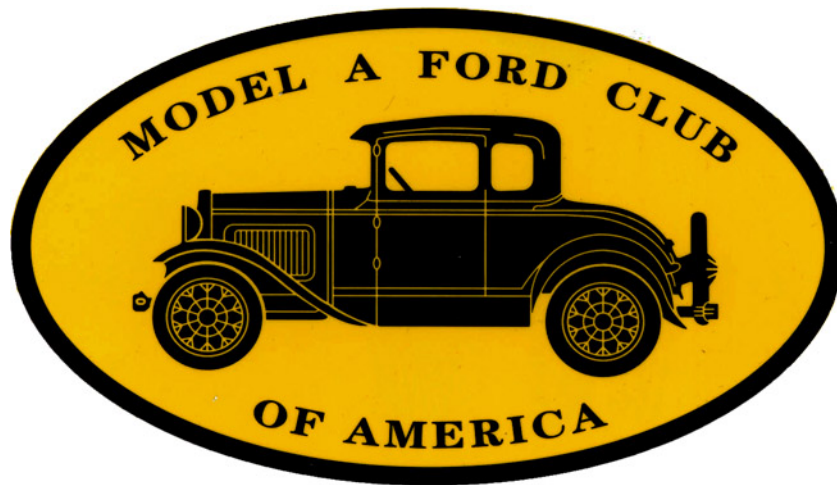


## Thinking of Running for the Model A Ford Club of America's Board of Directors



## Information and Guidelines for Prospective Candidates



## Table of Contents

Introduction.....	3
What is Expected of a Board Member .....	3
How Does MAFCA Operate .....	5
Board Positions .....	6
The Officers .....	6
The Directors.....	7
*Policies Concerning the Board of Directors .....	7
General Policy .....	8
President.....	8
Vice President.....	9
Secretary .....	10
Treasurer .....	11
Chapter Coordinator .....	13
Membership.....	14
Advertising.....	15
Publications and Public Relations.....	16
Technical.....	18
Computer Experience .....	20
Board of Directors Meetings .....	20
Office Staff.....	21
Liability Protection .....	21
Director Reimbursement .....	21
The Election Process .....	22
Choosing Officers and Director Positions .....	22
*Other Important Policies.....	22
Annual Elections .....	22
Members' Privacy.....	24
Reimbursement Policy.....	25

*In an effort to provide as much information as possible, this document has pulled from a variety of MAFCA resources. Therefore, some information may be redundant.*

*\*Note: Policies may change from time to time. For the most current policy, go to the Members Only area of [www.mafca.com](http://www.mafca.com).*

## Introduction

Serving on the Model A Ford Club of America's Board of Directors can be one of the most rewarding experiences that one can have in the Model A hobby. Many find their time as a director a time of excitement, learning and meeting some of the greatest people on earth all while serving the hobby they love. But, occasionally, a new director finds himself/herself a bit overwhelmed and unprepared for the job. No problem...we can help.

There is no way all of your questions can be answered in a short pamphlet such as this. Hopefully, information will not only inform you but will also raise questions. Many of your questions are best answered by personal discussions with current or past directors and they will be glad to help you in your decision-making process.

***Don't let this document alarm or intimidate you.*** It is designed to inform and help you formulate questions. After reading it you are encouraged to contact a current or past director or member of the Nominating Committee who can help answer any questions and address concerns. The membership director is always willing to help and may be reached at [membership@mafca.com](mailto:membership@mafca.com).

The information presented here is designed to help you:

- Make the decision whether serving as a director is right for you
- Gain knowledge on:
  - What is expected of directors
    - Time commitment
    - Knowledge and experience
  - Operations of MAFCA
    - Board of Directors
    - Board of Director meetings
    - National activities
    - Governing documents, bylaws and policy
    - Office staff
    - Directors and Officers liability insurance
    - Reimbursement and out-of-pocket expenses
      - Travel to meetings
      - What is covered
      - What is not covered
      - Amount of out-of- pocket expense for the directors
  - How the election process works
    - Election of directors
    - Elections of officers and role as a director

### **What is Expected of a Director?**

As a board member, you will make decisions affecting MAFCA and act as an ambassador for the hobby. Not all directors need to be dynamic leaders or in-the-front types. True, directors may occasionally find themselves being interviewed by the media, chapters or the

general public and should always be ready to give an answer to, “Why MAFCA or the Model A Ford?” Being aware of the Model A Ford’s and MAFCA’s history and purpose will help you in your ambassadorship. Directors are to be supportive, even on events or programs that may not thrill them.

Directors contribute to running a *car club* with all the activities that normally follow one. We have conventions, tours and other car-related events, some of which directors are expected and/or encouraged to attend. Some will require business formal clothing while others are casual. At some events, you will sacrifice some personal time, a seminar or tour you wanted to attend in order to conduct business.

MAFCA is a *business*. It has real property and employees. As a business, we must follow state laws, our bylaws and other governing documents. As a director, you will be charged with making sound business decisions to best of your ability. In the past, some directors have found themselves dealing with attorneys, the IRS, accountants and insurance agents. This is normal operating practice in any business. In order to meet the demands as a business, directors try to match up individual strengths with required tasks. But for most, being a director is simply performing a service and following an already prescribed course.

While some director positions are expected to show *leadership* qualities while other director positions are following the course already laid out. A fair question that all candidates must ask themselves is, “Am I a leader or follower?” By answering this question, it will help the director to decide where he/she fits in the scheme. Leaders tend to be take-charge people but a good leader knows when and where to lead and when to let others take the helm. Other directors are content to serve in a less conspicuous job, both types are vital to the success of MAFCA.

Each director is assigned with at least one job each year and in a few cases three or four. Directors bring their knowledge and experience to perform these jobs to the best of their ability. That doesn’t mean you are expected to know every aspect of every job directors do, but it does mean that directors need to be open and motivated to learn new responsibilities. As a director, you may find yourself working with publications, advertising, membership, chapters or finances. If he/she is qualified, they may provide technical information to our members. Each job has many hidden aspects and it takes time to learn. Besides the obvious well-publicized jobs, directors serve as liaisons to the Judging Standards, Era Fashion, The Restorers Class and others. Someone will be assigned to take charge of the insurance requests by chapter and work to ensure our Facebook and regular communications via Constant Contact is done. The good news is many MAFCA members are here to help each director perform to the best of their ability.

No club would exist without *meetings* and directors are expected to attend all board meetings and encouraged to attend all national events like the conventions, tours and awards banquets as well as local and regional activities. Many national events will host board meetings and directors are to attend national events when a board meeting is held. MAFCA members appreciate it when national directors attend local and regional events and the director is often called on to “give a report” or pass out awards.

As a national director, you are expected to represent the membership as a whole and not a specific region. MAFCA prides itself on being a leader in the hobby supporting all of our members regardless of geography. A look at our directors over the past few years will show representation from across the United States. They have come from California, Colorado, Florida, Georgia, Illinois, Maine, Massachusetts, New Hampshire, Oklahoma, South Carolina, Texas and Wisconsin. We are proud that we are truly a national club with national appeal.

Many people considering a run for the board want to know how much *time* it takes being on the board. This is not an easy question because each job has its own unique demands and, depending on what's going on, the demands will change. As an example, the Publications Director may wind up in the midst of a change in *The Restorer* editor, printer or working to get a new publication out. This can require more time than would be necessary at other times.

Some directors seem to spend considerable hours each week while others are able to get their job done with only a few. The President, who is involved in all aspects of MAFCA, can expect to spend a minimum of 25 hours per week and 40 hours or more is not uncommon. A poll of directors found they spent between 7 and 16 hours per week (and more the weeks before and after a board meeting). This means that one week a director may spend only a short time and the next week he/she may spend many more. It all depends on what is currently happening and what your personality is like. Many directors find the first few months of the year require more time than later in the year as they work into their job and become more proficient.

As previously stated, directors are expected to attend all board meetings. Each year the board will establish when and how often they will meet. This will usually be four or five times per year plus a few conference call meetings. ~~Some of these may be Skype (computer based calling) meetings so each director will need to open a Skype account (free of charge) and become familiar with its operation.~~

New directors are often times surprised to find the time demands required but with experience they become more proficient and the time-demand lessons.

Because MAFCA has limited funds not all director expenses are covered. As a director, most of your travel expenses will be covered, but not all. Out-of-pocket expenses are relative to each director as their involvement and home locations vary. The range of out-of-pocket expenses will usually fall between a few hundred and \$3,000 per year. *See page 21 more details regarding this.*

MAFCA's Membership Director is happy to discuss directors' duties and time requirements for all the director positions.

To contact any sitting director a list of and contact information can be found in the front of any Restorer magazine. Please fill free to contact them.

## **How Does MAFCA Operate?**

### **Business and a Club**

Occasionally, new directors think that MAFCA is run like their chapter and are surprised to find out that it is primarily run as business. Most directors come having considerable experience in their local chapter. Many have served as chapter president, newsletter editor or some other position. New directors sometimes view MAFCA as simply a larger version of their chapter. While it is true that we are a car club, MAFCA is also a corporation owning real estate, having investments and staffing employees to meet our demands. In other words, MAFCA is every bit a business as it is a car club and, therefore, must be run as a both. The Board of Directors is tasked with overseeing both a business and hobby. We must work with our professional staff, pay taxes, meet payroll demands, consider and maintain the appropriate insurances, maintain our office building and meet requirements imposed by ~~the state of California~~ **federal and state laws.**

While doing the business side of things, we must also promote the hobby through conventions, tours and our publications. We work to ensure activities on a national, and even an international, scope are being done. Someone once said the face of MAFCA is its chapters and its heart the members; therefore, we must encourage and support our chapters and members.

While not our primary purpose, MAFCA is one of the premiere publishers of Model A Ford information. We provide *The Restorer* magazine, MAFCA website and our many books which constantly require additions to our inventory. MAFCA has been gifted with many talented people working to ensure our continuing leadership in this area.

MAFCA is a 501C-7 Corporation (not for profit). This brings certain limitations on what can and cannot be done. The overriding theme is we must work for and support our members and not be in the business of making money.

We are controlled by three separate authorities, California Law (Corporations Code and other laws), our Bylaws (attached at the end of this document) which require membership approval to change and our Policies which have the least authority and may be changed at the discretion of the Board of Directors.

### **Board Positions**

The Board of Directors is comprised of nine positions with specific jobs. At each board meeting, every director is given time to present what he/she has been working on, policy revisions and other business as they see in need of addressing. The board is comprised of four officers - President, Vice President, Secretary and Treasurer. There are five directors assigned to various jobs spelled out in our policies. In addition to the Board of Director positions, other jobs may be assigned to the directors. Some are liaisons to the Judging Standards Committee, Era Fashions Committee, The Restorers Class Committee, insurance, Facebook and Constant Contact. Other jobs may crop up or die off as the demand comes and goes.

## **The Officers**

Officers have the legal authority over the corporation and, therefore, are legally responsible for corporate operations. They are the ones permitted to sign legal documents. The following is a brief description of the officers:

**President** is the executive officer and shall generally supervise and control the operations at the direction of the Board of Directors. The President can expect to spend 20 to 40 hours per week to perform his/her job. Computer skills have become necessary to function in this job. The President, along with the Treasurer and an appointed member, serve on the investment committee, making recommendations to the board on investments. He/she runs all board meetings and represents MAFCA at all national events.

**Vice President** shall fill in for the President should he/she not be able or willing to act. He/she is tasked with finding MAFCA Chapters, Regions or Special Interest Groups to host national events and act as a liaison between the Board of Directors and the hosts.

**Secretary** records all meeting minutes and submits a digital copy to the board and office. He/she also prepares meeting highlights for publishing in chapter newsletters and an actions-pending list for each director. The Secretary provides all final revisions to policy and other governing documents to the web liaison for posting and storing on the website.

**Treasurer** is the Chief Financial Officer and, along with the President and another appointed member, serves on the investment committee. This person needs to be familiar with financial reports, budgeting and working with an Excel-type spreadsheet. Each month, he/she shall review all financial statements, report to the Board of Directors and prepare the annual budget for board approval.

## **Directors**

Directors collectively provide direction and overall authority for the corporation. There are a total of nine directors, four of whom serve as officers (above) and the remaining five tasked with a specific jobs. The following is a brief description of each job.

**Chapter Coordinator** serves as the liaison to the chapters he/she provides counsel, information and direction. The Chapter Coordinator works to develop new chapters, Regions and SIGs. He/she reviews chapter newsletters and websites and decides who will receive the annual newsletter and website awards. The Chapter Coordinator writes the Chapter Chatter column in each *The Restorer* magazine and maintains an inventory of newsletter editors' email addresses.

**Membership** shall oversee issues dealing with membership. He/she shall oversee the election process including appointing a nominating committee representing the nation. This director oversees the longevity program and the driving awards and

develops and promotes programs designed to support our existing members and to grow our total membership each year.

**Advertising** coordinates all advertising. He/she identifies markets to potential vendors and regularly contacts advertisers to express appreciation and answer questions or concerns vendors may have. Advertising oversees the Roster advertising and also works with the Webmaster regarding the web-based advertising. He/she also acts as a mediator between MAFCA members and advertising should the need arise.

**Publications and Public Relations** manage all media, both written and digital. This position oversees development, editing, printing and distribution of our publications. He/she is responsible for the administration of the Bill Reeder Literary award, Presidents Literary Award, Directors Literary Award and Fashion Literary Award. Works to support and develop MAFCA to prospective members and better recognition throughout the hobby.

**Technical** shall deal with all matters that come to MAFCA that are Model A Ford technical in nature. He/she shall respond to members' inquiries of a technical kind, maintain MAFCA's library and choose and answer questions that benefit the hobby as whole in *The Restorer*.

### **Board of Directors Policies with Job Description**

*(For the most current policies please refer to the website)*

#### **Policy Directors (PII S6)**

1. **Purpose.** The purpose of this section is to define the responsibilities of each Director.
2. **Responsibilities.** The responsibilities of each MAFCA Director are covered in the subsections as follows:

<b><u>Subsection</u></b>	<b><u>Director</u></b>
6.A	President
6.B	Vice President
6.C	Secretary
6.D	Treasurer
6.E	Chapter Coordinator
6.F	Membership
6.G	Advertising
6.H	Publications/Public Relations
6.I	Technical

The responsibilities defined herein include, as appropriate, those responsibilities specified in the MAFCA bylaws and are not intended to conflict in any way with the Bylaws of the Model A Ford Club of America.

**The President** (Policy PII S6-A)

1. Purpose. The purpose of this policy is to define the responsibilities of the MAFCA President.
2. Responsibilities. As per the Bylaws of the Model A Ford Club of America, Article VI, Section 5
3. Duties: The President
  - A. Shall be the principal executive officer of the corporation and shall in general supervise and control all of the business and affairs of the corporation.
  - B. Shall preside at all meetings of the members and of the Board of Directors.
  - C. May sign, with the Secretary or any other proper officer of the corporation authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors have authorized to be executed, except in cases where signing and execution thereof shall be expressly delegated by the Board of Directors or by these bylaws or by statute to some other officer or agent of the corporation; and in general shall perform all duties as may be prescribed by the Board of Directors.
  - D. The MAFCA Business Recovery Plan (BRP) could be critical to the survival of MAFCA in the event of a major disaster such as a fire or earthquake: In order to insure that the BRP remains current, it shall be reviewed annually. Any changes to the business IT environment at MAFCA should be integrated into the BRP. Each year, as soon as possible after assuming the Presidency, the President shall conduct a review of the BRP to insure that no changes were made in the past year that would invalidate the BRP should a disaster occur. Every year, the contact list in the BRP will be changed to reflect the new Board. The review shall be completed in time for presentation at the first Board of Directors Meeting of the New Year. This review may be assigned to a more qualified person should the President desire to do so, but will remain the Presidents responsibility for completion.

**Vice President** (Policy PII S6-B)

1. Purpose. The purpose of this policy is to define the responsibilities of the MAFCA Vice President.
2. Responsibilities. As per the Bylaws of the Model A Ford Club of America, Article VI, Section 6:

In the absence of the President or in the event of his/her inability or refusal to act, the

Vice President shall perform the duties of the President, and when so acting, shall have all powers and be subject to all the restrictions upon the President. The Vice President shall perform such other duties as from time to time may be assigned by the President or by the Board of Directors.

3. Duties: The duties are not limited to but should include the following:
  - A. Maintain and update bid packages for the National Awards Banquet, National Tours, and MAFCA National Conventions.
  - B. Advertise in *The Restorer* that bids are being accepted to host National Conventions, National Tours, National Awards Banquets and date availability. Divisional Meet bids may be accepted at any time. Host Chapter bids will be brought forward to the Board at a subsequent Board Meeting for consideration and approval. If approved, startup money shall not be advanced earlier than five years before the convention.
  - C. Coordinate between the Board and the Host Group of the National Awards Banquet, Divisional Meets, National Tours, and MAFCA National Conventions. Work with the Host Chapter Board Liaison if one appointed.
  - D. The Vice President will obtain a list of attendees for the event from the appropriate Chair, 10 days before the date of the event. He/she shall give the information to appropriate MAFCA Directors for any necessary awards.
  - E. Give to the host Chair for the National Convention information on the following awards; Merle Smith Award, Youth Driving Award, Jack Payton Award and the Marshall and Veta Lewis Award. The purpose is to allow sufficient time to publish this information in the early bird newsletter and include it in the registration packets.

**Secretary (Policy PII S6-C)**

1. Purpose: The purpose of this policy is to define the responsibilities of the MAFCA Secretary.
2. Responsibilities: As per the Bylaws of the Model A Ford Club of America, Article VI, Section 8.
3. Duties: The duties are not limited to but should include the following:
  - A. In January of each year, update the MAFCA Board of Directors list, including name (and spouse), address, phone numbers (residence, cell and Fax) and e-mail addresses, and send to all MAFCA Board Members and MAFCA Office Manager and ask Web Liaison to post it on the MAFCA website. Keep it current all year with updates as required.

- B. Record, transcribe and distribute the Minutes of the meetings to the MAFCA Board of Directors and MAFCA Office Manager within one month of such meeting.
- C. Present the Minutes at the next Board Meeting for approval and send final Minutes to Web Liaison for posting on the MAFCA website in the directors only area.
- D. Prepare Highlights of the meetings of the MAFCA Board of Directors and distribute to MAFCA Board of Directors, MAFCA Office Manager and Web Liaison for posting on the MAFCA website.
- E. Prepare Actions Pending list from the Minutes of the meetings of the MAFCA Board of Directors and distribute to MAFCA Board of Directors and MAFCA Office Manager;
- F. Prepare Motions list from the Minutes of the meetings of the MAFCA Board of Directors and distribute to MAFCA Board of Directors and MAFCA Office Manager.
- G. After Minutes have been approved by the Board of Directors, provide the MAFCA Office Manager a signed approved copy of the Minutes, Motions and all approved Policies. Forward the final Minutes and Motions to the Web Liaison for posting on the MAFCA website.
- H. Send an electronic copy of the final approved Minutes and Motions, with all policies approved at Board Meetings, to the MAFCA Office Manager.
- I. See that all notices are duly given in accordance with the provisions of the Bylaws or as required by law.
- J. Be custodian of the corporate records and the seal of the corporation and see that the seal of the corporation is affixed to all documents, the execution of which on behalf of the corporation under its seal is duly authorized in accordance with provisions of these bylaws.
- K. And in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the President or Board of Directors.

**Treasurer (Policy PII S6-D**

1. Purpose. The purpose of this policy is to define the responsibilities of the MAFCA Treasurer.
2. Responsibilities. As specified in the MAFCA's Bylaws, herein referred to as the Corporation, the Treasurer shall have charge and custody of and be responsible for all funds and securities of the Corporation; receive and give receipts for monies due and

payable to the Corporation from any source; and shall deposit all such monies in the name of the Corporation in such banks, trust companies or other depositories as shall be selected in accordance with the provisions of Article VII of the Bylaws; and in general perform all the duties incidental to the office of Treasurer as well as any other duties that may be assigned by the President or the Board of Directors. **Day-to-day operations involving bank deposits, check writing and other financial tasks are delegated to the Office Manager by the Board of Directors as long as those tasks don't exceed previously approved budget levels.**

The Treasurer shall prepare or have prepared an annual budget, monitor monthly **or quarterly** income and expenditures against the budget, alert the Board of Directors to any budget problems, and make recommendations for budget changes as may be needed or are necessary. The Treasurer shall coordinate all financial matters with the Office Manager.

3. Budget and Financial Duties. The Treasurer shall be responsible for the following specific financial duties:
  - A. At the second Board meeting preceding the end of the fiscal year, present a preliminary budget covering all programs, projects and activities anticipated for the following fiscal year for discussion, review and resolution by the Board of all issues relating to the proposed expenditures. At the Board meeting immediately preceding the end of the fiscal year, based on input from all Directors and the Office Manager, submit a proposed final budget for approval by the Board. The budget shall be realistic, reasonably attainable, and clearly describe any funding from the Corporation's Operating Reserves to be balanced.
  - B. Monitor the Corporation's Operating Reserves and assure that the Board is apprised of all significant changes. Recommendations for a dues increase or other revenue enhancing strategies shall be made to the Board when the Operating Reserves fall below a prudent level.
  - C. Prepare monthly financial reports comparing the income and expenses to date with the adopted budget for Board review. Monthly financial reports will be provided as available. When necessary, based on these reports, make recommendations to assure income and expenses are on budget at the end of the year.
  - D. At the end of the fiscal year, work with the Office Manager and Certified Public Accountant to close the Corporation's financial records and prepare the annual fiscal report including an Income and Expense statement, Balance Sheet and a final financial statement for the year. The appropriate financial reports shall be made available to the membership via **The Restorer** or other appropriate means in accordance with applicable corporate laws.
  - E. As required and working with the President, handle contract negotiations with the Editor for a new or revised contract.

4. Regular Duties.

- A. Review all checks issued by the Corporation.
- B. Give written approval for all expenditures and/or transactions exceeding \$20,000.
- C. Review the monthly payroll.
- D. Approve reconciliation of all bank accounts.
- E. Approve all certificate of deposit investments.
- F. Serve on the Investment Advisory Committee for the building/capital expenditure funds.
- G. Make recommendations to the Board of Directors for any unbudgeted building repairs/improvements.
- H. Make recommendations on improvements and/or changes to office operations.
- I. As required, and working with the President, authorize the expenditure of non-budgeted and over-budget funds.
- J. Working with the Advertising Director and the Publications/Public Relations Director, periodically review advertising rates being charged by *The Restorer* and on the website and make recommendations for changes.
- K. As required, and working with the Office Manager, review inventory of items for sale and the prices charged and make recommendations to the Board as required.
- L. Regularly consult with the Corporation's Certified Public Accountant on all issues involving the Corporation's financial matters including but not limited to payment of taxes, preparation of Year End adjustments to the books, and all audit/review results.
- M. Periodically review the Corporation's accounting software with the Office Manager and the Certified Public Accountant to assure it is current and meets the needs of the Corporation.

**Chapter Coordinator** (Policy PII S6-E)

1. Purpose. The purpose of this policy is to define the responsibilities of the MAFCA Chapter Coordinator.
2. Responsibilities and Duties. The Chapter Coordinator shall handle all matters

pertaining to MAFCA Chapters as outlined in the Bylaws of the Model A Ford Club of America (Article X and XI).

3. Duties: The duties are not limited to but include the following:
  - A. Coordinate Chapter data with the National Headquarters Staff, encouraging the formation of new Chapters, supporting chapter activities and maintaining communications between the Chapters and MAFCA. These duties shall also include:
  - B. Coordinate, with the office, yearly returns of the Chapter Registration Forms. Prepare a cover letter to be included with the Chapter Registration Form which is mailed out by November 1<sup>st</sup> encouraging chapters to send in their updated form. This enables MAFCA to have up-to-date information, reducing mailing and administrative costs.
  - C. Write a "Chapter Chatter" article for each issue of *The Restorer*.
  - D. Answer all correspondence addressed to the Chapter Coordinator.
  - E. Receive and read all Chapter Newsletters. Select and save all that qualify for the Newsletter Award. (See Policy Part II, Section 5, Subsection F) complete judging of Newsletters for a period of time as determined by the Chapter Coordinator. The names of the winners will then be submitted expeditiously to the office, so they can arrange to have all awards coordinated.
  - F. Keep an ongoing record of MAFCA Newsletter Awards by year.
  - G. Present the plaques/certificates to the winners of Newsletter Awards at the MAFCA National Awards Banquet held in December of that year.
  - H. Keep an ongoing record of chapter websites that are requesting to be considered for recognition. Websites will be evaluated (See Policy Part II, Section 5, Subsection U) during a period of time to be determined by the Chapter Coordinator and other judges for recognition. The name of the first place winner will then be submitted to the office so they can arrange to have the award made.
  - I. Keep an ongoing record of MAFCA Website Awards winners by year.
  - J. Present the awards/certificates to the winners of the Website Awards at the MAFCA National Awards Banquet held in December of that year.
  - K. Keep an ongoing record of Chapter Service Awards, by Chapter and by name to comply with the appropriate policy. (MAFCA Service Award policy Part II, Section 5, Subsection I)
  - L. Undertake any other project as may be assigned by the President or Board of Directors.

#### **Membership Director (Policy PII S6-F)**

1. Purpose: The purpose of this policy is to define the responsibilities of the MAFCA Membership Director.
2. Responsibilities: The Membership Director shall handle all matters pertaining to

membership in MAFCA and the election of the MAFCA Board of Directors. This shall include encouraging and promoting MAFCA membership, coordinating with the headquarters staff the printing and mailing out of the election ballots and membership renewal forms; selecting and presenting a nominating committee for MAFCA Board approval as outlined in the Bylaws, Article V, Section 3, including appointing the chairperson for the nominating committee.

3. MAFCA Membership Director shall be responsible for membership development and retention. He/she will make regular reports to the Board pertaining to membership trends to include total membership.

The Membership Director shall handle all matters pertaining to the youth membership in MAFCA. These shall include annually reviewing the current operations, objectives and results of the Model A Ford Youth Scholarship Fund, Inc. and the Model A Youth Restoration Award, Inc. to assure they meet MAFCA's purposes and objectives and if so, shall annually recommend that a contribution in the amount approved by the Board of Directors be donated by MAFCA to each of these.

4. Duties: The duties are not limited to but should include the following:

- A. Assist the nominating committee in conducting the annual election according to the bylaws
- B. Oversee the election ballot tabulation; and shall notify the MAFCA Board of Directors and the headquarters staff of the election results once the official tabulation results have been verified by the Committee Chairman. This Director shall notify all candidates of the election results by written notice after the results have been certified.
- C. Oversee the MAFCA Longevity Awards as specified in P2S05-M Membership Longevity Award.
- D. Act as liaison to the A-World Youth Newsletter. Oversee the MAFCA Merle Smith Award as specified in P2S05-J Merle Smith Award.
- E. Keep the MAFCA President and the MAFCA Board of Directors informed of progress and difficulties within his office or related programs.
- F. Undertake any other project as may be assigned by the President or Board of Directors.

#### **Advertising (Policy PII S6-G)**

1. Purpose: The purpose of this policy is to define the responsibilities of the MAFCA Advertising Director.
2. Responsibilities: All advertising affecting MAFCA shall be coordinated by the

Advertising Director. This shall include advertising in **The Restorer**, the Membership Roster, the MAFCA Website and other trade publications.

3. Duties: Duties shall include but not be limited to the following:
- A. Establish and maintain current policies for all types of advertising in **The Restorer** and on the MAFCA Website, in the Membership Roster and any other form of media.
  - B. Coordinate renewal of advertising with the Office Manager for current advertisers in **The Restorer**, in the Membership Roster and on the MAFCA Website. This shall be accomplished with sufficient lead-time so that no lapse in advertising occurs.
  - C. Coordinate all billing for renewal advertising in **The Restorer**, the Membership Roster and on the MAFCA Website with the Office Manager bi-monthly.
  - D. Initiate the placement of advertising for MAFCA in trade publications.
  - E. Prepare an annual budget for outside advertising.
  - F. Handle all complaints against advertisers in **The Restorer**, the Membership Roster or on the MAFCA Website. Any complaint brought to the attention of the Advertising Director shall be brought to the attention of the Board of Directors with action taken by the Advertising Director.
  - G. Actively seek out new advertisers for **The Restorer**, the Membership Roster and the MAFCA Website.
  - H. Review advertising rates annually prior to the preparation of the annual budget and propose new rate structures, if necessary, to the Board of Directors.
  - I. Maintain the integrity of MAFCA in **The Restorer**, the Membership Roster and the MAFCA Website by adhering to current advertising policies.
  - J. Insure that advertising in **The Restorer** and on the Website for MAFCA sponsored events is consistent with policies governing those events.
  - K. Reject any advertising submitted for **The Restorer**, the Membership Roster or the MAFCA Website that is inconsistent with current policies governing advertising in these mediums or may have a detrimental effect on MAFCA, its chapters and members. It shall be the responsibility of the Advertising Director to notify the potential advertiser why his advertising was rejected.
  - L. The Advertising Director shall undertake other projects as assigned by the President.

### **Publications and Public Relations (Policy PII S6-H)**

1. Purpose: This policy defines the responsibilities of the MAFCA Publications/Public Relations Director.
2. Responsibilities - Publications: The Publications/Public Relations Director, hereafter referred to as the Pub/PR Director, shall be responsible for the development, editing, printing and distribution of all publications MAFCA produces, including revisions of existing publications and any new publications approved by the Board of Directors.
3. Duties - Publications: The duties are not limited to but should include the following:
  - A. The Pub/PR Director shall act as the liaison between the Board of Directors and ***The Restorer*** Editor and exercise supervisory control and policy management of ***The Restorer*** through the Editor. These responsibilities will be performed in accordance with Section 1 of the MAFCA policy manual.
    4. The Pub/PR Director is responsible for the administration of the contract between MAFCA and the Editor. Contract negotiations shall be conducted by the President and Treasurer and approved by the Board of Directors.
    5. The printing and mailing services are not a part of the Editor's Contract. The Pub/PR Director and Office Manager shall be responsible for the administration of this Contract. Such negotiations shall be conducted by the President and Treasurer and approved by the Board of Directors.
    6. In the event the Editor's Contract is terminated by either party and the services of another Editor are required, the Pub/PR Director will recommend to the Board of Directors for approval a three member committee, consisting of the Pub/PR Director as chairman and two other Directors. The sole purpose of this committee shall be to search for a new Editor. Advertisements should be placed in various publications, including ***The Restorer***, describing the duties, qualifications, responsibilities and any other pertinent information for the position of Editor. The committee shall screen all candidates and arrange interviews for each qualified candidate. Upon completion of the interviews, the committee shall select a candidate for the position of Editor and recommend to the Board of Directors that their selection be approved.
  - B. When existing publications need to be reprinted, the Office Manager and the Pub/PR Director shall coordinate the work and include any other Director(s) responsible for any portion of the publication being reprinted.

The Pub/PR Director will be responsible for coordinating all phases of a Board of Directors approved project to publish a new book including the development, editing, and printing. Other Directors involved in the project, including the Office Manager, should be kept informed of the progress and assigned work as needed to complete the project on time and on budget. The Board of Directors should be informed of all problems which may prevent the project from being completed as approved and in a timely manner.

- C. The Pub/PR Director will be responsible for the administration and balloting of the following Literary Awards:
- Bill Reeder Literary Award (P2S05-C)
  - Presidents Literary Award (P2S05-K)
  - Directors Literary Award (P2S05-O)
  - Fashion Literary Award (P2S05-Q)

The Pub/PR Director shall refer to each of the above Literary Policies for definition of administration responsibilities.

4. Responsibilities - Public Relations: The Pub/PR Director will be responsible for representing MAFCA's interests in contacts with the general public and the press. Letters or other communications received in the office concerning public relations will be handled by the Pub/PR Director. When controversial issues arise, communications should be coordinated with the President or the Board of Directors as appropriate. The reputation and integrity of MAFCA should be the primary consideration when handling these assignments.
5. Duties – Public Relations: The duties are not limited to but should include the following:
- A. ***The Restorer*** Workshop: The Pub/PR Director may head an information exchange workshop to be convened at least once a year, preferably at the MAFCA National Awards Banquet and more often if desired by the Board of Directors, or, at the request of the Editor, at which time the Editor of ***The Restorer*** will have the opportunity to meet with the entire Board of Directors in an informal exchange of information and ideas. Items to be discussed may include, but are not limited to:
1. An opportunity for the Editor to share his/her analysis of ***The Restorer*** both at present and with a vision for the future.
  2. An analysis of editorial content of the magazine, examining any new and exciting features or segments.
  3. A review of membership input, comments and recommendations regarding ***The Restorer*** as received by either the Editor, the Publications Director or through the office.
  4. A discussion of the Editor's recommendations to improve or change the magazine to better meet both the needs of the hobby or in addressing the requirements of the membership.
  5. A review of technical and editorial developments and opportunities.
  6. A review to modify the publication process, or printing; to improve the product; distribution of the magazine; or in reducing costs, with the objective of improving service to the membership.
  7. A discussion of the Editor's contract, as required, to improve the working relationship between the Editor and MAFCA Board of Directors, on behalf of the membership.

- B. Other projects may be assigned to the Pub/PR Director by the President or by the Board of Directors.

**Technical (Policy PII S6-I)**

1. Purpose: The purpose of this policy is to define the responsibilities of the MAFCA Technical Director.
2. Responsibilities: The Technical Director shall handle all matters pertaining to the technical information on the Model A Ford vehicles. These duties include, but are not limited to, corresponding with those who inquire about technical matters, maintain for MAFCA a suitable technical library including a complete set of *The Restorer* and other technical reference books.
3. Duties: The duties are not limited to but should include the following:
  - A. Receive from the headquarters staff all correspondence on technical matters.
  - B. Coordinate research on all technical questions submitted to MAFCA including consultation with others knowledgeable on specific Model A Ford and related matters.
  - C. Prepare and forward replies to all technical questions submitted to MAFCA.
  - D. Forward a select number of technical questions and answers that would be of general interest to the broader MAFCA membership to the Editor of *The Restorer* for inclusion in every issue.
  - E. Forward, as appropriate, technical questions and answers to the Judging Standards Committee.
  - F. Maintain a MAFCA technical library for the Technical Director including an index listing all technical data books/manuals in the library.
4. Exception to Copyright Policy (P1S05):
  - A. To assist in answering a Member's technical questions, the Technical Director has permission to copy or scan a reasonable number of pages from MAFCA copyrighted publications and transmit them to a Member.
  - B. The names and dates (if applicable) of the MAFCA publication(s) from which the information is taken should be provided with the answer to encourage purchase of the source document (if appropriate).

**Computer Requirements of Directors**

Occasionally perspective candidates want to know how much of a computer "expert" they need to be. While being a computer expert is not required, familiarity with email and a reasonably fast internet connection has become an important aspect of how we do

business. A working knowledge of MS Word, PDF's and email has become necessary to function in today's business environment. Other programs like Excel may be important depending on your role as a director. We regularly use email to discuss policy, and MS Word to draft and revise policies. Many of our members contact the Board members via email or electronic communication to resolve questions they have concerning technical and membership concerns. MAFCA is fortunate that there are members able and willing to help others learn the programs and most are surprisingly easy to learn.

### **Board of Director Meetings**

The board meets four to five times each year. At the installation meeting of Officers and Directors (held at the Annual Awards Banquet) an annual calendar will be established. It is important that all directors bring their schedules to this meeting. Generally the board will meet on Saturdays:

- January third week to first week of February
- Middle to end of April
- June, this meeting will be scheduled at a National Convention
- Last two weeks of September
- Annual Awards Banquet

At the Awards Banquet the incoming board will meet to choose jobs and schedule the year's calendar. All directors should work to keep their calendar as open as possible during the above times to insure that all are able to attend.

Additionally there may be a conference call in early summer to approve the election slate and the president or Board of Directors may call a meeting for a specific topic.

Directors are expected to send in their agenda **to the Secretary at least** two weeks before the meeting. Also, any policy changes or other document they wish to discuss at the meeting must be emailed to all directors and the office manager two weeks before the meeting.

The meeting will begin with the president and then the remaining officers after which each director will have time to review their agenda. Meetings generally begin at 8:00 AM and continue well into the afternoon and occasionally the evening. Most meetings are held at MAFCA's office in La Habra, California.

In addition to the Saturday board meeting, often times, a planning session is held on the Friday preceding the Board meeting. These usually begin around 2:30 and are not mandatory but all directors are strongly encouraged to attend.

In the event a director is assigned a liaison position he/she will be expected to represent the board at their meetings. ~~Most~~ **Some** of these meetings are conducted through Skype.

### **Office Staff**

MAFCA has a staff of people to perform the day-to-day operations of the office and store. Each staff member has a job description and a considerable workload. Directors should not

expect the staff to perform the duties of the director. They will assist directors where possible but directors are not to interfere with the staff in the performance of their duties. The staff takes their direction from the President and Office Liaison.

MAFCA's office is managed by the Office Manager. Our current Office Manager has been with MAFCA for over ~~25~~ 30 years and knows the ins and outs of the day-to-day operations. She can assist directors with finding information and understanding their job requirements.

### **Liability Protection**

MAFCA offers one of the best insurance programs in the car hobby. In addition to general liability insurance, MAFCA provides its directors protection up to the policy limits for Directors and Officers liability (D&O insurance).

### **Director Reimbursement of Expenses [Covered by Policy III S 12 on Page 25]**

~~As a director, most of your travel expenses to board meetings will be covered, but not all. Travel to other events that do not have a directors meeting are 100% out of the director's pocket. Most office expenses (mail, copy etc. are reimbursable) Out-of-pocket expenses are relative to each director as their involvement and home location vary. The range of out-of-pocket expenses will usually fall between a few hundred and \$3,000 per year. Different directors approach these expenses differently; some choose to use them as a personal tax deduction while others choose not to. Please refer to your tax advisor regarding this.~~

~~MAFCA covers the following:~~

~~Traveling to a meeting:~~

~~*By car* MAFCA pays mileage based on the federal rate for nonprofit organizations or the director may send in actual gas receipts.~~

~~*By air* MAFCA pays the lowest round trip from the airport closest to your home that provides service. MAFCA does not pay mileage to the airport, car storage or car rental fees. Some directors coordinate arrival at the airport so as to share car rental expenses. Most directors choose to fly into John Wayne Airport (SNA) when meeting at the MAFCA office.~~

~~While at an official meeting, MAFCA will cover two nights' lodging. This includes National Conventions and Awards Banquets.~~

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~~Occasionally, a director may be assigned to a *special assignment* requiring travel. In cases like this, all approved travel costs (except meals) will be fully reimbursed.~~

~~Business expenses such as postage, printing, paper and supplies, long distance calls, etc. are fully reimbursable.~~

### **The Election Process**

~~All *terms* are for two years and begin at the installation banquet held at the Annual Awards Banquet. Elections are held with five directors being chosen in even-numbered years and four being elected in odd- numbered years. Directors may be elected for two consecutive~~

terms and then must take two election cycles off before submitting their names as candidates again.

When submitting a nomination, the following is required and must be received by the posted deadline:

- Be eighteen years old or older
- Be in good standing with MAFCA
- Be familiar with the operation of MAFCA, chapters and regions
- Not be running for third consecutive term
- Submit a typed biography (not to exceed 150 words) suitable for printing in *The Restorer*
- One passport-sized color photo for printing in *The Restorer* and website
- Three letters of recommendation from MAFCA members in good standing
- Additionally a more complete biography may be sent for posting on www.mafca.com

In the September/October issue of *The Restorer*, a ballot along with your biography and photo will be mailed to all MAFCA members. An established deadline for ballots to be postmarked will be printed on the ballot. At a time designated by the Board of Directors (in late October), a committee of MAFCA members will be assembled to count the ballots. The vote count shall remain secret with only the Inspectors of the Election knowing the final count. On the assigned evening, all candidates will be informed by telephone of the election results.

### **Choosing Officers and Directors Positions**

At the ~~Annual Membership Meeting~~ **National Awards Banquet** the incoming directors will meet **in a closed Board session** to choose board positions **for the coming year**. Each person will be given time to inform the other directors why he/she should serve in a certain position. A secret vote will then be held with the person receiving a majority of the votes being elected to that position. In situations where a majority is not received, a prescribed method of re-voting will be held.

### **Other Notable Policies**

#### **Annual Election of Officers (Policy PIII S11)**

1. Purpose. The purpose of this section is to provide guidelines for the election of Officers by the MAFCA Board of Directors.
2. Election. Officers shall be elected at a Special Meeting of the Board of Directors, from within the group constituting the new Board of Directors. Newly elected non-incumbent Directors shall be permitted to vote and those Directors leaving the Board shall not be permitted to vote.
3. Order of Election. The election of Officers and Directors shall be in the following order, subject to Paragraph 8 of the Addendum:

- A. President
- B. Vice President
- C. Secretary
- D. Treasurer
- E. Technical Director
- F. Chapter Coordinator
- G. Advertising Director
- H. Membership Director
- I. Publications and Public Relations Directors

All candidates for a position, both voluntary and involuntary, may speak briefly about their capabilities and willingness to serve in that position.

4. Temporary Chairman. A temporary Chairman shall be chosen to preside and conduct the balloting for the office of President, and shall be assisted by a temporary Secretary and the Office Manager. Upon selection of a new President, the new President shall then preside and conduct the balloting for the remaining offices with the assistance of the temporary Secretary and the Office Manager.
5. Ballot. All voting shall be conducted by written ballot, with the majority of the ballots cast to indicate the winner. All ballots are to be counted and recorded by the temporary secretary and the Office Manager. Results are to be kept confidential and winners announced at the National Awards Banquet.
6. Committees. Existing committees shall be reviewed and replacements installed for retiring committee members at the next regular board meeting or at the appropriate time per MAFCA's policy. Committee members may be re-appointed in accordance with MAFCA's policy.
7. Installation of New President. The installation of officers is to take place at the National Awards Banquet. The President Elect is announced and sworn in as the new MAFCA President. The President Elect shall be installed by a MAFCA Past (or the outgoing) President. The President Elect shall choose who he/she would like to administer the Oath of Office from those Past Presidents in attendance.
8. The new President then introduces the new Board of Directors.
  - A. The Directors Elect shall then be installed by a MAFCA Past (or the outgoing) President. Directors Elect are those just joining the Board of Directors or those re-elected for a second term.
  - B. One installing officer may serve to install both President and Directors.
  - C. The installing officer shall use the Oath of Office attached as Appendix 1 (President) or Appendix 2 (Directors Elect)

- D. Members of the Board of Directors returning for the second year of their term shall not receive a new Oath of Office, as they were previously sworn in for their term.
  - E. In the event that no Past Presidents are in attendance, the installation shall be performed by the out-going President.
9. The proceedings shall be done in good taste and dignity that the offices deserve

### **Privacy of Members' Personal Information (Policy PI S6)**

Purpose: To establish MAFCA's policy for safeguarding members' personal information that is provided as a result of membership renewals, purchase of products and/or materials, or any other contact between MAFCA and its' members.

1. Policy: MAFCA values our members' trust and respects their expectation of complete privacy. As such, MAFCA is committed to maintaining the confidentiality of each members' personal and financial information and to be in conformance with current applicable laws. This policy outlines the privacy policy for members who provide personal information to MAFCA such as during the membership renewal process and purchase of materials and/or products.
2. Collection of Personal Information: The personal information MAFCA collects is limited to that which is supplied by each member when they renew their annual membership or when they purchase materials and/or products. This information is limited to name, address, telephone number and, in some cases, credit card information when a member renews or purchases materials or products with a credit card. MAFCA does not obtain or solicit any members' personal information from a third party.
3. Use of Personal Information: MAFCA does not disclose or sell any personal information obtained from any of its members to any other member or third party except as expressly described below:
  - A. Members' names and addresses are released to the editor, printer and mailer of *The Restorer* to facilitate the bi-monthly mailing of this publication to each member.
  - B. Members' names, addresses and phone numbers are released to the editor and printer of MAFCA's Membership Roster which is printed in each even numbered year and sold only to MAFCA's non-commercial members.

Members' credit card information is never released by MAFCA to anyone. Receipts of all transactions are kept for one (1) year and then destroyed.

5. Maintaining Accurate Information: MAFCA strives to maintain all personal information in an accurate and up-to-date manner. If a member believes that any information is incorrect, they should contact our office promptly so it can be checked and corrected, if

necessary. If a member changes their name, address or phone number, they should contact the office promptly so their information can be updated.

6. Information Security: MAFCA restricts access to members' personal information to those employees or Board members who have a need to access such information to process members' transactions or requests. Physical, electronic and procedural safeguards are maintained for access to this personal information.
7. Changes to this Policy: The Board of Directors may from time to time add to, delete from or change the terms of this Privacy Policy. If required by law, we will send members a notice of the change.

### **Expense Reimbursement (Policy PIII S12)**

Purpose: To state the policy for reimbursement of personal funds expended by Officers, Directors, Committee Members, and members on assignment, all of whom are unpaid, when conducting official MAFCA business. The attached Addendum contains a schedule of authorized reimbursement rates for use of private automobiles. These rates shall be reviewed regularly by the Board of Directors and any necessary changes published in subsequent versions of the Addendum.

2. This policy applies to everyone except: (1) MAFCA professional (salaried) staff members, and (2) persons under contract to MAFCA. Reimbursement for these two classes shall be as stated in their respective employment agreement(s) and/or the applicable contract(s).
3. General:
  - A. Within the limitations imposed by the budget, MAFCA will endeavor to reimburse its Officers, Directors, Committee Members, and members on assignment for certain personal expenditures they incur on official business. Because funds are limited, there is no guarantee of full reimbursement, but neither are members expected to suffer unreasonable financial hardships because of their voluntary unpaid services. This Policy seeks to balance this conflict.
  - B. Except for advance expenditures for authorized items that will result in overall savings to MAFCA, no reimbursement shall be made in advance of the actual meeting or other activity.
  - C. Travel expense reimbursements are limited to the actual cost of a round trip coach class airfare between the airport nearest the member's residence and the airport nearest the meeting place "Actual Costs" are actual "out-of-pocket" cash disbursements only. Frequent Flyer miles, or other frequent traveler or similar programs, including contest awards and winnings are not reimbursable."
  - D. Each request for reimbursement under this Policy will be deemed to include an implied certification that:
    1. The entire expenditure was truly necessary in the accomplishment of the mission and/or task

2. No part of the expenditure was attributable to, or could reasonably give the impression of being attributable to personal business
  3. Every effort was made during the planning and performance of the official business to be very economical
- E. Officers, Directors and Committee Members attending a Board or Committee meeting at a National Convention, Annual Membership Meeting or any other meeting where a registration fee is required to attend will only be reimbursed for their travel and lodging expenses if they are registered for that event.
4. Receipts: All requests for reimbursement must be supported by detailed receipts that include date, payee, purpose, and amount. Failure to supply this data shall be grounds for non-reimbursement.
5. Payment Procedure: Except as stated elsewhere in this Policy, all requests for reimbursement shall be in writing to the Office Manager. If the request is arithmetically correct, complies in all respects with this Policy and budgeted funds are available, the Office Manager shall make payment promptly by check. However, any request which is improperly documented for an apparently unauthorized purpose and/or in excess of applicable budget shall be referred to the MAFCA President and/or Treasurer for decision.
6. Travel:
  - A. Board of Directors and Committee meetings: This paragraph covers Officer, Director and Committee Member travel to and from all regular and special meetings including that of newly-elected Directors to the Annual Membership Meeting. Expenses shall be paid for travel and lodging on the basis of a one day meeting with arrival the day/ night prior to the scheduled meeting and departure the day after the scheduled meeting (a total of 2 nights) unless otherwise authorized. The following travel expenses shall be paid on the basis of travel from the commercially serviced airport nearest the member's residence to the airport nearest the meeting location. Determination of the lowest coach fare will be made by averaging the lowest two airfares available from national airlines between the airports specified above using a 30 day advance purchase. This determination can be made by the Officer, Director or Committee Member, with appropriate documentation, or by the Office Manager who will document the determination with the reimbursement check.
    1. By Commercial Air:
      - a. Reimbursement is authorized for the cost of a direct, round trip coach class ticket. The voucher or receipt must show the total actual expense. Airline reservations normally shall be made well in advance in order to minimize costs by using "super-savers" etc. Reimbursement shall not exceed the lowest coach fare available at the

time of travel. Add-ons or extensions for personal business are not reimbursable.

- b. "Super-saver" flights and other "economy specials" often have the disadvantage of being non-refundable, or impossible to change, without incurring penalties. If this occurs, the MAFCA President, if justified by the facts of the case, is empowered to authorize reimbursement of the amount of the penalty.

2. Non-Air Travel: Directors and Committee Members have the option of traveling by bus, train, rental cars, private auto, or any other mode of transportation. However, reimbursement for the actual fare, rental car and fuel charges, or private auto mileage (including tolls) shall not exceed what the lowest coach air-fare (where applicable) under Paragraph 6.A (1), above, would have been. Private auto mileage rates are shown in the Addendum to this Policy.
3. Expense-Sharing: Travel expense sharing, using either private or rental vehicles, is encouraged. The actual rental and fuel charge (or auto mileage payment), including tolls is 100% reimbursable for division among the participants as they choose provided it is less than what the total individual reimbursement for the group would have been had they not traveled together.
4. Lodging: Reimbursement shall be for the actual cost of the room itself plus applicable taxes. Detailed receipts are required to support lodging reimbursement claims. Payment will be for the actual number of nights used and will not exceed two nights unless otherwise authorized. Add-on costs including but not limited to room service, movie rentals, and personal telephone calls will not be reimbursed.
5. JSC and EFC meetings: In addition to the lodging and travel reimbursement above, each committee meeting will be allocated up to \$75.00 toward lunch.

B. Other Travel by Directors: MAFCA authorizes and encourages the attendance by Directors, solely at their own expense, at any events sponsored by MAFCA Chapters, MAFCA Body Style Groups, MAFCA Associations, and MAFCA non-U.S. Organizations and non-MAFCA Organizations. However, in some exceptional cases, the Board of Directors may authorize partial reimbursement, provided that:

1. At least 60 days in advance, the Board of Directors receives a written request from the sponsoring organization fully describing the event and explaining why the Director's attendance is required;
2. The Board believes that the Director's attendance is justified because of the

- tangible benefits to MAFCA;
3. Budgeted travel funds are available.

If approved, the travel and lodging reimbursement specified in Paragraph 6.A above, is authorized, provided that the sponsoring organization agrees in advance to reimburse MAFCA at least 50% of the total expenses submitted by the Director. Payments for meals, local transportation, and any other costs shall be the responsibility of the Director or sponsoring organization.

If it will minimize the cost to MAFCA, there is no objection to any arrangement in which an attendee(s) is able to negotiate a more generous contribution from the sponsor, possibly including all travel, local transportation, lodging, and meals.

As soon as practical after each event and before any MAFCA reimbursement is paid, the attendee(s) shall furnish a brief written report to the Board summarizing the events, his or her expenses, and the details of financial arrangements made with the sponsoring activity.

- C. Authorized Travel by Directors/Members on Assignment: The Board of Directors may authorize a Director or a MAFCA member to attend a conference, meeting or other event, which provides beneficial value to MAFCA. This includes, but is not limited to, liaisons to the JSC and EFC Committee meetings, Director appointed to tabulate ballots and Chief Judges of JSC and EFC for their preliminary on-site meetings. For these events, all transportation cost will be reimbursed. Transportation cost includes airfare, parking, rental cars, mileage and shuttle service with proper receipts.

7. Telephone Calls:

- A. MAFCA recognizes that the wide geographical distribution and varied activities of its Officers, Directors, and Committee Members requires frequent long-distance telephone calls. The charges for such calls are fully reimbursable provided they were for official business and needed because of the urgency of the situation.
- B. Reimbursement for regularly billed local telephone service is not authorized.
- C. Requests for reimbursement must be made in writing to the MAFCA Office. Director's requests should be made at the next regular meeting and other members should make their requests no later than 30 days after the member has received his or her monthly statement. All requests shall include a photocopy of the appropriate statement(s) with a notation for each call showing the person called and the business discussed. The same details for unbilled calls, paid for in cash, shall also be listed.

8. Other Expenses:
  - A. MAFCA recognizes that the wide geographical distribution and varied activities of its Officers, Directors and Committee members requires frequent use of other means of communication. Miscellaneous administrative or "office-type" expenses, such as stationery, photo-copying, postage, FAX services, shipping, etc. are fully reimbursable in keeping with the same necessity for frugality and avoidance of personal conflict of interests.
  - B. Prior to making any expenditures of this type, the Office Manager shall be consulted to determine if such items or services could be more economically provided from MAFCA headquarters stock or by the MAFCA staff.
  - C. The same procedures as for telephone reimbursement shall be used for these administrative expenses, except that infrequent or "one-time" charges shall be submitted as soon as possible after completion of the event or activity.
  - D. Each Director, upon first election to the Board, shall be provided with a supply of business cards with MAFCA name, logo, address, and telephone number; along with the individual's name and position ("Director"). The President upon, election, shall be supplied with similar cards, except that the title "President" instead of "Director", shall be included. Business cards normally will not be supplied to other members, but may be obtained at their expense.
  - E. There may be special circumstances not covered by this policy. If so, prior authorization must be obtained by the President or Treasurer.
9. Emergency Expenditures: Nothing in this Policy shall be interpreted as preventing or delaying any emergency action by any Officer, Director or the Office Manager when, in his or her judgment, it is necessary in order to preserve or protect MAFCA's property or other interests and the urgency of the situation precludes obtaining advance approval from the MAFCA President or Board of Directors. Such actions shall be immediately reported to the MAFCA President by telephone, and reimbursement for any expenditure incurred shall be equitable and promptly determined by the Board of Directors.
10. Miscellaneous: Requests for reimbursement of any expenditures made by any person for any official MAFCA business not specifically covered by this Policy shall be made in writing to the Board of Directors, via the Office Manager. Prompt payment shall follow Board of Directors' approval.