

2011

MEMBER HANDBOOK

Your guide to making the most of your membership!

- Benefits and Services
- Roles and Responsibilities
- Committee and Board Member Guidelines
- Policies and Procedures
- Bylaws



APHL VISION

A healthier world through quality laboratory practice.

APHL MISSION

To promote the role of public health laboratories in shaping national and global health objectives, and to promote policies, programs and technologies that assure continuous improvement in the quality of laboratory practice and health outcomes.



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Roles & Responsibilities

Member Categories

As described in the [bylaws](#), APHL has seven different types of members:

Public Health Institutional/State Members (PHI/State)

Any of the public health laboratories of the states, territories, and commonwealths, including the District of Columbia, of the United States, as well as any US-associated Pacific Islands, who have paid the Association the applicable [organizational dues](#) are eligible for membership in this category. A PHI/State Member of the Association may be represented by any one of the PHI/State Member's director(s) of its public health laboratory. If the member-representative is unable to serve at any meeting of the Association, the member-representative may designate any of his or her official staff as entitled to speak and vote on any or all questions coming before the Association. Such designation must be made in writing before each meeting and will not be automatically renewed. The vote of any such designee shall be binding on the principal, the same as though the member-representative were present and voting in person. In addition, member representatives may vote for officers and PHI/State Directors of the Association, hold elected office as officers and Regular Directors, hold appointed office (*e.g.*, committee chair, liaison, task force), serve on committees, and speak from the floor of a general member meeting.

Delegates (PHI/State)

Upon full payment of dues by the PHI/State, the member-representative of a PHI/State Member may appoint up to four complimentary laboratory employees to serve as member delegates; the PHI/State member representative may appoint any number of additional member-delegates upon payment of the applicable assessment(s), as determined by the Board of Directors. Member delegates may not vote but shall have the right to hold appointed (but not elected) office (*e.g.*, committee chair, liaison, task force), to serve on committees, and to speak from the floor of a general member meeting.

Public Health Institutional/Local Members (PHI/Local)

Any of the public health laboratories of the counties, parishes, municipalities, cities, townships, boroughs or other localities within the United States, as well as any US-associated Pacific islands, which have paid the Association the applicable [organizational dues](#) are eligible for membership in this category. A PHI/Local Member of the Association may be represented by any one of the PHI/Local Member's director(s) of local public health laboratories. If the member-representative is unable to serve at any meeting of the Association, the member-representative may designate any of his or her official staff as entitled to speak on any or all questions coming before the Association. Such designation must be made in writing before each meeting and will not be automatically renewed. Member representatives may vote for and serve as the PHI/Local Director, serve in appointed office (*e.g.*, committee chair, liaison, task force), serve on committees, and speak from the floor of a general member meeting.

Delegates (PHI/Local)

Upon full payment of dues by the PHI/Local Member, the member-representative of a PHI/Local Member may appoint up to three local public health laboratory employees to serve as member delegates; the PHI/State member representative may appoint any number of additional member-delegates upon payment of the applicable assessment, as determined by the Board of

Directors. Member delegates may not vote but shall have the right to hold appointed (but not elected) office (*e.g.*, committee chair, liaison, task force), to serve on committees, and to speak from the floor of a general member meeting.

Associate Institutional Members

Environmental laboratories, agricultural laboratories and other laboratories of the states, territories, and commonwealths, including the District of Columbia, of the United States, as well as any US-associated Pacific Islands, who are interested in public health issues but are not eligible as PHI/State Members and who have paid the Association the applicable [organizational dues](#) are eligible for membership in this category. An Associate Institutional Member of the Association may be represented by any one of the Associate Institutional Member's director(s) of its laboratories. If such a member-representative is unable to serve at any meeting of the Association, the member-representative may designate any of his or her official staff as entitled to speak on any or all questions coming before the Association. Such designation must be made in writing before each meeting and will not be automatically renewed. Member representatives may vote for and serve as the Associate Institutional Director, may serve in appointed office (*e.g.*, committee chair, liaison, task force), serve on committees, and speak from the floor of a general member meeting.

Delegates (AI)

Upon full payment of dues by the Associate Institutional Member, the member-representative of an Associate Institutional Member may appoint up to three of its laboratory employees to serve as member delegates; the Associate Institutional member representative may appoint any number of additional member-delegates upon payment of the applicable assessment, as determined by the Board of Directors. Member delegates may not vote but shall have the right to hold appointed (but not elected) office (*e.g.*, committee chair, liaison, task force), to serve on committees, and to speak from the floor of a general member meeting.

Individual Members

Individual Members are persons who have an interest in public health or environmental health and are not otherwise eligible for membership. Individual members shall not have the right to hold office or vote. The rights and privileges of individual membership consist of the right to serve on committees and to speak from the floor of a general member meeting.

Emeritus Members

Emeritus Members are those retired individuals who have served as member-representative for at least five years as laboratory director. Emeritus members may hold appointed office (*e.g.* committee chair, liaison, task force), serve on committees, and speak from the floor of a general member meeting. Emeritus members may not vote and may not hold elected office.

Retired Members

Retired Members are those individuals who are 55 years of age or older; have been a member of APHL for five consecutive years or more; and are fully retired from the field of laboratory science; where "retired" is defined as an individual who has ceased all compensated work in the field of laboratory science. (Individuals who have retired from the laboratory but continue to work any amount of time for pay consulting, teaching, contracting, etc, in any setting, public or private in the field of laboratory science, or related to laboratory science will not be considered retired). Retired members may hold appointed office (*e.g.* committee chair, liaison, task force),

serve on committees, and speak from the floor of a general member meeting. Retired members may not vote and may not hold elected office. This category was added to the bylaws during the Member Assembly at the 2010 Annual Meeting in Cincinnati, Ohio.

Sustaining Members

Sustaining Members are industry or corporate entities that have an interest in public health or environmental laboratories. The levels of membership available to this category are as follows:

Silver Level - \$5,000 per year – offers the member company a low cost opportunity to get public health updates, attend the annual meeting and access public health labs. It also affords the member visibility as a supporter of public health laboratories and the progress of public health. One corporate representative will be a registered member.

Gold Level - \$8,000 per year – offers the member company an opportunity to get public health updates, attend the annual meeting and access public health labs. It also affords substantial visibility as a supporter of public health laboratories and the progress of public health. One corporate representative will be a registered member.

Platinum Level - \$15,000 per year – offers the member company an opportunity to get public health updates, attend the annual meeting and access public health labs. It also affords even greater visibility as a supporter of public health laboratories and the progress of public health. Two corporate representatives will be registered members.

Diamond Level - \$25,000 per year – offers the member company all of the benefits of the Platinum Level plus the additional opportunity of participating in all conferences that occur during the year. It affords greater visibility for companies that require greater involvement and participation. The Diamond Level allows five corporate representatives to serve as APHL members.

Sustaining Member representatives may serve on committees and speak from the floor of a general member meeting but shall not have any other right or privilege.

Honorary members

Honorary Members are those individuals bestowed by the Association for having made outstanding contributions to public health laboratories or who have served the Association with distinction. All APHL Lifetime Achievement Award recipients will be made honorary members. They may hold appointed office (e.g. committee chair, liaison, taskforce), serve on committees, and speak from the floor of a general member meeting. Honorary members may not vote and may not hold elected office. Honorary members are exempt from paying dues.

Governance History

Of these seven member categories, only the Public Health State Institutional member category had full voting rights. Historically this category was called “Full Members,” and was the only member category of APHL or ASTPHLD, as it was known when the Association was made up of states and territories alone. Each state had one designee, usually the state laboratory director. It wasn't until after the Association was officially incorporated in the early 1990's that other member categories were added. In 1998 the name of the Association was changed from the Association of State and Territorial Public Health Laboratory Directors to the Association of

Public Health Laboratories and the Associate and Individual categories were defined more clearly. In 1999, the addition of 'delegate status' was added to the benefits of membership. Three Delegate appointments were included in each membership.

At the Annual Meeting in 2004, the Membership adopted a new membership structure which is described above by category to go into effect in July 2005. The new structure represents several years of work by the Membership & Recognition Committee and the leadership of the organization. As APHL grew in size and scope, so did the membership. The changes reflect the needs of the laboratory community, both within the traditional state structure and the reality APHL members live every day as they strive to coordinate and communicate with other labs and agencies towards of quality laboratory practice, preparedness and response.

The most significant change adopted at the 2004 meeting was that all institutional members had the right to vote for their representatives on the Board of Directors. The States retain the right to vote on the business of the organization, but the Associate Institutional members may now vote for their representative on the board and the Local Institutional Members may now vote for their representative on the board.

In general, the role of the member, no matter the category, is to participate in Association business by contributing scientific and policy development expertise, serving on committees, responding to surveys and participating in domestic and global health training activities.

Dues

Annual dues for members of APHL are determined by the Board of Directors based on population as follows for 2011-2012:

PHI/State Members

Population	Cost
0 – 1,000,000	\$2,500
1,000,000 – 2,000,000	\$4,750
2,000,000 – 5,000,000	\$7,000
5,000,000 +	\$9,500

Four Delegates are included in the dues listed above. Additional Delegates may be added by the PHI/State member representative for \$125 apiece.

PHI/Local Members

Population	Cost
0 – 150,000	\$200
150,000 – 250,000	\$450
250,000 – 500,000	\$550
500,000 – 1,000,000	\$800
1,000,000 – 2,000,000	\$1,000
2,000,000 – 5,000,000	\$1,500
5,000,000 +	\$2,000

Three Delegates are included in the dues listed above. Additional Delegates may be added by the PHI/State member representative for \$125 apiece. **New members receive a 50% off rate for**

their first year.

Associate Institutional Members

Population	Cost
0 – 1,000,000	\$500
1,000,000 – 2,000,000	\$1,000
2,000,000 – 5,000,000	\$1,500
5,000,000 +	\$2,000

Three Delegates are included in the dues listed above. Additional Delegates may be added by the PHI/State member representative for \$125 apiece. **New members receive a 50% off rate for their first year.**

Individual Members - \$100

Students - \$35

Retired - \$50

Emeritus – complimentary

Honorary – complimentary

Benefits of Membership

To meet the diverse needs of its members, APHL offers a whole host of services to increase their capacity to carry out their critical mission in protecting the public’s health. Acting on many fronts, the Association supports members through:

[Professional Development and Training](#)

With fellowships, workshops, leadership forums, technical conferences and other programs addressing topics from the latest molecular diagnostic techniques to the marketing of laboratory services.

[Networking and Laboratory Linkages](#)

APHL brings together the field’s leading minds and offers access to a growing network of established and emerging laboratory leaders.

[National and Global Advocacy](#)

APHL not only monitors the political and regulatory landscape, but also actively promotes policies that equip laboratories with resources to perform core functions.

[Technical Assistance](#)

Provides assistance in times of crisis, as well as help in performing everyday tasks such grant writing and developing laboratory information management systems.

[News and Information](#)

Regular electronic updates, a quarterly magazine, technical briefs, protocols and more, all help to keep members informed.

APHL—and the members who sustain it—are charting the future of public health laboratory practice at a time when laboratory services are of critical relevance to the nation’s future.

Member Involvement

APHL offers many opportunities for members to influence the direction of public health worldwide through:

- Committee Work – APHL committees are the engine of Association programs, policies and activities—the conduit through which issues important to public health laboratories are identified, investigated and addressed.
- Policy – APHL policy statements articulate positions on issues of laboratory science, practice and systems as well as larger issues affecting the public health of the nation.
- Meetings & Training – APHL offers continuing education and training in a variety of areas and larger conferences several times a year. Members can teach, present or take advantage of the continuing education provided.
- Leadership Development – The National Center for Public Health Laboratory Leadership ([NCPHLL](#)) offers a myriad of leadership training throughout the year including new lab director orientation and media workshops.
- Sharing APHL -- APHL looks to its members to help expand the membership program in order to create a dynamic and robust community of laboratorians.

To view more involvement opportunities, see the [Effecting Change](#) or the [Participating in Programs](#) section of the handbook.

Board of Directors

The [Board of Directors](#) is the governing body of the Association. It is the legal authority of the Association. It shall have, hold and administer all the property, funds and affairs of the Association in trust for its uses, in conformity with the [bylaws](#), and the Articles of Incorporation. It is presided over by the president, with the secretary-treasurer recording and assisting.

The membership of the Board of Directors consists of the president, president-elect, secretary-treasurer, immediate past president, the PH local institutional member representative, the associate institutional member representative and three elected members-at-large. The president serves as chairman of the Board of Directors. The executive director is an ex-officio member of the board.

Responsibilities of the Board of Directors include:

1. provide policy direction and final approval of all policy matters
2. approval of the annual operating budget for presentation to the Association members at the Member Assembly
3. establishing annual membership dues and annual meeting registration fees
4. determining the venue for the Annual Meeting
5. acting in an advisory capacity to the president
6. keeping the membership informed of actions taken at interim by means of the Association's newsletter
7. guiding long-range planning and goal-setting for future direction of the Association

provided in the bylaws. The executive director will be an ex-officio non-voting member of the board. The duties of each board member shall be those that usually pertain to the offices held and as further set forth in the bylaws and below, in addition to any other duties that may be assigned by the board. The method of election, terms, vacancies, and removal are addressed in the bylaws and subject to DC & Maryland law.

President

The President of the board shall provide primary leadership for APHL. The president shall collaborate with the executive director to prepare Board meeting agendas, preside at Board meetings, appoint committees and committee chairpersons, sign official documents requiring signature, and may represent the Board in public and official capacities as instructed by the Board. The President shall also:

- chair the Executive Committee
- preside at all Board meetings
- preside at the annual conference and at any meeting of the membership
- act as liaison between the board and the Executive Director
- participate in all policy decisions of the association
- make interim policy decisions or interpretations with approval of the Board of Directors
- sign official documents, usually with the Secretary, on behalf of the association
- appoint members of association committees, and establish *ad hoc* committees as needed, subject to approval by the full Board of Directors
- appoint representatives of the association to other organizations and functions
- serve as official host for guests of the association
- write courtesy or official letters on behalf of the association

President-Elect

The President-Elect shall work closely with the President and other members of the Board of Directors to provide secondary leadership for APHL. The President-Elect shall assume the duties of the President in his or her absence. While in office, a primary concern of the President-Elect is to learn as much as possible about association affairs to prepare to assume the office of the President the following year. Among other duties, the President-Elect shall:

- serve as chairman of the program committee for the annual conference
- serve as a member of the Board of Directors
- serve as chair of the Annual Planning Committee
- in the absence of the President, serve as the presiding officer at meetings of the association, Board of Directors meetings, and any meeting of the membership.
- work with the President to provide leadership of the association

Secretary-Treasurer

The Secretary-Treasurer serves a 3-year term and is eligible for reelection. Among the elected officers, the Secretary-Treasurer provides continuity of service and experience that combine to make the Secretary-Treasurer the logical coordinator of the association's operations. The Secretary-Treasurer exercises general oversight to include, budget financial management and operations.

The Secretary-Treasurer is the chief financial officer of the association. The Secretary-Treasurer is responsible for directing an annual external audit of the financial statements and for transmitting the auditor's report, with recommendation, to the association for information. Among the other duties and responsibilities, the Secretary-Treasurer:

- serves as chairperson of the Finance Committee
- represents the association in matters of budget and audits of the association and its committees in cooperation with the Executive Director or a designee
- participates with association staff in the negotiation and administration of grants, contracts, and agreements as needed
- receives and reviews annual reports from committees and prepares them for presentation to the association membership
- reviews minutes of the annual business meeting for distribution to the membership and distributes approved resolutions with the minutes
- oversees the elections process and any voting done by the members of the association
- reviews the annual Operating Budget prior to submission to the Board of Directors and the association membership
- prepares an annual report on the financial status of the association
- may be appointed as a Board Liaison to an additional committee

Past-President

During the first year after his or her term as president, the immediate **Past-President** continues to serve as a voting member of the Board of Directors and works with the members to provide continuity in leadership. Among the duties of the immediate past-president:

- serve as voting member of the Board of Directors
- represent the association as needed
- serve as strategic planning lead
- serve as board liaison to one or more committees.
- serve as chairman of the Council of Chairs
- serve as the chairman of the Nominations Committee

Members-At-Large

The other three members of the board are Members-At-Large. Members-at-Large serve three year terms. Their terms are staggered so that not more than one Member-at-Large rotates off the board each year. Members-at-Large will also:

- provide input and individual expertise
- represent APHL as needed
- become a Board Liaison to one or more committees

Public Health Local Institutional Director

Two representatives for the Local Institutional Membership category shall be elected for three year terms to ensure local laboratory input in association matters. Their duties include:

- serve as co-chairpersons of the Local Laboratory Council
- work with the Membership & Recognition Committee to recruit new local laboratory

- members
- provide the local laboratory perspective at all meetings they attend, board or otherwise
- provide input and individual expertise
- represent APHL as needed
- serve as a board liaison to one or more committees.

Associate Institutional Director

One representative for the Associate Institutional Membership category shall be elected for a three year term to ensure that category's input in association matters. Their duties include:

- work with the Membership & Recognition Committee to recruit new Associate Institutional members
- provide the associate laboratory perspective at all meetings they attend, board or otherwise.
- provide input and individual expertise
- represent APHL as needed
- serve as a board liaison to one or more committees.

Executive Director

The executive director is the chief executive officer of the Association of Public Health Laboratories, with responsibility for its operation.

A major responsibility of the executive director is to work with the Board of Directors to provide continuing leadership within the Association and also to represent the Association in its external relations with other Associations, professional societies, governmental and other agencies, and with appropriate industries for coordination of activities and support.

Operationally, the executive director shall report to and receive direction from the president of the Association. In the president's absence, the executive director shall report to and receive direction from the secretary-treasurer.

The executive director is expected to anticipate developments in the public health laboratory field and the needs of public health laboratorians, and to transmit information and suggestions for policy decisions to the president or, in the absence of the president, to the secretary-treasurer, for presentation to Board of Directors.

Committee Handbook

Policy on Representation of APHL

Any activities pursuant to APHL interests should be undertaken by APHL member representatives only. However, there may be circumstances where it is not feasible to have an APHL member represent the Association. To represent the Association, the APHL executive director must approve an APHL non-member. Non-members will act using professional judgment as long as it is within the Association's instructions/guidelines. All individuals representing APHL, including non-members who are unfamiliar with the Association, must complete an orientation about the Association and the APHL program they will be representing. All representational activity will be captured in the Association's database.

To report an activity, follow these easy steps:

1. login to the [website](#)
2. click on “My APHL”
3. click on “My Information” in the top left hand side of the page
4. click on “Representation”
5. fill out the form with the appropriate information
6. click save.

The board may establish or abolish certain standing committees, except the following: Executive Committee, Committee on Nominations, and the Committee on Bylaws Resolutions. The president may authorize, with approval of the board, special committees from time to time. In general, APHL committees may take the following forms:

Standing Committee

A Standing Committee is a “permanent” committee of the board that is responsible for a broad range of topics within a program area. A standing committee may be created or abolished by the president at any time. The president-elect meets with staff each spring to determine standing committee chairs and members for the coming year. Members & chairs have a three year term unless otherwise indicated. Each standing committee will include a board liaison, a staff liaison, and in most cases, several liaisons from external partners or other committees to facilitate cross-fertilization and mitigate duplication of work.

Task Force

A Task Force is a short term committee of the board that is responsible for a very specific task that must be accomplished within a defined time-frame. The president or chair may create or disband a task force at any time. The chair of a task force is appointed by the parent committee chair or the president. Task force members may be made up of members and non-members.

Subcommittee

A Subcommittee is a generally long term group that exists at the purview of a standing committee chair. Subcommittees are responsible for a specific project or subject requiring special and more focused attention than the standing committee is able to provide. The chair of a subcommittee is appointed by the parent committee chair, and must be a member of the standing committee itself. Members of the subcommittee are appointed by the standing committee chair and/or the subcommittee chair.

Standing committees should not, as a rule, have more than a total of five (5) “child” committees of any type, as staff resources are limited and managing these groups can become burdensome for both staff and the standing committee chairperson. Term lengths within these “child” groups should be limited to two years to provide greater opportunities for members (and other partners) to participate in Association activities. Term lengths can, however, be adjusted at the purview of the chair of the parent standing committee and the board. Reporting requirements are also the purview of the standing committee chair, but should be submitted on a regular basis in order for the standing committee to be able to include “child” group achievements/progress in their own reports to the Board of Directors.

Committee charge

It will be the charge of any committee appointed by the APHL board to assist the Board of Directors to govern more efficiently. A board committee is not designed to do staff work. Committees will be used to investigate, deliberate and analyze special issues on behalf of the board. Charges will be reviewed and revised (if necessary) every three years, in conjunction with the Association's strategic planning cycle.

Committee authority

Any committee established by the board has only the powers specifically delegated to it by the board. Functions of each committee will be in writing as part of board policy or recorded in the minutes of the meeting at which the committee was established. Unless comprised exclusively of board members, no committee shall have any authority to act on behalf of APHL.

Committee accountability

Standing committees are expected to report their work to the full board on three times per year. Each committee will be expected to make recommendations to the board for action, such recommendations to be made by a member of the committee in the form of a motion at a full board meeting.

Except as delineated above, the APHL board will annually review the work of each committee and determine which committees will be reappointed and which committees will be abandoned as no longer necessary. After one year, special committees shall continue only upon the affirmative appointment of the President and approval of the board.

Appointment of Committee Members

All standing committee members must be APHL members as indicated in the Bylaws. The president/president-elect shall appoint the chairperson of each committee and all committee members, taking into consideration the preference of each member for committee assignment, and that applicant's expertise. A member must have at least one year's experience serving on a committee to be considered for the chairmanship of that committee. The committee's are encouraged to nominate their committee chairs for the President's consideration.

Ex Officio Committee Members

The President of the board will be an ex-officio member of all committees. The Executive Director will be a nonvoting member of all committees as a resource to the committee; the Executive Director may assign staff to serve as staff support to committees.

Committee Chair Roles and Responsibilities

The proper functioning of any committee depends on a combination of strong leadership, clear organization, and diversity among committee members. Chairs should work closely with their board liaison and their staff liaison to manage committee activities. Their primary goal is to accomplish the priorities laid out for them by the Board of Directors, which are derived from the Association's strategic plan. Chairs must manage the make-up of the committee, and monitor performance of its members. Chairs are encouraged to work closely with their board liaison, staff liaison and the president-elect while he/she is examining committee appointments for the coming year. Committee chairs shall serve a term of no more than three years and may serve up to two consecutive terms. The president may grant special approval for extended terms in cases where the Association would best be served by extending appointments. Committee chairs'

duties include:

1. ensuring committee member compliance with current Association policies
2. working closely with staff to carry out the charge and priorities of the committee to further the Association's mission and strategic plan
3. keeping abreast of other committee activities and suggesting partnering opportunities as appropriate
4. planning agendas for committee meetings
5. preparing reports of committee activities for board approval
6. conducting orientation for new committee members
7. working with staff to manage the committee's Sharepoint site
8. convening and managing committee meetings and the minutes of each meeting
9. taking action on the issues discussed by the committee where appropriate and approved by the board
10. evaluating the committee's operations and effectiveness , including member participation and encouraging committee members to volunteer and contribute regularly to committee work
11. managing the subcommittee structure under the standing committee, including the appointment of chairs and approval of subcommittee members and reports
12. attending and participating in all Council of Chairs & Corporate Leadership Council meetings
13. producing items for publication in APHL's various communication vehicles, (the Member Resource Center, *Lab Matters*, *E Update*, the *LaBlog*, and other social media sites).
14. communicating with the board liaison on a regular basis to ensure the committee is on track to accomplish its priorities in a manner consistent with board direction.
15. representing the committee to external partners and/or appointing committee members to do the same
16. mentoring and grooming potential chairpersons within the committee
17. signing the Associations Conflict of Interest Statement.

In general, standing committees meet once a month by conference call, and have one in-person meeting as funding allows. Reports and action items for the board are due a week before any board call or board meeting in order to allow board members ample time to review the material. The board calendar is available for viewing on all committee sites within Sharepoint. The chair should also convene periodic calls with staff and their board liaison for purposes of planning, managing participation and projects, and preparing for the committee member appointment process in the spring.

Any travel associated with committee business will be reimbursed under the policies of the Association. The chair should work closely with staff to complete reimbursements and plan for travel.

Board Liaisons

Each board member is expected to act as a liaison to one or more of APHL's standing committees. It is expected that the board member will establish and maintain continuity

between the Association's strategic plan and the yearly priorities of the committees. The board member will be an Ex-Officio member of his/her committee for the duration of his/her term on the board. The President, however, may make changes at any time if it will benefit the board or the committee.

Each committee will review their priorities annually and will submit them for board approval. The board will be responsible for reviewing and approving all committee priorities. The board liaisons duties include:

1. participating in committee meetings (in person and/or by phone)
2. encouraging committee members to volunteer and contribute regularly to committee work
3. keeping abreast of other committee activities and suggesting partnering opportunities as appropriate
4. communicating with the chair to ensure the committee is on track to accomplish its priorities in a manner consistent with board direction
5. communicating with the committee regarding any issues brought forth by the board
6. updating the committee on board activities on monthly calls
7. stepping in for the committee chair in his/her absence
8. assisting the chair, staff and president-elect in the committee member appointment process each spring
9. supporting the committee chair's authority over committee members and the subcommittee structure
10. acting as a reference and resource for the committee chair and its members in matters of policy, governance and strategic direction
11. facilitating motions, reports and/or other items for consideration that the committee wishes to bring to the board's attention
12. representing the committee to external partners as needed.

Committee Members

Each committee may have up to ten (10) members, unless otherwise approved by the president and/or president-elect during the appointment process. Any member of APHL may be a committee. All committee members are appointed to three year terms, unless otherwise designated by the president/president-elect. APHL policy states that no committee member should sit on a particular committee for more than six (6) years. The president/president-elect, however, may make exceptions as needed for the sake of continuity and smooth operation of the committee. It is also strongly suggested that a member not sit on more than one committee at a time, except in the case of liaisons to other committees.

In general, most committees require a time commitment of approximately two hours per week. Each committee has a monthly conference call and if funding permits, will have at least one face-to-face meeting. Most committee work takes place via web-platform referred to as "Sharepoint" or "APHLWEB." Members must be able to access Sharepoint and use it with proficiency. Training will be provided as needed by APHL staff.

Committee members are appointed according to their various skills and interests in order to generate ideas, discussion and to further the priorities of the committee itself. The work of the committee is each committee member's responsibility. Some of the other duties of all

committee members include:

1. attending all committee meetings (in person or by phone)
2. being an active and participatory member of the committee at all times
3. reviewing all committee minutes and other committee documents as directed
4. using the committee's web-based collaboration platform in Sharepoint ([APHLWEB](#))
5. carrying out the charge of the committee and pursuing the priorities to further the mission of the Association and its strategic plan
6. putting aside individual interests/needs while participating in committee work, and excusing themselves from discussion when there is a conflict of interest
7. working with the chair and staff to proactively develop items for publication in APHL's various communication vehicles, (the Member Resource Center, *Lab Matters*, *E Update*, the *LaBlog*, and other social media sites)
8. collaborating with external partners, other APHL committees and staff as directed by the chair
9. signing the Associations Conflict of Interest Statement.

Reports and action items for the board are due a week before any board call or board meeting in order to allow board members ample time to review the material. The board calendar is available for viewing on all committee sites within Sharepoint.

Any travel associated with committee business will be reimbursed under the policies of the Association. Members should work closely with staff to complete reimbursements and plan for travel.

Organizational Liaisons to APHL Committees

The interests and activities of APHL overlap with those of other organizations. Organizational liaisons may be appointed in a non-voting capacity at the request of the committee chair and with approval of the president. APHL is not obligated to reimburse these individuals for their travel and/or lodging expenses. Individuals are selected to serve as a liaison through their expertise, interest and/or availability to:

1. establish working relationships with key individuals in the organizations or agencies
2. identify specific areas of public health laboratory involvement in the activities of their organizations or agencies
3. report to their committee on the activities related to public health laboratories in their organization
4. be available to attend APHL meetings to provide and receive information of value to both groups

APHL Liaisons to other Organizations

The president may appoint a member to be a liaison to external organizations. APHL will reimburse these individuals for their travel and/or lodging expenses if they are not covered by the organization to which they liaise. Individuals are selected to serve as a liaison because of

their particular expertise, interest and/or availability to:

1. establish working relationships with key individuals or groups in the external organization/work group/etc.
2. identify specific areas of public health laboratory involvement in the activities of the external organizations or agencies
3. report to the board or appropriate committee chair on a quarterly basis
4. occasionally represent the Association in legislative and/or executive branches of federal government, as assigned by the president in consultation with the Board of Directors and chairs of pertinent committees

Staff Liaison to Committees

At least one APHL staff person is appointed to assist each committee. The staff liaison's primary goal is to assist the chair in the management and organization of committee activities. They act as the committee's primary facilitator, not just in logistics and administration, but in their program experience and expertise. Staff Liaisons work to ensure that all of the logistic needs of the committee are met to facilitate smooth functioning and ease of use, but also act (in many cases) as the primary contact between the Association and external partner counterparts/funders. In this way, the committee priorities are intimately tied to the staff liaisons' personal performance objectives. The staff liaison is not, however, responsible for driving the action of or for the entire workload of the committee. The staff liaison's duties do include:

1. ensuring committee member compliance with current Association policies
2. providing the committee with professional scientific knowledge and/or organizational perspective as it pertains to APHL programs, policy and funding
3. working collaboratively with committee chair to ensure committee responsiveness to Association priorities and public health laboratory needs
4. collecting, posting and updating informational items on Sharepoint for the committee including (but not limited to), calendars and scheduling, meeting minutes, pertinent news items, legislative and regulatory information, conflict of interest forms, etc., and ensuring that the committee members are aware that items have been posted
5. posting all committee member updates to the netFORUM database as needed
6. communicating committee activities to APHL staff and executive director
7. working with the chair and members to proactively develop items for publication in APHL's various communication vehicles, (the Member Resource Center, *Lab Matters*, *E Update*, the *LaBlog*, and other social media sites)
8. scheduling and participating in committee meetings and conference calls
9. working with the APHL meetings manager to make logistical arrangements for face-to-face meetings
10. ensuring that committee members get the training that they need to facilitate participation in committee activities (including member orientations, Sharepoint, survey platforms, the Member Resource Center and other new online functionality)

11. managing all committee member travel and reimbursements as needed.

Creating a New Committee

APHL's [bylaws](#) state that a majority vote of directors present at any meeting may designate other committees as it deems desirable. If a new committee is needed, a related committee or group of members should submit a motion to the board for consideration. A clear and concise charge should be included as background material. There are clear fiscal implications for creating a new committee, in terms of staff time, travel costs and consultant fees. These fiscal implications should also be detailed in the motion.

Similarly, a majority vote of directors present at any meeting may determine that a committee has fulfilled its purpose and should be disbanded completely.

The Beginning of a New Committee Year

July 1 signifies the beginning of APHL's new fiscal year, and thus, also begins the new committee year. New committee members will receive an official appointment letter via email, and links to important resources like the Committee Handbook, the committee's yearly calendar of activity and the board's yearly calendar.

The Council of Chairs will meet in the fall with the Board of Directors to handle cross cutting issues, strategic planning and to interact with the Corporate Leadership Council. The Council also meets in conjunction with the Annual Meeting to work on leadership development, orientation for new chairs and cross cutting issues.

Committee Travel

Committees have at least one face-to-face meeting every year provided funding is available. The chair of a committee must travel to annual Council of Chairs meetings in September and to meetings held in conjunction with the Annual Meeting in June. In brief, the APHL travel policy states that any one traveling on official business for the organization, which includes committee travel, shall be reimbursed for all reasonable expenses under the following guidelines:

- all claims must be submitted within 30 days of travel
- individuals should travel as economically as possible
- individuals can claim per diem as long as meals were not provided by the organization
- original receipts are required for any other expense over \$25
- travel is not reimbursed for the Annual Meeting

The staff liaison will provide committee members with the number of APHL's travel agent and an account code before travel and with a reimbursement form after travel. More information on travel polices can be found [here](#). Faxes or emailed forms are acceptable as long as they include a signature and do not include receipts. Any receipts must be original and must accompany the form in hard copy. The forms should be sent to the attention of the staff liaison. The name of the staff liaison should also be indicated on the envelope.

Committee Reports

Committee reports should be submitted on a regular basis as determined by the board and the Council of Chairs before the beginning of each year. Templates will be provided by the staff

liaison. Each report should update the board on the progress made within the last few months on the priorities set by the board before the committee year begins. Reports should be concise and subject driven and should not contain an unnecessary amount of detail.

The reports should contain the following sections:

- Position Statement Status: Describe progress on this year's position statement(s) including proposed titles
- Priority Updates: Include progress on ongoing issues and/or project status information
- Meetings Report: Include brief reports regarding regular committee meetings and/or member representative reports from partner organization/agency meetings
- Committee Member & Liaison Listing: Include an up-to-date listing of all committee members who are liaisons to external organizations, workgroups, committees, or agencies

Contact your staff liaison or the Manager for Governance & Member Services for the latest committee report template. Templates are also available in the "Frequently Requested Committee Documents (FRCD)" library in your committee site within APHLWEB.

Motions & Communicating with the Board of Directors

Communication between the board and the committees should be frequent and should be facilitated in large part by the board liaison and the chair. The committee should turn to the board liaison with any questions they have and the board liaison should, in turn, answer these questions to the best of their ability with the knowledge they have acquired during board meetings. The board liaison has the power to speak for and as the board during committee meetings according to their comfort level. Some questions must be considered at the board level. The board liaison will make that determination.

Motions are official acts taken on by the Board of Directors. Any board member can make a motion, and as long as it has another member to second it, the motion will stand. A committee motion requires no second. Once forwarded to the board, the motion requires some action. Motions are reserved for more official actions and must be accompanied by any supporting information. It is suggested that the chair of the committee be present at a board meeting at which his or her committee's motion is being presented, but often the board liaison can act in the stead of the chair.

Motions for any governing body should contain the following four aspects:

1. Mover (who is making the motion?)
2. Verb or Action
3. Subject or Direct Object
4. Qualifiers (if needed)

VERB Statement

The first two words of any motion should be a verb in its infinitive form, (to accept...to write...to convene...etc). The verbs used in the section of the motion should be clear and suggest possible action. Soft verbs like, "endorse," or "support," MUST be qualified by a "what" and/or "how"

statement. See the “Qualifiers” section for examples.

SUBJECT Statement

The second part of the motion should include the direct object of the sentence and describe the subject of the motion. For example:

To accept **the Rapid HIV Testing position statement**.

To write **a letter**...

To convene **a meeting**...

The words in bold represent the primary subject being acted upon.

QUALIFIER Statements

Qualifiers answer the questions brought about by the verb and/or subject. For example:

To write is a verb statement that begs the question, “write what?”

To write a letter is a verb and subject statement that begs the questions, “write a letter about what? And to whom?”

To convene a meeting is a verb and subject statement that begs the questions, “convene a meeting to do what? With whom? When?”

The questions brought about by the verb and subject of the motion must be answered in the qualifier section. Otherwise, the exact desired action will not be achievable. Well written motions should answer as many questions as possible.

Below are some examples of motions that have been rewritten, and why.

Example 1 – Avoiding “Soft Verbs” & Defining Exact Action

“The Environmental Health Committee moves that the APHL Board take action towards increased and continual endorsement of funding intended to support states chemical terrorism preparedness activities in the laboratory.”

Rewritten: The Environmental Health Committee moves to send a letter to ASTHO and others as the board sees fit, strongly endorsing continued funding through the states in support of chemical terrorism preparedness in the laboratory. This letter will be drafted by the Environmental Health Committee and signed by the President on behalf of the Association.

Explanation: The original motion asks that the board “take action towards increased and” This is the very definition of a “soft verb.” It implies action, but does not explain the kind of action required. It is too vague. In this case, the action was included in a different part of the motion control form and was added above in the rewritten motion. It now explains exactly what action is to be taken and by whom.

Example 2 – Getting Exactly What You Ask For

“Determine whether or not the Veterinary Laboratory Qualification Checklist should be shared with the American Association of Veterinary Laboratory Diagnosticians (AAVLD).”

Rewritten: The Emergency Preparedness & Response Committee moves to share the Veterinary

Laboratory Qualification Checklist with the American Association of Veterinary Laboratory Diagnosticians (AAVLD) in an effort to help maintain positive relationships between veterinary diagnostic and public health laboratories.

Explanation: This motion could have been completed as written. The result of the motion would have been the board determining whether or not the checklist should be shared. That was not, however, the intention of the committee. The committee already knew that it supported sharing the checklist. The action required by the board was to approve the sharing – or not. An answer to the “why share the checklist?” question was also added to further inform the motion.

Example 3 – Just the Facts & Stating Reasonable Goals

“Designate subcommittee to review and modify Policy on Position Development and the Position Statement Development/Approval Algorithm to develop a simpler, streamlined process in order that committee developed positions/policies can be reviewed, edited, and approved or disapproved in a timely manner, as well as additional means for expediting this process when necessary.”

Rewritten: The Global Health Committee moves that the Board create a task force whose charge will be to review the existing Policy on Position Development and Policy Development Algorithm and report back to the board with a list of recommendations to streamline the process. The task force should also devise a process for expediting policies when necessary.

Explanation: The motion as written assumed that the policy and algorithm would be modified because the current policy and algorithm processes were not timely. This may or may not be true, but the motion is not the place to make a subjective statement. These aspects were removed from the motion and a reporting mechanism was added to further define the goals of the task force.

Example 4 – Less Is More & Is It the Right Time?

“The March of Dimes has recently asked APHL to take part in a new initiative to increase the Newborn Screening panel to 30 for all 50 states. March of Dimes will draft an MOU and the Newborn Screening & Genetics Committee in Public Health would like to review the MOU before it goes before the board for signature to ensure compliance with our previously existing NBS position statements. Is this something the board would like the committee to pursue?”

Rewritten: The Newborn Screening & Genetics Committee in Public Health Committee moves to have the APHL President sign the proposed MOU with March of Dimes supporting an expanded panel for all 50 states on behalf of the Association.

Explanation: The original motion contains too much background information. The statement is also unclear of the desired goal. It asks the board if they would like the committee to pursue this relationship, and a motion is not the place for defining committee priorities. Always be as brief as possible and include background information in its appropriate place. What is the exact goal? A blessing? A signed MOU? The key for this example is time. The Committee should wait to make the motion when they’ve already reviewed the MOU and are ready to recommend that the board sign it (or not). Remember: the board cannot act on an item referenced in a motion that does not yet exist!

Filling out the Motion Control Form

The Motion Control Form itself should be easy to fill out after you've written a clear and concise motion. (See Appendix VIII & IX)

Submitted by: <<Full name of the Committee or person(s) submitting the motion.>>

Background: << Any information needed to help the board understand the purpose and any relevant history behind the motion.>>

Exact Wording of the Motion: <<See examples of the rewritten motions above.>>

Action Required: <<Explains the follow up needed for the motion to be carried out. For example, if the motion asked the board to endorse a letter, the action required section of the motion control form would detail who would be responsible for getting the letter signed by the President and sent off to its destination by a certain date. If the motion asked the board to allow the committee to share a list with another organization, the action required section of the motion control form would detail the plan for sharing the list, the staff or member who would be responsible for getting it done and for collecting any feedback from the organization that would then be incorporated into the list. The Action required does not refer to the board approving/not approving a motion. >>

Fiscal/Resource Impact: <<Explains the fiscal implications of a motion (if there are any). If the motion asked the board to raise the number of committee members from 10 to 15, that would have a significant fiscal impact on each program and on the Association in travel and per diem alone. Some motions have a positive fiscal impact. If the motion asks the board to raise registration fees for a meeting, the fiscal impact would weigh a projection of how many members would pay the higher fees or choose not to come to the meeting at all. Some motions have no fiscal impact at all.>>

Staff Time Impact: <<Explains the amount of time a member or staff will have to spend on the action required. If the motion asked the board to create a whole new committee that would have significant impact on the staff person charged with brand new liaison responsibilities, AND significant fiscal impact on the program and Association for travel, per diem and strategic planning expenses. While most motions have at least some staff impact, it can be described as minimal or being totally aligned with that staff's responsibilities.>>

Policies and Procedures

Effecting Change

At the Board Level

There are many ways to influence the APHL Board of Directors' agenda. In general, any member in good standing can address the board. The board's calendar for 2010-2011 can be found in [Appendix IV](#). Any items needing board attention usually come through the committee structure and are scheduled to be included on the next board meeting agenda. In this scenario, a member/committee submitting the agenda item would attend a board meeting (or a committee might place the responsibility in the hands of the Board Liaison) and wait to be recognized at

his/her scheduled time. The member may bring up items of concern or significance that he/she would like the board to address as a governing body. If a member is unable to attend a board meeting in person but wishes to address the board during open session, the member may request a conference call through the office of the executive director at least two weeks prior to the meeting.

A committee chairperson may make a motion on behalf of his/her committee in the Open Session of every board meeting. The committee chair must complete a Motion Control Form and submit it to the board before or during the meeting. The board will not discuss the motion until it is so moved by the chair during the Open Session. If a committee makes a motion, it does not require a second.

The board may choose to go into a closed session to discuss the motion. A closed session or “executive session” permits the board to discuss matters of sensitivity without the presence of non-board members. Whatever the outcome, the chairperson making the motion will be notified of the outcome in writing within one week of the meeting at which it was discussed.

Any APHL member category may attend a board meeting and speak. Individual member categories (including Individuals, Students, Emeritus, Honorary, etc) cannot, submit a motion before the board without a “sponsor” (a board member or the appropriate committee chair). Members are encouraged to use the committee structure to address issues of importance and concern.

The only items that require a vote of PHI/State members are elections of certain officers as dictated by the [bylaws](#), removal of officers, bylaws changes and policy statement adoption. These methods are discussed further in the next section.

At the Association Level

Items requiring a vote of the PHI/State members include:

1. a bylaws change
2. election of officers and directors (excepting those positions that require the vote of another category of membership; i.e., Associate Institutional Director and PH/Local Director)
3. officer removal
4. policy statement adoption

The most effective time to address one of these items is during the Member Assembly at APHL’s Annual Meeting. This is the largest gathering of voting members during the course of any given year. A “Motion Control Form” must be used and the motion must be made or sponsored by a PH Institutional State member. Other motions may also be submitted at this time, but may not require the vote of the PHI/State members and may be tabled by the president for the next meeting of the Board of Directors. Any item, however, may be brought up for discussion at the Member Assembly.

[Bylaws](#) changes must be presented through the chair of the Bylaws Committee, which is always the newest member-at-large of the Board of Directors. Any proposed change to the bylaws must be made in advance of the Member Assembly so that the chair of the Bylaws Committee

may consult with APHL legal counsel. The proposed change must be legal and allowable under DC law to be considered by the membership. Please contact the APHL executive office to initiate a bylaws change.

Elections are administered through the APHL executive office. There is, however, an aspect of this process in which members may act. According to the bylaws, the Nominations Committee must submit a slate of candidates to the secretary/treasurer two months before the Annual Meeting. Once the slate is announced to the membership by the secretary/treasurer, members have four (4) weeks to submit additional nominations in a written petition signed by at least five (5) other members.

Any officer elected by the appropriate membership category may be removed whenever, in the judgment of that membership category, such removal will serve the best interests of the Association. Such removal requires an affirmative majority vote of the members present in the appropriate membership category. Any director may be removed with or without cause (i) by an affirmative majority vote of the PHI/State members present in person or by proxy and voting or (ii) by an affirmative majority vote of the entire Board of Directors.

For policy statement adoption, please refer to the Policy and Position Development chapter below. Policy statements too must be processed through the Public Policy Committee before being presented to the entire membership for comment, and finally the PHI/State members for vote.

Position Statement Development Guidance for Members and Committee Chairs

All members are encouraged to bring issues to the APHL committee structure for discussion and position statement development. The process for position statement development is outlined below.

An important responsibility of the Association's committees is to develop position statements that contribute to the policy-base of the organization. Each committee is encouraged to develop as many as are needed to address high priority issues. All APHL committee chairs will work with their committee members and the Association's staff to identify the most important issues within each committee's purview. To assist in the development of position statements, the committee chairs are asked to appoint a policy liaison responsible for drafting these statements. Select policy liaisons will be asked to serve as members of the Public Policy Committee. The Public Policy committee has the responsibility of reviewing position statements developed by committees before they move to the members for comment.

Each year, the draft statements prepared by APHL committees will be submitted for review by the Policy committee, sent to the members for comments, and received by the APHL Board of Directors. These policies will also go through the approved APHL position statement development/approval algorithm (see below). The policy on position statement development provides additional information and format guidance (also below).

Position statements must be written on the position statement template, available through the staff or the committee chairs. Each statement must be a stand-alone document; even those statements created to form a response or reaction to another document or action should be phrased so that one need not refer to the initiating event or document in order to understand

the position of APHL.

The organization's body of statements, approved by a parliamentary process, will guide APHL representatives and staff to appropriately comment on issues of federal, state or local concern. As APHL continues to build its "national presence," it is essential that we speak with one voice united to improve the public's health. For more information on policy matters, please contact Peter Kyriacopoulos, Director of Public Policy at 240.485. 2766 or email him at peter.kyriacopoulos@aphl.org.

The Position Statement Development Process

Position Statement

APHL will develop and maintain a body of active position statements declaring what its members value, what the Association stands for, and how the performance and results of laboratory testing can improve the nations' health.

Details and Implementation of this Position Statement

Committees of APHL will be responsible for initiating new stances, or positions, on public policy relating to health issues of concern to APHL, that are consistent with its bylaws. This shall be an on-going process so that APHL's positions adapt to national activities as they shift over time. All position statements should be consistent with APHL's strategic plan; they must promote sound public health practice. It is envisioned that all position statements will be reviewed in light of any changes that may be reflected in future strategic plans.

All approved position statements on public policies will be "stand alone" documents, not referencing, without clear appropriate citation, any source that might have triggered its initiation. Position statements, when adopted, shall include a Sunset Date, which is a date upon which the position will automatically expire (unless renewed). This date shall be not more than five (5) years from the date of adoption, and may be as little as one (1) year from adoption. Position statements may be renewed, with or without modification, through the position statement development process existing at the time of expiration.

Upon creation by the originating committee, a draft position statement shall be forwarded to the Public Policy Committee for review with regard to appropriateness and consistency. Upon completion of the Public Policy committee's review, the originating committee will forward the draft position statement to the APHL membership, for a specified period of time. During this time, APHL members may make comments and suggestions regarding the position statement. Once the originating committee has considered member input, the position statement will be forwarded to the Board of Directors for its review for consistency with the Strategic Plan. After the Board of Directors reviews the draft position statement, the board will vote on whether or not to send the final draft of the position statement to the voting members for final approval.

In urgent situations where rapid establishment of an APHL position statement is required (as agreed upon by the Executive Committee or the president), the position statement may be developed by a committee or an *ad hoc* task force created by the

president for that purpose; if immediate response is required, the president will work with staff to define the position of the Association. Such a position statement may be made with the approval of the APHL Executive Committee. In such an *ad hoc* situation, the chair of the Policy committee will be consulted.

Because these position statements will guide the Association's national activities and advocacy, all position statements ultimately must be accepted/approved by majority of the voting membership as defined in the APHL bylaws. Voting will occur electronically. For more information on policy matters, please contact Peter Kyriacopoulos, Director of Public Policy at 240.485. 2766 or email him at peter.kyriacopoulos@aphl.org.

Advocacy at Home and in Washington

Support from elected leaders is essential to building our nation's public health laboratory infrastructure. APHL members can assist public health laboratories and the organization by educating your elected leaders about how our laboratories protect the public's health and homeland security. Utilizing your scientific expertise to educate leaders about the needs of public health laboratories will assist our organization's efforts on Capitol Hill to secure needed resources for our laboratories. Congress and state legislatures are always willing to hear from their constituents about important issues, and you can employ one or more of the following strategies to make a difference:

- Invite your elected leaders and their staff to your laboratory for a tour;
- Schedule an in-person meeting with your Members of Congress and/or their staff;
- Write emails to your elected leaders and/or their staff outlining the importance of specific public health laboratory issues;
- And respond to APHL Action Alerts issued by the Washington office.

Public health laboratories have gained more and more recognition among federal, state, and local officials and there has never been a better time to be involved in advocacy at home and in Washington. Each year the Association invites strategically chosen members to go to Capitol Hill and educate lawmakers. APHL staff in the headquarters office prepares fact sheets and brief APHL members on strategies to help secure resources for public health laboratories to improve the public's health. Staff members in the headquarters office are available to provide APHL members with advice and materials to assist in the education process. For more information on advocacy matters, please contact Peter Kyriacopoulos, Director of Public Policy at 240.485. 2766 or email him at peter.kyriacopoulos@aphl.org.

Member Services

Use of the Membership Directory

APHL provides members with a directory, distributed in print and online through the Member Center, to facilitate exchange and communication. The directory is not to be used for commercial purposes of any kind. A member who uses directory information for any reason deemed inappropriate by the Association faces disciplinary action at the discretion of the Membership Committee, including termination of membership.

Use of the APHL Logo

All official APHL correspondence, whether written by an employee, official, member or

committee chair, shall be written on APHL letterhead. Likewise, all APHL publications (e.g., brochures, meeting announcements, reports, briefs, proceedings, etc.) must display the logo on the front or back cover.

The logo is available in two formats to accommodate different design requirements. One version incorporates the full name of the Association and the other the Association's acronym. The version with the full name is the preferred option.

Electronic files of the logo and guidelines for its use are available from the communications manager. When placing a request for the logo, please reference its intended use to allow staff to match the file format with the media. Mark guidelines are available from the APHL staff upon request.

Use of Mailing Lists

The Association maintains an up-to-date membership mailing list. This list is available, for one-time use only, in electronic format or on pressure-sensitive labels. Institutional members may receive a complimentary mailing list provided they obtain approval. Sustaining members also are eligible to receive one or more complimentary mailing lists, depending on their level of participation. Others interested in obtaining the APHL list will be charged. In addition to the membership mailing list, APHL conference attendee lists are available.

To order the APHL mailing list, please contact Drew Gaskins, Associate Specialist of Member Services at 240.485.2733 or drew.gaskins@aphl.org for instructions and cost. All orders must be prepaid. A sample mailing package is required. APHL reserves the right to refuse any mailing that it deems inappropriate for distribution to its members.

Guidelines for Electronic Communications

APHL strives to provide leadership and promote public health laboratory science and practice. The free flow of information among members is essential to accomplish these goals. While APHL seeks to encourage information exchange, it requests that members observe the following guidelines.

- Do not post confidential or high security messages to workspaces, listservs, web boards or other electronic communications mechanisms. APHL cannot ensure the security of electronic communications and will not be held responsible for the consequences of information illegally or improperly acquired through its Web site, listserv or other electronic communications. APHLWEB, our online workspaces are governed by robust permissions. Please work with the staff to ensure the level of confidentiality you require.
- Be accurate; dissemination of inaccurate or misleading information can result in liability for the individual who initiated the false or misleading information and also for APHL
- Be courteous and professional; though sensitive issues may arise, members are expected to treat each other with dignity and respect

Lab Matters

The APHL's newsletter, *Lab Matters*, is published four times per year in the Spring, Summer, Fall

and Winter. Each issue of *Lab Matters* provides feature coverage of an issue affecting public health laboratories as well as articles profiling state and local laboratories, hot topics, member activities and APHL programs. Members receive the electronic version of *Lab Matters* via email. A limited number of hard copies are distributed to Association partners and decision makers. Back issues of *Lab Matters* are available on the Member Center of the APHL Web site.

Editorial staff encourages suggestions and contributions from members. To contribute, contact the communications manager.

The E-Update

The E-Update, APHL's weekly email summary of national, international and Association news, is distributed every Thursday to members. Articles are hyperlinked to the original source for easy reference. APHL welcomes contributions from members. Please contact Kim Ross, Communications Manager at kim.ross@aphl.org with items of interest by 5:00 pm on Tuesday.

APHL Web Site

Website Overview

APHL's redesigned website, www.aphl.org, offers members and key audiences information on priority issues, policies, programs, trainings and model practices plus interactive tools for information exchange and dissemination.

Members will want to become acquainted with the member home page, MyAPHL. MyAPHL provides access to member workspaces, listservs and discussion groups; saved pages and topics; and functions that enable members to update their member profile, manage participation in committees, log representation activities and manage e-mail alerts.

Look for MyAPHL on the top right of the home page, and bookmark the page. Access to MyAPHL is by e-mail address and password. Passwords are automatically set to the member's first initial and full last name until changed by the user. Please contact the membership manager with any questions about your username and password.

Member Profile

Each member's profile is accessible via MyAPHL. Check your profile periodically to update your degrees, job title and contact information.

Job Site

APHL's job site, http://careers.aphl.org/home/index.cfm?site_id=249, allows members to post positions, review resumes and manage multiple searches from an individual account. Job seekers can post an anonymous resume, review available positions and receive alerts when appropriate openings appear. Members receive a discounted rate on position postings.

Survey Administration

MR Interview Background Information

The public health community holds the key to a rich source of information that is vital to protecting the health of all Americans. Some of this information includes data on vital statistics,

epidemiology, environmental hazards and bioterrorism preparedness. This information tells us about where we are and, more importantly, where we need to be to effectively promote the public's health. As a result, APHL is pleased to offer its members surveys through *MR Interview* survey platform. *MR Interview* is a web based survey research platform that collects data and information on public health laboratories while also allowing us to retain and organize this knowledge capital.

APHL adopted MR Interview in 2004 after APHL staff and members of APHL's Institutional Research (IR) program determined that LabNet, the previous system, no longer provided the full functionality needed by APHL. This is an internet-based data collection and repository survey platform that allows APHL members to submit, report, research and analyze data on public health laboratory practice and administration. The reporting capability in *MR interview* allows the IR program staff to generate reports and data summaries of all surveys conducted with this platform. Members can contact the IR program to request reports and aggregate survey information for all APHL surveys. For smaller surveys, or ones with a limited audience, IR has been using *SurveyMonkey*, a similar web based program which allows for the construction of less refined surveys. Together, these two survey platforms allow for dynamic interpretation of survey results and facilitate the IR program in organizing the data to best serve the subject areas.

Why is APHL Research Important?

The growth of the Association's membership and the attention public health laboratories have received since September 11th have intensified the need to have data readily available about public health laboratories and public health laboratory personnel. It is imperative for APHL to have comprehensive data on its membership in order to effectively represent them and support their interests. APHL's data collection efforts must address the strengths of laboratories, as well as examine the gaps in laboratory infrastructure to optimize outreach efforts. APHL member laboratories also have a need for data to assess their "position" among the nation's laboratories when requesting support to improve or enhance lab capacity. The APHL IR program supports the mechanisms used to collect essential Public Health research data and securely share it with our membership. It also supports the Association's mission of promoting the role of public health laboratories by providing timely information on laboratory equipment and services, administration, and data management.

Survey Administration

The process for survey administration begins with initial conceptualization, the creation of a survey charter document that details the purpose and deliverables of the survey and ends with data reporting, analysis and the creation of designated deliverables. It is important that these procedures be followed to ensure optimal organization and implementation of data-related projects that serve committee, APHL, and global outreach needs. The APHL IR program serves as the clearinghouse to approve the content of core APHL surveys in MR Interview, while the IR utilizes the adaptability of Survey Monkey for novel surveys requiring a quicker turnaround time. These are companion documents to the APHL policy on data collection and sharing.

How can you gain access to MR Interview and SurveyMonkey?

Current APHL surveys are conducted both in *MR Interview* and *SurveyMonkey*. The link to the survey instruments and login credentials are emailed directly to survey participants. Submit a registration form to APHL's Survey and Research Manager at aphl.surveys@aphl.org. Once your

registration is processed, you will receive notification by email.

For more information on MR Interview, contact APHL's Survey and Research Manager at aphl.survey@aphl.org.

Meetings and Conferences

Annual Meeting

It is the responsibility of the Board of Directors to decide the location and dates of future Annual Meetings and the registration fee. As soon as these decisions are made and concurrence of the host state is obtained, the Association members will be notified.

The newly elected president-elect of the Association is responsible for planning the next conference. Prior to the board meeting, a request for conference topics is sent to all public health laboratory directors. The Annual Meeting Planning Committee will consider all suggestions received.

It is important to select topics for the agenda, which reflect the broad range of support services and responsibilities of public health laboratories. The agenda should reflect the laboratories' concern for health and safety practices, management, communications, and legislative/regulatory activities.

As with all other conferences, the Annual Meeting Planning Committee and staff must follow the policies and procedures herein, which govern all conferences and symposia. Because the Annual Meeting is both an educational meeting and a business meeting, there are additional considerations as well.

An invitation to attend the Annual Meeting will be extended by the president in writing to the director of CDC. A special invitation may also be extended to representatives of EPA, FDA, NIOSH, and other federal agencies, and to ASTHO and affiliate presidents.

The Member Assembly

A meeting of all members shall be held during the Annual Meeting and shall be convened by the president. This meeting was formerly known as the annual business meeting. Members may present plans or proposals of general interest or significance to the Association and will have an opportunity for questions, discussion, or expression of opinions from the floor. Highlights of the annual financial reports are presented by the secretary-treasurer. The Member Assembly is the largest convergence of APHL members throughout the year and as such, it is of great importance that the time be used to generate debate, discussion and vetting of issues important to the membership at large.

By tradition, as the last item on the agenda of the member assembly, the gavel, symbolic of the office, is turned over by the president to the successor.

Conference Registration Fee Waivers

The Association generally sponsors one or more conferences and symposia each year. Part or all of the support for these events comes from registration fees from members and non-members. Members have requested, for various reasons, exceptions from fees and asked the Association

to develop a policy regarding this issue.

The following shall be exempt from registration fees for conferences and symposia sponsored by the Association, excluding the Annual Meeting:

- invited speakers, other than members of the Association for the day that they are presenting at the conference
- staff of the host state laboratory who serve as volunteers to help Association staff onsite, for example, those who help staff the registration desk
- panel members for the day(s) on which the individual is serving

Exemptions for the Annual Meeting:

- invited speakers, other than members of the Association for the day that they are presenting at the conference
- honorary members of the Association
- no more than two employees of the host state laboratory
- complimentary registration included in sustaining membership package

All requests for registration waivers must be approved by the chair of the planning committee. The chair is responsible for ensuring that the conference meets its revenue targets. The chair shall notify Association staff of all waivers granted so that the waived registration(s) may be processed promptly.

Guidelines for the Conduct of Conferences and Symposia

Purpose

Public health laboratories contribute significantly to the effectiveness and success of public health programs in serving the public good. For public health laboratories to continue their successful support of these programs, it is both prudent and essential that a formal mechanism and guidelines be established to encourage exchange of scientific knowledge and to provide a forum for the discussion of problems and issues of mutual concern.

Specifically, the purpose of conferences and symposia is to promote uniformity among public health laboratories in test performance and reporting, to provide a forum for the discussion of laboratory program issues as well as technical, procedural and quality assurance aspects of laboratory testing, and to enhance and broaden the learning experience for participants. To ensure their continuation and success, formal guidelines for the organization and conduct of conferences and symposia are set forth in this section.

Approval of Conferences and Symposia

It shall be the responsibility of Association staff and committees to determine the need and demand for conferences and symposia. Each request to hold a conference or symposium shall be approved by the Board of Directors.

Association Committee Responsibility

It shall be the responsibility of the respective Association committee to:

1. provide background information regarding need for a conference or symposium
2. determine the composition of the organizing committee for each conference and symposium through the committee chair.

Program Planning Committee

An organizing committee shall be selected for each conference and symposium by the respective Association committee chair. The composition of the committee shall represent individuals knowledgeable in the topical subjects of the conference or symposium. Members of the respective Association committee may also serve on the organizing committee and the chair of this committee shall act as the liaison between the conference organizers and the Association. The chair of the organizing committee shall NOT be the chair of the respective Association committee.

The chair shall be responsible for directing and coordinating the activities to plan the conference program, to select topics and speakers, and to solicit supporting sponsors. The chair shall also be responsible for compiling the proceedings in a format suitable for publication.

Additional responsibilities include:

1. recommending the venue and dates for each conference and symposium
2. working with appropriate Washington office staff to develop a budget for the board's approval
3. ensuring that budgeted revenue targets are met, especially in the area of sponsorships.

Venue

Committees must set specific dates and venues for conferences or symposium in a timely fashion. The committee will make recommendations to APHL staff on preferred locations. Staff will solicit proposals from suggested venues, and then determine the best location based on ability to draw attendees, availability of preferred dates, ability to provide rooms at or near federal per diem, and overall quality of facilities. Following board approval, notification must be sent to all public health laboratories and to other participating organizations.

The venue for the meetings shall be rotated in manner that will allow them to be held in different geographic regions of the United States, whenever possible. States that wish to host a conference or symposium may do so by written invitation of the state laboratory director to the chairman of the appropriate Association committee for acceptance and presentation to the board for approval.

Topics

The program planning committee shall be responsible for determining the content of the program. Members solicit input from any source that they deem appropriate.

Proceedings

Proceedings will be published when deemed necessary or appropriate by the planning committee. The chair of the planning committee will be responsible for preparing the

information for distribution within four months of the meeting's end.

The Association shall be responsible for materials including an electronic form, and distribution of copies to each Association member, participants, and appropriate organizations.

A summary of the conference or symposium may be submitted for publication in a recognized scientific newsletter or journal to permit wider dissemination of the information.

Budget

A proposed budget for each conference and symposium shall be prepared by the committee chair and appropriate Washington office staff for submission to the Board of Directors for approval. The Association committee chair, or his/her designee shall be responsible for ensuring compliance with the approved budget.

Financial Management of Conferences and Symposia

The board must approve all conferences and/or symposia before planning is initiated. Committees, members or staff may submit an idea for a conference or symposium to the board.

The committee chair, working with staff, submits a budget to the board for approval. In accordance with the bylaws, the board will ensure that all conference budgets assess sufficient fees to defray the cost of the meeting. Once the conference and the conference budget are approved, the committee, program planning committee and staff are responsible for ensuring compliance with the budget. Committee members are primarily responsible for ensuring that sponsorship revenue is received and staff is primarily responsible for ensuring the registration revenue is received.

After receiving approval to hold a conference, the relevant committee chair may appoint a program planning committee to develop the program. The program planning committee should consist of a sufficient number of content experts to ensure a high quality program. Working with the program planning committee, staff is responsible for the logistics and administration of the conference. For example, with guidance of the planning committee staff will be responsible for site selection and development of brochures, etc.

If proceedings from a conference are desired, the compilation, editing, and publication of the proceedings are the responsibility of the committee chair, working with staff. In addition to printed proceedings, an electronic version of the proceedings may be available at the APHL website.

An income statement for the conference will be provided to the committee chair on a monthly basis, with additional detail available upon request. 90 days after the conclusion of the meeting, a final income statement will be presented to the committee chair.

Financial Reimbursement to Speakers/Panelists

APHL does not cover any travel and related expenses for speakers/panelists. As noted elsewhere, the conference registration fee is waived for the day that the speaker/panelist presents. Speakers/panelists who wish to attend the entire conference must pay the registration fee.

APHL recognizes that there may be circumstances, which require a deviation from the above. All exceptions must be approved by the chair of the planning committee and the designated board

liaison.

Financial Reimbursement to Conference Planning Committee Members

APHL recognizes that serving on a conference planning committee requires a significant contribution of time and effort by the committee members. As such, the Association provides the following guidelines regarding expenses related to the face-to-face planning meeting, if one is held, and travel to the actual conference or symposium.

Non-Federal Members

APHL will cover all travel and related costs to attend both the planning meeting and the conference or symposium, provided that such costs are in accordance with Association policy. In addition, the Association will waive the conference registration fee. In the event that the Association offers continuing education units, that fee will not be waived.

Federal Members

In accordance with guidelines, and many federal agency policies, the Association does not cover travel and related costs for committee members who are employees of the federal government. However, the Association will waive the conference registration fee. In the event that the Association offers continuing education units, that fee will not be waived.

Statement of Fiduciary Responsibility

The members of the APHL Board of Directors understand the importance of serving APHL to the best of their ability and with the highest degree of obedience, loyalty and care. Accordingly, the board adopts the following policy for APHL Officers and Directors, committee members, and other volunteers who have been designated and who have accepted responsibility to act on behalf of APHL ("APHL personnel.")

1. APHL personnel shall avoid conflicts of interest with APHL. APHL personnel shall not profit personally from their affiliation with APHL, or favor the interests of themselves, relatives, friends or other affiliated organizations over the interests of APHL. "Conflicts of interest" include actual, apparent, and potential conflicts of interest.
2. Upon commencing service with APHL, all APHL personnel shall file with the board a statement disclosing all material business, financial, and organizational interests and affiliations they or persons close to them have which could be construed as related to the interests of APHL or the profession of public health laboratory science on a no less than annual basis. Disclosure shall also be made if a conflict of interest arises in the course of the individual's service to APHL, whether arising out of his/her employment, consulting, investments, or any other activity. Such disclosures shall be documented promptly in writing and recorded in the board minutes and corporate records.
3. Whenever APHL considers a matter, which presents an actual, apparent, or potential conflict of interest for APHL personnel, the interested individual shall fully disclose his/her interest in such a matter, including but not limited to the nature, type, and extent of the transaction or situation and the interest of the individual. The board, after consultation with counsel as appropriate, will determine whether an actual and material conflict exists and, if so, what is the appropriate course of action under this policy. The vote shall be recorded in the minutes.

4. Any member having a conflict of interest shall either (i) voluntarily abstain from and be disqualified from participation in all deliberation and voting on all actions relating to the conflict, or (ii) ask the board to determine whether an apparent or potential conflict is considered by the board to be an actual and material conflict. Should the board determine that an actual and material conflict exists, the member shall abstain from and be disqualified from participation in all deliberation and voting on all actions relating to the conflict. The vote shall be recorded in the minutes.
5. These procedures shall not prevent the interested individual from briefly stating his/her position on the matter, nor from answering pertinent questions of Board members, since his/her knowledge could be of assistance to the deliberations.
6. APHL personnel shall be cautious and protective of the assets of APHL and ensure that they are used in the pursuit of the mission of APHL. It is the policy of APHL to avoid transactions in which APHL personnel may have a significant financial interest in any property which APHL purchases, or a direct or indirect interest in a supplier, contractor, consultant, or other entity with which APHL does business. The board, after consultation with counsel as appropriate, will determine whether an actual and material conflict exists and, if so, determine whether the transaction is nonetheless favorable to APHL before considering whether to approve it.
7. Whenever an APHL employee discovers an opportunity for business advantage, which is relevant to the activities of APHL, the opportunity belongs to APHL and the individual shall present such an opportunity to the board. The board may determine not to pursue the matter and relinquish such an opportunity.
8. APHL members shall not accept favors or gifts exceeding \$75.00 from anyone who does business with APHL.
9. All APHL personnel shall keep confidential those APHL matters designated confidential. APHL personnel are prohibited from disclosing information about APHL to those who do not have a need to know or whose interest may be adverse to APHL, either inside or outside APHL, and are prohibited from using in any way such information for personal advantage to the detriment of APHL.
10. All APHL personnel who participate in APHL activities, including committee activities and international consultation activities, shall be adequately prepared to fully participate as their position descriptions require and shall do so in accordance with the applicable laws and regulations of their respective state or territory and the corporation's Articles of Incorporation, bylaws, and corporate policies. The board shall read and understand the corporation's Articles of Incorporation, bylaws, corporate policies, and financial statements, and routinely verify that all state, federal, and local tax payments, registrations, and reports have been filed in a timely and accurate manner.
11. Board members of APHL shall never exercise authority on behalf of APHL except when acting in meetings with the full board or the Executive Committee, or as authorized by the board; provided, however, that if a board member has significant doubts about a

course of action of the board, he or she shall clearly raise the concern with the executive director and the board and, when appropriate, seek independent expert advice.

If you need to fill out a Fiduciary Responsibility form, you will be contacted by and APHL staff person.

APHL Travel Policy and Reimbursement Procedures

Reasonable travel expenses for APHL volunteers, staff, and other authorized individuals will be reimbursed in accordance with this policy. Exceptions to this policy can be made only at the discretion of the Executive Director and may require additional documentation. APHL retains the right to refuse reimbursement for travel expenses that do not comply with this policy. Questions regarding this policy may be directed to the Accounting Department at 240-485-2745.

Time Frame for Reimbursement

All travel claims must be submitted to APHL on an APHL Travel Reimbursement Form within 30 days of travel. Payments will be made within 30 days of receipt of reimbursement request unless additional clarification or approval is needed.

Transportation

It is important that individuals travel as economically as possible. Saturday night stays should be considered when the cost savings outweigh the additional hotel and per diem expenses.

- a. *Airplane*: all air transportation **must** be ticketed through APHL's official travel agency. Travel by the most direct route using economy class unless it is clearly unreasonable or impractical (i.e., excessive layovers, circuitous routing, or entailing additional expenses offsetting potential savings). Airline preference can be honored only if it does not increase the cost of the ticket. Authorized tickets will be directly billed to APHL, and travelers must submit the passenger receipt upon completion of travel with the Travel Reimbursement Form.
- b. *Train*: cost of rail by the most direct route, not to exceed the cost of the most direct economy air route.* Authorized **tickets must** be booked through APHL's official travel agency and directly billed to APHL. Travelers must submit the ticket receipt upon completion of travel.
- c. *Private Automobile*: individuals driving their own privately-owned automobiles will be reimbursed at the current government rate per mile, not to exceed the cost of the most direct economy air route.*

* total inclusive of transportation costs and any additional per diem expenses

Per Diem: Meals

Per diem meal reimbursement shall be made to individuals in overnight travel status as follows. Meal expenses shall be reimbursed at the federal government rate per day, and calculated by using the breakfast, lunch, dinner, and incidental calculation for the respective per diem rate.

Per diem meal reimbursement shall be made to individuals in less than overnight travel status as above. Time and mileage from home must comply with federal regulations.

Please note that if meals are included in a function, the traveler must make note of this on the Travel Reimbursement Form. The value of each meal (as determined by federal guidelines) will be deducted from the per diem reimbursement.

Per Diem: Lodging

Per diem lodging reimbursement will be based on the actual amount paid for the lodging provided it is as close as possible to the federal daily maximum for that location.

Other Reasonable Expenses

Reimbursement will be allowed for taxis, subway, bus, parking, etc. Car rental is discouraged and is not permitted without prior approval from APHL Headquarters for each individual request. Porters are allowed when transporting business materials at a rate not to exceed \$2.00 per box.

Receipts

Original receipts are required for all expenses of \$25.00 or more. Per diem meal expenses do not require receipts.

Travel Authorization and Advances

Members traveling for APHL will be authorized, in most cases, through the travel agent. Staff are required to notify the travel agent of all member travel and provide a code for accounting purposes. Travel advances are only issued for members traveling internationally. A travel advance form (the same form for reimbursement – see Appendix XII) must be completed by an APHL staff person on the traveler's behalf with an explanation of all likely expenses to be incurred during travel. Accounting requires two weeks notice for all advances and travelers should plan and contact staff accordingly. Travel advances are only issued for up to 80% of estimated per diem, reasonable ground transportation and lodging. A full accounting complete with receipts for any expense over \$25 must be completed and submitted with a copy of the approved travel advance within 30 days of the traveler's return. Any amount of advance not accounted for on the reimbursement form must be returned to APHL within the same 30-day period.

Policy on Cancellation of Non-Refundable Airline Tickets

The airline industry has made numerous changes in their cancellation policies over the past several years. They have tightened the requirements for allowing cancellations and in general made it more difficult to re-use cancelled tickets.

This environment has caused many problems for APHL as members traveling on APHL business or being traveled by APHL to conferences or meetings have had to cancel their travel. In some cases the cancellations have been very last minute. Some times APHL has not even been told that a person has cancelled their trip and ticket until after the travel was supposed to have occurred. This has resulted in lost revenue as the airline tickets became voided.

In general, airline policy requires a ticket to be cancelled before the original date of departure to retain value. After a reservation has been cancelled, a ticket may be changed up to one year after the original issue date with payment of a change fee and the difference between the original fare and the new fare. Any credit may be used for future travel by the traveler only. Tickets not cancelled prior to original date of departure are usually voided and the value is lost.

Airline tickets are not transferable to anyone else. Check with the travel agent for specific airlines' policies.

The following policy is instituted to ensure staff/members are familiar with airline requirements, minimize the cost of lost tickets and place responsibility for travel on the individual traveler.

1. Airline tickets are not to be booked and issued unless the traveler is definitely going to be traveling.
2. If by some unseen circumstance a trip must be cancelled, the traveler must cancel his/her ticket with the travel agent BEFORE the original date of departure.
3. If a trip is being re-scheduled the traveler should modify the same ticket that was cancelled. If the ticket is cancelled but not rescheduled, the airline will issue a credit to the traveler. The traveler must use the credit for a future APHL-sponsored trip minus the change fee (typically \$100).
4. Since a ticket is only good for the person whose name is on it, if the ticket holder will not be traveling for APHL again, APHL will make every attempt to recoup the cost of the ticket from the individual or employer and permit the ticket holder to retain the value of the ticket as a credit from the airline.
5. If a ticket is not cancelled before the original date of departure APHL loses the full value of that ticket. This is to be avoided at all times.
6. If a member, a member of their staff, or an APHL employee traveling on Association business does not use a ticket and/or does not cancel it before the original date of departure, thereby losing the full value of that ticket, APHL may require that traveler or their employer reimburse APHL for the cost of the ticket. If reimbursement is not made, APHL reserves the right to refuse to sponsor travel for that individual for a period of up to one year.

IMPORTANT: These rules apply to cancellations made at the traveler's request. If travel is cancelled or rescheduled at APHL's request, APHL staff will work with travelers to ensure that travel is cancelled in compliance with airline policies.

Policy on Cancellation of Hotel Rooms

The hotel industry has made numerous changes in their cancellation policies over the past several years. Hotels have tightened the requirements for allowing cancellations without penalty and in general have made it important to cancel hotel rooms between 24-72 hours (depending on hotel) prior to arrival or face being charged for one night stay.

APHL makes every effort to pay the hotel directly so that those traveling on APHL's behalf do not have unnecessary out-of-pocket expenses. Unfortunately, travelers do not always observe the hotel's cancellation policies. In these cases, APHL is forced to pay the cancellation fee, which is, of course a poor use of Association resources.

The following policy is instituted to ensure staff/members are familiar with hotel requirements, minimize the cost of unused hotel rooms and place responsibility for travel on the individual traveler.

1. Hotel reservations for members traveling on APHL business or being traveled by APHL to conferences or meetings are usually made by the APHL office and charged directly to

APHL's master account. Travelers will be given the hotel contact information and cancellation policy in case a need arises.

2. If by some unseen circumstance a trip must be cancelled, the traveler must cancel his/her reservation directly with the hotel or APHL BEFORE the original arrival date. Cancellations up to a week before the arrival date should be processed through APHL. Cancellations within a week of the arrival date should be processed directly with the hotel. This ensures timely cancellation of the reservation.
3. If a hotel reservation is not canceled in accordance with the hotel travel policy and APHL is charged a no-show fee, APHL may require that traveler or their employer reimburse APHL for the cost of the ticket. If reimbursement is not made, APHL reserves the right to refuse to sponsor travel for that individual for a period of up to one year.

IMPORTANT: These rules apply to cancellations made at the traveler's request. If travel is cancelled or rescheduled at APHL's request, APHL staff will work with travelers to ensure that travel is cancelled in compliance with hotel policies.

Guidelines for Corporate Interactions

The interests and activities of APHL overlap with those of for-profit corporations. Whether members of APHL or not, interactions with for-profit entities must be handled with the utmost care and duty to APHL. Where it is in the best interest of the Association, members may establish working relationships with key individuals in member or non member corporations to identify specific areas of common interest and mutual benefit. In such cases, clarification of expectations will serve all partners well. In that spirit, and as a guide rather than a set of regulations, APHL offers the below guidelines for interacting with corporate entities.

The Corporate Relations Manager

The Corporate Relations Manager (CRM) is the main point of contact for any corporate entity. Any corporate entity wishing to participate in any of APHL's programs or functions should initiate interaction with the CRM. All staff and members of APHL should inform the CRM about any interactions corporate entities to ensure appropriate follow-up and information dissemination. The CRM is available for consultation should any exceptions, issues or concerns arise. Please contact Linette Granen, Corporate Relations Manager at 985.893.7052 or email her at linette.granen@aphl.org.

Corporate Interaction Categories

Generally, member interactions with corporate entities fall into one of the following categories:

Product-Specific or Issue Specific Advisory Panels

These panels designed to advance laboratory science by providing critical feedback to industry are acceptable if the agenda and the content are determined and controlled by the Association and the formation of the panel meets the following criteria:

- Open to all interested industry vendors with no favoritism to include all corporate members who are interested in participation.
- Topic focused on scientific issues and "product" related discussions rather than promotion and distribution tactics.

- Information collected solely on product development is for internal company planning purposes only and will not be distributed externally or carry an APHL endorsement or logo, unless approved by APHL (no white papers, position statements, etc.)
- Information collected on issues relating to the advancement of education, research or the improvement of laboratory science and practice should be published by APHL or with APHL's approval (such as white papers, position statements, journal articles, newsletters, etc.)

Strategic Partnerships

A high priority for the Association is forming strategic partnerships with external entities, whether they be new federal partners, other NGOs, foundations or corporations. It is vital to the public's health for all sectors to work together to solve public health issues. To that end, APHL will seek out relationships with external entities as long as these relationships are allowable under current policies (see the Fiduciary Responsibility Form and Mark Guidelines in the appendices section, and the Fundraising Policy in the next section).

Participation in APHL Governance

The APHL Corporate Leadership Council is an opportunity for up to two sustaining member representatives from each member company at the Platinum and Diamond level to participate for a half day meeting with members of APHL's board of directors, APHL Council of Chairs (all committee chairpersons), and APHL senior staff. The Corporate Leadership Council meets on a yearly basis in conjunction with the Council of Chairs meeting. The Council allows businesses and public health laboratory leaders to discuss advances in the field and potential opportunities for industry. It is also a chance for APHL leadership to gain an in-depth understanding of the public health laboratory market as perceived by our sustaining members and to provide our sustaining members with the opportunity to learn of the Association's many outreach programs.

Corporate members of any level are encouraged to apply for committee membership as well. Our governance thrives on diversity and interaction with partners, and it is, therefore a goal of each committee to include all types of members within its ranks. Membership on a committee does mean, however, that personal or corporate interests are put aside for the good and benefit of the community as a whole.

In any corporate interaction category, APHL encourages:

- Full participation, as allowed by the bylaws and outlined in the Member Handbook, on advisory groups, committees, in Association meetings and conferences and audience with the Board of Directors.
- Free and open communication (where appropriate) between the Association and all members on information pertinent to public health laboratory science and quality systems. As a key broker of knowledge, APHL is committed to exploring new ways to reach its members and other partners with the right information at the right time and must always act in the interest of the Association and its members.
- Confidentiality, when requested or necessary.

- Financial sponsorship of specific APHL events, if it serves mutually beneficial purposes. APHL's corporate members receive “the right of first refusal” to sponsorship of APHL's events, before the opportunity is offered to non member corporations.

However, we discourage:

- Using sensitive information to cause harm in any way shape or form to public health laboratories, laboratory science as a profession, or disfavoring public health over the private sector.
- Unauthorized use of the APHL electronic or other mailing lists, except as approved through APHL.
- Any breach in confidentiality agreements

The APHL Board of Directors will have ultimate decision making authority over any member/non-member grievances.

Corporate Fundraising Policy

These guidelines serve as a general framework for APHL’s relationships with corporations and specify the types of funding that APHL may not accept to support its work. APHL recognizes that it needs funding from both the private and public sectors to further its mission to promote the role of public health laboratories in support of national and global objectives. APHL recognizes that for a partnership to be successful, it must be beneficial to both APHL and the corporate partner. These guidelines ensure that all partnerships support APHL’s mission.

Principles of Fundraising

Mission Driven

APHL’s mission, vision and values must drive any relationship with corporate partners. APHL will not accept support from corporations or their subsidiaries where the corporation has adopted policies that go against the basic principles of public health.

Objectivity and Control

Any relationship must preserve or promote trust in APHL and its membership. APHL will remain objective, regardless of any funding or partnership. Financial support does not permit a corporate partner to influence the content or any program. APHL will maintain complete control over the programs, products, services and related activities. APHL must approve all materials relating to a partnership.

No Implied Endorsement

APHL will not endorse any commercial products or organizations. Participation in a corporate partnership does not imply APHL approval of a corporation’s general policies or endorsement of their products. APHL must approve any use of its logo.

No Direct Legislative Advocacy

APHL will not advocate for a particular issue solely because it has received funding from an interested corporation. Corporate funding may be used to support APHL’s advocacy efforts that are consistent with our mission.

In Kind Contributions

In-kind gifts of property or services are to be valued by the contributor and reported to APHL. If the in-kind valuation of the contribution is in question, APHL may request an independent appraisal. If the contributor is unable to make a valuation, APHL may do so, based on fair market value. APHL will not accept any gift of property, product, service, equipment or other valuable which is obsolete, unrelated to operational need, an unnecessary service, or not mission-related.

Transparency and Full Disclosure

APHL will work to make its actions transparent and understandable to its members and the public by quarterly updates to the board by its subcommittee on development and to the general membership in the *Minute* as appropriate.

Avoidance of Conflict of Interest

No staff member, board director, other individual or business may benefit from a partnership at the expense of the Association's mission and members. The duty of loyalty always lies with APHL.

Funding Restrictions

APHL will not accept any support from producers of tobacco, alcohol or firearm products. This does not necessarily exclude parent organizations or subsidiaries of such companies that produce products or services that are unrelated to tobacco, alcohol or firearms.

Any exceptions to these guidelines must be approved by APHL's Board of Directors.

APHL Anti-Corruption Policy

Philosophy

APHL is committed to conducting its activities with the highest ethical and moral standards. APHL will cooperate with and encourage others to fight bribery, fraud and other corrupt activities. APHL cannot effectively fulfill its mission if it allows any of its employees, representatives, associates or agents to engage in corrupt behavior.

Corruption especially harms the poor and disenfranchised. It cripples development by undermining the rule and law and diverting public funds. Economic growth and civil society are dependent on reliable and fair government and institutional foundations. In addition to encouraging the public sector to adopt high level of responsibility, transparency and accountability, APHL adopts this policy to ensure that its activities are conducted with honesty, openness and fairness.

Policy

It is APHL's policy to prohibit bribery and corrupt practices. APHL employees, representatives, subcontractors, and agents ("APHL Representatives") must not, directly or indirectly, provide or offer to provide any payment, gift or benefit to any representative or employee of any government, governmental agency, multilateral institution, or other grant-making organization in any circumstances where such payment or gift or offer constitutes a violation of any applicable law or regulation.

Guidelines

Relationships with Government Representatives

APHL representatives shall comply with the United States laws on corruption, kickbacks, illegal gratuities, and bribery, including the Foreign Corrupt Practices Act, as well as the anti-corruption laws of any country in which they are operating. APHL Representatives shall not, directly or indirectly, corruptly pay, authorize or offer gifts, gratuities, payments, loans, promises, or any thing of value to any government official. A corrupt payment, authorization or offering is one where something of value is intended to influence any official government act or decision in order to benefit APHL.

If an APHL representative feels that this policy is an insurmountable barrier to receiving necessary routine government services in a country other than United States, the APHL representative should contact APHL's executive director. Such routine government services may include the provision of permits, licenses, police protection, mail services, visas, phone, water, electric or other utility services, inspection approvals, or other routine government authorizations. In rare circumstances, approval may be given to make such payment in return for these routine services. However, unless the APHL representative obtains such advance written approval from APHL's executive director, he or she must not make such payment.

Relationships with Foreign Representatives

APHL will exercise good faith due diligence to ensure that all of its foreign representatives comply with this policy. Whenever APHL engages an agent, representative, grantee, or other person to act on its behalf in a foreign country for a project, which likely will include contact with foreign government officials, APHL shall require such representatives to comply with all applicable laws. This requirement shall be included in a written contract, and the contract shall state that violation of the provision will be grounds for immediate termination of the contract. APHL representatives shall take steps to ensure that this policy is strictly enforced; payments made by APHL shall not be diverted for corrupt purposes.

Relationships with Funding Organizations

In seeking or implementing projects funded by government agencies, multilateral and international institutions, private foundations and/or any other source of public or charitable funds, APHL representatives will fully observe this anti-corruption policy. Specifically, APHL representatives shall not offer or pay any employee, consultant or representative of any funding organization any benefit unless (a) the funding organization is fully aware of the action, and (b) the action does not violate any applicable laws, rules or regulations.

Relationships with Vendors, Subcontractors, Grantees

APHL representative should conduct themselves according to the highest ethical standards in any dealings they have with all APHL vendors, suppliers, subcontractors, grantees, and all other persons or organizations receiving any payment, directly or indirectly, from APHL. Specifically, APHL representatives responsible for making decisions which lead to payment of these persons or organizations shall not accept any gifts, gratuities, payments, loans, and/or courtesies of any nature. The only exception to this rule is that APHL representatives may accept gifts, gratuities, entertainment, or other benefits if ALL of the following conditions are met:

- the nature and the value (as a general matter not to exceed \$50 dollars) are such that

refusal could be seen as unsociable or impolite

- its acceptance will not influence the recipient's job performance
- the recipient will not feel obliged to do something in return, AND
- the recipient is able to openly discuss the acceptance without reservation.

All APHL representatives must report such acceptances to APHL's executive director.

Procedures

Guidance

If APHL representatives have any doubt whatsoever about this policy, the representative should seek guidance from APHL's executive director. APHL's executive director is available to interpret this policy and any of the underlying laws upon which it is based. If APHL's executive director is unable to give you a direct and immediate answer, he or she will seek clarification from appropriate persons, including the Association's general counsel and then give further guidance on how to proceed.

Reporting and Complaints

All APHL representatives have an affirmative obligation to report all situations, which they know, or have reason to believe, involve violations of this policy. Any situation, which involves the corrupt or fraudulent use of APHL funds or the corrupt behavior of any APHL representatives, including independent contractors, foreign agents, and grantees, must be reported. The proper person to report such suspected violations is APHL's executive director. APHL will thoroughly investigate the report, and appropriate corrective action will be taken. Confidentiality and privacy will be respected during any investigation to the greatest extent possible.

Enforcement

APHL will not tolerate any illegal or unethical acts. Anyone found to have violated this anti-corruption policy will be disciplined. Discipline of employees and contractors may include termination of employment. In addition, APHL will move to terminate all present and future work with any contractor, grantee or other APHL representative committing substantial violations of this policy.

Whistleblower Policy

General

The Sarbanes-Oxley Act requires APHL's Audit Committee to establish procedures, in accordance with Section 301 of the Act, for:

- the receipt, retention, and treatment of complaints received by APHL regarding accounting, internal controls, or auditing matters;

And

- the submission of concerns regarding questionable accounting or audit matters by employees, directors, officers, and other stakeholders of APHL, on

a confidential and anonymous basis.

APHL's Ethics policy requires directors, other volunteers, and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Employees and representatives of the organization must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations.

Reporting Responsibility

Each director, other volunteer, and employee of APHL has an obligation to report in accordance with this Whistleblower policy: (i) questionable or improper accounting or auditing matters; and (ii) violations and suspected violations of APHL Codes (hereinafter collectively referred to as "Concerns").

Authority of Audit Committee

All reported Concerns will be forwarded to the Audit Committee in accordance with the procedures set forth herein. The Audit Committee shall be responsible for investigating, and making appropriate recommendations to the Board of Directors, with respect to all reported Concerns.

No Retaliation

This Whistleblower Policy is intended to encourage and enable directors, other volunteers, and employees to raise Concerns within the Organization for investigation and appropriate action. With this goal in mind, therefore, no director, other volunteer, or employee who, in good faith, reports a Concern shall be subject to retaliation or, in the case of an employee, adverse employment consequence. Moreover, a volunteer or employee who retaliates against someone who has reported a Concern in good faith is subject to discipline up to and including dismissal from volunteer position or termination of employment, respectively.

Employees

Employees should first discuss their Concern with their immediate supervisor. If, after speaking with his/her supervisor, the individual continues to have reasonable grounds to believe the Concern is valid, the individual should report the Concern to the Human Resources Manager. In addition, if the individual is uncomfortable speaking with his/her supervisor or the supervisor is a subject of the Concern, the individual should report his/her concern directly to the Human Resources Manager.

If the Concern was reported verbally to the Human Resources Manager, the reporting individual, with assistance from the Human Resources Manager, shall reduce the Concern to writing. The Human Resources Manager is required to promptly report the Concern to the Chair of Audit Committee, which has specific and exclusive responsibility to investigate all Concerns. If the Human Resources Manager, for any reason, does not promptly forward the Concern to the Audit Committee, the reporting individual should directly report the Concern to the Chair of the Audit Committee. Contact information for the Chair of the Audit Committee may be obtained through the Human Resources Department.

Concerns may be also be submitted anonymously. Such anonymous Concerns should be in writing and sent directly to the Chair of the Audit Committee.

Directors and Other Volunteers

Directors and other volunteers should submit Concerns in writing directly to the Chair of the Audit Committee. Contact information for the Chair of the Audit Committee may be obtained from the Chief Operating Officer.

Handling of Reported Violations

The Audit Committee shall address all reported Concerns. The Chair of the Audit Committee shall immediately notify the Audit Committee, the President, and the Executive Director and Chief Operating Officer of any such report. The Chair of the Audit Committee will notify the sender and acknowledge receipt of the Concern within five business days, if possible. It will not be possible to acknowledge receipt of anonymously-submitted Concerns.

All reports will be promptly investigated by the Audit Committee, and appropriate corrective action will be recommended to the Board of Directors, if warranted by the investigation.

The Audit Committee has the authority to retain outside legal counsel, accountants, private investigators, or any other resource deemed necessary to conduct a full and complete investigation of the allegations.

Acting in Good Faith

Anyone reporting a Concern must act in good faith and have reasonable grounds for believing the information disclosed indicates an improper accounting or auditing practice, or a violation of the Codes.

The act of making allegations that prove to be unsubstantiated, and which prove to have been made maliciously, recklessly, or with the foreknowledge that the allegations are false, will be viewed as a serious disciplinary offense and may result in discipline, up to and including dismissal from volunteer position or termination of employment. Such conduct may also give rise to other actions, including civil lawsuits.

Confidentiality

Reports of Concerns, and investigation pertaining thereto, shall be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Disclosure of reports of Concerns to individuals not involved in the investigation will be viewed as a serious disciplinary offense and may result in discipline, up to and including termination of employment. Such conduct may also give rise to other actions, including civil lawsuits.

Policy and Guidelines Against Fraudulent or Other Wrongful Acts

APHL considers any acts of fraud or other wrongful acts committed by its officers, staff and members to be reprehensible and, in response, will take any disciplinary or other action that the Association deems appropriate.

Definition of Fraud

Fraud is defined as the intentional, false representation or concealment of a material fact that results in the person or entity to whom the fact was represented or concealed being injured financially or otherwise. Fraud and other wrongful acts may include, but are not limited to,

1. Forgery or alteration of a check, bank draft, or other financial document or account belonging to the Association.
2. Falsifying time sheets, expense reports, or other report documents.
3. Misappropriation of funds, securities, supplies, or other assets.
4. Impropriety in handling or reporting of money or financial transactions.
5. Profiting as a result of insider knowledge of Association activities.
6. Disclosing confidential or proprietary information to outside parties.
7. Accepting or seeking anything of material value from contractors, vendors, or persons providing services/materials to the Association in violation of APHL's Conflict of Interest Policy.
8. Destruction, removal, or inappropriate use of records, furniture, fixtures, equipment and/or any similar or related irregularity.

Guidelines for Dealing with Suspected Fraud or Other Wrongful Acts

- Officers, staff, or members with a reasonable basis for believing fraud or other wrongful acts have occurred have a responsibility to report such incidents to their immediate supervisor. If notifying the supervisor is not possible because of absence or because you believe your supervisor may be involved, you should notify the next highest supervisor, the Human Resources Manager or the Executive Director. All supervisory personnel informed of suspected fraud or other wrongful acts must immediately notify Human Resources. All information received will be treated confidentially.
- Human Resources will work in consultation with the Executive Director, the Board of Directors, and other levels of management, as deemed necessary, when fraud or other wrongful acts are suspected, unless one of these individuals is suspected.
- Great care will be taken in the investigation of suspected improprieties or irregularities so as to avoid incorrect accusations or alerting suspected individuals that an investigation is underway and also to avoid making statements which could provide a basis for a suit for false accusations or other offenses. Accordingly, the reporting individual should:
 - Not contact the suspected individual to determine facts or demand restitution;
 - Not discuss any facts, suspicions or allegations associated with the case with anyone, unless specifically directed to do so by Human Resources, or the Executive Director.

Investigation and Disciplinary Action of Suspected Fraud or Other Wrongful Acts

Any investigative activity required will be conducted without regard to the suspected wrongdoer's length of service, position/job title, or relationship to the Association. This policy also applies to vendors, consultants, contractors, outside agencies doing business with employees of the Association, and/or any other parties with a business relationship with the Association.

- In those instances where the investigations indicate the probability of criminal activity, the investigation will be turned over to the Executive Director who in turn may contact the appropriate law enforcement agency.
- Investigations will be completed expeditiously but always in a thorough manner and in accordance with established procedures. It is the duty of all individuals to cooperate fully with those performing an investigation pursuant to this policy. The constitutional rights of those involved will always be observed.
- The results of investigations will be communicated to the Board of Directors or other appropriate senior staff or both.
- Individuals found to have participated in fraud or other wrongful acts will be subject to disciplinary action, up to and including prosecution and termination of employment, if appropriate and in accordance with state and Federal law.
- Individuals who confidentially report suspected fraud or other wrongful acts and those cooperating with the ensuing investigation will be protected from retaliatory actions in accordance with the Association's liability policy and with state and federal law.

Participating in Programs

Global Health Activities

APHL currently has projects in 18 countries through cooperative agreements and grants with U.S. CDC and other U.S. and international agencies. The core activities are strategic planning; LIMS implementation; and training and mentoring in testing methods, management and quality assurance. APHL members participate in activities through on site technical assistance visits related to assessment, training and mentoring and by hosting international laboratory professionals in their laboratories. In addition, the Global Health Program employs staff and in-country consultants to manage on-going activities. APHL members are notified of international activity opportunities through the APHL list serve and by postings to the APHL website. The APHL Global Health Committee advises the Program on strategic initiatives and on member participation.

Members interested in global activities are encouraged to contact any member of the Global Health staff or Global Health Committee at any time. The Global Health Program is committed to Member involvement in program activities and recruits members to participate in activities based on matching program objectives and project scopes of work with member skills, experience and cultural expertise as well as their interests.

Detailed information on current Global Health Program activities can be viewed on the [Global Health Program](#) section of the APHL website.

Emerging Infectious Disease Fellowship Program (EID)

The [Emerging Infectious Diseases \(EID\) Laboratory Fellowship Program](#), sponsored by APHL and the Centers for Disease Control and Prevention (CDC), trains and prepares scientists for careers in public health laboratories and supports public health initiatives related to infectious disease research.

The EID Advanced Laboratory Training Fellowship is a one-year program designed for bachelor's or master's level scientists, with emphasis on the practical application of technologies, methodologies, and practices related to emerging infectious diseases. The EID Laboratory Research Fellowship is a two-year program designed for doctoral level (PhD, MD, or DVM) scientists with an emphasis on research or development in infectious diseases. Fellows are placed within local, state, or federal (CDC) public health laboratories for advanced training and/or to conduct approved research. Fellows are provided with a stipend, medical insurance, travel to the host laboratory, and a professional development allowance. Applicants must be US citizens.

Approximately half of all fellows will be placed in CDC laboratories, and half in local and state laboratories. APHL member laboratories are invited to submit an application to host an EID training or research fellow. APHL also encourages its member laboratories to pursue their own marketing methods for the program. This includes advertising the program at appropriate venues, such as conference, employment bullet boards, and college or university career fairs. Brochures and other marketing materials for the program are available from APHL. Host

laboratories may want to recruit prospective fellows directly; applicants with recommendations from APHL member laboratories receive special consideration.

For further information, including the application and timeline, contact: Email: fellowships@aphl.org.

The Laboratory Response Network (LRN)

The [Laboratory Response Network](#) (LRN) is an unprecedented partnership between the Centers for Disease Control and Prevention (CDC), a variety of scientific, public health and law enforcement organizations, regulatory agencies, clinical laboratories, federal, state and local public health laboratories, military laboratories, veterinary laboratories, agricultural laboratories, food and water testing laboratories, the Association of Public Health Laboratories (APHL), the American Society of Microbiology (ASM), and the National Institutes of Health (NIH). Through a collaborative effort involving LRN founding partners, the Centers for Disease Control, the Federal Bureau of Investigation and the Association of Public Health Laboratories, the LRN became operational in August 1999. Its objective was to ensure an effective laboratory response to bioterrorism by helping to improve the nation's public health laboratory infrastructure, which had limited ability to respond to bioterrorism. Today, the LRN is charged with the task of maintaining an integrated network of state and local public health, federal, military, and international laboratories that can respond to bioterrorism, chemical terrorism and other public health emergencies. The LRN is a unique asset in the nation's preparedness for biological and chemical terrorism. For more information on the Laboratory Response Network, please contact APHL's Laboratory Response Network Manager at 240-485-2767.

The National Center for Public Health Laboratory Leadership (NCPHLL)

The Association of Public Health Laboratories (APHL) launched the [National Center for Public Health Laboratory Leadership](#) in November 2002 to prepare both current and emerging leaders with the strategy and decision-making skills needed to strengthen the capacity and performance of the nation's laboratory system—an objective that has become an urgent imperative in the wake of new public health threats such as bioterrorism and emerging infectious diseases.

Changes in public health funding streams, expansion and consolidation in the commercial laboratory industry, shifts in the organization and operation of state and local public health agencies, and changes in laboratory technology and practice have threatened to erode the capacity of public health laboratories to perform core public health functions. At the same time, gaps in awareness and understanding about the essential roles played by public health laboratories have created difficulties in securing the public and private resources necessary to maintain and improve critical laboratory infrastructure.

A study performed in 2000 by APHL, determined that there is a leadership vacuum with few mechanisms beyond on-the-job experiences, which are effective at facilitating the development of leadership skills needed for public health laboratory settings.

To date very few continuing education programs or residential training programs have been relevant to the needs of public health laboratory administrators.

APHL Meets the Challenge

The Center for Public Health Laboratory Leadership is designed around two essential functions that are either under-performed or wholly absent in current public health laboratory settings: (1) identifying, developing, and compiling the knowledge needed to support effective leadership strategy and decision-making in public health laboratories; and (2) disseminating this knowledge to current and future leaders and supporting their efforts to apply this knowledge effectively. The Center will carry out this function through two primary types of activities: (1) education and training opportunities designed for current and future laboratory leaders and other key decision-makers; and (2) technical assistance activities designed to support laboratory leaders in applying strategy and decision-making skills to real-world problems.

Who We Serve

The current administrators of the nation's public health laboratories also includes senior and emerging leaders who are likely to assume important decision-making roles within public health laboratories in the months and years to come. In addition, a key audience for programs of the Center is the decision-makers outside of public health who interact with an/or influence laboratories in important ways.

Recent Training Courses and Other Ventures

Training offered laboratory directors to date includes: grant-writing to win support for public health laboratories; media skills for laboratory directors in- and outside of public health emergencies; and a one hour teleconference entitled *Preparing Your Laboratory for Select Agent Inspection*.

Began series of national leadership forums to introduce state laboratory directors and other stakeholders to the Center and develop best practices for public health laboratory administration (e.g. benchmark #10 of CDC's program for public health preparedness and response for bioterrorism).

Initiated a study to develop a profile of local public health laboratories operated by state and/or local health departments in the U.S. that will, in turn, help inform APHL organizational policy and planning

Two programs are slated to begin in the Fall of 2003. Center representatives will participate in the National Public Health Leadership Institute in North Carolina and collaborate on development of a laboratory segment for Public Health Grand Rounds, a distance education program targeted to local public health officials. Future programs and services offered will include:

Knowledge Development

- Leadership Forums
- Laboratory Leadership Scholar Program
- Core Center Activities
 - Information on laboratory organizational structure, staffing and financing in all states and territories on an annual basis.
 - Routine syntheses of the scientific and professional literature to identify new evidence and information relevant to leadership in public health laboratories.
 - Scans of the print media to track public awareness and recognition of key issues of

interest to the public health laboratory community, and to identify emerging policy issues relevant for laboratories.

- Integration of laboratory leaders into existing national and regional leadership institutes.

Education and Training

- New Laboratory Directors Orientation Program
- Internship in PHL Administration
- Risk and Crisis Management
- Seminars on PHL practice.

Technical Assistance

- Technical Information and Resource Center
- Information on best practices and model programs
- Database of outside consultant experts
- Comprehensive library of information on the organization, financing, and operation of the PHL.

For more information please contact Pandora Ray, Director for the National Center for Public Health Laboratory Leadership at: pandora.ray@aphl.org

APHL Department of Continuing Education and Training (DCET)

The [Department of Continuing Education and Training \(DCET\)](#) has been developed to consolidate APHL-branded training products, services and programs, including the National Laboratory Training Network and APHL-sponsored conferences and meetings.

The DCET leverages existing training resources, innovative strategies and best practices across APHL's programs for the benefit of member laboratories. These efforts open APHL to future growth by taking advantage of the collective enterprise-wide resources, expanding training options beyond infectious disease topics, and supporting early efforts to establish a line of APHL-branded products, outside the parameters of the CDC cooperative agreement. After gaining momentum, initiatives to grow the APHL-branded products will generate a wider range of training products and services that support APHL's strategic direction and mission, providing added value to both members and customers. These initiatives will be aimed at providing quality laboratory continuing education on public health and environmental topics, partnering with industry and other Associations, and providing unique educational offerings to members. In addition, it is foreseen that the APHL DCET will be recognized as a leader in the laboratory-related training and education field.

National Laboratory Training Network

The [National Laboratory Training Network \(NLTN\)](#) is a collaborative training system of the Association of Public Health Laboratories (APHL) and the Centers for Disease Control and Prevention (CDC) that was begun in 1989. The goal of the NLTN is to improve public health and environmental laboratory practices and performance through quality continuing education.

The NLTN staff resides in the headquarters in Silver Spring and in multiple field staff locations

(FSL) across the United States. Currently, four of these FSL house training specialists who work closely with state laboratory training personnel, CDC education specialists, and subject matter experts to identify and fulfill training needs. The NLTN conducts training needs assessments, then develops and delivers quality, cost-effective training using a variety of approaches and delivery systems. Although the primary audience is predominately clinical and public health laboratorians, courses are often designed to include epidemiologists, nurses, sanitarians, and other public health workers. Since its inception in 1989, NLTN has offered over 5,000 continuing activities that have trained over 400,000 individuals in the public health and clinical laboratory community.

Conferences and Meetings

APHL convenes the leading national forums on public health laboratory science, policy and practice. Its meetings attract laboratory scientists, federal and state health officials, and other public health decision makers from the United States and abroad.

For more information, please contact:

Eva Perlman

Senior Director, Professional Development

Association of Public Health Laboratories

8515 Georgia Avenue

Suite 700

Silver Spring, MD 20901

240.485.2786

Eva.perlman@aphl.org

Other Programs at APHL

APHL, in partnership with the CDC, EPA and other partners manage a host of programmatic activities. Most of these activities are governed through the committee structure, and offer a great many opportunities for member (and non member) involvement. If you would like to get involved, contact the staff listed below.

Knowledge Management:

- Creation of a research agenda for APHL: APHL is working to develop a research agenda that helps to leverage current data as well as anticipate information needs of the membership.
- Defining knowledge management for public health laboratories: APHL is creating a document to educate member laboratories about knowledge management practices that will help leverage member laboratorians knowledge base.
- Utilizing the storytelling concept to retain tacit knowledge from the public health laboratory workforce: APHL is exploring ways to use storytelling techniques for sharing knowledge among its laboratorians.
- Survey and research gathering services: APHL works to maintain up-to-date information on member laboratory capacity in order to better advocate for its members.

Who to Contact: Cassandra Hadley, Cassandra.hadley@aphl.org

Informatics:

- Public Health Laboratory Interoperability Project (PHLIP)- The APHL/CDC Public health laboratory interoperability project fosters collaboration in the areas of information technology and laboratory science with the dual goal of defining standards based methods and piloting viable IT architecture options for the exchange of electronic laboratory data.
- Informatics Communities of Practice - commercial software user groups, open source user group: LIMS user groups help to open the lines of communication in the public health laboratory community and build strong ties among implementers of LIMS solutions. Groups have the opportunity to work collaboratively to strengthen and improve the core of all LIMS; establishing base sets of requirements, identifying gaps and needs and providing learning experiences to each other on processes that were successful in their institutions.
- LIS consultative services both domestically and internationally -Laboratory and IT assessments, workflow analysis, RFP development and review, project management

National Meetings:

- Public Health Information Network Conference
- HIMSS Conference
- AMIA Conference
- American Health Informatics Community Meetings

Who to Contact: Linda Cohen, linda.cohen@aphl.org

Environmental Health

- Chemical threat preparedness & response
- Environmental public health laboratory fellowship
- Biomonitoring

National Meetings:

- Laboratory Response Network National Meeting

Who to Contact: Jennifer Pierson, 240-485-2703, jennifer.pierson@aphl.org

Environmental Laboratory

- Home base for environmental laboratories
- Newsletters
- Webcasts
- Trainings (i.e., radioanalytical)

National Meetings:

- Annual State Environmental Laboratories Meeting

Who to Contact: Jennifer Pierson, 240-485-2703, jennifer.pierson@aphl.org

[Newborn Screening and Genetics in Public Health](#)

- Second Screening Study
- Molecular Training Workshops
- MS/MS Workshops

National Meetings:

- Newborn Screening and Genetic Testing Symposium

Who to Contact: Jelili Ojodu, 240-485-2772, jelili.ojodu@aphl.org

[Infectious Diseases](#)

- HIV: Workgroups led by APHL and CDC have created guidelines on the combinations of assays that can be used to aid in the diagnosis of HIV infection in community, clinical, and laboratory settings in the United States. Data is now being collected on the performance and application of new technologies to help develop national guidelines on alternative diagnostic algorithms for HIV-1/2 infection.
- Influenza Preparedness: APHL will invite clinical (commercial) laboratory partners to a table-top exercise that will help determine their role in surge testing during an Influenza pandemic. Additionally, Booz Allen continues to work with APHL's Influenza Working group to refine a surge capacity model that will help define capacity needs at PHL's during a pandemic.
- TB: APHL's TB Steering Committee has been charged with defining core TB services for PHL's and creating guidance on the use of NAAT, IGRA, and 2nd line DST panels. Being mindful of funding concerns at the state level, the committee will address these issues with partners at CDC, NTCA, ASM, Stop TB USA, ACET, and others.
- Support for ELC Grants: ID Committee members have participated in ELC Grant internal reviews and external reviews, describing to CDC how this flexible funding mechanism has benefitted the PHL community and urging modifications that will allow states to best utilize the funds. APHL also supports the funding of the ELC grants at our Hill Day event and other venues.

National Meetings:

- HIV Diagnostics conference
- National Conference on Laboratory Aspects of TB

Who to Contact: Celia Hagan, 240.485.2758, celia.hagan@aphl.org

Food Safety

- CIFOR: APHL participates in the Council to Improve Foodborne Outbreak Response, a joint effort of 3 federal agencies and 7 associations that are interested in cooperatively reducing the burden of foodborne illness in the US. Three projects that APHL leads are described further below.
- Economic study: The Foodborne Surveillance economic study will document costs and benefits of the PulseNet system and associated foodborne disease epidemiology programs at multiple jurisdictional levels. APHL will contract with an economist and an epidemiologist to perform the required research and submit for peer-reviewed publication.
- Food Safety self-assessment: An APHL taskforce has expanded upon current APHL guidelines for food safety laboratories and developed a self assessment manual. The tool will be available for all public health laboratories to help determine gaps in their practices as compared to suggested national standards.
- Integrated lab-epi reporting pilot: APHL will contract with a public health IT group to develop a system to generate combined epidemiology/laboratory reports in a standard format that will allow for the sharing of electronic reports between jurisdictions. These standard combined reports should aid in rapid recognition of foodborne outbreaks.
- Lab-Epi Regional Meetings: APHL hosts meetings in each PulseNet Area that are designed to improve communication and cooperation among laboratorians, epidemiologists, agriculture partners, and federal agencies. Following open discussions of the challenges faced by food safety professionals in the region, each state creates an action plan for how to improve their own practices in the coming year.
- Pathogen-specific workgroups: APHL leads a new STEC workgroup that will re-formulate the previously published PHL algorithm for STEC detection. This workgroup may later address broader issues surrounding STEC testing. APHL is also putting together a *Salmonella* workgroup to propose national regulations for isolate submissions from clinical laboratories.

Who to Contact: Kirsten Larson, 240.485.2759, kirsten.larsen@aphl.org

Emergency Preparedness and Response

The [Emergency Preparedness and Response](#) (EPR) Program at APHL is committed to enhancing laboratory preparedness and response to emergencies such as terrorist acts, natural disasters and other public health threats. The core activities focus on training to improve laboratory capacity and capability to respond to biological, chemical, and radiological threats as well as other public health emergencies; building partnerships among our member laboratories, the Centers for Disease Control and Prevention, the Department of Homeland Security, the Environmental Protection Agency, the Federal Bureau of Investigation, other federal and state agencies, and the broader health community; and providing guidance on laboratory regulations and other programs to assist members in responding to all-hazard threats.

APHL members participate in activities, such as serving on scientific committees to review and develop protocols, representing the organization at relevant meetings, providing technical assistance to other laboratories and contributing to national policy discussions.

Following are some examples of the Emergency Preparedness and Response Program in action:

- Laboratory Response Network Partnership: As a founding partner of the Laboratory Response Network (LRN), APHL serves as the membership gatekeeper for all state-based laboratory assets. This includes all types of laboratories, such as city, county, veterinary or clinical laboratories admitted to the LRN via the state public health laboratory. In this gate-keeping role, APHL works closely with the Federal Bureau of Investigation, CDC's Division of Bioterrorism Preparedness and Response/Laboratory Response Branch and other centers at CDC to promote the need for and ensure the delivery of training courses for LRN laboratorians; promote the need for validation data and provide leadership for other ongoing quality initiatives, such as proficiency testing, outreach to sentinel laboratories and exercises to test competency of sentinel and reference level laboratorians.
- Preparedness Guidance: APHL provides guidance to member laboratories to assist them with developing, maintaining and enhancing capacity and capability to respond to biological, chemical, and radiological threats, as well as other public health emergencies. For example, on an annual basis, APHL develops a Guidance Tool to assist laboratories with interpreting and developing their response to CDC's Public Health Emergency Preparedness (PHEP) Cooperative Agreement.
- Communication and Educational Tools: Via meetings, such as the LRN National Meeting, and other discussion forums, APHL provides opportunities for members to interact with each other and exchange information. APHL also maintains a Bioterrorism Laboratory Coordinators (BTLC) Web board, which serves all public health LRN bioterrorism laboratory coordinators. The BTLC Web board facilitates communications and ensures that these laboratories continue to build effective working relationships by sharing best practices and seeking guidance when needed. Also, annually, the Emergency Preparedness and Response Program collaborates with the Environmental Health Program to conduct an All-Hazards Laboratory Preparedness Survey of all 50 states, the District of Columbia and Puerto Rico Public Health Laboratories to assess capabilities and capacities for responding to a wide scope of public health threats. Data from these assessments are used in APHL educational efforts to promote successes in preparedness, address current challenges and promote the need for ongoing training and technology transfer.

Members interested in Emergency Preparedness and Response activities are encouraged to contact any member of the EPR Program staff or EPR Committee. The EPR Program is committed to Member involvement in program activities and actively recruits members to participate in activities based on matching program objectives and project scopes of work with member skills, experience and their interests.

Who to Contact: Chris Mangal, 240.485.2769, chris.mangal@aphl.org

**Bylaws of the
Association of Public Health Laboratories**

Article I - Name

The name of this organization shall be the Association of Public Health Laboratories, hereinafter referred to as “the association” or “APHL.”

Article II - Principal Office

Principal Office. The principal office of the association shall be located in the Washington, DC area.

Other Offices. The association may have other offices as the association may from time-to-time decide upon, or as the affairs of the association may require.

Article III - Business

The particular business of the association shall be:

To assist members in improving and promoting the contribution of the public health laboratory within the individual states, territories, commonwealths and worldwide;

To influence national public health policy and effort through its collective voice and resources; and

To communicate with its members, with professional organizations and agencies of the federal government, and assemble its membership to share ideas, consider managerial and technical methodologies, and items of common interest.

The association shall accomplish its business by engaging in the following activities:

- conduct or co-sponsor meetings and conferences relating to laboratory practice or public health issues with a laboratory practice component;
- prepare and distribute information and educational materials relating to the practice of public health laboratories;
- contract with other entities to provide training related to its mission;
- apply for and receive grants to support association activities;
- employ an executive director and staff necessary to carry out administrative functions of the association. Their duties and responsibilities shall be described and approved by the board; and
- to prepare and implement a strategic plan with assistance of staff.

Article IV - Members

Public Health Institutional/State Members (PHI/State) shall be any of the public health laboratories of the states, territories, and commonwealths, including the District of Columbia, of the United States, as well as any US-associated Pacific islands, who have paid the association the applicable organizational dues. A PHI/State Member of the association may be represented by any one of the PHI/State Member's director(s) of its public health laboratory. If such a member-representative is unable to serve at any meeting of the association, the member-representative may designate any of his or her official staff as entitled to speak and vote on any or all questions coming before the association. Such designation must be made in writing before each meeting and will not be automatically renewed. The vote of any such designee shall be binding on the principal, the same as though the member-representative were present and voting in person. In addition, member representatives may vote for officers and PHI/State Directors of the association, hold elected office as officers and Regular Directors, hold appointed office (*e.g.*, committee chair, liaison, task force), serve on committees, and speak from the floor of a general member meeting.

Upon full payment of dues by the PHI/State, the member-representative of a PHI/State Member may appoint up to three public health laboratory employees to serve as member delegates; the PHI/State member representative may appoint any number of additional member-delegates upon payment of the applicable assessment(s), as determined by the Board of Directors. Member delegates may not vote but shall have the right to hold appointed (but not elected) office (*e.g.*, committee chair, liaison, task force), to serve on committees, and to speak from the floor of a general member meeting.

Public Health Institutional/Local Members (PHI/Local) shall be any of the public health laboratories of the counties, parishes, municipalities, cities, townships, boroughs or other localities within the United States, as well as any US-associated Pacific islands, which have paid the PHI/Local Member organizational dues. A PHI/Local Member of the association may be represented by any one of the PHI/Local Member's director(s) of local public health laboratories. If such a member-representative is unable to serve at any meeting of the association, the member-representative may designate any of his or her official staff as entitled to speak on any or all questions coming before the association. Such designation must be made in writing before each meeting and will not be automatically renewed. Member representatives may vote for and serve as a PHI/Local Director, serve in elected or appointed office, serve on committees, and speak from the floor of a general member meeting.

Upon full payment of dues by the PHI/Local Member, the member-representative of a PHI/Local Member may appoint up to three local public health laboratory employees to serve as member delegates; the PHI/State member representative may appoint any number of additional member-delegates upon payment of the applicable assessment, as determined by the Board of Directors. Member delegates may not vote but shall have the right to hold appointed (but not elected) office (*e.g.*, committee chair, liaison, task force), to serve on committees, and to speak from the floor of a general member meeting.

Associate Institutional Members are environmental laboratories, agricultural laboratories and other laboratories of the states, territories, and commonwealths, including the District of Columbia, of the United States, as well as any US-associated Pacific islands, who are interested in public health issues but are not eligible as PHI/State Members and who have paid the association the applicable organizational dues. An Associate Institutional Member of the

association may be represented by any one of the Associate Institutional Member's director(s) of its laboratories. If such a member-representative is unable to serve at any meeting of the association, the member-representative may designate any of his or her official staff as entitled to speak on any or all questions coming before the association. Such designation must be made in writing before each meeting and will not be automatically renewed. Member representatives may vote for and serve as the Associate Institutional Director, serve in elected or appointed office, serve on committees, and speak from the floor of a general member meeting.

Upon full payment of dues by the Associate Institutional Member, the member-representative of an Associate Institutional Member may appoint up to three of its laboratory employees to serve as member delegates; the Associate Institutional member representative may appoint any number of additional member-delegates upon payment of the applicable assessment, as determined by the Board of Directors. Member delegates may not vote but shall have the right to hold appointed (but not elected) office (*e.g.*, committee chair, liaison, task force), to serve on committees, and to speak from the floor of a general member meeting.

Individual Members are persons who have an interest in public health or environmental health and are not otherwise eligible for membership. Individual members may hold appointed office (*e.g.* committee chair, liaison, task force) or serve on committees, and may speak from the floor but shall not hold elected office or have the right to vote.

Emeritus Members are those retired individuals who have served as Member Representative for at least five years in any institutional category. Emeritus members may hold appointed office (*e.g.* committee chair, liaison, task force), serve on committees, and speak from the floor of a general member meeting. Emeritus members may not vote and may not hold elected office.

Retired Members are those individuals who are 55 years of age or older; have been a member of APHL for 5 consecutive years or more; and are fully retired from the field of laboratory science; where "retired" is defined as an individual who has ceased all compensated work in the field of laboratory science. (Individuals who have retired from the laboratory but continue to work any amount of time for pay consulting, teaching, contracting, etc, in any setting, public or private in the field of laboratory science, or related to laboratory science will not be considered retired). Retired members may hold appointed office (*e.g.* committee chair, liaison, task force), serve on committees, and speak from the floor of a general member meeting. Retired members may not vote and may not hold elected office.

Sustaining Members are industry or corporate entities that have an interest in public health or environmental laboratories. A sustaining member may designate only one individual representative. The individual representative of a sustaining member may serve on committees and may speak from the floor but neither the sustaining member nor its individual representative shall have any other right or privilege.

Honorary Members are those individuals bestowed by the association for having made outstanding contributions to public health laboratories or who have served the association with distinction. All APHL Lifetime Achievement Award recipients will be made honorary members. They may hold appointed office (*e.g.* committee chair, liaison, taskforce), serve on committees, and speak from the floor of a general member meeting. Honorary members may not vote and may not hold elected office. Honorary members are exempt from paying dues.

Article V - Officers

Officers Enumerated. The officers shall be a president, a president-elect, and a secretary-treasurer. The president-elect shall be elected for a period of one (1) year. The president-elect shall succeed to the office of president following the year he or she occupies the office of president-elect.

Eligibility. To be eligible to serve as an officer, an individual must be a member-representative of a PHI/State Member, a PHI/Local Member, or an Associate Institutional Member. In addition, a member-representative of a PHI/Local Member is eligible to serve as an officer only after serving one full term as a PHI/Local Director, and a member-representative of an Associate Institutional Member is eligible to serve as an officer only after serving one full term as an Associate Institutional Director.

Nominations. The Nominations Committee shall provide a slate for president-elect and secretary-treasurer. The Nominations Committee shall send the nominations to the secretary-treasurer not later than two (2) months prior to the next annual meeting. The secretary-treasurer shall promptly submit the list of nominees to all PHI/State Members for their information. Petitions for additional nominations can be submitted by at least five (5) PHI/State Members within four (4) weeks of receipt of this list.

Elections. Elections shall be held by vote during the Business Meeting or by ballot by mail, telephone, electronic mail, or any other means of electronic or telephonic transmission, provided that the number of ballots received at least equals a quorum as defined herein. Only PHI/State Members may vote in elections for officers and PHI/State Directors. Only PHI/Local Members may vote in elections for the PHI/Local Director. Only Associate Institutional Members may vote in elections for the Associate Institutional Director. In case of a tie mail vote, a two-thirds majority of the Board of Directors shall decide which nominee is elected.

Terms of Office. The term of each newly elected officer shall begin July 1. The term of office for the president and president-elect shall be for one (1) year. The term of office for the secretary-treasurer shall be for three (3) years.

Vacancies. Should an officer fail to continue to serve as a PHI/State Member Representative while serving as officer, the officer shall be considered to have automatically resigned, and such position shall be declared vacant. In the event of a vacancy in the office of president, the president-elect shall immediately assume the office of president and shall complete the unexpired term prior to serving his or her own term. Vacancies in the offices of president-elect or secretary-treasurer shall be subject to nomination by the Nominations Committee and shall be filled for the remainder of the term by vote of a majority of the PHI/State members responding by ballot, provided that the number of ballots returned at least equals a quorum. In the event of a vacancy in the position of immediate past president, the position may remain vacant until the end of the then-current president's term or the Board of Directors may appoint a replacement by a two-thirds majority vote of the entire remaining Board of Directors, following nomination by the Nominations Committee from among the former presidents of the association.

General Duties of Officers. The president provides primary leadership for the association; presides at sessions of the Board of Directors and at the annual meeting; appoints members of committees, acts as a parliamentarian and an archivist, and as a representative to other organizations; makes interim appointments and policy decisions as needed for the operation of the association; calls meetings of the Board of Directors; and speaks for the association.

The president-elect provides secondary leadership for the association; substitutes for the president when needed; and serves as a member of the Program Planning Committee.

The secretary-treasurer shall have charge of the association correspondence; keep a record of the acts and proceedings of the association; give notice of the time and place of meetings of the association; perform the duties of a treasurer and such other duties as the association may require.

Removal. Any officer (excepting the Executive Director) may be removed whenever, in the judgment of the PHI/State Members, such removal will serve the best interests of the association. .

Article VI- Executive Director

The Executive Director shall manage and direct all activities of the association, subject to the policies and direction of the Board of Directors. He/she may sign in the name of and on behalf of the association any contracts or agreements authorized by the Board of Directors. As necessary to carry on the work of the association and in the best interests of the association, he/she shall employ and terminate the employment of members of the staff, set their compensation within the approved budget, define their duties, supervise their performance, establish their titles, and delegate to them management responsibilities. The Executive Director shall be the chief salaried employee and the principal administrative officer of the association.

The Executive Director shall serve as a non-voting, ex-officio member of the Board of Directors; provided, however that by designation by the president or vote of the board, all or a portion of a meeting of the board may be held in executive session without notice to, or the presence or participation of the Executive Director.

The Executive Director shall serve at the pleasure of the Board of Directors.

Article VII - Board of Directors

Board members enumerated. The Board of Directors shall consist of the president, president-elect, secretary-treasurer, the immediate past-president, three (3) PHI/State Directors, two (2) PHI/Local Directors, and one (1) Associate Institutional Director. The Board of Directors shall approve the strategic plan, have full authority to govern the association, exercise the usual functions of a board of directors, take up any matters the president wishes to bring before it and carry out further duties as provided in the bylaws subject to subsequent explanation to the association.

Eligibility. To be eligible to serve as a director, an individual must be the member-representative of a member in the class which he/she is seeking to represent.

Nominations. The Nominations Committee shall provide a slate for Directors from among the member-representatives qualified to serve in the relevant position. The Nominations Committee shall send the nominations to the secretary-treasurer not later than two (2) months prior to the next annual meeting. The secretary-treasurer shall promptly submit the list of nominees to those members entitled to vote thereon for their information. Petitions for additional nominations can be submitted by at least five (5) members for Director for which such members are entitled to vote within four (4) weeks of receipt of this list.

Elections. Elections shall be held by meeting or by ballot by mail, telephone, electronic mail, or any other means of electronic or telephonic transmission, provided that the number of ballots received at least equals a quorum as defined herein. Only PHI/State Members may vote in elections for PHI/State Directors. Only PHI/Local Members may vote in elections for PHI/Local Directors. Only Associate Institutional Members may vote in elections for the Associate Institutional Director. In case of a tie vote, a two-thirds majority of the Board of Directors shall decide which nominee is elected.

Terms of Office. The term of each newly elected Director shall begin July 1. The term of office for each Director shall be for three (3) years. Directors serve staggered terms. The president shall succeed to the office of immediate past president following the year he or she occupies the office of president and shall serve as the immediate past president for a term of one (1) year.

Vacancies. Should a Director fail to continue to serve as a Member Representative of the class of Directors for which he/she was elected while serving as Director, the Director shall be considered to have automatically resigned, and such position shall be declared vacant. A vacancy in the position of a Director shall be subject to nomination by the Nominations Committee and shall be filled for the remainder of the term by a simple majority vote of those members entitled to vote thereon.

Removal. Any Director may be removed with or without cause (i) by an affirmative majority vote of those members entitled to vote for such Director or (ii) by an affirmative two-thirds majority vote of the entire Board of Directors.

Meetings. Five (5) Directors shall constitute a quorum. Meetings of the Board of Directors may be held within or without the District of Columbia. Regular in-person meetings of the board will be held at least four times per year. One of the board meetings shall be held in conjunction with the business meeting of the members at the annual meeting. The general calendar for the year will be established at the annual conference as well, to allow leadership to plan and schedule well in advance. Special meetings of the Board of Directors shall be held on no less than five (5) calendar days' advance notice. Such notice shall be given in person or by mail, telephone, facsimile, or electronic mail. Any or all members of the board may participate in a meeting by means of conference telephone or by any other means of communication by which all persons participating in the meeting are able to hear one another, and such participation shall constitute presence in person at the meeting.

The Board of Directors may take any action without a meeting if consent in writing, setting forth the action so taken, shall be executed by all of the Directors of the Corporation. Such consent shall have the same force and effect as a unanimous vote.

Article VIII- Standing Committees

In addition to the following committees, there shall be such standing committees as shall be authorized from time to time by the Board of Directors.

Committees of Directors: The Board of Directors may designate by a two-thirds majority vote such committees, as it deems desirable, to have and exercise the authority of the Board of Directors in the management of the corporation; provided, however, that each such committee shall consist of two or more directors and the duties and powers of each such committee shall be limited to the extent provided in said resolution, in the Articles of Incorporation, or in these bylaws. Committee members shall be appointed by majority vote of the entire Board of Directors, and the term of the appointment shall be specified at the time of such appointment.

The Executive Committee shall consist of the president, president-elect, and secretary-treasurer. The Executive Committee shall conduct routine business between meetings of the board and act in emergencies. All actions of the Executive Committee shall be taken consistent with resolutions and policies of the board. The Executive Committee may not fill vacancies on the board or dissolve the corporation. Any action taken by the Executive Committee shall be ratified by the board at its next full meeting. The Executive Committee shall meet at the call of the president or upon written request by two (2) board members. Two (2) members of the Executive Committee shall constitute a quorum. The executive director shall attend Executive Committee meetings without power of vote. The executive director shall report on the conduct of Executive Committee meetings and distribute minutes of the meetings to the board.

Other Committees: The Board of Directors may also designate by majority vote of the Directors present and voting at a meeting such other committees, as it deems desirable, with duties and powers *other than* to have or exercise the authority of the Board of Directors in the management of the association. Committee members shall be appointed by the president and the term of the appointment shall be specified at the time of such appointment. Persons other than Directors may be appointed to such committees.

The Committee on Nominations shall be chaired by the immediate past-president and consist of at least four (4) additional members. The Nominations Committee shall submit its report as specified in Article V.

The Committee on Bylaws shall be chaired by the Past President of the Board of Directors. Resolutions prepared by standing committees, special committees or members shall be submitted to the chair of the committee during meetings. The committee shall make a report, including recommendations and request action at the same meeting.

Article IX - Meetings of the Members

There shall be an annual meeting of the association held at a time and place determined by the board. The president shall call a special meeting of the association:

- a) on petition of twenty (20) members entitled to cast votes on the business to be discussed; or

b) on petition of five (5) members entitled to cast votes on the business to be discussed and approval by the Board of Directors.

Notice. Written notice of annual and special meetings shall be delivered to members not less than twenty (20) days nor more than one hundred eighty (180) days prior to the meeting, except in an emergency (as determined by the Executive Committee), when not less than ten (10) days and not more than fifty (50) days notice must be given. The secretary-treasurer shall prepare minutes of the meetings of the association, which shall be submitted to the board for approval. The board shall have authority to prescribe the manner of their publication and shall arrange for their distribution to the membership in a timely manner.

Quorum. At a membership meeting, a quorum shall consist of not less than twenty-five (25) members entitled to cast votes on the business to be discussed, whether cast in person or by proxy.

Votes. Each member with voting rights as set forth in Article IV (Members) shall have one (1) vote. Except as otherwise required by law, the Articles of Incorporation, or these Bylaws, all matters before the members are decided by an affirmative majority vote of those members who are entitled to vote on the matter and who are present and voting at a meeting at which a quorum exists..

Method of Voting.

A member may vote in person.

A member may vote by mail, telephone call, electronic mail, or any other means of electronic or telephonic transmission (such vote to be cast at a member meeting). However, if voting by one of these alternative methods, the member must state, or submit information from which it can be determined, that the method of voting chosen was authorized by the member. Members who vote by electronic or telephonic transmission are deemed present in person for purposes of determining whether a quorum is present.

A member may vote by proxy. Members who vote by proxy are deemed present in person for purposes of determining whether a quorum is present.

Article X - Dues and Fees

The association shall assess dues annually in an amount to be set by the board. Payment of dues confers on members those rights and privileges as described in Article IV, members, herein.

Article XI - Indemnification

The association may, by resolution of the Board of Directors, provide for indemnification by the association of any and all of its directors or officers, or former directors or officers against expenses actually and necessarily incurred by them in connection with the defense of any action, suit, or proceeding, in which they or any of them are made parties, or a party, by reason of having been directors or officers of the association, to the fullest extent legally permissible

under the Non-Profit Corporation Law of the District of Columbia. The association shall also be entitled to purchase insurance for such indemnification to the full extent as determined from time to time by the board.

Article XII - Parliamentary Practices

Robert's Rules of Order Newly Revised, or the then-current version of Robert=s Rules of Order, shall govern parliamentary practice in the meetings of the Board of Directors, meetings of the members, and committee meetings, except when inconsistent with these bylaws.

Article XIII - Amendments to and Interpretation of the Bylaws

An amendment to the bylaws may be proposed in writing by the Board of Directors, a standing committee, or by five (5) PHI/State Members of the association. Once so proposed, PHI/State Members shall be given notice of such proposed amendment at least twenty (20) days prior to the vote at which PHI/State Member approval is sought. An amendment to the bylaws shall be adopted by a quorum as defined in article IX. Interpretation of the intent or language of the bylaws shall be decided by a two-thirds majority vote of the entire Board of Directors.

Appendix II



**Victor Waddell, PhD, President
(2011-2012)**

Bureau Chief

Arizona Bureau of State Laboratory Services

AZ Department of Health

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**David A. Butcher, MBA, MT (ASCP) SM,
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**Christine Bean, PhD, MBA, MT (ASCP), Member-At-Large
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Appendix III

2011-2012 Member Involvement

Appendix IV

APHL Board of Director's 2011-2012 Calendar

JULY

- July 28 - Board Call (3:00 pm Eastern)

AUGUST

- August 25 - Board Call (3:00 pm Eastern)

SEPTEMBER

- September 22 - Board Call (3:00 pm Eastern)
- September 21st, all items due for the BOD/CLC/COC

OCTOBER

- October 4 –6, BOD/CLC/COC in Salt Lake City, UT (travel on the 3rd)
 - Review first quarter Ext. Relations
 - Environmental Health Program Review
 - Meet with ThermoFisher
- October 27th - Board Call (3:00 pm Eastern)

NOVEMBER

- November 17th Board Call (3:00 pm Eastern)

DECEMBER

- December 15th Board Call (3:00 pm Eastern)
 - Review 1st quarter AP progress
 - Prep for the January Meeting
- December 22 – all items due for January Board Meeting

JANUARY

- January 11-13th– Mid Year Board Meeting –Atlanta, GA
 - Travel on the 11th
 - Meet with CDC officials on the 12th
 - BOD Meeting on the 13th
 - Review 2nd Quarter AP Progress, Ext Relations
 - Halfway Through – are we where we need to be?
 - Meet with X Sustaining Member
- January 26th - Board Call (3:00 pm Eastern)

- Nominations Committee Assembles

FEBRUARY

- February 23rd - Board Call (3:00 pm Eastern)
- Nominations Committee Confirms Slate

MARCH

- Elections Take Place
- Committee Application Period Opens March 1
- March 9-11 Spring Meeting in Atlanta GA (in conjunction with ICEID Meeting)
 - Review 2nd Quarter Ext Relations
 - Meet with X Sustaining Member
 - Prep for the Annual Meeting in Seattle, WA
- March 22nd Board Call (3:00 pm Eastern)

APRIL

- April 26th Board Call (3:00 pm Eastern)
 - Review 3rd quarter AP progress
- April 18-20 Presidential Orientation for Charles Brokopp (Committee Appointments)

MAY

- Committee Appointments Announced first week in May
- Announcement of Election Results
- 2012 APHL Annual Meeting — May 20–23, 2012 — Seattle, WA
 - Travel on the 17th
 - BOD on the 18th
 - COC on the 19th
 - Annual Meeting 20-23

JUNE

- June 28th– Board Call (3:00 pm Eastern)