



## **OPERATIONS MANUAL**

**REVISED November 7, 2021**

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## OVERVIEW

1. This is the Operations and Office Policy Manual of the New York State Academy of Family Physicians (Academy).
2. Exceptions to the procedures will require prior approval by the Executive Committee of the Board of Directors.
3. The Commission on Operations shall review the Operations and Office Policy Manual (Manual) periodically but no less frequently than every-other-year and shall present recommendations for changes to the board or executive committee, as necessary.
4. Copies of the Manual shall be distributed to:
  - a. The Board of Directors
  - b. All commission Chairs
  - c. All staff of the Academy

### THE NEW YORK STATE ACADEMY OF FAMILY PHYSICIANS

The New York State Academy of Family Physicians is the New York State chapter of the American Academy of Family Physicians (AAFP) and represents physicians engaged in family medicine and medical students. The Academy has several county chapters and family medicine residency program chapters throughout New York State.

The Academy was established in 1948.

Membership requirements in the Academy are established in the Constitution & Bylaws of the AAFP.

The Academy was the first medical association to require continuing medical education of its members as a condition of membership.

The Academy is a nonprofit association. Revenue is generated from dues, advertising, exhibit fees, educational grants, contracts and conference registration fees.

## MISSION STATEMENT

Guided by principles of inclusivity and community, the NYSAFP empowers family physicians, residents, and students to lead through advocacy, education, and mentorship to improve the lives of our members and our patients.

## THE ACADEMY'S STRUCTURE

1. Congress of Delegates  
Overall policy is made by the Academy's Congress of Delegates which meets at the time of the annual meeting. Each county chapter elects two delegates to the Congress of delegates.
2. Board of Directors  
Under the Congress of Delegates is the Board of Directors. The Board may meet as often as necessary either in-person or by teleconference. The Board is responsible for implementing policies of the Congress and is further authorized to manage the operations of the Academy.
3. Executive Committee  
An Executive Committee composed of the President, who shall also be the chair, Vice President, Immediate Past President, the Chair of the Board, the President-Elect, the Secretary, the Treasurer and one Elected Director appointed annually by the Board of Directors. The Speaker of the Congress of Delegates is a non-voting member. The Executive Committee may meet as often as necessary between meetings of the Board of Directors and shall have authority to act on behalf of the Board.
4. Executive Vice President  
The Executive Vice President is the chief executive officer and is responsible for interpreting and executing policies of the Congress of Delegates, the Board, and the executive committee. The Executive Vice President shall hire and supervise such staff and consultants as are necessary to conduct the work of the Academy.
5. Operations Commission  
The Operations Commission has responsibility for monitoring accounting activities, arranging for an audit of the books, and preparing an annual budget with recommendations for the consideration and approval of the Board of Directors. The Commission is also responsible for managing investments of the Academy.
6. Standing Commissions  
There shall be seven standing commissions of this Academy: Family Practice Advocacy; Diversity, Equity and Inclusion; Education; Leadership Development and Nominations; Membership and Member Services; Academy Operations; and Public Health.

### *Appointment of Commission Members*

Commissions shall consist of no more than 12 members whose expenses to attend meetings are paid for by NYSAFP, one-third (1/3) of such members shall be appointed annually for terms of three years. Members may be reappointed to an additional three-

year term at the discretion of the President in consultation with the respective commission chair.

The president shall make such appointments within 60 days of election of the president by the Congress of Delegates. In addition to the aforementioned twelve (12) members, there will be a Past President, Resident and Student member appointed for a one-year term to each commission. These members may be reappointed for one-year terms at the discretion of the President, in consultation with the respective commission chair.

The chair of each commission shall be appointed by the president. The duties of the commission chair shall include: 1) set the time, date and location for meetings; 2) prepare an agenda for each meeting; 3) conduct meetings in an orderly and effective manner; 4) delegate action items from the meeting; 5) assist staff in compiling minutes of meetings; 6) advise the Board of Directors and/or other commissions of the Academy of any matters referred, respectively, to the Board or to other commissions; 7) prepare the annual report of the commission for the Congress of Delegates.

The president shall, to the extent possible, also appoint a vice chair for each commission from among the membership thereof who have completed two years of service on any such commission.

Staff of the Academy shall correspond with appointees to commissions to advise them of their appointment. Such correspondence shall include the charge of the commission and, if available, the dates for meetings of the commission.

*Commission Meetings:*

Each commission will meet at least three times between the time of its appointment and the next meeting of the Congress of Delegates. Staff shall mail a notice of the meeting with an agenda and copies of any materials relevant to the agenda, to commission members in a timely fashion. Such mailings shall include minutes of the most recent meeting of the commission and a response form for members to complete and return to indicate whether they will attend the meeting. Commission members shall be responsible for making their own travel and lodging arrangements to attend meetings. Staff will coordinate any necessary arrangements for room blocks, meeting space, refreshments and other such items with hotels, and will advise commission members of Academy policies and procedures regarding reimbursement of travel expenses to attend commission meetings. Staff will have minutes of the meetings transcribed and distributed to members and to the Board of Directors. Staff will also monitor implementation of any action items emanating from the meeting. Each commission will report on its activities to the Board of Directors at regularly scheduled meetings of the Board. Commissions shall also make an annual written report to the Congress of Delegates.

**COMMISSIONS SCOPES OF WORK**

## **ADVOCACY**

The commission will study legislation pertaining to medical affairs introduced in the state legislature and make such comments on legislation to advance the mission of the Academy to support family medicine physicians in New York and the patient populations that they serve. Additionally, the advocacy commission may collaborate, lobby, or advocate with other medical organizations, policy makers, regulating bodies, and other influencers to support the NYSAFP's advocacy goals. The annual NYSAFP governmental relations priorities will guide the scope of work each year and the commission will inform the board regarding its actions pertaining to advocacy.

## **DIVERSITY, EQUITY & INCLUSION**

The Diversity, Equity and Inclusion Commission (DEIC), has been designated a standing commission of the New York State Academy of Family Physicians. Participation from the six standing commissions will be essential in this cross-commission committee.

The commission shall consist of up to twelve (12) members, one member from each standing commission and 6 de novo members, and shall be appointed annually for three-year terms. Past chairs will continue to serve in advisory capacity as participants transition off the commission.

In addition to the aforementioned twelve (12) members, there will be a Past President, Resident and Student member appointed for a one-year term to each commission. These members may be reappointed for one-year terms at the discretion of the President, in consultation with the respective commission chairs.

The Commission will report directly to the Board of Directors. The duties of the DEI commission shall include:

- Iterative reviews or assessments of the NYSAFP (e.g. policies and procedures) to eliminate structural barriers preventing equitable representation and leadership opportunities for members, regardless of race, age, ethnicity, gender, sexual orientation, disability, religion, or other underrepresented groups in medicine.
- Make recommendations to the BOD and president regarding organizational best-practices around DEI-related issues.
- Provide recommendations to address structural barriers identified as well as ongoing discussions and trainings, as needed, to address existing interpersonal biases of its members.
- Mapping a strategic plan to improve representation and diversity within the Academy, identifying key priorities and implementing programs that drive engagement and retention and improving inclusivity of BIPOC members, those who have a disability, self-identify as LGBTQA+, or are otherwise underrepresented within the Academy.

- Collaborate and influence key stakeholders to create actionable insights, provide recommendations, and influence process and program improvements to enhance membership experience and leadership opportunities for aforementioned members.
- Work with other commissions to develop and implement a more formal pipeline program(s) and enhanced leadership training activities for underrepresented groups in medicine (URM) within the organization and earlier in the educational pathways.
- Other activities/initiatives that move forward, monitor, and drive the successful work of diversity, equity, and inclusion in the NYSAFP.

## **EDUCATION**

### Undergraduate and Graduate Medical Education

- This commission will offer educational programming to encourage active participation in the NYSAFP and the AAFP.
- It will act as liaison with New York medical schools, family medicine residency programs, and family medicine departments.
- This commission shall encourage and assist medical schools, hospitals, and other organizations in developing and maintaining quality programs and facilities for the education of family physicians at the graduate and undergraduate levels.
- It will provide program services to program directors, chairs and faculties of educational programs to facilitate family medicine education.
- It will advise the AAFP regarding the progress of family medicine training in New York medical schools and residencies when asked.
- This commission will establish liaison with students and residents in family medicine programs in New York and with the committee on student and resident affairs of the AAFP and with the Education Commission of the AAFP.

### Leadership in Education

- This commission will make recommendations to the Board of Directors regarding Academy policy in matters of graduate, undergraduate, and continuing medical education.
- It will assist in providing necessary education to our Academy leadership and members.

### Continuing Medical Education

- This commission will protect the interests and well-being of all family medicine learners and professionals.
- It will assist AAFP members by providing the fullest possible access to continuing medical education programs of quality and relevance.
- It will organize, or appoint members and committees to organize, state wide and/or regional conferences to provide continuing medical education.

- It will review regional and state programs and other types of continuing medical education available to Academy members.
- This commission will design, create and evaluate new methods of extending quality education materials to members.

## **LEADERSHIP**

1. Develop programs to promote and enhance leadership skills of NYSAFP members:
  - a. Leadership sessions during scheduled NYSAFP meetings, including Winter Weekend and Congress of Delegates.
  - b. Leadership mentor programs:
    - i. Commission Leadership: mentor members in all commissions to promote development of leaders within the NYSAFP leadership.
    - ii. Active Member Leadership: mentor active members not involved in NYSAFP commissions to develop new and diverse leadership.
2. Monitor the performance of members of Academy commissions and make recommendations regarding such performance to the president-elect for the purposes of making appointments to chair and vice-chair positions on standing commissions of the Academy.
3. Develop annual slate of leaders:
  - A. NYSAFP
    - a. President-elect, Vice-president, Secretary, Treasurer
    - b. BOD Directors (3/year)
    - c. New Physician delegate (every other year)
    - d. Speaker and Vice Speaker Congress of Delegates
  - B. AAFP
    - a. Delegate and alternate delegate to the AAFP
    - b. National Conference of Constituency Leaders (NCCL)– Delegate & alternate
    - c. New physician
    - d. Women
    - e. Minorities
    - f. International Medical Graduate
    - g. LGBTQ+
  - C. MSSNY – delegate and alternate to the House of Delegates



## **COMMISSION ON MEMBERSHIP AND MEMBER SERVICES**

This commission exists to promote membership of NYS family physicians in NYSAFP and the creation of an active participation of chapters in NYS. As it does so it seeks to ensure that the diversity of our membership reflects that of New York State family physicians.

### ***Scope of work:***

#### ***Applications for membership***

All NYSAFP members must also be members of AAFP. Therefore, the NYSAFP will cooperate with the AAFP in processing applications for membership. to the AAFP the evaluation of applications for new and renewed membership. This commission will review any issues that may arise in the course of the AAFP's evaluation of a New York State candidate.

#### ***Chapters***

This commission shall monitor county chapter activities. It shall make suggestions to the Board regarding the improvement of a chapter's participation when appropriate. It shall identify areas in which organized county chapters do not exist. It will report to the Board strategies to create and support new chapters. It will strive to suggest to members levels of participation in the Academy ranging from minimal to highly engaged.

#### ***Member benefits***

It will identify and develop proposals for member benefits, review proposals submitted by staff, and oversee the implementation of those approved by the Board of Directors. It will pay particular attention to new member services which can augment the incentive for membership.

#### ***Value of Membership***

It will define and publicize for medical students, residents, and family physicians the value of membership.

#### ***Life-Stage Career Issues***

It will address issues of importance to members at all stages of their career including medical school, residency, new-to-practice, and retirement.

#### ***Special Needs***

It will address special needs of the membership.

#### ***Monitor Membership Trends***

It will review membership trends noting any areas of concern that should be addressed and particularly as pertains to diversity. It will suggest strategies to the NYSAFP Board which have the goal of NYSAFP membership reflecting the diversity of family physicians in the state of New York.

### ***Membership Communications***

This commission will review at least annually the modes of communication used by the Academy. It will recommend to the Board the addition of modes as they appear and are useful. It will advise the Board should any suggest themselves for deletion.

### ***Ad Hoc work***

Commission members may also be called upon during their term for decisions or input on issues that are not covered in the commission's scope of work but are deemed appropriate by the Board.

## **OPERATIONS**

This commission will be responsible for the management and operations of the Academy, including personnel, management information systems, contracts, leases, major purchases, and issues submitted by the executive vice president. It will prepare an annual budget for the fiscal operation of the Academy and submit same to the Board of Directors for approval. It will supervise the maintenance of the Academy's accounts and books, audit financial records and reconcile the annual audit of the books by a duly licensed independent public accountant with the financial records and the budget. The commission shall have the authority to make investment decisions and monitor investment of cash assets for the Academy. The commission will also be responsible for long range and strategic planning including developing specific plans for consideration of the Board of Directors and monitoring implementation of plans approved by the Board of Directors. The commission will also be responsible for maintenance of the constitution and bylaws of the Academy, including changes, deletions, modifications, and interpretations, and shall also rule on the validity of component chapter constitutions and bylaws. The commission will be responsible for updating the operations manual, the COD manual, as well as the policies manual. This commission shall be chaired by the president-elect and the vice president is vice-chair of this commission.

## **PUBLIC HEALTH**

This commission will advise NYSAFP BOD regarding public health matters to bring focused attention to the public health issues within our society. Given the known disparities for healthcare access for historically marginalized populations, this commission will work specifically with NYSAFP Diversity Equity and Inclusion (DEI) Commission to further public health goals with equity. The commission will continue to

address public health obstacles within the unique constructs of urban and rural access to health resources.

## DUTIES OF OFFICERS AND DIRECTORS

1. Officers of the Academy will fulfill their duties as outlined in the Constitution and Bylaws and whatever other duties are required.
2. Officers and Directors will, as their schedules permit, be available to represent the Academy.
3. The President or his/her designee will act as spokesperson for the Academy and attend whatever meetings are required to fulfill this obligation.
4. An allowance will be budgeted to defray the expense of the President and others delegated to represent the Academy. No officer or representative of the Academy may exceed the budgeted amount without the approval of the Board of Directors.
5. The President will have the authority to authorize staff and officers to attend meetings and Academy functions within limits of budgeted amounts.
6. The President-Elect will serve as chair of the Commission on Operations, and the Immediate Past President and Vice President shall be Ex-Officio members of the Commission.
7. Authorized use of Academy stationery and logo is limited to officers, officials, members of the Board of Directors, and chairpersons of commissions and committees and officers of county or regional chapters.
8. A standing Committee of the Board, comprised of past presidents, will meet at least once per year as a working group to review and update the Strategic Plan in alignment with the goals of the standing Commissions. The past presidents assigned to the respective Board Commissions will be representatives to this committee and will report in that capacity. The committee will then report to a Strategic Planning Sub Committee of the Operations Commission (appointed by the President) for inclusion in the master Strategic Plan of the NYSAFP.
9. The Committee of Past Presidents will archive and maintain the history of the NYSAFP.

## DELEGATES

1. Representatives of the New York State Academy of Family Physicians may attend certain meetings on behalf of the Academy. Appropriate reimbursement for expenses will be provided to such representatives pursuant to the budget approved by the Board and a request for reimbursement procedure established by the Executive Vice President. Members who attend meetings to represent NYSAFP will provide a written report of their experience to the President.
  
2. These meetings shall include:

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|---|---|
| AAFP Congress of Delegates (COD)            | 2 delegates, 2 alternate delegates, NYSAFP President, NYSAFP EVP other staff members only if needed (i.e., when we are running a candidate for National office)             |
| Annual Chapter Leadership Forum (ACLF)      | NYSAFP President, President-Elect, 2 Delegates or Alt. Delegates to AAFP, Executive VP, a representative from the Commission on Leadership Development and up to two staff. |
| Ten State                                   | Representatives as designated by the Board of Directors.  |
| Medical Society of NY (MSSNY)               | Delegate to MSSNY and/or Alt. Del.  |
| NYSAFP Annual Mtg.                          | See section on Congress of Delegates.   |
| National Congress of Chapter Leaders (NCCL) | The Leadership Commission will prepare a slate of delegates for NCCL to be approved at the fall cluster.  |
  
3. The Academy may send a representative to certain meetings of appropriate organizations. Such organizations may include, but are not limited to, other state or regional chapter meetings, county and local chapter meetings, and student or resident group meetings. Reimbursement of expenses to attend such meetings shall be consistent with Academy policy regarding reimbursement of travel expenses.
  
4. Delegates and Alternate delegates of the AAFP will have four (4) days' expenses paid by the Academy for the AAFP Congress of Delegates.

## POLICIES

### REIMBURSEMENT

Members who incur costs to represent the Academy at meetings or to otherwise conduct Academy business shall be entitled to reimbursement of their reasonable and necessary expenses. Members may receive reimbursement for travel, lodging, registration fees, meals and other expenses necessary for their representation of the Academy.

Requests for reimbursement must be made within 30 days of completing travel or incurring costs for which reimbursement is requested and must include receipts for such costs incurred. A request submitted later than 30 days after costs have been incurred will be submitted to the board for consideration and will be subject to board approval or disapproval.

Airfare will be reimbursed at coach class. Mileage reimbursement will be at a level determined annually by the US Internal Revenue Service and will be disclosed on the Academy reimbursement request form.

## EXPENSES

1. Certain expenses for the New York State Academy Congress of Delegates shall be charged to the Academy.
  - a. Master bill charges will include all the legitimate hotel charges. Supervising this account will be the responsibility of the speaker in cooperation with the EVP. Personnel authorized for inclusion in the Master bill will include the speaker, EVP, such other staff authorized by the EVP and the President.
  - b. Room and board will be provided for:
    - 1) Staff necessary for performance of Academy business
    - 2) President of the NYSAFP and guest
    - 3) The President and President-Elect may each have up to ten (10) guests at meal functions
    - 4) Up to ten student members of the NYSAFP pursuant to a selection process determined by the Commission on Membership and approved by the Board of Directors.
    - 5) Two student delegates and two resident delegates to the Board of Directors
    - 6) Guests from other chapters and from the AAFP will be responsible for their own costs.
    - 7) An honorarium and expenses will be provided for speakers at the Congress of Delegates.
  
2. The Speaker is responsible for the Congress of Delegates budget. Whenever an educational or training program occurs in conjunction with the Congress of Delegates, the chair of that event shall be responsible for the budget for that event. The Academy will pay for the following to attend the Installation Dinner and reception:
  - a. Board of Directors
  - b. Officers
  - c. Past Presidents
  - d. VIP's
  - e. Appropriate event chair if another program occurs in conjunction with the Congress
  - f. Staff
  - g. Others as designated by the Board of Directors or the appropriate event committee. All members present at the Congress will be invited to attend the Installation Diner and reception. If enough funding is available, no registration fee will be charged for members and guests to attend. If there is not enough funding available from sponsorships and other sources, the Speaker will establish a registration fee for members and guests to pay to attend the function.
  
3. When another meeting occurs in conjunction with the Congress, Delegates to the Congress who do not also participate in the other meeting, will not be charged a registration fee for the other meeting.

## CONFLICT OF INTEREST

1. Purpose  
The purpose of the conflict-of-interest policy is to protect the Academy's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Academy or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.
2. Definitions
  - a. Interested Person  
Any Academy Board member, who has a direct or indirect financial interest, as defined below, is an interested person.
  - b. Conflicting Financial Interest  
A person has a conflicting financial interest if the person has, directly or indirectly, through employment, business, investment, or family:
    1. An ownership or investment interest or a salaried or paid consultant position with any entity with which the Academy does business
  - c. Compensation includes direct and indirect remuneration as well as gifts or favors of greater than \$100 in value.
  - d. A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the Academy Board decides that a conflict of interest exists.
3. Procedures
  - a. Duty to Disclose  
In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the Academy Board.
  - b. Determining Whether a Conflict of Interest Exists  
After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the Academy Board meeting while the determination of a conflict of interest is discussed and voted upon. If the Academy Board determines that a conflict of interest exists and that the member determined to have the conflict would benefit from the transaction under consideration, then the Board shall determine whether or not to consummate the transaction or, if it determines that the conflict is insignificant, shall exclude the member determined to have the conflict from participating in any discussion or vote regarding the transaction under consideration.
  - c. Violations of the Conflicts of Interest Policy
    - 1) If the Academy Board has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
    - 2) If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Academy Board determines the member has



failed to disclose an actual or possible conflict of interest, it shall determine an appropriate sanction for the member.

4. Records of Proceedings

The minutes of the Academy Board shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Academy Board's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

5. Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

## TELECONFERENCING AND VIDEO CONFERENCING FOR COMMISSION MEETINGS

1. Purpose:  
The Academy recognizes that it is beneficial to maximize the number of commission members able to attend commission meetings. Maximum attendance is important in terms of leadership development as well as obtaining the broadest possible spectrum of opinions. Because there are times when commission members find it impossible to physically attend commission meetings, it is preferable for members to have the ability to attend commission meetings by teleconference or videoconference. Participation by teleconference or videoconference shall only be permitted if the cost of such participation does not exceed the cost of reimbursing that member pursuant to the Reimbursement Policy herein for attending the meeting in person.
2. Policy/procedure:  
A teleconference may replace any meeting at the discretion of the commission chair and the Chair of the Board.

Commission members must participate in a minimum of 50% of the commission meetings to maintain their seat on the commission.

## ENDORSEMENT POLICY

April 2003

NYSAFP is able to help members leverage their buying power to create a new product or service – or to modify a product or service – that could provide significant benefit to family physicians. NYSAFP should realize royalty income by extending an endorsement to a particular vendor of a specific product or service.

NYSAFP should enjoy royalty income from these endorsed programs, but while royalty income is a consideration, it is never justification in itself to enter into an endorsed relationship. The NYSAFP endorsement to any vendor must be carefully screened and constantly monitored. NYSAFP's reputation is at risk on each sponsored program.

1. A product or service is proposed for endorsement.  
Considerations & Qualifications:
  - a. The product or service must have broad based appeal to Academy members and/or members' patients.
  - b. The product or service must be effectively promoted through established Academy distribution methods.
  - c. The product or service should be equally offered to all qualified members.
  - d. The board should consider the economic impact of any program.
  
2. Evaluation
  - a. How will the product or service be delivered?
  - b. What external professional (legal & financial) review is required?
  - c. How much staff time is necessary to administer the program?
  - d. Does the activity fit with the Academy's future plans?
  - e. What is the pricing strategy?
  - f. What are the expected expenses to the Academy?
  - g. What are the tax considerations?
  - h. What is the basis for fee payments to the Academy?
  - i. How will the program affect any existing Academy programs?
  
3. Due Diligence
  - a. Contact other product or service users, if available, to determine their satisfaction with the proposed program and the company providing the product or service.
  - b. Review financial statements from the company.
  - c. Review Dun & Bradstreet or comparable reports on the company if available.
  - d. Conduct an on-site inspection of the company headquarters and other appropriate facilities if possible.
  - e. Obtain A.M. Best rating if the company is an insurance company.
  - f. Determine whether the company is working with or servicing any other medical society.
  - g. Determine the extent to which the company may already do business with Academy members.
  - h. Consider competitive products
  
4. Request for Proposals
  - a. Issue an RFP to other vendors providing the proposed product or service to obtain competing proposals.

- b. Consider whether to give preference to companies that support Academy programs through exhibits, advertising or sponsorships.
  - c. Do not share information from individual proposals with other vendors who have or are considering submitting a proposal.
5. Contract Considerations: Any contracts should be reviewed by legal counsel.
6. Evaluation Procedures
- a. The contract must detail the evaluation criteria including but not limited to service criteria, remuneration criteria and membership penetration.
  - b. An agreement should be included to hold periodic meetings to discuss evaluation results, marketing results, patterns of complaints, product add-on features and other matters.
  - c. A system should be established for handling and tracking member complaints, product add-on features and other important matters.
  - d. An annual review of the program should be conducted by Academy staff to determine if the program should be continued or discontinued.
7. Marketing & Sales
- a. An agreement regarding the name to be used in promotions.
  - b. Guidelines for use of the Academy name & logo.
  - c. An agreement on approved methods for and timing of promotional activities.
  - d. Agreement on which party pays for promotional activities.
  - e. Agreement regarding timeframes for planning meetings.
  - f. Agreement whereby the Academy reserves authority to approve all promotional materials.
  - g. Agreement that any logo developed for the program becomes the property of the Academy.
  - h. Understanding by the supplier that NYSAFP will retain exclusive control over its membership mailing list and database.
  - i. Provision that members have the right to cancel sales agreements without penalty for a specified time after the sale except in the case of earned premiums developed on insurance programs.
  - j. Understanding regarding special projects such as market research and tests and the responsibility of each party for related tasks and costs.
  - k. Provisions regarding exclusivity of the agreement and relationship between the parties.

## EQUIPMENT

1. Use and Disposal of Equipment:
  1. Equipment Leases

As leases expire, staff will evaluate the continuing need for the equipment and will present a proposal to the Operations Commission to either extend the lease or to replace it with a new lease. Staff will consider any applicable buy-out options and will evaluate the purchase of any leased equipment for continued use against the replacement of that equipment with a new lease or a new purchased piece of equipment.
  2. The EVP is authorized to spend up to a maximum of \$3,000.00 for office equipment and supplies. Items over \$3,000.00 require review and approval by the President and/or Treasurer.
  3. The Commission on Operations will oversee operations and will report to the Board of Directors.

## CREDIT CARD USAGE POLICY

The Academy may provide certain employees with individual credit cards to be used to pay expenses on behalf of the Academy or while traveling for the Academy. The employees are responsible for their cards' use and safekeeping while they are in the employees' possession. The EVP shall review charges on credit cards issued to and used by staff. Academy credit cards issued to staff may only be used for Academy business. If the EVP determines that an employee regularly abuses his/her credit card privileges, then the EVP will take appropriate disciplinary action including cancelling the credit card, withholding salary to compensate the Academy for any personal use of the card not reimbursed by the employee, termination of employment and notification of the Academy's legal counsel if such regular abuse of credit card privileges appears to constitute criminal conduct. The Academy treasurer shall review credit card use by the EVP.

