

**American Academy of Pediatric Dentistry  
After-Action Minutes  
2017 Winter Meeting  
January 13-14, 2017**

Meeting: Regular Winter Meeting of the American Academy of Pediatric Dentistry Board of Trustees

Date: Friday, January 13, 2017

Place: Grand Canyon Room, Arizona Biltmore Hotel, Phoenix, Arizona

Presiding Officer: Dr. Jade Miller, AAPD President

Minute Taker: Ms. Margaret A. Bjerklie, AAPD Executive Assistant and Office Manager

Members Present: Drs. James D. Nickman, Joseph B. Castellano, Kevin J. Donly, Robert L. Delarosa, David A. Tesini, Deven V. Shroff, Brian A. Beitel, Jessica A. Meeske, Bruce H. Weiner, John L. Gibbons, Scott D. Smith, Amr M. Moursi, Paula L. Coates, Kerry Maguire, N. Sue Seale, Heber Simmons Jr., John S. Rutkauskas

Staff Present for All or Part of Meeting: Mr. C. Scott Litch, AAPD Chief Operating Officer and General Counsel; Dr. Robin Wright, Assistant Director, AAPD Pediatric Oral Health Research and Policy Center; Tonya Almond, Vice President for Meetings and Continuing Education;

Guests Present for All or Part of Meeting: Drs. William Greenhill, ABPD President; Jessica Y. Lee, Secretary-Treasurer-Elect; Tegwyn H. Brickhouse, At-Large Trustee-Elect; Joel Berg, Chair, Leadership Development Committee; Charles Czerepak, Chair, Safety Task Force; Paul Reggiardo for the California Society of Pediatric Dentists

President Miller called the meeting to order at 9:06 a.m. on Friday, January 13, 2017.

**Actions taken by the Board at this meeting**

No.	Motion	Action	Responsible Party*	Relevant Council/Committee
1	To reaffirm the electronic vote of November 2016, approving the after-action minutes of the September 23, 2016, Board meeting; the Evidence-Based Dentistry Service Award; and the workgroup to develop an evidence-based guideline on Silver Diamine Fluoride.	Carried	Bjerklie	AAPD HQ
2	To approve the agenda as modified. <ul style="list-style-type: none"> <li>• The following items were added to the agenda: Ongoing business:</li> </ul>	Carried	Bjerklie	AAPD HQ

\* Responsible party – Board member, Council chair, Staff liaison, other staff as appropriate

American Academy of Pediatric Dentistry  
 After-Action Minutes  
 2017 Winter Meeting  
 January 13-14, 2017

No.	Motion	Action	Responsible Party*	Relevant Council/ Committee
	<p>Safety Task Force report            Leadership Development Committee report (Informational)            NE District Webinar (Informational)            CCA Protective Stabilization document (Informational)            WSPD funds for PPA residents (Informational)            P&amp;G Leadership Course (Informational)            Nashville 2020 (Informational)            California Sedation legislation (Informational)            AAPD Plan for Collaboration with Other Organizations.            Policy Center requests            Inservice Exam Committee request</p> <p>New business:            Waterline safety webinar (Informational)            California facial infections (Informational)            Specialty recognition process with ADA (Informational)            SDF Informed Consent</p>			
3	<p>To accept an amendment to the proposal from the Committee on Constitution and Bylaws to change “past members of the Board of Trustees” to “current and/or past members of the Board of Trustees.”</p>	Carried	Miller	BOT
4	<p>To accept the proposal from the Committee on Constitution and Bylaws to amend Section 18.G. of the AAPD Bylaws, amending the composition of the Leadership Development Committee of the Board of Trustees, to allow greater flexibility.</p>	Carried	Litch	AAPD General Assembly

American Academy of Pediatric Dentistry  
After-Action Minutes  
2017 Winter Meeting  
January 13-14, 2017

No.	Motion	Action	Responsible Party*	Relevant Council/ Committee
5	To amend the proposal of the Policy and Procedure Committee to amend Section 9 of the <i>AAPD Administration Policy and Procedure Manual</i> , to update the terminology.	Carried	Litch, Bjerklie	AAPD HQ
6	To amend the proposal of the Policy and Procedure Committee to amend Section 10.F of the <i>AAPD Administration Policy and Procedure Manual</i> , to clarify the timing of AAPD headquarters e-blasts in support of district and chapter initiatives. <b>Discussion points:</b> <ul style="list-style-type: none"> <li>• Note that prior to publications, this must be circulated to district and state chapter leadership, per paragraph G on Section 10.</li> </ul>	Carried	Litch, Bjerklie	AAPD HQ
7	To amend the proposal of the Policy and Procedure Committee to amend Section 7.B of the <i>AAPD Administration Policy and Procedure Manual</i> , to include reflect current dues structure.	Carried	Litch, Bjerklie	AAPD HQ
8	To amend the proposal of the Policy and Procedure Committee to amend Section 13.G of the <i>AAPD Administration Policy and Procedure Manual</i> , to include the Evidence-Based Service Award.	Carried	Litch, Bjerklie	AAPD HQ
9	To approve the recommendation of the Editor in Chief for appointments to the <i>Pediatric Dentistry</i> editorial board and abstract editors.	Carried	Nickman	President-Elect
10	To appoint Dr. Norman Tinanoff as Associate Editor of the journal, <i>Pediatric Dentistry</i> . <b>Discussion points:</b> <ul style="list-style-type: none"> <li>• New position will help work continue when Editor in Chief is not available.</li> </ul>	Carried	Miller	President

American Academy of Pediatric Dentistry  
After-Action Minutes  
2017 Winter Meeting  
January 13-14, 2017

No.	Motion	Action	Responsible Party*	Relevant Council/Committee
11	<p>To support the member proposal to rank Pediatric Dentistry residency programs.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• CODA forbids a program from saying it is superior to any other program.</li> <li>• Not a role for the Academy</li> <li>• Information suggested to be used “rank” residencies is publicly available.</li> </ul>	Defeated	Moursi, Dalhouse	
12	<p>To accept the revised Definitions, Policies, and Guidelines as presented.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• Recall that the Guideline on Protective Stabilization was previously approved by the Board.</li> </ul>	Carried	Gibbons, Rick, Bjerklie	CCA. AAPD HQ, General Assembly
13	<p>To approve the endorsement of the joint AAP/AAPD guideline on oral abuse and neglect.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• AAP has approved.</li> </ul>	Carried	Gibbons, Rick, Bjerklie	CCA. AAPD HQ, General Assembly
14	<p>To approve the guideline on radiographs.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• Key change is the removal of the ADA risk assessment.</li> <li>• We are waiting for FDA approval to amend the table.</li> </ul>	Carried	Gibbons, Rick, Bjerklie	CCA. AAPD HQ, General Assembly
15	<p>To approve the update sedation record.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• Added: a) Mallampati Scores 1-4 b) Post menarcheal question c) pregnancy testing results d) safety check list.</li> </ul>	Carried	Gibbons, Rick, Bjerklie	CCA
16	<p>To approve the suggestions of the Council on Clinical Affairs for new documents in 2017-2018.</p> <p><b>Discussion points:</b></p>	Carried	Gibbons, Rick, Essling, Graham	CCA

American Academy of Pediatric Dentistry  
After-Action Minutes  
2017 Winter Meeting  
January 13-14, 2017

No.	Motion	Action	Responsible Party*	Relevant Council/Committee
	<ul style="list-style-type: none"> <li>• Pre-anesthesia Form</li> <li>• Protocol for SDF (to give members information prior to the development of a Clinical Guideline on SDF)</li> <li>• Best Practices on Pediatric Pain Management</li> <li>• Best Practices on Choosing an Anesthesia Provider (in depth evaluation of an anesthetic provider in-office setting)</li> <li>• Development of a pamphlet on SDF</li> </ul>			
17	To approve the new Policies and Guidelines as presented by the Council on Clinical Affairs.	Carried	Gibbons, Rick, Bjerklie	CCA, AAPD HQ, General Assembly
18	<p>To engage CHWS to perform a workforce study, and direct the CEO to make the agreement and move forward.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• Proposal recommends creating an advisory group who understand the profession, understand the issues and challenges, and are interested in policy.</li> <li>• Deliverables include a manuscript for publication in Pediatric Dentistry which would publish the data; advisory group would write a policy paper based on the data.</li> <li>• CHWS will give AAPD different simulation models, so that, even though the data is static, it will be possible to use them to model future workforce status.</li> </ul>	Carried	Rutkauskas, Wright	POHRPC
19	To approve the allocation of up to \$10,000 to support stipends and meeting expenses for an advisory group to work with CHWS.	Carried	Rutkauskas, Wright	POHRPC

American Academy of Pediatric Dentistry  
After-Action Minutes  
2017 Winter Meeting  
January 13-14, 2017

No.	Motion	Action	Responsible Party*	Relevant Council/ Committee
20	<p>To accept the report of the Millennial Task Force and charge the task force to provide recommendations and timelines.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• Want to keep these recommendations in mind as we transition to the new strategic plan</li> </ul>	Carried	Delarosa, Chaet	Millennial Task Force
21	<p>To accept the report of the Safety Task Force.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• Recommendation of the task force address the need to narrow the gap between patient safety in the hospital setting (which is closely regulated) and patient safety in the private practice.</li> <li>• Make a commitment as an organization that patient safety is our highest priority.</li> <li>• Recommendations: <ul style="list-style-type: none"> <li>○ Convene a conference on safety to create awareness and bring the best minds together to focus on patient safety; proceedings to be published in <i>Pediatric Dentistry</i></li> <li>○ Produce a manual so practitioners have a “how-to” resource.</li> <li>○ Have a governance entity (council or committee) solely fixed on patient safety.</li> <li>○ Formal training in the residency on how to make treatment decisions.</li> </ul> </li> </ul>	Carried	Miller, Czerepak	Safety Task Force
22	<p>To approve an increase in the honorarium of Comprehensive Review and Sedation course faculty by \$1,000 each, to become effective in FY 2017-2018.</p>	Carried	Jurczak, Almond	AAPD HQ

American Academy of Pediatric Dentistry  
After-Action Minutes  
2017 Winter Meeting  
January 13-14, 2017

No.	Motion	Action	Responsible Party*	Relevant Council/Committee
23	To approve honoraria for the new Comprehensive Review faculty as they “shadow” the course in Nashville	Carried	Jurczak, Almond	AAPD HQ
24	To approve Dr. Timothy Wright as additional faculty member for the Oral Examination Review Course.	Carried	Almond	AAPD HQ
25	To approve course faculty and topics for the AAO/AAPD joint symposium.	Carried	Miller, Almond	AAPD HQ
26	To approve the 2017 Legislative and Regulatory Priorities proposed by the Council on Government Affairs.	Carried	Smith, Cashion, Litch	AAPD HQ
27	<p>To support the AAP Campaign for Dental Health.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• Whether AAPD is part of the campaign or not does not have much effect on the ongoing efforts of the fluoridation community.</li> <li>• Wait and see whether the ADA is going to be involved.</li> </ul>	Postponed	Rutkauskas	AAPD HQ
28	To approve \$6,600 for membership dues for the Dental Quality Alliance.	Carried	Jurczak, Litch	AAPD HQ
29	<p>To empower the president, in consultation with the Executive Committee, to support the DQA Conference at a level of up to \$1,000, or send a member to the conference as an AAPD representative.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• Conference is “Collaboration in Quality Measurement for Improved Oral Health,” May 12-13, 2017, in Chicago.</li> <li>• Consult with other DQA organizational members at February’s Dental Special</li> </ul>	Carried	Miller	President

American Academy of Pediatric Dentistry  
After-Action Minutes  
2017 Winter Meeting  
January 13-14, 2017

No.	Motion	Action	Responsible Party*	Relevant Council/ Committee
	Group meeting before committing support.			
30	<p>To accept the “Plan for AAPD Interactions with Professional Organizations” and charge the Committee on Interprofessional Relations to an RFP for organizations that want to engage/partner/collaborate with AAPD.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• Background: AAPD is approached by a number of international organization for collaboration in various ways; we needed some structure so that we had a system for response.</li> <li>• The plan will work for requests from both international and domestic organizations.</li> <li>• It gives an organization a framework on what we’re looking for in a mutually beneficial interaction.</li> </ul>	Carried	Shroff, Beauchamp, Wester	Committee on Interprofessional Relations
31	<p>To approve the POHRPC request to pursue convening a meeting on the theme of counseling on difficult conversations about oral health topics.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• Convene a group of experts in the fields of communications, psychiatry, etc.</li> <li>• Improve member recognition of POHRPC.</li> <li>• Formal proposal to Board at next meeting.</li> </ul>	Carried	Casamassimo, Wright	POHRPC
32	<p>To approve the investment of staff time and effort to create an application for the HRSA MCHB COHSII grant.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• Purpose of the grant is to create one national center to provide training and</li> </ul>	Carried	Casamassimo, Wright, Royston	POHRPC



American Academy of Pediatric Dentistry  
 After-Action Minutes  
 2017 Winter Meeting  
 January 13-14, 2017

No.	Motion	Action	Responsible Party*	Relevant Council/Committee
	<p style="text-align: center;">technical assistance to grantees, establish oral health indicators, and translate research to practice.</p>			
33	<p>To approve the members of the Pulp Therapy Guideline Workgroup.</p>	Carried	Graham	EBDC
34	<p>To approve the change in the delivery format of the quarterly Practice Management and Marketing Newsletter from a stand-alone mailed to being include in <i>PDT</i> and/or delivered electronically.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• The print PMM News costs about \$20,000 per year to write, print, and distribute.</li> <li>• Incorporating it into <i>PDT</i> will save those direct costs.</li> </ul>	Carried	Hansen	AAPD HQ
35	<p>To inform the ADA that AAPD will withdraw support for ADA Annual Session if pediatric oral health is not part of the general scientific program.</p> <p><b>Discussion points:</b></p> <ul style="list-style-type: none"> <li>• Recall that specialties used to be offered a half-day for a course in exchange for sponsorship.</li> <li>• All the specialties were moved to a “specialty pavilion” concept a few years ago             <ul style="list-style-type: none"> <li>○ Loss of attendance</li> <li>○ Bad experience for speakers</li> <li>○ Does not reach the general dentist population</li> </ul> </li> </ul>	Carried	Rutkauskas	AAPD HQ
36	<p>To approve the Evidence Based Dentistry Committee’s nomination of the team of James Coll and N. Sue Seale for the Evidence-Based Dentistry Service Award.</p>	Carried	Graham	AAPD HQ

American Academy of Pediatric Dentistry  
After-Action Minutes  
2017 Winter Meeting  
January 13-14, 2017

No.	Motion	Action	Responsible Party*	Relevant Council/ Committee
37	To approve the budget as revised (see below).	Carried	Donly, Rutkauskas, Jurczak	Secretary-Treasurer
38	To approve the Strategic Plan as amended. <b>Discussion points:</b> <ul style="list-style-type: none"> <li>• See attached document.</li> <li>• Members can forward suggestions for modification to Paul Amundsen.</li> </ul>	Carried	Amundsen, Rutkauskas	AAPD HQ

Summary of adjustments to the 2016-2017 budget approved by the Board of Trustees:

Expenses, Original:	10,842,874.16		
Adjustments (see detail):	<u>\$17,600.00</u>		<b>Adjustments Detail:</b>
Total expenses:	\$ 10,860,474.16	\$10,000.00	Workforce Advisory Group (Motion 19)
		\$10,000.00	Honoraria for 2 new course faculty (Motion 22)
		\$6,600.00	DQA dues (Motion 28)
		\$1,000.00	DQA Conference support (Motion 29)
		\$-10,000.00	FY 2016-17 savings on production of PMM News (Motion 34)
 Revenue:	 \$ 9,877,783.50		
 Balance:	 \$-982,690.66		

## Informational Items and Discussion Points

### Nominations Committee

Informational

- Secretary-Treasurer: Jessica Y. Lee
- At Large Trustee: Tegwyn H. Brickhouse
- ABPD Director: Dorothy T. Pang

American Academy of Pediatric Dentistry  
After-Action Minutes  
2017 Winter Meeting  
January 13-14, 2017

## California Sedation Legislation

### Informational

- Background: Following a sedation death in California, the legislature appointed a two-person subcommittee to determine whether current California laws were sufficient to protect children undergoing anesthesia. Paul Reggiardo testified before the committee, and is keeping AAPD informed.
- Few changes in legislation, but called for state dental board to write a report, which they were already working on.
- Final report was delivered on December 31st.
- Dr. Reggiardo believes there will be at least 3 bills introduced by the end of February. Once they are introduced, CDA, CSPD, and AAP will have opportunities for input.

## California Facial Infections

### Informational

- Background: A cluster of facial infections occurred at one clinic in Anaheim. Waterlines were implicated, however, once the clinic re-opened, having thoroughly cleaned and replaced the waterlines, there was another outbreak. The infection is probably related to the procedure.

## AAPD 2017 Update

### Informational

- Procter & Gamble Courageous Leadership Workshop is moving forward. Current and elected board members and senior staff may participate. Scheduled for Monday afternoon.

## AAPD2020 - Nashville

### Informational

- Contracts have been signed and executed.

## Waterline Safety Webinar

### Informational

- AAPD is working with the Organization for Safety, Asepsis and Prevention (OSAP) to present an informational webinar and question-and-answer session.

## PR Campaign and Ad Council Updates

### Informational

- Ad campaign generated over \$160 million in ad coverage. Did it have any effect? Data shows that the dial did move slightly, particularly in the Hispanic community.

American Academy of Pediatric Dentistry  
After-Action Minutes  
2017 Winter Meeting  
January 13-14, 2017

- For the PR Campaign, the “Big Authority” tag has resonated. AAPD has increased our impact during National Children’s Oral Health Month.

## Chapter Leader/PPA Orientation Update

### Informational

- Purpose is to improve and expand our relationship with our state and district organizations.
- District trustees are encouraged to get out the word and encourage people to attend.

## Northeastern District Webinar – “Virtual NED”

### Informational

- Northeastern Society decided to host quarterly webinars instead of spending money on live meetings.
- First “vNED” was on silver diamine fluoride, and was hosted by Tufts University.
- There were 936 views, which is considerably more than the district membership. It also found its way onto YouTube.

## WSPD-StAMP Fund for PPA Residents

### Informational

- The Western Society of Pediatric Dentistry devised a “State Advocacy Mentoring Program” (StAMP), and offered a stipend to 1 resident for each program in the district.
- Washington State has been sponsoring 2 residents from the UW program. The board selects the residents from applicants, who have to do a presentation on their experience. This year, the WSPD Foundation is picking up the hotel costs.

## Request from Inservice Examination Committee

### Informational

- To separate their work into two meetings: one for question development, and one for test construction. Each group to meet for 2 days each.
- Budget implication: perhaps \$2,000 net increase, to begin in FY 2017-2018.

## Leadership Development Committee

### Informational

- Committee did an inventory of trends over the summer.
- Committee members will be assigned to analyze a trend, using the new strategic plan as a guideline.
- Will develop a report and recommendations to the Board.

American Academy of Pediatric Dentistry  
After-Action Minutes  
2017 Winter Meeting  
January 13-14, 2017

## Translation Services Update

### Informational

- Section 1557 regulations require translation programs be available for those involved in federal repayment programs, like Medicaid and CHIP.
- Two groups have submitted proposals: DT Interpreting Services (which already offers a discount to members who are in the MedPro liability program) and Language Access Networks.
- Board can approve the proposal electronically, and chosen group can be offered a booth at AAPD2017.

## ADA Specialty Recognition Process

### Informational

- Paul Casamassimo was the AAPD representative at the meeting of the ADA Task Force on Specialty and Board Certifying Recognition.
- The Task Force is recommending a commission, similar to CODA, for specialty recognition.

## Silver Diamine Fluoride Informed Consent Proposal

- At its workshop in November, the Council on Clinical Affairs voted to develop an informed consent form for SDF, which would show before and after pictures.
- AAPD does not provide informed consent forms because of differences in state laws.
- The most important part of informed consent is the discussion.
- The document the council submitted has excellent and useful information for that discussion.
- Advise the council to remove the “Informed Consent” heading and the signature portion, and include it in the Resource Section of the Reference Manual as an informational sheet.

The board was excused at 4:18 on Friday, January 13, 2017, and was reconvened at 2:58 p.m. on Saturday, January 14, 2017, for a vote on the proposed Strategic Plan (motion 38). The meeting adjourned at 3:00 p.m. on Saturday, January 14, 2017.

Minutes approved by electronic vote November 30, 2016.

American Academy of Pediatric Dentistry  
After-Action Minutes  
2017 Winter Meeting  
January 13-14, 2017

**Optimal Oral Health for All Children**  
**The American Academy of Pediatric Dentistry**  
**Strategic Plan 2020**

**Vision**

Optimal oral health for *all* children.

**Mission**

To advance optimal oral health for all children by delivering outstanding service that meets and exceeds the needs and expectations of our members, partners, and stakeholders.

**AAPD Culture**

Our members put children first in everything they do, and at the highest standards of ethics and patient safety. As such, the American Academy of Pediatric Dentistry is THE leading national advocate dedicated exclusively to children's oral health. We are the embodiment of our members' expertise as the *big authorities on little teeth*.

**Strategic Objectives**

***Clinical Expertise***

We equip our members and all other providers with data, knowledge, competencies and skills to provide safe, high-quality, evidence-based patient care in the context of a Dental Home.

- Provide and promote continuing clinical education that meets the changing needs of patients and their caregivers
- Use the authority and expertise of our members to advocate for patient safety, improved outcomes, and intelligent regulatory oversight
- Invest in pre- and post-doctoral education by supporting training programs, advising accreditation boards, and sponsoring programs to enhance success throughout their career

***Patient Care and Access***

We help members address barriers to care, such as parent oral health literacy and affordability; reduce administrative burdens for payment/reimbursement; and invest in community-based initiatives providing care to underserved children.

- Support research that identifies the scope of dental need in the U.S. and supports the best clinical practices for patient care
- Advocate for legislative reforms to reduce the administrative complexity of reimbursement for dental treatment
- Support and promote programs that provide care to those in need

***Workforce and Practice Transformation***

We support the pediatric dental workforce, expanding its reach and to better address children's oral health needs. We develop practical tools and resources to help all members in any practice

**American Academy of Pediatric Dentistry  
After-Action Minutes  
2017 Winter Meeting  
January 13-14, 2017**

setting build and sustain high-functioning dental care practices to the benefit of their patients and their communities.

- Support research to examine the distribution and profiles of providers, to help members make informed decisions about their practices
- Develop and provide tools that enable our members in all practice settings to provide optimal care
- Offer education courses in non-clinical areas of dental practice
- Assist members in achieving a healthy work-life balance so they can enjoy a sustained career in pediatric dentistry
- Provide opportunities to develop leadership skills that will help our members in their practice as well as in volunteer positions in the AAPD
- Sponsor programs to manage student debt

***Advocacy***

We take a solutions-based approach to educating the broader dental profession, local, state and national policy makers, and consumers/parents about critical issues affecting child oral health in the United States.

- Advise and influence public policy through direct advocacy as well as by training members to be advocates in their practices and their communities
- Educate the public on key children's oral health topics through public service messages, media interviews by AAPD-trained spokespersons, contributions to parent blogs, and other communication opportunities as they occur
- Help members to exchange information on legislative issues
- Exchange information with other healthcare and children's organizations

***Operations***

We maintain organizational effectiveness by meeting and exceeding accepted professional association management standards.

- Nurture an efficient and effective governance structure that incorporates a variety of experiences so that all viewpoints are represented. The structure creates a network of experts so that AAPD can quickly respond to emerging issues
- Help volunteer leadership concentrate on issues by providing full administrative support and strategic advice
- Coordinate marketing and public relations for a consistent message to members and the public
- Select and develop the best talent
- Provide solid financial analysis and direction for all activities of the AAPD