



**hfma**<sup>™</sup> show me of missouri chapter  
healthcare financial management association

## **OPERATING MANUAL FY 2012**

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# Section 1

Error! Bookmark not defined. **SHOW-ME OF MISSOURI CHAPTER OF HFMA**

## *Position Description*

**Position:** President

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. Responsible for Chapter operations as the Chief Executive Officer.
2. Appoints Committee Chairpersons and Vice Chairpersons to fill vacancies that occur during his/her term of office.
3. Presides at Board meetings.
4. Monitors and reports progress made toward achieving goals and objectives in the Strategic Plan to the Board of Directors.
5. Monitors Chapter financial position.
6. Ensures that all National deadlines are met.
7. Monitors compliance with Davis Chapter Management System.
8. Conducts awards ceremonies, including advance notice to all recipients.
9. Presides at the Annual Meeting and Special Meetings of the membership.
10. Assure adherence to the Chapter Bylaws.
11. Review monthly bank statements balances (mailed directly to President by financial institution) to ensure accuracy of financial statements prepared by the Chapter Treasurer.
12. Prepares *Message from the President* for each newsletter.
13. Hold at least four Board meetings during the year.
14. Attend the Fall Presidents Meeting and other National meetings as required.

15. Ensures that a financial review is performed on the records of the previous Chapter fiscal year in accordance with the approved policy entitled Annual Financial Review.
16. Directs that the following documents be sent to the Regional Executive and Regional Executive-Elect:
  - Membership Directory
  - Newsletters
  - Meeting Brochures
  - Board Minutes
17. Includes Regional Executive, Regional Executive Elect and National Board Member on the Chapter's mailing list.
18. Invites Regional Executive to at least one Chapter meeting (preferably the 4 Chapter Combined Fall Meeting)
19. Serves as an *ex officio* member of all committees.
20. Notify members of the Chapter election results.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** President-Elect

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. In the absence of the President, or during the President's incapacity (as determined by the Board of Directors), performs the President's duties.
2. Chairs the Membership Directory Committee, which is responsible for preparing the Annual Membership Directory.
3. Distributes the Membership Directory as follows:
  - a. To Chapter Membership, Chapter Sponsors, HFMA National, the Missouri Hospital Association and Other Chapter leaders within HFMA's Region 8, by November of the current year.
4. Develops goals and objectives of the chapter and each committee for his/her year as President in conjunction with the Board of Directors and Committee members. Ensure alignment of the chapter goals and objectives with HFMA National's goals and objectives.
5. Presents Strategic Plan to Board of Directors in April of term of office.
6. Distributes Strategic Plan as follows:
  - a. Send copy to National HFMA prior to June 1<sup>st</sup> and furnish to Newsletter Chairperson for publication.
7. Ensures that the Chapter Operating Manual is maintained and revised as necessary.
8. Plans the annual acknowledgment of the outgoing President.
9. Assists the President as requested.
10. Other initiatives as indicated by the Strategic Plan or directed by the Board or Chapter President.
11. Attend the Fall Presidents Meeting and other National meetings as required.

12. Required to attend at least 50% of the Chapter Board Meetings.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Vice President

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. In the absence of both the President and President-Elect, or during their incapacity (as determined by the Board of Directors), performs the President's duties.
2. Chairs the Program Committee.
3. Manages the established process for programs, including:
  - a. ensuring that programs operate smoothly; and
  - b. planning programs with input and assistance from various committees, board members; and
  - c. facilitating preparing and distributing brochures to all members and selected non-members for programs; and
  - d. make arrangements for meeting sights, forward contracts for President (or President-Elect in the absence of the President) for signature, coordinate breaks, meals and snacks; and
  - e. make overnight arrangements for speakers, and other invited guests, that the Chapter is paying for.
4. Maintains files of following records to be filed in central location to meet Davis Chapter Management System documentation requirements:
  - a. speaker documents, including outlines of presentations, audio visual needs, expense reimbursements, etc.; and
  - b. correspondence with speakers.
5. Meets DCMS reporting requirements of updating the Program Planning Tool.

6. Other initiatives as indicated by the Strategic Plan or directed by the Board or Chapter President.
7. Required to attend at least 50% of the Chapter Board Meetings.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Secretary

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. Develops and supports Davis Chapter Management requirements to help meet the needs of our members.
2. Records the proceedings of the meetings of the Chapter, maintain a roster of members, and issue notices of all meetings.
3. In absence of the Registration Chair, staffs registration table at conferences with assistance from the Registration Committee.
4. Meets DCMS reporting requirements and deadlines.
5. Other initiatives as directed by the Strategic Plan or directed by the Board or Chapter President.
6. Required to attend at least 50% of the Chapter Board Meetings.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Treasurer

**Term:** Two Years

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. Maintains adequate financial records and adheres to approved financial policies/procedures.
2. Prepares monthly financial statements on QuickBooks using a cash basis method of accounting and submits to President on a monthly basis.
3. Presents financial statements at Board meetings.
4. Invests excess funds with Board approval.
5. Maintains file of following records to be filed in central location for the current year to meet Davis Chapter Management System documentation requirements:
  - a. Financial statements;
  - b. Annual Operating Budget;
  - c. Copy of financial information submitted to National HFMA for tax return.
6. Files appropriate IRS 1099 Miscellaneous forms on a calendar year basis.
7. Submits required DCMS reports including the Annual Operating Budget, Annual Financial Review, IRS Form 990, and Certification of Chapter Organization by deadlines set by HFMA National. Submits annual financial report to the Chapter membership.
8. Other initiatives as indicated by the Strategic Plan or directed by the Board or Chapter President.
9. Required to attend at least 50% of the Chapter Board Meetings.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Board of Directors  
**Term:** Two Years (unless appointed to fill director vacancy)  
**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. Oversee financial performance and general operations of the Chapter.
2. Participate in the formulation of the Chapter's strategic plans including annual goals and objectives.
3. Oversee and evaluate Chapter performance as required by the Davis Chapter Management System and the Chapter Balanced Score Card.
4. Ensure that the Chapter Bylaws are followed.
5. Maintain a prominent role in promoting and encouraging member development.
6. Develop and support Davis Chapter Management "best practices" to help meet needs of our members.
7. Bring member issues and concerns to the attention of the Board of Directors for consideration and action.
8. Evaluate Chapter policies and programs on a regular basis and make appropriate recommendations.
8. Other initiatives as directed by the Strategic Plan or directed by the Board or Chapter President.
9. Required to attend at least 50% of the Chapter Board Meetings.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Past President (*ex officio* as non-voting director)  
**Term:** One Year (immediately following term as President)  
**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. Serves as a Member of the Board of Directors with the same duties and responsibilities of the Directors.
2. Chairs the Nominating Committee to select new Officers and Directors.
3. Chairperson of the Operating Manual Committee.
4. Chairperson of the Bylaws Committee.

**SHOW-ME OF MISSOURI CHAPTER OF HFMA**

*Position Description*

**Position:** Chairperson, Financial Review Committee

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

**RESPONSIBILITIES AND DUTIES:**

1. To conduct the annual financial review of the Chapter's financial records by the due date set by HFMA National and according the Chapter Bylaws.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Chairperson, Bylaws Committee (Past President)

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. To review the Chapter Bylaws for accuracy.
2. Make recommendations to the Chapter President regarding compliance with Chapter bylaws.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Chairperson, Certification Committee  
**Term:** One Year  
**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. Promote the image of HFMA certification throughout the chapter.
2. Encourage chapter members to attain certification by various methods.
3. Assist members with the arrangements to sit for the exam.
4. Keeps Chapter members informed about HFMA Certification opportunities and requirements.
5. Maintains the Chapter's Library of Educational Materials for the purpose of Certification, and keep a written account of those checking out the materials and the amount of time that the materials are needed, in one month increments.
6. Encourages Chapter Members to attain Certification by various methods.

**SHOW-ME OF MISSOURI CHAPTER OF HFMA**

*Position Description*

**Position:** Chairperson, Social Events Committee

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

**RESPONSIBILITIES AND DUTIES:**

1. To work with Program Committee in order to provide networking opportunities at educational meetings.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Chairperson, Founders Committee

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. Keep accurate Founders Award History on all Show-Me Chapter members
2. Submit to the Chapter President and Secretary records on members eligible for Founders Award scoring within 60 days of the close of the Chapter fiscal year.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Chairperson, Internet/Web Committee

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. To provide chapter members with an informative and current web page.
2. Update web page as directed by requests from the Officers and Committee Chairs.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Chairperson, Membership Committee

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. Correspond with non-members who attend Chapter Educational meetings and invite them to return and consider HFMA membership.
2. Contact hospitals within the Chapter area who do not have an HFMA member and educate them regarding HFMA membership benefits and chapter activities.
3. Evaluate areas of potential membership, contact interested applicants, receive applications and maintain membership standards, commensurate with standards set by HFMA National and Chapter Strategic Plan.
4. To arrange one meeting per year for all new Chapter members to explain “What is HFMA” and to discuss the Chapter’s objectives and goals.
5. Assign an Officer or Director to welcome and orient new Chapter members at educational meetings.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Chairperson, Membership Directory Committee (President Elect)

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. To prepare the annual Membership Directory.
2. To distribute the Directory during November to Chapter membership, HFMA National, and HFMA Region 8 Regional Executive and Regional Executive-Elect.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Chairperson, Newsletter Committee

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. To keep Chapter members, Missouri hospitals, and other healthcare providers informed on all Chapter activities and current developments in the delivery of healthcare in Missouri.
2. To distribute at least four issues of the newsletter each year by the deadlines set by HFMA National.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Chairperson, Nominating Committee (Past President)

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. Presents nominations to the President in accordance with the Chapter Bylaws.
2. Ensures that election ballots are prepared and mailed to all Chapter members prior to election.
3. Summarizes the results of election proxies received and presents to the President prior to the election.

**SHOW-ME OF MISSOURI CHAPTER OF HFMA**

*Position Description*

**Position:** Chairperson, Operating Manual Committee (Past President)

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

**RESPONSIBILITIES AND DUTIES:**

1. To annually review and update the Chapter Operating Manual and present for approval to the Chapter Board no later than July of each Chapter year.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Chairperson, Program Committee (Vice President)

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. To plan and coordinate all educational meetings of the Chapter, including speakers, attendee registration, site arrangements and payment, and meeting follow-up.
2. Provide tentative meeting schedule to the Board with proposed dates and topics by June 1<sup>st</sup>.
3. Establish goals to include maintaining, preferably increasing, member education hours.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Chairperson, Registration Committee

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. To assist the Program Committee with registration duties.
2. To prepare registration list for Davis Chapter Management System (DCMS) reporting.

## **SHOW-ME OF MISSOURI CHAPTER OF HFMA**

### *Position Description*

**Position:** Chairperson, Sponsorship Committee

**Term:** One Year

**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. To develop the annual Chapter sponsorship program to support Chapter goals.
2. To facilitate the achievement of plan goals in support of Chapter financial goals.

## SHOW-ME OF MISSOURI CHAPTER OF HFMA

### *Position Description*

**Position:** Chairperson, Chapter Awards Committee  
**Term:** One Year  
**Revised:** April 16, 2005; May 20, 2008; February 22, 2011

### **RESPONSIBILITIES AND DUTIES:**

1. To coordinate at least one Yerger Award application annually prior to the due date set by National HFMA.
2. Plan individual and Chapter awards recognition at conferences.

## Section 2

### SHOW-ME OF MISSOURI CHAPTER OF HFMA

#### ADMINISTRATIVE POLICY

##### *Special Programs/Meetings*

**April 16, 2005**

Reviewed: May 20, 2008; February 22, 2011

#### **DEFINITION:**

This Policy applies to attendance at the following special programs/meetings:

- National HFMA Leadership Training Conference;
- National HFMA Annual National Institute;
- Regional Presidents Meeting

#### **POLICY:**

It is the policy of the Chapter that the following persons are authorized to attend the respective educational institutes/meetings and that registration and travel expenses will be reimbursed in accordance with the Chapter's "Travel Expense Reimbursement" policy/procedure:

National HFMA Leadership Training Conference: The President, President-Elect, Vice President, Treasurer, and Newsletter and Membership Committee Chairperson may attend the Leadership Training Conference conducted in the Spring prior to his/her term as officer/chairperson. Other persons may be designated to attend by the current President Elect if attendance is deemed important to the future success of the Chapter.

National HFMA Annual National Institute: The President may attend this meeting during their term of office. The Past President may attend in the year immediately following his/her term of office as President.

Regional President Meetings: The President-Elect and President are expected to attend these meetings during their term of office.

**SHOW-ME OF MISSOURI CHAPTER OF HFMA**

**ADMINISTRATIVE POLICY**

*Certification Exam Reimbursement*

**January 2011**

Reviewed: January 2011

**DEFINITION:**

This policy applies to reimbursement of Chapter HFMA Members for passing the Certification Exams.

**POLICY:**

The Show-Me of Missouri Chapter of HFMA will reimburse 85% of the purchase price of the training material if purchased by a member of the chapter.

Members of the Show-Me of Missouri Chapter of HFMA will be reimbursed 100% of the exam fees charged by National HFMA to take Certification Exams upon successful completion of the exams.

Reimbursement will be made by providing the Treasurer with appropriate receipts.

# SHOW-ME OF MISSOURI CHAPTER OF HFMA

## ADMINISTRATIVE POLICY

### *Check Processing*

April 16, 2005

Reviewed: May 20, 2008; February 22, 2011

#### **DEFINITION:**

This policy and procedure is applicable to the payment of all Chapter expenses.

#### **POLICY:**

It is the policy of the Board of Directors that all requests for payment of Chapter expenses meet the following conditions:

- Supported by receipts, valid invoice, or other supporting documentation sufficient to validate the expenditure
- Properly approved in accordance with Chapter policies/procedures; and checks written for expenditures requires the signature of one (1) authorized Officer.

#### **PROCEDURE:**

Step 1: All requests for payment meeting the above conditions are sent to the Treasurer.

Note: If the above conditions are not met, the requests will be returned to the person submitting the request or to the appropriate Committee Chairperson, Officer, or Board Member if the person submitting the request is unknown.

Step 2: The Treasurer will obtain approval of the expenditure from the President or President-Elect, sign, and mail the check.

# SHOW-ME OF MISSOURI CHAPTER OF HFMA

## ADMINISTRATIVE POLICY

### *Free Programs/Conference Registration Fees*

April 16, 2005

Reviewed: May 20, 2008; April 26, 2011

#### **DEFINITION:**

This policy applies to the waiver of registration fees for Show-Me of Missouri Chapter programs.

#### **POLICY:**

Registration fees will be waived for the following registrants of Show-Me of Missouri Chapter programs for one conference during each year of their term:

- Officers and Board Members

Registration forms for the conference will need to be filled out stating registration fees will be paid by the Show-Me of Missouri Chapter and approved by the President.

Registration fees will be waived for the following registrants at Show-Me Chapter Programs:

- Speakers, both members and non-members
- National HFMA representatives when attendance is requested by the Chapter President
- Region 8 Regional Executive for at least one meeting and additional meetings when attendance is requested by the Chapter President

Any additional waiver of registration fees may only be authorized by the President or President-Elect (in the President's absence) approving the waiver in writing and providing the authorization to the Treasurer.

**SHOW-ME OF MISSOURI CHAPTER OF HFMA**

**ADMINISTRATIVE POLICY**

*Record Retention Policy*

**May 31, 2008**

Reviewed: July 21, 2009; February 22, 2011

**DEFINITION:**

This policy applies to record retention for Show-Me of Missouri Chapter.

**POLICY:**

All documents produced as a result of conducting the affairs of the Association shall be properly stored and safeguarded in order that a complete and accurate record of business transactions is readily available at all times. Recognizing that no valid reason exists to retain all documents for an indefinite period of time, certain documents may be disposed of when their retention will not serve a useful purpose. Therefore, documents may be disposed of in accordance with the record retention schedule which is attached and is a part of this policy.

**PURPOSE:**

This policy is intended to organize and standardize the Associations' practices with regard to the retention and destruction, when appropriate, of Association documents.

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Accounts <b>Receivable Ledger</b>		7
<b>Audit Reports</b>		<b>P</b>
<b>Balance Sheets</b>		P
<b>Bills, Paid</b>		7
<b>Cash Books</b>		<b>P</b>
<b>Cash Disbursements</b>		P
Cash <b>Payroll</b>		P
<b>Cash Receipts</b>		P
<b>Cash Register</b>		10
<b>Check Stubs</b>		7
<b>Checked, Cancelled</b>		7
<b>Payroll</b>		7
<b>Petty Cash</b>		7
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<b>Memos, Credit</b>		7
<b>Debit</b>		7
<b>Expense Records</b>		7
<b>Financial Statements</b>		P
<b>Invoices</b>		7
<b>Journals &amp; Ledgers</b>		P
<b>Notes Paid</b>		P
<b>Operating Statements</b>		P
Payroll <b>Journals</b>		10
<b>Petty Cash Reports</b>		7
<b>Trial Balances</b>		P
<b>Accounts Payable</b>		7
<b>Accounts Receivable</b>		7
<b>General Ledger</b>		<b>P</b>
Voucher <b>Register (Journal)</b>		P

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<b>Drawing &amp; Artwork</b>	<b>2</b>
<b>BANK DEPOSIT</b>	
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<b>CORPORATE PAPERS</b>	<b>YEARS</b>
Articles of Incorporation	P
Charter	P
<b>Constitution &amp; Bylaws</b>	P
Documents with Register	P
<b>Minute Books</b>	P
<b>CORRESPONDENCE</b>	
<b>General</b>	2
<b>INSURANCE</b>	
Accident	8
<b>Fidelity</b>	8
Fire	8
Hospital	7
Inspection Certificates	7
Liability	8
Workmen's Compensation	10
<b>INVENTORY</b>	
Inventory Control	7
<b>Plant &amp; Fixtures</b>	P
<b>LEGAL</b>	
Contracts	10
Customers (non-government)	10
Government Contracts	4
Employees	P
<b>Royalties</b>	P
<b>Claims and litigation files</b>	10
Copyright, patent and trademark registration	P
<b>PERSONNEL</b>	
Applications	1
<b>Earning Records</b>	P
<b>Employment Releases</b>	P
Employee contracts	10
Garnishments	10
Government reports	6
<b>Insurance, Hospital</b>	7
Payroll Analysis	7
<b>Pensions</b>	P
Service Records	P
Time Cards	5
<b>Wage Rate Changes</b>	8
<b>PROPERTY</b>	
Inventories	P
Depreciation records	P
<b>PUBLIC RELATIONS</b>	
Annual Reports	P

<b>PURCHASING</b>	<b>YEARS</b>
<b>Correspondence</b>	5
<b>Invoices</b>	7
<b>Purchase Orders</b>	7
<b>SALES</b>	
<b>Purchase Journal/Register</b>	7
<b>Accounts Receivable Register</b>	7
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# SHOW-ME OF MISSOURI CHAPTER OF HFMA

## ADMINISTRATIVE POLICY

### *Travel Guidelines*

Reviewed: May 20, 2008; February 22, 2011

#### **DEFINITION:**

This policy applies to the Chapter travel guidelines.

#### **POLICY:**

These guidelines are for all travel and expenses by members on Chapter business as approved by the Chapter President, President-Elect and/or Board of Directors. No Officer or Board Member may approve their own travel. This relates to travel to LTC, ANI, Annual President's Conference, etc. The intent of this policy is to minimize expenses paid by the Chapter and limit them to reasonable and necessary items only. Requests for reimbursement must be submitted to the Chapter Treasurer on the approved Member Expense Reimbursement Report. Chapter approved expense reimbursement reports must be accompanied by receipts for all expenses, to the extent possible. (see Exhibit B)

Normally the Show-Me Chapter will reimburse for the following:

#### **REIMBURSABLE MEMBER EXPENSES FOR AUTHORIZED TRAVEL**

- Air travel at the lowest reasonable cost available. Reasonable efforts will be made to obtain the lowest air fare available (e.g., advance tickets should be purchased).
- Taxis and shuttles.
- Airport or hotel parking.
- Hotel and hotel taxes. (For the appropriate number of nights.)
- Meals not provided as part of the meeting, with reasonable exceptions (e.g., breakfast would be reimbursed if only a continental breakfast is provided with the meeting).

#### **NON-REIMBURSABLE EXPENSES**

- Personal costs incurred during an extended stay at a meeting site for personal reasons
- Travel to other locations for personal reasons.
- Entertainment expenses (in-room movies, theatre tickets, alcoholic beverages, etc.) unless the expense is for an event sponsored by the Chapter, or otherwise authorized.
- Valet and laundry charges (because of the short duration of most meetings, these types of expenses are usually not appropriate).
- Car rental (unless approved in advance).

- Childcare, or other personal services.

**Ground transportation:**

- Reimbursement is made for the most appropriate means of ground transportation to and from the airport at the point of origin and to the destination.
- When other transportation is not available, or is not cost effective, reimbursement is made for the use of a rental car and only if prior authorization has been obtained.
- Reimbursement is allowed for authorized use of a personal car at the current IRS designated mileage reimbursement rate.
- When travel by personal or rental car is authorized as an alternative to air travel, the mileage allowance and other expenses are reimbursed only up to the cost of the applicable coach class air fare or actual costs, whichever is less.

**Meals:**

- Meal reimbursement is limited to \$50 per day or actual costs, whichever is less, unless the expense is for an event sponsored by the Chapter.
- Meals per diem should be averaged over the number of days of the trip.

**TELEPHONE, TIPS AND OTHER INCIDENTALS:**

- Reimbursement to cover reasonable telephone calls, tips, and incidentals normally expected to be incurred during the meeting/conference, will be reimbursed at a per diem of \$12 per day or actual expenses, whichever is less.