one of the Development Teams for review
- Within a Work Group and then submitted using the CIFOR proposal template to one of the Development Teams for review

All Development Team Co-Leads and support staff will meet regularly together to review project proposals and, if necessary, determine assignment of proposals to the appropriate Development Team.

The following outlines the criteria for determining if a project requires Council approval to move forward.

- If any of the following project criteria are met, the project does not require Council approval:
  - A project is intended for internal-use only (Development Team Co-Leads are empowered to make this determination)
  - A project to update “canned” tools such as flyers and fact sheets
- If any of the following project criteria are met, the project requires Council approval:
  - Requires funding
  - Intends to leverage the CIFOR brand
  - Will produce a product that is intended to be distributed to external audiences
  - Is expected to require significant resource time
  - Requires a Work Group to execute

If a project is not initially recommended for Council consideration, the Development Team may give the author of the proposal feedback on ways to improve the proposal.

Once a project proposal is submitted for formal review by a Development Team to the Council, the Council members will discuss and vote per the procedure outlined above. If approved, the project must be priority ranked. If the Council decides not to approve the project, the proposal may be referred back to a Development Team for further discussion.

Project ranking will be accomplished through in-person or electronic means with each member organization receiving one vote. Project proposals will be ranked in order of implementation preference. For example, if five projects are presented, each member organization will receive one vote to rank the projects in order of preference one through five.

## **XI. CIFOR PRODUCT APPROVAL**

All completed CIFOR products will be sent to the Council for approval including but not limited to: internal documents using the CIFOR logo, new processes, publications expected to be peer-reviewed and brand guidelines as well as any other documents intended for public distribution. The Council is responsible for giving final approval to the content, logo placement and design of tools and documents that are ready for use by the intended audience. Voting will proceed through the process described in Section X. CIFOR members will be responsible for obtaining the appropriate level of clearance from their respective organization. Only fully vetted and approved products will be released by the Council, via distribution mechanisms already in place at the member organizations.

## **XII. CIFOR FUNDING GUIDELINES**

### ***CIFOR Funding Structure Guidelines for Approved CIFOR Projects***

The CIFOR funding organization (CDC, FDA, or FSIS) provides the final approval to projects they are funding to ensure the project is in line with funding categories authorized by Congress. The CIFOR member organization receiving funds for the project is responsible for making sure its organizational leadership has approved that



project, including timelines, project objectives, project deliverables, the amount of funds to be received and the funding source.

A CIFOR project can move forward upon approval by a Development Team, the CIFOR Council, the CIFOR member organization(s) helping the Development Team manage the project, any involved Work Group, and the funding organization (such as CDC, FDA, or FSIS).

The organization executing a project contract:

- Is responsible for managing the project in coordination with the Development Team and/or Work Group to ensure compliance with requirements to which funded associations are bound.
- May grant no-cost extensions if the project's original timeline cannot be met, always notifying the Council when such extensions are granted.

#### ***CIFOR Governance Committee Funding-Related Responsibilities***

- Reviewing funding options for approved projects as prioritized by the Council.
- Determining availability of federal funds – for example funds from CDC, FDA, and FSIS.
- If federal funding is available, identifying which member organization should manage the project.
- If federal funding is not available, determining if external funding sources should be sought and if so, how to proceed.

### **XIII. CIFOR BRANDING GUIDELINES**

The official CIFOR logo is shown below. It must be used intact and must conform to the colors, fonts, and layout of the official logo, as referenced in the Style Guide. The CSTE National Office (CIFOR Co-Chair organization) will maintain the high-resolution digital files for distribution as appropriate.



Any and all official CIFOR correspondence written by members or staff shall be written on official CIFOR letterhead with the official logo and no other illustrations.

CIFOR letterhead should be reserved for correspondence regarding CIFOR affairs. Personal professional correspondence should not use the CIFOR letterhead or logo. CIFOR letterhead may not be used without approval by at least one of the CIFOR Co-Chairs with the exception of routine administrative correspondence (e.g., logistics, meeting invites, agendas) which can be created and distributed without further approval on CIFOR templates. CIFOR letters should bear the name and signature of both CIFOR Co-Chairs and be distributed by mail or electronically in PDF format. Electronic

signatures can be used to sign CIFOR correspondence if approval is provided by the CIFOR Co-Chairs.

On documents other than correspondence (e.g., brochures, meeting announcements, handouts, etc.), CIFOR representatives have the option of using an illustration or member organization logo(s) in conjunction with, but not instead of, the official CIFOR logo. If illustrations are used, they cannot be attached to or incorporated into the logo.

Official CIFOR products shall acknowledge CIFOR through use of the CIFOR logo, as described in Section XII, and shall acknowledge all CIFOR Work Group members and/or Development Team members who contributed to the development of the product.