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 several terms defined below:

• "Member organization" – Entities that collectively constitute CIFOR. In 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.

• "Council Advisors" – Advisors are subject-matter experts who are not nominated or formally appointed unless as workgroup co-leads.

• "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 workgroup.

• "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. VISION
A future free of foodborne illness.

IV. MISSION
To improve and promote methods and processes to detect, investigate, control, and prevent foodborne disease outbreaks in the United States by leveraging effective collaboration at the local, state, Tribal, territorial, and federal levels.

V. ORGANIZATIONAL STRUCTURE
CIFOR operates through four organizational components: 1) the Council, 2) a Governance Committee, 3) the Promote team and 4) Workgroups.

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 engaged in association food safety activities or involved in state, Tribal, local, or territorial foodborne disease surveillance and response efforts.

The Council will strive to uplift the voices of all our membership organizations in our work.

The Council (including Advisors) will meet twice per year (once in person). Member organizations are expected to sponsor travel for their members to the in-person meeting. 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 should 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 Council Advisors.

Nominations and Appointments

Member Organizations
New member organizations will be considered by the Council.

Council Co-Chairs
Any Council member can nominate a current NACCHO or CSTE representative to be approved by the Governance Committee. To be eligible for appointment, a nominee representative must have a record of good standing including active participation and organizational/agency support for their nomination.

The Governance Committee will meet with each co-chair every two years to consider continuity and potential rotation if the co-chair is unable to fulfill their duties.

Workgroup Co-Leads
Workgroups will be co-led by individuals representing CIFOR member organizations, at least one of whom must be a Council member. Council members will submit nominations for open co-lead positions. The Governance Committee will review all nominations and, in collaboration with all Workgroup Co-Leads, will select and appoint the open Workgroup Co-Lead position. The Workgroup Co-Leads, in collaboration with the Governance Committee, will determine membership of the Workgroups.

Council Representatives
Member organizations submit nominations for approval by the Governance Committee. CIFOR representatives should be currently employed with responsibilities related to foodborne outbreaks. There may be a transition period after representatives retire or undergo a career change (i.e., 1-2 years).

CIFOR Co-Chair Organization Responsibilities

• **CSTE**

   o Select in-person meeting location and make hotel arrangements (Note: Member organizations are responsible for making individual travel-related arrangements for in-person meetings.)

   o Maintain a list of current staff and member representatives to be used as the official email distribution list

   o Develop draft meeting agendas (after obtaining agenda items from Council members) and host in-person and virtual meetings and conference calls

   o Ensure representation from CSTE's membership on the Council

• **NACCHO**

- o Maintain CIFOR website license and manage content, including updates and addressing website requests

- o Provide administrative support for the Promote Team as funding allows

- o Ensure representation from NACCHO's membership on the Council

• **CSTE and NACCHO**

- o Coordinate votes

- o Provide one note taker from each organization who will collaborate to create and disseminate an accurate and complete summary of each meeting and call

- o Maintain appropriate documentation of outstanding action items, including name of action item lead and expected completion date

- o Maintain workgroup rosters and a prioritized list of approved projects

- o Provide administrative support to workgroups as needed/requested

- o Grant permission, as deemed appropriate and in consultation with the Governance Committee, 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 before the meeting. Late requests may not be considered.

Council Member Responsibilities

CIFOR membership and representation

- Approve addition of new member organizations to the Council
- Members are empowered to represent CIFOR as ambassadors and advocates within their own organizations, networks, and stakeholder circles

CIFOR operations

- Propose meeting or conference call agenda items to the CIFOR Co-Chairs
  - o If the Co-Chairs reject an agenda item, support by two or more member organizations will suffice to have the item included on the agenda
- Approve changes to the vision, mission, or scope of CIFOR
- Approve modifications to the CIFOR Bylaws
- Approve the establishment of workgroups
- Support and implement the decisions of the Governance Committee
- Provide strategic direction for CIFOR, including participating in updating the Strategic Plan every five years
- Workgroup products:

- o Decide when to disseminate draft products from the workgroups to outside entities for review and input
  - o Approve final CIFOR products, obtaining organizational approval when necessary
  - o Make the final decision on whether external finished products should be supported by CIFOR and at what level of support (funding and branding)
  - o In collaboration with the appropriate workgroup and using individual association resources, disseminate and market products and findings from workgroups and from other CIFOR-supported projects
- If a Council member knows they will be absent for an upcoming vote, email the vote coordinator with their election (or decision to abstain), in coordination with their partner organization representative

VII. THE CIFOR GOVERNANCE COMMITTEE

The CIFOR Governance Committee is responsible for providing overall guidance for CIFOR. 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 senior leadership 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 be a Senior Food Safety staff member or a Senior Scientist/subject matter expert with foodborne outbreak responsibilities.

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 once per year and via conference call quarterly (or more frequently as needed).

Governance Committee Responsibilities

• Approve Co-Leads for each workgroup

• Advise on project plans, contractors, and technical consultants if requested by CIFOR members and/or advisors

• Approve changes in individual representatives on the Council 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 XI 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

• If a Governance Committee member knows they will be absent for an upcoming vote, email the vote coordinator with their election (or decision to abstain)

• Lead and coordinate efforts to update the Bylaws

CIFOR Governance Committee Funding-Related Responsibilities
• Review funding options for approved projects as prioritized by the Council

• Determine availability of federal funds – for example funds from CDC, FDA, and FSIS

• If federal funding is available, recommend which member organization should manage the project

• If federal funding is not available, determine if external funding sources should be sought and if so, how to proceed

VIII. PROMOTE TEAM
The Promote Team coordinates the promotion of CIFOR products and of CIFOR as a credible source of information. The Promote Team collaborates with Workgroups to strategize and execute promotion activities in alignment with the Strategic Plan.

IX. WORKGROUPS
Workgroups are formed by the CIFOR Council to carry out specific projects approved by the Council and can sunset or hiatus as appropriate.

Workgroups focus on specific project(s) that align with their goals. Project proposals originating in a Workgroup will follow the project proposal process detailed in Section XI.

Workgroups can approach the Governance Council to seek additional funds beyond what was approved by the Council.

Workgroup Membership
Workgroups may include any Council member, advisor affiliated with a CIFOR member organization, CIFOR contractor, association staff or other stakeholder who can help the workgroup accomplish its task. If funding is tied to the workgroup's activities, a staff member from the funded association must be a member of the workgroup.

Council members and/or workgroup members will nominate co-leads to be approved by the Governance Council. Council members will be given approximately one week from initial solicitation to submit nominations. Workgroup co-leads and members can determine workgroup membership.

Workgroup co-lead responsibilities:

- Send project proposals and drafts to the Governance Council for consideration and approval

- Regularly assess progress as well as stakeholder needs around the objectives of the scoped work

- Review workgroup progress on priorities identified in the CIFOR Strategic Plan

- Provide quarterly progress updates to include project findings to the Governance Council

Workgroup member responsibilities:

- Nominate workgroup co-leads, workgroup members, contractors, and technical consultants as requested by workgroup members or the Governance Committee

- Support, guide, and participate in the workgroups including meeting regularly as needed to advance projects

- Determine what work is already being done that would inform or impact the work of the workgroup

- Determine the best forum for implementing the projects, including CIFOR member organizations or entities such as the Integrated Food Safety Centers of Excellence

- Support the Council and collaborate with Promote for marketing and communications to disseminate and market Council-approved products and findings emanating from workgroup work

- Attend, as able, monthly Promote meetings (at least one Workgroup representative should attend monthly)

- Discuss, vote on, and prioritize (including recommendations for funding) proposed projects to be presented to the Council by workgroups

X. VOTING

Votes before Governance Committee:
- Approve Co-Leads for each workgroup

- Advise on project plans, contractors, and technical consultants if requested by CIFOR members and/or advisors

- Approve changes in individual representatives on the Council, and on the Governance Committee

- Make determinations with regards to presenting recommendations for formal endorsement of outside organizations' projects or products to the CIFOR Council

- If a Governance Committee member knows they will be absent for an upcoming vote, email the vote coordinator with their election (or decision to abstain) per the process described below.

- Other/ad hoc

Votes before Council:
- Approve addition of new member organizations to the Council
- Approve changes to the vision, mission, or scope of CIFOR
- Approve modifications to the CIFOR Bylaws
- Approve the establishment of workgroups

- o Workgroup products:
    - Decide when to disseminate draft products from the workgroups 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 (funding and branding)
- o If a Council member knows they will be absent for an upcoming vote, email the vote coordinator with their election (or decision to abstain), in coordination with their partner organization representative.
- o Other/ad hoc

Each member organization has one vote. Voting eligibility is restricted to elected representatives of member organizations.

Voting Process for Council and Governance Committee

- This process is used to decide or prioritize funding, resources, and projects, make changes to the Bylaws or decision-making process, change voting representation, decide co-chair and workgroup co-lead leadership, or make other important decisions or prioritizations.
- Steps
    - o **Announcement:** A written description and supporting documentation of the item up for vote must be shared with members at least five working days prior to a meeting at which the item is to be discussed.
        - o Ad hoc issues may be addressed on a case-by-case basis.
    - o **Discussion:** Open discussion on the content of the voting item.
        - o Revisions may be suggested
        - o "Casual" vote is used to end discussion.
        - o Any major revisions are sent to voting members within five business days (excluding holidays) with voting instructions from the voting coordinator.
    - o **Process:** Each member organization has one vote.
        - o Votes will occur in real-time during meetings unless:
            - A member organization cannot attend a meeting in which case they can submit their vote to the vote coordinator via email
            - Members can request additional time (up to 5 days) to discuss items with their member organization and return their voting choice via email to the vote coordinator
            - A vote must be taken in between meetings in which case the vote coordinator will solicit votes via email and responses will be requested within 5 business days
                - Nonresponses will be considered abstention
        - o Members may choose to abstain
        - o Members may provide comments along with their vote
    - o **Decision:** Decisions within CIFOR are expected to be made by consensus with the goal of achieving 100% agreement.
        - o Any Council member may call for a vote and if consensus cannot be reached, each member organization will have one vote.
        - o If two or more organizations 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.

XI. CIFOR PROJECT PROPOSALS, PRODUCT APPROVALS, FUNDING, AND BRANDING

Project Proposals and Approval

CIFOR encourages projects that support diverse perspectives and address the needs of underserved populations.

CIFOR project proposals can originate in one of three ways:

• Within a workgroup

• Within a CIFOR member organization and then submitted using the CIFOR proposal template to one of the workgroups for consideration

• Within an outside, non-member organization, and then submitted using the CIFOR proposal template to one of the workgroups for review

All workgroup co-leads and support staff will meet regularly to review project proposals and make a recommendation to the Governance Committee.

Project proposals with co-lead recommendation can be submitted in advance of quarterly Governance Committee meetings for discussion.

• A project requires Council approval to move forward if any of the following criteria are met:

    o Requires funding

    o Intends to leverage the CIFOR brand

    o Will produce a product that is intended to be distributed to external audiences

    o Is expected to require significant resource time

    o Requires a workgroup to execute

• If any of the following project criteria are met, the project does not require Council approval:

    o A project is intended for internal-use only (workgroup co-leads are empowered to make this determination)

    o A project to update "canned" tools such as flyers and fact sheets

    o The Governance Committee determines a project does not require full Council approval

If a project is not initially recommended for Council consideration, the workgroup 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 workgroup to the Council, the Council members will discuss and vote per the procedure outlined above. If the Council decides not to approve the project, the proposal may be referred back to the workgroup for further discussion. The Governance Committee may elect to review individual project proposals.

If a specific project is funded by a specific organization or agency, final approval must be sought from the funding agency.

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, with modification to allow for additional review time, if needed. 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.

Product Evaluation
To optimize use of CIFOR resources, the Governance Committee may determine that resources are needed for measurement and evaluation of the impact of CIFOR products to consider continuation, modification, renewal, hiatus, or sunset.

Funding Guidelines for Approved CIFOR Projects
The CIFOR funding organization 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, and general accountability to their funder.

A CIFOR project can move forward upon approval by a workgroup, the CIFOR Council, the CIFOR member organization(s) helping the workgroup manage the project, and the funding organization.

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.

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 and logo (branding) should be reserved for correspondence regarding CIFOR affairs. Personal professional correspondence should not use the CIFOR branding. The use of CIFOR branding should be approved by at least one of the CIFOR Co-Chairs except for 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 with approval by the CIFOR Co-Chairs.

On documents other than correspondence (e.g., brochures, meeting announcements, handouts, etc.), CIFOR representatives can use 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 and shall acknowledge all CIFOR workgroup members who contributed to the development of the product.