



POLICIES & PROCEDURES

Approved as of May 6, 2007

American Ambulance Association Policies & Procedures

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SECTION 1 – LEADERSHIP RESPONSIBILITIES

- A. Executive Committee:** The President, President Elect, Secretary, Treasurer, the Immediate Past President and the Executive Vice President shall constitute the Executive Committee. The committee has authority to request assistance from the Executive Vice President to perform the duties of this committee.
1. Manage the affairs of the Association in the interim time between meetings of the Board of Directors.
 2. Solicit bids or applications for professional services provided to AAA from appropriate firms or individuals as authorized by the Board of Directors.
 3. Serve as the Committee to receive and review bids or applications for professional services provided to AAA and make recommendations to the Board of Directors for final approval.
- B. President:** The President has authority to request assistance from the Executive Vice President to perform the duties of this office.
1. Serve as Chief Executive Officer of the Association.
 2. Preside at all meetings of the members and the Board of Directors and chair Executive Committee meetings.
 3. Nominate committee chairs and act as ex-officio member of all committees.
 4. Act as official spokesperson for the Association or designate appropriate persons.
 5. Call executive sessions to address problems or occurrences that arise between regularly scheduled meetings as prescribed in the bylaws.
 6. Serve as liaison with other organizations or appoint the appropriate designee.
 7. Coordinate the annual strategic planning session and workshop to update long-range plans.
 8. Submit articles for the "President's Message" for AAA publications
 9. Approve draft agendas for quarterly meetings.
 10. Perform evaluations of each contracted entity at a minimum of semi-annually.
 11. Review and recommend liaison relationships.
 12. Serve as a member of the Finance Committee.
- C. President-Elect:** The President Elect has authority to request assistance from the Executive Vice President to perform the duties of this office.
1. Perform the duties of the President in his or her absence or disability.
 2. Assist the President and exercise such other powers and perform such other duties as prescribed by the Board of Directors.
 3. Serve as a member of the Executive Committee.
 4. Serve as a member of the Finance Committee.
- D. Secretary:** The Secretary has authority to request assistance from the Executive Vice President to perform the duties of this office.

1. Keep the minutes of all proceedings of the Directors' and membership meetings. Additionally, maintain a permanent record of all Board policies or motions and actions.
2. Attend to the giving of all notices to the membership and Board of Directors or other notices required by law or by the bylaws.
3. Affix or cause to be affixed the seal of the Association to all contracts and other instruments requiring a seal.
4. Maintain the membership roll.
5. Serve as a member of the Executive Board.
6. Serve as a member of the Finance Committee.

E. Treasurer: The Treasurer has authority to request assistance from the Executive Vice President to perform the duties of this office.

1. Prepare the Association's budget.
2. Prepare financial statements in a format acceptable to the Board of Directors.
3. Present the financial statement and current financial position to the membership at the annual meeting.
4. Chair the Finance Committee and monitor all expenditures and budgets for committees, quarterly meetings, workshops and annual meetings.
5. Solicit annual contract fees from all contracted entities in order to prepare financial budgets in coordination with the President.
6. Serve as a member of the Executive Committee.

F. Immediate Past President: The Immediate Past President has authority to request assistance from the Executive Vice President to perform the duties of this office.

1. Serve as a member of the Executive Committee.
2. Serve as advisory consultant to the current President and Board of Directors.
3. When requested, serve as an Association liaison and file timely reports.

G. Board of Directors: The Board of Directors has authority to request assistance from the Executive Vice President to perform the duties of this office.

1. Role
 - a. Ultimate responsibility for the Association rests with the Board of Directors. This responsibility is recognized by state and federal law. The Board is responsible for the activities, employees and fiscal integrity of the Association.
 - b. The appropriate role of the Board is to establish and adhere to policies that will ensure that it fulfills its legal and professional obligations. The Board should set the tone for dynamic and aggressive leadership.
 - c. Whenever possible, shall give adequate notice to the Executive Vice President for absences at scheduled meetings. Regional Directors shall also notify Alternate Regional Directors of any absence.
2. Specific responsibilities
 - a. To represent all constituents groups within their region while taking into account the national greater good. As elected representatives, Regional Directors still have a responsibility to their region. They have a duty to bring issues important to their region to the Board for review. Also,

they have a responsibility to inform the Board about how certain decisions will impact their region. But ultimately, a Regional Director, like all directors, must make decisions that will be in the best interest of AAA, not just his or her region. If a director does not act accordingly, he or she runs the risk of breaching his or her fiduciary duty to AAA.

- b. Ensure that the needs of the membership are met;
- c. Approve and evaluate programs and activities;
- d. Plan the AAA's future directions;
- e. Establish policies to guide the Association's operation;
- f. Establish financial objectives and monitor progress.

H. Alternate Regional Directors

1. General responsibility
 - a. Serve in the absence of the Regional Director at meetings of the Board of Directors with full voting capabilities.
 - b. Shall give adequate notice to the Executive Vice President for absences at scheduled meetings. Alternate Regional Directors shall also notify Regional Directors of any absence.
2. Specific responsibilities
 - a. Attend all regular and special meetings of the Board of Directors;
 - b. Assist Regional Directors in membership needs, recruitment and retention;
 - c. Serve at the direction of the President on designated committees of the Association.

I. Executive Vice President

The Executive Vice President serves as Chief Operations Officer and is responsible to the Board of Directors for the effective conduct of the affairs of the Association. He or she is responsible for recommending and participating in Board formulation of the Association's mission statements, goals, objectives and related policies. Plans, organizes, coordinates, controls and directs the staff, programs and activities of the Association within this framework.

1. Develop and supervise effective membership programs to include membership development, mailing list of prospective members and services available.
2. Develop and maintain an effective publications program.
3. Develop and conduct an education program to advance the professional skills of the membership.
4. Organize and conduct an annual conference and trade show that includes programs, exhibits and other events consistent with the objectives of the Association.
5. Maintain the resource library and conduct necessary research.
6. Maintain effective internal and external public relations.
7. Serve as spokesperson for the Association in coordination with the chief elected officer (President).
8. Manage the government affairs program, representing the interests of the Association's membership, to Congress and government agencies as appropriate.
9. Manage the Association's finances including the preparation of the annual budget, long-range financial forecasts and investment management of association funds.

10. Plan and coordinate meetings of the Board of Directors and committees of the AAA.
11. Advise the Board of Directors regarding the moral and legal integrity of the Association.
12. Provide reports as needed or requested to the Board of Directors and elected officials.
13. Monitor and assist committees.
14. Oversee staff personnel and coordinate bookkeeping, record keeping and day- to-day office activities.
15. Maintain regular contact with elected officials and committees. Maintain contact with general membership. Maintain appropriate relationships with other associations, industries, governmental entities and vendors to enhance the image of the Association.
16. Manage and oversee the duties and responsibilities of all professional services rendered to AAA.

J. Committee Chairs: Direct committee members and activities to ensure goals and objectives are met. Committee Chairs have authority to request assistance from their staff liaison to perform the duties of this office.

1. Assist committee members in meeting their expected contributions and responsibilities.
2. Prepare meeting agendas and distribute relevant information to all members prior to meetings.
3. Preside over committee meetings to ensure adherence to issues and purposes.
4. Encourage active participation by all constituent groups on the committee in the debate on relevant committee industry issues.
5. Prepare committee status reports for the Board of Directors and quarterly committee updates as warranted for any association publication.
6. Provide copies of all official correspondence to the Executive Vice President and President.
7. Prepare committee priorities for strategic planning.
8. Committee chairpersons shall automatically resign the chair's position at the election of a new President, thereby allowing the new President to nominate committee chairs as he or she deems appropriate. The terms of committee chairs are unlimited except where directly addressed by the bylaws for certain committees.

SECTION 2 – COMMITTEES

A. Procedures: Membership on committees of the association is open to all members in good standing except as stated otherwise in the bylaws. Members wishing to serve on a committee must submit their commitment in writing to the chair of the committee and Executive Vice President. Members must agree to the following to serve on a committee:

1. Must agree to attend a minimum of four (4)-scheduled meetings of the committee per year.
2. All members personal and company time devoted to committee activities or projects are strictly voluntary and not reimbursable by the Association unless authorized in advance by the Board of Directors.
3. All materials, documents, etc. developed by the member or member's company for committee activities or projects become the property of the Association, exclusive of previous rights of ownership or obligations, and are donated to the Association without consideration of compensation unless authorized by the Board of Directors.

B. Committee Mission Statements: Each year, the Executive Vice President will distribute the list of other committees, ad hoc committees, task forces and work groups along with their mission statement and/or written charge.

SECTION 3 – MEMBERSHIP DUES & VOTES POLICIES & PROCEDURES

- A. Goals** – There are three (3) goals for the AAA membership dues and votes policy:
1. *Proportional*. Create a proportional relationship between the size of the ambulance service, the amount of dues paid and the number of votes received.
 2. *Affordable*. Establish dues amounts that are affordable for all sizes of members.
 3. *Fair*. Assure through random verification that each ambulance service is paying the correct and fair amount of dues in relation to their actual size; and is receiving an equitable number of votes in relation to their size.

B. Definitions

- *Ambulance Service*. The overall ambulance organization, including any corporate affiliations, partnerships, divisions or any entity with common ownership.
- *Ambulance Operation*. An operating unit serving a specific geographic area characterized by an administrative headquarters, business office and/or a medical communications center.
- *Single-state Provider*. The ambulance service operates in a single state, but may maintain ambulance operations in more than one (1) geographic area.
- *Multi-state Provider*. The ambulance service maintains an ambulance operation in more than one (1) state.

C. Dues Schedule – Each entity wishing to be a member of the AAA is required to pay annual dues based upon the following schedule.

Active Membership Class –

Single-state Provider – The ambulance service pays a flat dues rate per ambulance up to a cap. The ambulance service receives one (1) vote for every twenty (20) declared ambulances up to five (5) votes total. The ambulance service may register one ambulance operation as an active member for each vote received.

Annual Dues Per Ambulance: \$203

Annual Dues Cap: \$8,135

Votes:

one (1) vote	1-20 ambulances
two (2) votes	21-40 ambulances
three (3) votes	41-60 ambulances
four (4) votes	61-80 ambulances
five (5) votes	81+ ambulances

An ambulance operation located near a state border that performs ambulance transports in two states may not be required to pay multi-state dues. The requirement to pay multi-state dues applies when both of the following criteria are met:

- the ambulance service maintains an “ambulance operation,” as defined above, in two or more states; and,
- the ambulance service operates more than one hundred (100) ambulances

Multi-state Provider – For the first state in which it maintains an ambulance operation, the ambulance service pays the base dues rate (which is equal to the dues cap) and receives five (5) active memberships and five (5) votes. In addition, the ambulance service pays a flat dues rate for each additional state in which it maintains an ambulance operation. The ambulance service receives one (1) active membership and one (1) vote for each state. The ambulance service registers one ambulance operation for each active membership.

Annual Base Dues Rate: \$8,135 (for initial state)

Annual Dues Per State: \$1,500 (for each additional state)

Votes: five (5) votes plus one (1) vote per state

Associate Membership Class – Any entity engaged in the business of providing ambulance or public safety services which are government-operated fire departments, aero-medical services or ambulance services which are staffed predominately by unpaid volunteers:

Government Provider – Annual dues are a flat rate of \$749.

Volunteer Provider – Annual dues are:

\$203 -- less than ten (10) ambulances

\$406 -- more than ten (10) ambulances

Aero-medical Provider – Annual dues are a flat rate of \$749.

Affiliate Membership Class – Any person, partnership, corporation or other entity engaged in the manufacture, sale, rental or servicing of equipment or furnishing of services utilized in the provision of medical transportation. Annual dues are a flat rate of \$1128.

Individual Membership Class – Any person interested in the medical transportation industry, and who does not qualify for any other category of membership, either directly or indirectly through their employer. Annual dues are a flat rate of \$272.

State Association Membership Class – Any entity engaged in the business of providing member benefits to ambulance service providers for a specific geographic region in the United States and not eligible for any other category of membership. Annual dues are a flat rate of \$267.

D. Application Procedures – Each entity seeking to become a member of the AAA must submit accurate information on the membership application. Each ambulance service wishing to be an Active Member of the AAA is required to declare certain information on the initial membership application and on the annual membership renewal notice:

1. Each single-state ambulance service is required to declare (on the initial membership application and annual membership renewal notices) all of the ambulance vehicles that are licensed to transport patients.
2. Each multi-state ambulance service is required to declare (on the initial membership application and annual membership renewal notices) each state in which they maintain an ambulance operation.

E. Phase-In – Any member with greater than a ten percent (10%) increase in dues as a result of the updated dues schedule may request a phase-in period to be determined and administered by staff, but not to exceed two (2) years.

F. Annual Dues Increase – The dues in all classes, including the dues cap, will be increased each year by the same amount as the Medicare Ambulance Fee Schedule (i.e., CPI-U).

G. Vote Limitations – Ambulance services (including all active memberships) may not hold more than ten percent (10%) of the active votes in any region, and may not hold more than ten percent (10%) of the active votes in the association.

H. Dues Verification – AAA staff will assure that each member pays a dues amount that accurately reflects the relative size of their organization. A notice will be placed on the initial membership application and on annual renewal notices informing AAA members that each year, the AAA will randomly select ten percent (10%) of the AAA active members and verify through an independent source the number of ambulances and number of states declared on their respective membership application and/or annual renewal notice. Members will be asked to submit an affidavit from an independent source (i.e., a state EMS regulatory agency, department of motor vehicles or other independent agency) stating the number of ambulances licensed to transport patients at the time the application or renewal notice is filed. If there is a discrepancy between the number of declared ambulances submitted to the AAA and stated on the affidavit, the member will be required to pay dues based on the number of ambulances stated on the independent affidavit. Failure to submit an affidavit (or equivalent proof) when requested or failure to pay the correct membership dues amount when requested is a violation of the AAA's Standards of Conduct (AAA Bylaws, Article V, Section 6) and could result in referral to the Ethics Committee for further action.

I. Benefits of Membership: Each year, the Membership Features Committee with assistance from the AAA staff will prepare and distribute a list of member benefits.

J. State Associations: The benefits of membership for the state association category belong solely to the primary contact. All member communications including E-updates, calls for action, member advisories and newsletters cannot be distributed to the state association members without written prior consent of the AAA staff. Special member rates and discounts do not apply to the state association members but applies to the primary contact on the state association member application.

SECTION 4 – ADMINISTRATIVE POLICIES & PROCEDURES

A. Awards Selection & Criteria

1. The Awards Committee will consist of the President, Immediate Past President, Executive Vice President and two additional volunteer leaders selected by the Board of Directors.
2. The Committee shall select nominees based on contributions made to the industry and the Association.
3. Recipients of the awards will be announced at the 3rd quarterly meeting of the Board of Director's meeting.
4. Awards to individuals who are not members of the Association must be approved by the Board of Directors at the 3rd quarterly meeting.
5. The Association currently offers awards for individuals for achievements and contributions in three categories: J. Walter Schaeffer Memorial Award of Excellence; The President Award; The Partnership Award; and Lifetime Achievement Award.

B. Communication Standards

1. The Executive Committee may meet at physical locations and/or by means of telephone conference in the time period between quarterly meetings.
2. The Board of Directors will be notified of any actions taken within one week of the conference. Notification may be made via mail, fax or e-mail.
3. Refer to Bylaws, Article 7 for communication standards for Board Meet
4. The Ambulance E- Update is the official weekly communication for the AAA membership.

C. Liaison Policies & Procedures: Communications with government agencies, national organizations and other entities are critical to assure the interests of AAA members are effectively represented in the public policy arena. The most appropriate liaisons are AAA members that have a working relationship with the leadership of the liaison organization, or have specific expertise in the subject matter that relates to the targeted liaison organization. Liaison activities are often a major component of specific AAA committees, therefore, committee chairs will be directly involved in planning liaison activities.

1. The President is responsible for nominating individuals as AAA liaisons to national organizations, government agencies and to other entities when the interests of AAA members need to be represented. The President may also appoint AAA liaisons to attend industry-related functions on behalf of and as a representative of the Association.
2. The Executive Vice President provides overall coordination of all liaison activities and assures that liaison activities support the association's current strategic plan. The Executive Vice President will maintain a comprehensive record of all liaison assignments, including staff and consultant assignments, as well as, the names of individuals from other organizations that have been assigned as liaisons to the AAA.
3. The Executive Vice President will be included in all pertinent communications and will assure that the designated liaison is informed of AAA positions, key messages and

information about membership needs. AAA staff will attend events held in the Washington DC area if possible.

4. Chairs of committees of jurisdiction will work with AAA liaisons and staff to develop a liaison plan to support committee objectives and the AAA strategic plan. When appropriate, committee chairs may be the designated liaison or may serve as the secondary (i.e., back-up) liaison. Other staff, consultants and committee chairs may also be involved in relevant communications and will provide assistance in the liaison process.
5. The Executive Vice President will forward written reports submitted by AAA liaisons to the Board of Directors, the committee of jurisdiction and other parties as needed.
6. AAA liaisons, generally, are not compensated for travel and registration expenses incurred while representing the Association. However, requests for a travel stipend may be submitted and must be approved by both the President and Treasurer.
7. AAA liaisons have the following responsibilities:
 - a) Monitor the organization's (or agency's) activities, website and publications.
 - b) Regularly attend meetings, maintain ongoing written and oral communications with staff and other officials, and participate in appropriate committees or work groups.
 - c) Consult with AAA staff and committee chair prior to contacts for updates on AAA positions and key messages.
 - d) Present the association's approved position if one exists. Request the development of a formal AAA board-approved position on relevant issues when appropriate. Represent the interests of AAA members with a balanced perspective of members needs including urban/rural, large/small, emergency/inter-facility and geographically.
 - e) Provide information and invitation to liaison organization regarding AAA activities, meetings and events. Work with MTI committee to identify opportunities for the exchange of speakers from liaison organizations.
 - f) File a written report with the Executive Vice President within 7 to 10 business days of any meeting and after significant communication.
 - g) Assure all follow-up activities are completed in a timely manner including response to requests for additional information, correspondence and other requested actions.
 - h) Facilitate additional communication between the liaison organization and the AAA board, staff, consultants or chair, as needed, to assure the interests of AAA members are represented.
8. The term limit for any liaison position is three (3), two (2) year terms. If the Board wishes to make an exception to the term limit, the Board can overrule the term limit with a 2/3rds majority vote of the Board members seated. The President can recommend the removal of a liaison with ratification of a majority of the Board of Directors.

D. Quality Assurance Program

1. All communications (e-mails, voice mails, faxes) from members will be properly responded to within two working days.
2. Voice mail, like all communications, will be responded to within two days and, if received from leaders, within one day. Employees away from their phones will make arrangements for appropriate responses during their absence.
3. Member complaints or concerns, whether pertaining to customer service, programs and/or events must be shared with the Executive Vice President, no later than 48 hours

after the complaint or concern is delivered. If the concern or complaint warrants (there are a number of similar complaints or concerns made), the EVP must share the information with the Committee of Jurisdiction and the Membership Features Committee a minimum of every quarter.

SECTION 5 – STRATEGIC PARTNERSHIPS & ALLIANCES

It is the general policy of the Association to consider proposals for strategic partnerships with vendors of products and/or services that may be of potential benefit to the membership. The Membership Features Committee is charged by the Board of Directors to review and recommend those seeking a strategic partnership with the AAA. All proposals must be submitted in writing and specifically define the partnership being considered.

A. Criteria for Organizations Seeking Strategic Partnerships

1. Proposal must be submitted in writing and specifically define the strategic partnership related to products and/or services.
2. Organization must meet the following minimum conditions:
 - a. Seek and maintain affiliate membership in the Association for the duration of the partnership.
 - b. Advertise four times per year in the Ambulance Services Newsletter, for the duration of the agreement.
 - c. Exhibit at the Annual Trade Show for the duration of the agreement.
 - d. Sign a written agreement as stipulated by the Association.
 - e. Must bear all costs for marketing and accounting for all services and/or product for duration of the agreement.
 - f. Indemnify the Association against all legal action that may arise out of the endorsement/recommendation.
 - g. Furnish proof of sufficient liability insurance.
3. The Committee will review written proposals and may request a presentation by the organization at the committee meeting. Each committee member will submit a written evaluation of the proposal.
4. Upon confirmation that all conditions as described above have been met, the committee may then consider a recommendation to the Board of Directors for approval.
5. Sponsors of MTI educational workshops and the ASM program are exempt from this policy.
6. All partnerships will be reviewed on an annual basis by the Membership Committee and the committee shall make appropriate recommendations to the Board on the status of the partnership.
7. Organization must have maintained membership in the AAA for a period of a least one-year prior to consideration of the partnership.

SECTION 6 – SITE & FACILITY SELECTION PROCEDURES

It is the general policy to hold meetings on a rotation basis, with good travel access and at quality facilities throughout the United States to encourage membership attendance at all meetings.

The Site and Facility Selection Sub-committee of the Executive Committee is charged by the Board of Directors to review and recommend meeting sites for Board approval. Members of this Sub-committee shall include the President, President-Elect, Treasurer, MTI Committee Chair, Membership Features Chair, and the Executive Vice President. It is the purpose of these guidelines to assist the sub-committee in making an informed objective recommendation to the Board of Directors for approval.

A. Guidelines for Site Selection: The definition of a Site is an area or specific locality where the meeting will be held. Site selection will be based on the following criteria:

1. History of prior meetings.
2. Travel access and travel cost to area or locality.
3. Availability of selected meeting dates.

B. Guidelines for Meeting Facilities: The definition of a Meeting Facility is a hotel, resort, or other facility. Meeting/facility selection will be based upon the following criteria:

1. Must meet meeting space requirements and sleeping room requirements.
2. Availability for selected meeting dates.
3. Reasonable lodging expense.

The sub-committee will choose a site based upon the above criteria. Staff will submit written proposals from three (3) facilities based upon the established guidelines. The Site and Facility Selection Sub-Committee then will make a recommendation for the Board of Directors' approval.

SECTION 7 – FINANCIAL POLICIES & PROCEDURES

A. Accounts Payable: The following procedures shall be followed when processing invoices payable by the Association.

1. When an invoice is received by the AAA headquarters, it shall be date stamped as received.
2. All invoices shall be deemed net due in thirty (30) days unless an earlier net due date will result in a discount. Staff will make every effort to take advantage of discounts offered by vendors.
3. The Executive Vice President shall assign a General Ledger line code to each invoice or portion of the invoice and mark it accordingly.
4. The Executive Vice President shall verify that the expense falls within the budget allocation for that expense.
5. On a biweekly basis, a check will be written to cover those approved invoices that are payable and due. A check registry listing the checks written along with a copy of the invoice and related information shall be sent to the Treasurer for approval.
6. A check registry will be faxed on a biweekly basis to the Treasurer for approval. The Treasurer shall initial the check registry indicating approval for payment, and fax it back to the AAA headquarters. Any denials will be verified in writing to the Executive Vice President.

B. Accounts Receivable: The Association's Executive Office shall be responsible for receiving all revenues for the Association.

1. The Association will not receive personal or business expenses for services or supplies without the written approval of the Executive Vice President. After approval has been made, the Executive Office will issue an invoice to the member within 48 hours of receipt of authorization or shipment of product. These charges are payable upon receipt. A second and final notice will be sent for any amounts not paid within thirty (30) days, and a copy of the notice will be forwarded to the Treasurer.
2. Individuals or businesses wishing to purchase supplies or services may do so by check, personal or business, cash or by supplying evidence of a valid credit card, i.e. MasterCard, Visa or American Express.
3. All cash remitted to the Association shall be recorded by the AAA headquarters immediately upon receipt.
4. All receivables remitted to the Association shall be deposited in the bank within two (2) business days of receipt at the AAA headquarters.
5. All checks shall be stamp endorsed with the account number of the Association and the words, "FOR DEPOSIT ONLY," upon receipt.
6. All credit card requests shall be imprinted upon presentation. On mail/telephone order requests, credit slip shall be completed by hand and recorded on the signature line "MAIL ORDER" or "TELEPHONE ORDER."
7. The Executive Vice President will ensure that each receivable is identified and logged by General Ledger line code.
8. Membership Dues.

- a. First dues notice shall be sent by regular mail 90 days prior to expiration of membership.
- b. Second dues notice labeled as past due shall be mailed by regular mail 60 days prior to expiration of membership.
- c. Third dues notice labeled as final notice shall be sent by certified mail 30 days prior to expiration of membership.
- d. Treasurer and Regional Director shall be notified by regular mail when the third dues notice is sent.
- e. Sixty days from expiration date member shall be dropped.

C. Fiscal Year Closing: The fiscal year begins on January 1 and ends on December 31.

1. The Executive Vice President shall close the books each month by the tenth (10th) of the following month. All financial statements shall be internally generated and a copy provided to the Finance Committee no later than the 30th of each month.
2. At the close of the year, the internally generated statement shall be available for distribution to the Finance Committee one week before its first meeting of the new fiscal year.
3. The Executive Vice President shall have the Association's financial records officially audited by a certified public accountant.

D. Finance Committee Reports: The Executive Office shall forward the following reports to each member of the Finance Committee one week prior to each scheduled meeting:

1. All internally generated finance statements produced since the previous meeting.
2. Minutes of the previous Finance Committee meeting;
3. A current membership count by type and dues classification;
4. Any reports requested by the Treasurer.

E. Board Member, Staff & Volunteer Financial Policies

1. Quarterly Meetings
 - a. When attending quarterly meetings, board members will be responsible for their own expenses, including travel, lodging, food and entertainment.
 - b. Board Members and Committee Chairs are expected to register and pay full fees for educational events in which they attend. Board Members and Committee Chairs are expected to pay related expenses for meal and break period functions if they do not attend educational events.
 - c. Registration may be waived for any Association member acting as a member of the faculty at educational events.

F. Special Functions

1. In accordance with the Association's Bylaws, Article V, Section 12, the Association does not provide compensation for time or expenses to board members, committee chairs or other designees when traveling on business for the Association.

2. In the event the Board of Directors approves exceptions to the above policy, the following rules will apply:
 - a. Lodging will be booked at the facility where the function is held. The traveler is responsible for any amounts that exceed authorization.
 - b. Expenses for rental cars will be reimbursed only when required by the Association. Mid-sized or smaller vehicle rental rates will be authorized for reimbursement.
 - c. Telephone calls charged to the room are the responsibility of the traveler, unless related to the Association. Proof of relation may be required.
 - d. Pay television will not be reimbursed by the Association.
 - e. Individual meals will be reimbursed up to the following schedule upon presentation of valid receipt:
 - Breakfast \$15.00
 - Lunch \$21.00
 - Dinner \$25.00
 - f. Air travel will not be reimbursed above coach class rates.
 - g. Expenses for alcoholic beverages will not be reimbursed.
 - h. The Association does not extend cash advances (except for staff).
 - i. All reimbursements will be verified by the Executive Vice President. Each receipt must be an original and specify each expense item in detail. Each traveler shall be expected to complete an approved travel and expense form with all receipts attached.
 - j. Individual Board Member's expenses shall be approved by the Treasurer.

G. Finance Committee Responsibilities: The following activities are the responsibility of the Finance Committee for final review and reporting to the Board of Directors.

1. The Finance Committee shall review all requests by committees for funding and the setting of revenue fees. This may be accomplished as submitted in the committee budget or by special request.
2. Each committee chair shall present to the Treasurer a detailed budget for that committee upon completion of the annual planning session. That budget shall contain a detailed estimate of anticipated revenues and expenses. If a committee is responsible for projects where fees will be charged to members, those fees and expected membership participation levels shall be detailed.

H. Budget & Reserves Policies

1. The Finance Committee shall review the annual budget for each fiscal year. The committee shall present the budget to the Board of Directors for acceptance at the Annual Strategic Planning meeting.
2. The Finance Committee shall determine and recommend to the Board of Directors the method for allocation to and/or withdrawal of funds from the restricted contingency fund.
3. The Finance Committee shall authorize any and all advertising and subscription rates for the *Ambulance Service Journal*.
4. The Treasurer shall approve any and all fees charged by the Association for the sale of items or materials to members or the general public.

5. Any proposed change to the membership dues or dues structure must be disseminated to the membership at a minimum of 30 days notice prior to approval by the Board of Directors.
6. The AAA has a yearly goal of transferring \$50,000 to AAA's reserve funds with the financial goal of achieving a minimum of 6 months worth of operating expenses being held in AAA's reserve account.

SECTION 8 – POLICY DEVELOPMENT & ADVOCACY MANAGEMENT

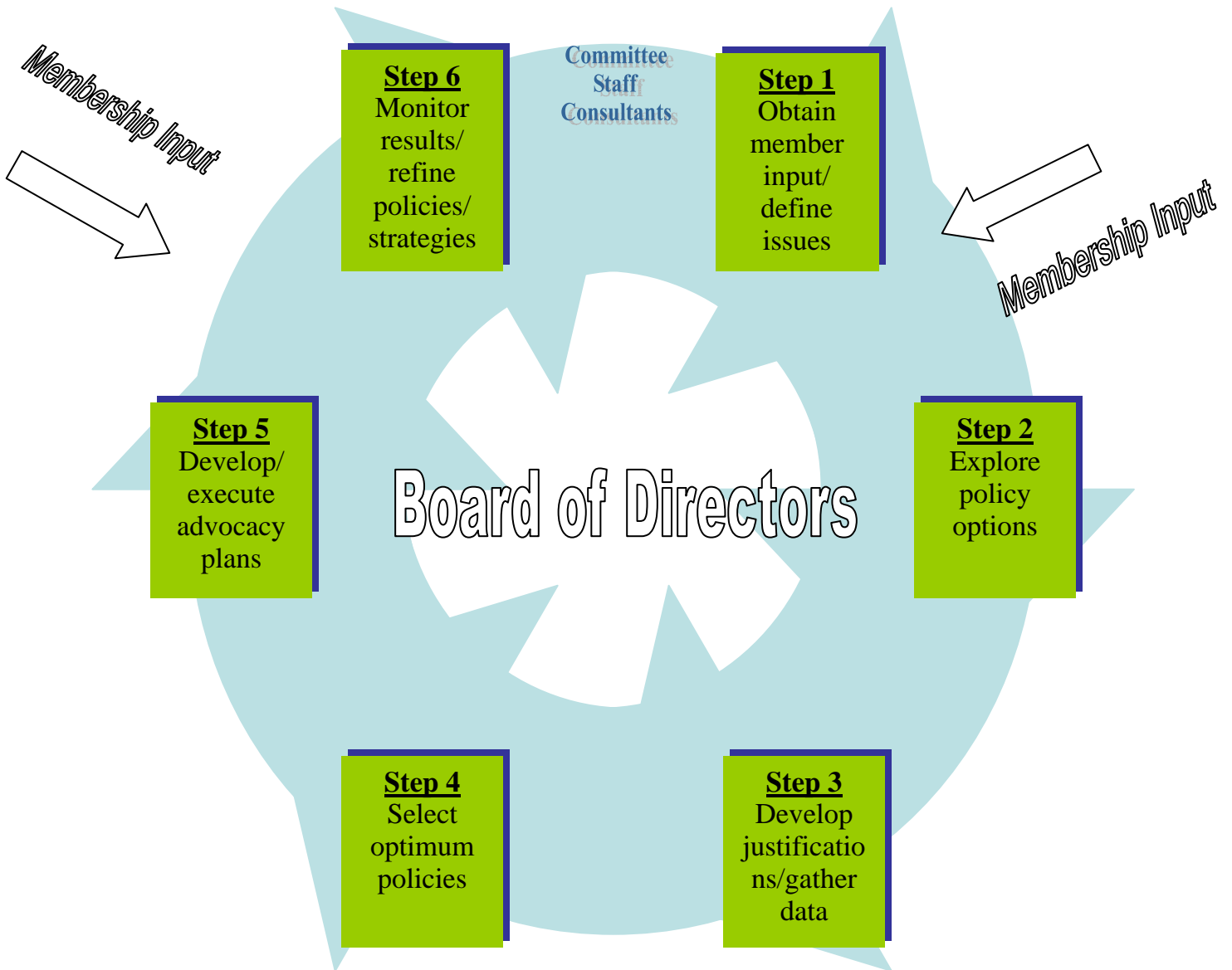
- A. Overview:** During each session of Congress, federal legislation and regulations may be considered which affect members. The association's advocacy function (including the committee of jurisdiction, staff and consultants) is responsible to recommend positions to the board of directors on federal legislation and regulations, as well as, annual measurable program deliverables, based upon the association's current strategic plan. The advocacy function will use the following process for policy development and advocacy management (i.e., the policy lifecycle), to establish and execute annual objectives. This process will also be used to develop solutions and positions regarding other national standards, practice or trends which may affect AAA members:
1. Obtain member input and define the issues. The board of directors and committees of jurisdiction proactively determine how federal legislation and regulations affect members through external environment scans and various forums of input open to all member constituencies. The advocacy function communicates with members with consistency and clarity and receives input from members before policy positions are approved and throughout the entire policy lifecycle. Member input is received through surveys, written correspondence and one-one communication. Members also are engaged in dialogue which achieves clarity and consensus on what constitutes success. Members are responsible for utilizing avenues of member input in a timely manner.
 2. Explore policy options. The advocacy function utilizes industry and government experts and specialists to conduct evidenced-based issue analysis. Policy options may include one or more solutions, positions or policies. Potential policy options are evaluated based upon member needs, in addition to factors such as political realities and affect on other stakeholders including industry groups, potential groups opposed, customers and patients.
 3. Develop justifications and gather data. The advocacy function engages in substantive research and analysis on issues that affect members in order to base legislative and regulatory positions on current and accurate data and to assure policy options address member's needs in a fair and inclusive manner.
 4. Select optimum policies. The advocacy function recommends policies for approval by the board of directors. The board of directors is responsible for overseeing a transparent decision-making process which includes open access to adequate information; representation of all interested constituencies; and deliberation with outcomes guided by association principles. The intent of successful legislation and regulations is to create a win-win whenever possible for all members. Proposals to distribute funding are recommended and approved based upon an evaluation of members needs and a recognition of the efforts of members to provide efficiently operated ambulance service. The advocacy function maintains an inventory of all policy positions and current priority level according to the Policy Priority Key below.
 5. Develop and execute advocacy plans. The advocacy function develops and maintains the capacity to strategically employ the use of internal staff, outside consultants/contractors and members in the five (5) factors critical to government affairs success: direct lobbying, grassroots/grasstops activity, media relations, liaison relationships, and political action. The advocacy function executes the advocacy plan, and employs a mix of strategic initiatives, tactics and timing to achieve legislative and regulatory outcomes.

6. Monitor results and refine policies and strategies. With board oversight, the advocacy function establishes and updates the priority for different issues based upon explicit criteria including membership benefit and political realities; regularly compares performance to outcomes and deliverables; receives member input throughout the entire policy lifecycle; and periodically makes adjustments as necessary to achieve desired results.

B. Policy Priority Key: Below is the priority key for ambulance related legislation.

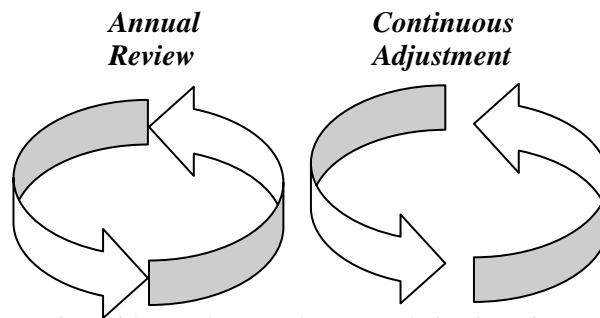
- Active Support – Priority issue, send AAA letter of support to author; add AAA name to list of groups in support; AAA members send letters and lobby in support.
- Support – Letter of support to author; add AAA name to list of groups in support.
- Support If Amended – AAA will support if AAA amendments are added.
- Watch – No position.
- Oppose – Send AAA letter of opposition to author; add AAA name to list of groups in opposition.
- Oppose Unless Amended – AAA is opposed unless AAA amendments are added.
- Actively Oppose – Priority issue; send AAA letter of opposition to author; add AAA name to list of groups in opposition; AAA members send letters and lobby in opposition.

C. Policy Development & Advocacy Management Chart



Draft
AAA Strategic Planning Process

The AAA has adopted a philosophy of knowledge-based strategic governance and decision making. It has established a process for planning strategically in four planning horizons:



Adapted from Glenn Tecker, Knowledge-based Governance Strategy, 11/12/04

AAA’s annual strategic planning process is a two-year cycle which links 1) the two-year term of each AAA President; 2) a two-year AAA Strategic Plan, and 2) each two-year Congressional session. Long range planning will occur approximately every four to six years and will focus a major review of goals and objectives.

The strategic planning meetings in even years will coincide with the new term of each AAA President and will begin a new two-year strategic planning cycle. The outcome of these strategic planning meetings is the development of a new strategic plan. The strategic planning meetings in odd years will update that existing two-year plan.

1. Core Ideology

The following are the basis for AAA’s Strategic Plan:

- Core Purpose – The AAA’s reason for being:

- *To promote excellence among the Nation’s ambulance providers*
- **Core Values** – The AAA’s enduring and essential principles that guide the association:
 - *Integrity: Principled, ethical and honest in all interactions with others and in service to our members*
 - *Excellence: Continuous pursuit of the highest standards of professionalism in EMS, community service and strategic leadership*
 - *Responsiveness: Dedicated to a culture of proactive representation of our members through open and inclusive dialogue, consensus building, and respect for individual needs and opinions*
- **Mission** – The AAA’s priority focus during the life of the strategic plan:
 - *Support high quality and economically stable ambulance services*
- **Big Audacious Goal** – The achievement of the goal that constitutes success for the AAA:
 - *Be the recognized leader for ambulance providers in the United States*

2. Annual Strategic Planning Timeline

[Intro sentence] The time allocations noted below are approximations and are intended only as a guide for the relative focus on specific agenda items for each strategic planning meeting.

Develop Strategic Plan Even Years/First Year (2006 & 2008)	April	President-elect & Exec Vice President Attend ASAE Leadership Symposium
	October	AAA Election Results <ul style="list-style-type: none"> ● New AAA President, Officers & Board Members Seated ● New AAA Committee Chairs Appointed/Ratified
	November	AAA Strategic Planning & Organizational Development Meeting <ul style="list-style-type: none"> ● New Board/Chair Orientation (1 hour) ● Association Leadership Development Forum (1 hour) ● Review AAA Strategic Plan Accomplishments (1 hour) ● Review Environmental Scan & Membership Survey Results (1 hour) ● Develop Two-year AAA Strategic Plan (4 hours) <ul style="list-style-type: none"> ○ Review Goals & Objectives ○ Develop & Prioritize Strategies ○ Review and Update Committee Structure & Purposes ○ Assign Objectives & Strategies to Committees ● Develop Two-year AAA Budget (1 hour) ● Present Contractor Evaluation Results (1 hour)
	December	Staff, Consultants & Committee Chairs Develop & Present to Board: <ul style="list-style-type: none"> ● Action Plans Including Timelines, Assignments, Budget National Election Results Known/AAA Board Approves: <ul style="list-style-type: none"> ● AAA Two-year Strategic Plan ● AAA One-year Operations Plan ● AAA Two-year Budget
	January	New Congress Begins / AAA Two-year Strategic Plan Commences: <ul style="list-style-type: none"> ● AAA Operations Plan Commences

Update Strategic Plan	October	AAA Election Results / New AAA Board Members Seated
	November	AAA Strategic Planning & Organizational Development Meeting <ul style="list-style-type: none"> ● New Board/Chair Orientation (1 hour) ● Association Leadership Forum (1 hour) ● Chairs Present Committee Accomplishments (1 hour) ● Staff/Consultants Present Contractor Accomplishments (1 hour) ● Review Environmental Scan & Membership Survey Results (1 hour) ● Review & Update Two-year AAA Strategic Plan (2 hours) <ul style="list-style-type: none"> ○ Review & Prioritize Objectives & Strategies

		<ul style="list-style-type: none"> ○ Assign Objectives & Strategies to Committees ● Review & Update Budget (1 hour) ● Present Contractor Evaluation Results (1 hour)
	December	Staff, Consultants & Committee Chairs Develop & Present to Board: <ul style="list-style-type: none"> ● Action Plans Including Timelines, Assignments, Budget AAA Board Approves: <ul style="list-style-type: none"> ● AAA Two-year Strategic Plan Update ● AAA One-year Operations Plan Update ● AAA Budget Update
	January	AAA Operations Plan Commences

3. Definitions

The following terms are used in AAA's program of planning strategically:

- Action Plans – An annual statement by each committee chair and consultant organization submitted to the board of directors detailing specific action items (tactics), deadlines, assignments (staff/consultant and volunteer) and budget requests designed to achieve board-approved strategies and objectives.
- Big Audacious Goal – The achievement of the goal that constitutes success for the association.
- Core Purpose – The association's reason for being.
- Core Values – The association's enduring and essential principles that guide the association.
- Environmental Scan – An annual report assessing the external factors which are either drivers or are barriers to association achieving its goals.
- Goals – Long range outcome-oriented statements that will accomplish the association's mission.
- Mega Issues – Issues of overriding strategic importance related to industry and professional trends over the five to ten year horizon that the association will need to address in order to define the direction of its strategic plan.
- Membership Survey – An annual internal report assessing the needs, expectations and concerns of members of the association.
- Mission – The association's priority focus during the life of the strategic plan.
- Objectives – Specific measurable results that are aggressive but attainable.
- Operations Plan – An annual plan of operations that connects the committee, staff and consultant activities (inputs) with the strategies and objectives of the association (outputs).
- Strategies – Descriptions of the methods to achieve the objectives that are prioritized in an annual operations plan which allocates limited financial and human resources within specific timeframes.
- Tactics – Specific activities carried out by staff, consultants or volunteers which are continuously adjusted to meet current realities.
- Vivid Description – Describes how the world could be different for key stakeholders, such as members, patients, the public, the communities our members serve and the association as a whole, as a result of the association attaining its big audacious goal.

SECTION 9 – PARLIAMENTARY & BOARD MEETING PROCEDURES

A. Parliamentary Procedures

Robert's Rules of Order, newly revised, shall govern the conduct of all meetings and sessions of the Association provided they do not conflict with the AAA Bylaws.

B. Board Procedures

Any volunteer leader or member of the AAA may request and Item for Consideration as an Agenda Item for the Board meeting, by submitting the Agenda Item to the Executive Vice President of the AAA. In order for the Board to consider an agenda item, the requester must submit a background paper with the preliminary information necessary to encourage and informed debate and dialogue.

C. Operating Procedures

1. Any individual wishing to address the Board must be recognized by the Chair.
2. A motion made by a Board member must have a second to be considered. Discussion will be limited to the motion made.
3. A motion made by a committee does not require a second. The secretary will read the motion and discussion will be limited to the motion made.
4. All committee meetings will be open to membership attendance. Exceptions will be made for the Ethics Committee when in a complaint hearing, or as authorized under the bylaws.
5. Amend something previously adopted
6. Motions relating to methods of voting

SECTION 10 – GOOD GOVERNANCE RESOLUTION

WHEREAS the AAA system of governance is designed to achieve the organization's core purpose and mission.

WHEREAS the goals for the AAA are:

- to create a culture of inclusiveness based on principled, ethical and honest interactions with others and respect for and responsiveness to individual member's needs,
- to increase the number of AAA members who perceive that the association's decision making processes are transparent and consensus based and that they have a voice in the organization,
- to increase awareness among AAA members of programs, services and opportunities for input and,
- to achieve efficient and effective headquarters operations and sound financial foundation.

Be it RESOLVED that the AAA leadership and staff will:

- review and revise AAA's infrastructure, including consultant, staff and committee structure to efficiently achieve strategic goals and objectives,
- provide training and resources to association board, chairs and key staff regarding leadership effectiveness, responsibilities and best practices,
- maximize the use of all communication avenues to AAA members to provide input to board, committee and task force deliberations,
- develop and implement methods to assure policy-making processes are transparent,
- enhance membership feedback mechanisms and assures they drive future program and service development, and
- assure consultant and staff contractors annually establish and achieve performance goals

SECTION 11 – CONFLICT OF INTEREST POLICY

A. Disclosure of Certain Interests Resolution: The following policy applies to all members of the Board of Directors and Ethics Committee members.

WHEREAS the proper governance of the American Ambulance Association depends on the Board of Directors members and Ethics Committee members who give of their time for the benefit of the ambulance industry; and,

WHEREAS the giving of this service, because of the varied interests and backgrounds of the Board of Directors members and Ethics Committee members may result in situations involving a dual interest that might be interpreted as conflict of interest; and

WHEREAS this service should not be rendered impossible solely by reason of duality of interest or possible conflict of interest; and,

WHEREAS the matter of any duality of interest or possible conflict of interest can best be handled through full disclosure of any such interest, together with noninvolvement in any vote wherein the interest is involved;

NOW, THEREFORE, BE IT RESOLVED: That the following policy of duality and conflict of interest is hereby adopted:

1. All Board members and ethics committee members should be over-zealous in disclosing possible and actual conflicts of interest to the Board.
2. The Board reasonably should determine whether the conflict of interest requires recusal of any Board member from a particular deliberation and decision-making process.
3. If it is determined that there is a conflict of interest, the Board member should immediately recuse himself/herself.
4. If there is not a conflict of interest, Board members must honestly and with integrity make the best determination of what is in the best interests of the organization.
5. If Board members disagree with the Board about what is in the best interests of the organization, they should vote consistent with their beliefs.
6. If Board members disagree with a Board decision, they may discuss their disagreement and advocate a contrary position provided they:
 - a. Advise all individuals and bodies before whom they are advocating that they are members of the AAA Board.
 - b. Disclose to all applicable individuals and bodies that they are advocating a position on behalf of their private entities and their position may be different than the interests of AAA.
 - c. Advise the Board that they are advocating a position contrary to the Board position and that they have made full disclosure to the applicable individuals and bodies.

BE IT FURTHER RESOLVED: That this Policy shall be reviewed annually for the information and guidance of the Board of Directors members and Ethics Committee members, and that any new member be advised of the policy upon entering on the duties of his or her office.

B. Annual Declaration of Dual Interest or Conflict of Interest Form

The following form must be filed by all members of the Board of Directors and Ethics Committee members with the Secretary of the Association.

FROM: _____ () Director/Alternate () Ethics Committee Member

Please be advised of the following possible dual interest or conflict of interest(s) that I am declaring as a part of the American Ambulance Association’s annual review:

() I am employed or affiliated with the following ambulance service which may or may not benefit by my involvement in Board or Ethics Committee members discussions or action:

Other potential dual interests or conflicts of interest that I wish to declare:

() None

Signed: _____

Date: _____