



CENTEX
Regional Advisory Council

Accounting Policies Manual

Documents:

1. Accounting Structure
2. Accounting Principles
3. Accounting Compliance
4. Accounting Security

Document Numbers:

1. .
2. .
3. .
4. .

Version:

Effective Date:

Last Reviewed:

Next Review Date:

Prepared By:

Governance Committee on 9.18.2025

Approved By:

CENTEX RAC General Assembly on 12.16.2025

Definitions

GAAP: Generally Accepted Accounting Principles | Meaning,History ...Generally Accepted Accounting Principles (GAAP) are the common set of accounting standards, rules, and conventions that guide financial reporting in the U.S., ensuring financial statements are accurate, transparent, and comparable for stakeholders.

IFRS: International Financial Reporting Standards (IFRS) are globally accepted accounting guidelines developed by the International Accounting Standards Board (IASB) to ensure that financial statements are consistent, transparent, and comparable across different countries and entities.

Deferred Revenue: Also known as unearned revenue, is money a company receives from a customer for goods or services that have not yet been delivered or performed. It is initially recorded as a liability on the company's balance sheet because the company owes the customer the product or service. As the company fulfills its obligation to the customer, the deferred revenue is gradually recognized as earned revenue on the income statement.

GC-11 Form: Document of assets purchased with DSHS Grant funding greater than \$500.00 for tracking purposes by DSHS.
Confidentiality Notice

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POLICY: ACCOUNTING STRUCTURE

PURPOSE: To establish a guideline for the accounting structure.

SCOPE: CENTEX RAC staff, Board of Directors, and Budget and Finance Committee.

ORIGINATION: 09.18.2025

PROCEDURE:

1. **Tax Status & Purpose**-In accordance with IRS Code section 501(c)(3), CENTEX RAC is organized and operates exclusively for the purpose described in Form 1023 (Application for Exemption). CENTEX RAC is classified as a publicly supported organization under Section 509(a)(1) and 170(b)(1)(A)(vi) of the Internal Revenue Code. The Chart of Accounts is essential for maintaining organized financial records and ensuring compliance with accounting standards. Each account within these categories is assigned a unique account number/name to facilitate tracking and reporting.
2. **Chart of account definitions used across all accounts:**
 - **Assets**
 - Current Assets (e.g., Cash, Accounts Receivable)
 - Fixed Assets (e.g., Property, Equipment) with value greater than \$500.00
 - Acquired following DSHS approval procedures.
 - **Liabilities**
 - Current Liabilities (e.g., Accounts Payable, Short-term Loans)
 - Long-term Liabilities (e.g., Long-term Loans, Bonds Payable)
 - **Equity**
 - Net Assets (e.g., Unrestricted Net Assets, Temporarily Restricted Net Assets)
 - **Revenue**
 - Operating Revenue (e.g., Donations, Grants)
 - Non-operating Revenue (e.g., Investment Income)
 - **Expenses**
 - Operating Expenses (e.g., Salaries, Rent, Utilities)
 - Non-operating Expenses (e.g., Interest Expense)
3. **Account Classification**

Accounts must be classified as **Restricted** or **Unrestricted** during the initial set-up process. Classification is based on funding source.

Restricted Accounts: Access confined to necessary systems and funding per contract.

Unrestricted Accounts: Access to general membership fees and donations is subject to monitoring, oversight and audits.
4. **Account Creation**
 - All account requests must be presented by the Budget and Finance Committee to the Board of Directors for approval.
 - Accounts must be monitored by CENTEX RAC Chair, Treasurer, Executive Director, and authorized accounting personnel.
5. **Account Review and Auditing**
 - Quarterly reviews of all accounts must be conducted by CENTEX RAC Executive Director and accountant.
 - Unused or inactive accounts must be disabled with reasonable urgency.
 - Logs of unrestricted account activity must be retained in accordance with the record retention and closeout policy.

AUTHOR: Governance Committee
Board Approval Date: 00.00.2025

Chair Signature: _____
Elizabeth Hicks

POLICY: ACCOUNTING PROCEDURES

PURPOSE: To establish consistent accounting procedures for CENTEX RAC in compliance with all applicable rules.

SCOPE: CENTEX RAC staff, Board of Directors, and Budget and Finance Committee.

ORIGINATION: 09.18.2025

PROCEDURE:

1. Transaction Recording

- All financial transactions must be recorded using the accrual basis of accounting.
- Supporting documentation must be attached to each transaction entry.
- Entries must be reviewed by the CENTEX RAC accountant and approved by the Treasurer.

2. Financial Statement Preparation

- Financial statements must be prepared quarterly, and annually.
- Statements must reflect the organization’s financial position accurately and in accordance with the applicable accounting framework.
- Any deviations from standard principles must be documented and justified.

3. Review and Approval

- Draft financial statements must be reviewed by the Executive Director.
- Final statements must be approved by the Board of Directors.

4. Training and Updates

- All accounting staff must receive training on accounting principles upon hiring and annually thereafter.
- Updates to accounting standards must be communicated promptly and incorporated into procedures.

5. Internal Audits

- Internal audits must be conducted at least quarterly to ensure compliance with accounting procedures.
- Findings must be documented, and corrective actions must be implemented.

6. Documentation and Retention

- All accounting records must be retained in accordance with the record retention and closeout policy.
- Records must be stored securely and be accessible for audit and review purposes.

7. Non-Compliance

- Any breach of this policy must be reported to the Executive Committee and Chair.
- Disciplinary action may be taken for intentional or negligent non-compliance.

AUTHOR: Governance Committee

Board Approval Date: 00.00.2025

Chair Signature: _____

Elizabeth Hicks

POLICY: ACCOUNTING COMPLIANCE

PURPOSE: To ensure that all financial accounts and transactions comply with state and federal standards.

SCOPE: CENTEX RAC staff, Board of Directors, and Budget and Finance Committee.

ORIGINATION: 09.18.2025

PROCEDURE:

1. General Ledger Maintenance

- All financial transactions must be recorded using approved accounting software.
- Entries must be supported by appropriate documentation (e.g., invoices, receipts, contracts).
- Monthly reconciliations must be completed and reviewed by the CENTEX RAC accountant.

2. Revenue Recognition

- Revenue must be recognized in accordance with applicable accounting standards (e.g., GAAP or IFRS).
- All revenue entries must be supported by signed contracts or transaction documentation.
- Deferred revenue must be tracked and recognized appropriately over time.

3. Expense Management

- All expenses must be pre-approved according to the funding and expenditure policy.
- Receipts and appropriate documentation must be submitted with the expense report.
- Expense reports must be reviewed and approved by CENTEX RAC Treasurer (or designee) before reimbursement.

4. Asset Management

- All fixed assets over \$500.00 must be recorded on the DSHS GC-11 Form with unique identification numbers.
- Depreciation must be calculated and recorded monthly.
- Physical inventory checks must be conducted annually.

5. Internal Controls

- Clear separation of duties must be maintained (e.g., the person who approves payments should not process them).
- Access to financial systems must be restricted based on roles.
- Regular internal audits must be conducted to assess compliance.

6. Financial Reporting

- Monthly, quarterly, and annual financial statements must be prepared in accordance with GAAP.
- Reports will be reviewed by the Executive Director and Budget and Finance Committee prior to submission to the Board of Directors.
- Any discrepancies or unusual transactions must be investigated and documented by the designee.

7. Compliance Monitoring

- Annual audits are conducted by a contracted financial institution independent of CENTEX RAC accountant.

8. Record Retention

- Financial records must be retained in accordance with the record retention and closeout policy.
- Records must be stored securely, either digitally or physically, with access limited to authorized personnel.

9. Reporting Violations

- Employee/Treasurer must report suspected violations of accounting policies to the executive committee.
- Reports can be made anonymously through the CENTEX RAC reporting form.

AUTHOR: Governance Committee

Board Approval Date: 00.00.2025

Chair Signature: _____

Elizabeth Hicks

POLICY: ACCOUNTING SECURITY

PURPOSE: To protect the confidentiality, integrity and availability of financial data.

SCOPE: CENTEX RAC staff, Board of Directors, and Budget and Finance Committee.

ORIGINATION: 09.18.2025

PROCEDURE:

1. Access Control

- **User Access:**

- Access to accounting systems is granted based on job roles and responsibilities.
- All users must have unique login credentials which should remain confidential.
- Access rights are reviewed as needed and updated upon role changes or terminations.

- **Authentication:**

- Multi-factor authentication (MFA) is required for all remote and administrative access.
- Passwords must adhere to complexity requirements.

2. Data Protection

- **Encryption:**

- All sensitive financial data must be encrypted at rest and in transit.
- Backup data must also be encrypted and stored securely.

- **Data Classification:**

- Financial data must be classified as “Confidential” and handled accordingly.
- Only authorized personnel may access or transmit financial data.

3. System Security

- **Software Updates:**

- Accounting software and systems must be updated regularly to patch vulnerabilities.
- Only IT-approved software may be installed on accounting systems.

- **Firewall and Antivirus:**

- All systems must be protected by firewalls and up-to-date antivirus software.
- Regular scans must be scheduled and reviewed.

4. Audit and Monitoring

- **Recording:**

- All access to accounting systems must be recorded and monitored.
- Logs must be retained in accordance with the record retention and closeout policy.

- **Audit Trails:**

- All financial transactions must have a clear audit trail.
- Changes to financial records must be tracked and reviewed.

5. Incident Response

- **Reporting:**

- Any suspected security breach must be reported immediately to the executive board.
- A formal incident report must be completed within 24 hours.

- **Investigation:**

- The executive board (or designee) investigates and document the incident.
- Corrective actions must be implemented and reviewed.

6. Training and Awareness

- All accounting staff must complete annual security awareness training.
- Training must include phishing prevention, secure data handling, and incident reporting.

7. Policy Violations

- Violations of this policy may result in disciplinary action, up to, and including termination and/or legal consequences.
- All violations must be documented and reviewed by the Executive Committee.

8. Account Access Termination:

- Upon employee separation or role change:
 - Restricted account(s) access must be disabled within 24 hours.
 - Unrestricted account(s) access must be disabled immediately.
- All access may be reviewed and revoked as necessary.

AUTHOR: Governance Committee

Board Approval Date: 00.00.2025

Chair Signature: _____

Elizabeth Hicks

SCOPE: ADMINISTRATIVE SERVICES COMPENSATION

POLICY: To ensure that labor and services are appropriately procured and compensated in addition to or in the absence of an existing agreement.

PURPOSE: To establish a clear policy and procedure on how the CENTEX RAC Executive Committee and/or Board of Directors would vet, enlist, and compensate another party for services rendered.

REVISIONS: Created 5.7.20

Revised 3.25.25

PROCEDURE:

1. The CENTEX RAC may compensate for the services of an individual, entity, or organization for eligible compensation resulting from work (including, but not limited to, specified labor, hours worked, projects undertaken, or projects completed) performed for the benefit of the CENTEX RAC.
2. Existing compensation schedules, pay rates, project rates, overtime rates, or overtime equivalent may be used as agreed to between the CENTEX RAC Board of Directors and the individual, entity, or organization that is eligible for compensation.
3. Eligibility is determined by the Executive Committee in consultation with the Executive Director and/or legal counsel.
4. Compensation pursuant to this policy is not subject to validation, scrutiny, or vetting by individuals, entities, or organizations except for the CENTEX RAC Executive Committee, Board of Directors, Executive Director, and the party deemed eligible for compensation.
5. This policy does not supersede existing agreements nor does it invalidate existing agreements.
6. This policy can be executed parallel to and concurrently with any existing agreements in accordance with existing local, state, and federal labor laws.
7. Supplemental pay to parties with an established relationship, contractual or otherwise, will receive the same consideration as those parties with which the CENTEX RAC does not have a formal, established relationship.
8. The CENTEX RAC will receive approval from contractor/grantor if those funds are used for supplemental pay.

AUTHOR: Governance Committee

Board Approval Date: 04/21/2025

Chair Signature: _____

Elizabeth Hicks

POLICY: ALTERNATIVE DISPUTE RESOLUTION (ADR)

PURPOSE: To provide CENTEX Regional Advisory Council with guidance on handling ADR issues.

SCOPE: The CENTEX RAC allows any provider or individual representing a provider, service, or hospital that has a dispute in connection with another member or the CENTEX RAC itself.

ORIGINATION: 11.21.19

REVIEWED: 2.12.25

PROCEDURE:

1. All complaints may be received verbally, in writing, or in person and reported to the Executive Director. The Executive Director will share them with the Executive Committee.
2. If uncomfortable with the subject matter, please refer to the Executive Director or Executive Committee for assistance.
3. When a complaint is received ask direct questions that may offer the complainant or the CENTEX RAC more insight. Examples might be:
 - “Is your Medical Director aware of the situation?”
 - “Have you discussed the issue with the other party?”
 - “What action are you expecting CENTEX RAC to take?”
4. Encourage the complainant to resolve the conflict within their normal means.
5. Be careful not to share/offer information or suggest courses of action that have not been deemed official or approved by the Executive Director, Board of Directors, Bylaws, and/or Emergency Healthcare System Plan.
6. If needed, refer the complainant to this policy.
7. Inform the complainant of potential actions the CENTEX RAC may take.
8. A formal protest must contain a specific statement of the situation that contains the description of each issue and a proposed solution to resolve the matter(s).
9. A group with no vested interest in the outcome of the dispute may be assembled to review the issue. This group may solicit written responses to the dispute from interested parties. If the dispute is not resolved by mutual agreement, the group will issue a written determination, within thirty (30) days of receipt of all pertinent data.
10. The appeal process requires the following:
 - a. The party or parties have no later than ten (10) working days after the determination to submit the request for secondary review.
 - b. The secondary review will be limited to the original determination.
 - c. The appeal must be mailed or hand-delivered in a timely manner. In the event the appeal is not timely in delivery, it will not be considered. *If not considered, the party or parties will be notified in writing.*
 - d. The request must be submitted in writing to the CENTEX RAC Offices at 2180 N. Main Street, Suite H-5 (PO Box 729), Belton, TX 76513.

AUTHOR: Governance Committee

Board Approval Date: 2/15/2024

Chair Signature: _____
Elizabeth Hicks

POLICY: ANTI-FRAUD

PURPOSE: To aid in the prevention and detection of fraud, theft, waste, or abuse against the CENTEX RAC.

SCOPE: Anyone connected to the CENTEX RAC including an employee, consultant, vendor, contractor, or outside organization.

REVISIONS: original 10.8.14

Revised 3.25.2025

PROCEDURE:

1. CENTEX RAC has a zero-tolerance policy for fraud, theft, waste, or abuse.
2. Definitions of Fraud, Theft, Waste, and Abuse:
 - a. Fraud is defined as an intentional deception designed to obtain a benefit or advantage.
 - b. Theft is defined as the act of taking something from someone unlawfully.
 - c. Waste is the loss or misuse of resources that results from deficient practices, system controls, or decisions.
 - d. Abuse is the intentional, wrongful, or improper use of resources, rank, position, or authority.
3. Employees must report suspected fraud, theft, waste, or abuse to the Executive Director or Board Chair. Management must report to the Board of Directors, who determine the merits of the report.
4. The identity of the employee or complainant that reports potential fraud will be protected to the fullest extent of the law. (*See Whistleblower Policy*)
5. The Executive Director and the Board Chair, or designee, are responsible for the administration and implementation of this policy.
 - a. The Executive Director and/or Board Chair, or designee, investigate and document suspected wrongdoing, coordinating with the Board of Directors.
 - b. All parties involved must keep investigations confidential. Investigations are impartial, regardless of the suspected wrongdoer's status. Documentation must be secure.
 - c. An incident report will be prepared for the Board of Directors, detailing the suspected wrongdoing, investigation, findings, and any disciplinary action.
6. Non-compliance with this policy may result in disciplinary action, up to and including termination for employees, and cancellation of business relationships for consultants, vendors, contractors, or outside organizations.
7. CENTEX RAC reserves the right to pursue legal action if the results of an investigation indicate the possibility of criminal activity.

AUTHOR: Governance Committee

Board Approval Date: 04/21/2025

Chair Signature: _____
Elizabeth Hicks



CENTEX
Regional Advisory Council

Asset Policies Manual

Documents:

1. Asset Lending
2. Asset Receiving
3. Asset Disposition

Document Numbers:

1. .
2. .
3. .

Version: FY26

Effective Date: 12.17.2025

Last Reviewed: 10.16.2025

Next Review Date: 2027

Prepared By:

Governance Committee

Approved By:

CENTEX RAC General Assembly

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POLICY: ASSET LENDING

PURPOSE: To establish a procedure for CENTEX RAC staff to permanently loan assets to a member entity.

SCOPE: CENTEX RAC staff responsible for asset management.

ORIGINATION: 1.16.20

REVIEWED: 9.18.2025

PROCEDURE:

Permanent Loan:

1. The Executive Director is responsible for ensuring that any member entity receiving an asset which requires future accountability based on the funding source signs a Permanent Loan Form before receiving the items.
2. Assets should be shipped directly to the CENTEX RAC offices and handled per the Asset Receiving Policy.
3. A Permanent Loan Form shall be completed for each member entity receiving assets.
4. All completed Permanent Loan Forms shall be maintained by the Executive Director in accordance with the record retention and closeout policy.
5. Any items currently on permanent loan that are being returned or confiscated require the signature of both parties on a Permanent Loan Form and the date items are returned.
6. Assets permanently loaned to member entities shall not be transferred to any other member entity, a Permanent Loan Form is required for items being moved with CENTEX RAC employee approval.

Temporary Loan:

1. All equipment loans and the duration of the loan must be approved by the CENTEX RAC staff in writing prior to allocation.
2. Only CENTEX RAC member organizations in good standing are permitted to receive CENTEX RAC loaned equipment.
3. All equipment will be signed out in the "Temporary Loan Binder".
4. CENTEX RAC staff will ensure a complete inventory/inspection is taken in the presence of the member representative prior to the temporary loan of equipment and immediately upon its return.

AUTHOR: Governance Committee

Board Approval Date: 11.20.2025

Board Chair Signature: _____

Elizabeth Hicks

POLICY: ASSET RECEIVING

PURPOSE: CENTEX RAC staff process to receive orders upon delivery.

SCOPE: CENTEX RAC staff responsible for accepting shipments.

ORIGINATION: 1.16.20

REVIEWED: 10.16.2025

PROCEDURE:

1. Upon delivery to the CENTEX RAC offices, staff or delegate will sign and notify the intended recipient.
2. The staff will compare the packing list to the contents of each delivery.
3. If an order discrepancy occurs, the staff will notify the Executive Director. The vendor will be contacted to resolve the issue. If unable to resolve, the Executive Director will determine the next course of action.
4. For orders classified as "Equipment" an asset tag is to be affixed, and item is to be added to the GC-11.

AUTHOR: Governance Committee

Board Approval Date: 11.20.2025

Chair Signature: _____

Elizabeth Hicks

POLICY: ASSET DISPOSITION

PURPOSE: Guidance on handling asset disposition requests.

SCOPE: CENTEX RAC Staff

ORIGINATION: 1.16.20

REVIEWED: 10.16.2025

PROCEDURE:

1. All assets being considered for disposition must be verified by CENTEX RAC staff.
2. For DSHS funding sources over \$500.00, CENTEX RAC staff will determine if the asset is eligible for salvage (trash) or surplus (cache/redistribute). A disposition request form must be completed by CENTEX RAC staff.
3. Once approved by DSHS for disposition, a record of the Disposition Form and updated GC-11 will be maintained according to the CENTEX RAC Records Retention and Closeout Policy.
4. Surplus items will be added to CENTEX RAC inventory for future use.
5. Once DSHS has approved the disposal of the asset, CENTEX RAC staff will carry out in an appropriate manner.

AUTHOR: Governance Committee

Board Approval Date: 11.20.2025

Chair Signature: _____

Elizabeth Hicks

D. *Medical Advisory Committee*

- i. Monitors the identified performance improvement indicators as it relates to the quality of patient care.
 - ii. Consider and act on recommendations regarding system enhancement and/or improvements.
- V. Each Standing Committee will elect a Chair and Vice Chair per the Election Policy. The term shall be at least one year.
- VI. The Chair and Vice Chair of any Standing Committee must be employed or volunteer at a CENTEX RAC member entity or be an Individual Member.
- VII. If the Chair resigns or is removed from office prior to the term expiration, the Vice Chair will immediately assume the Chair position. An election may be held to fill the Vice Chair position.
- VIII. A Standing Committee meeting will be cancelled if neither the Chair nor Vice Chair is available.
- IX. Standing Committees do not need to adhere to a quorum requirement unless stated differently in the Bylaws.

AUTHOR: Governance Committee

Board Approval Date: 5.16.2024

Board Chair Signature: _____

Printed Name: Elizabeth Hicks

POLICY: CONFLICT OF INTEREST

PURPOSE: To define and provide guidance for conflict of interest while conducting business with CENTEX RAC.

SCOPE: All leaders, members, and employees of CENTEX RAC

ORIGINATION: 12.10.2024

PROCEDURE:

1. Conflict of interest is a situation in which any representative of CENTEX RAC or member of his/her family can derive personal or professional benefit from actions or decisions made in their official capacity.
2. No outside activity should involve the use of CENTEX RAC assets, funds, materials, facilities or the services of other CENTEX RAC employees unless properly authorized.
3. CENTEX RAC operations and employee information is to remain confidential. The misuse, unauthorized access to or mishandling of confidential information is strictly prohibited and will subject an employee to disciplinary action, up to and including immediate termination.
4. Outside activities and relationships should not interfere with an individual's obligations to CENTEX RAC.

AUTHOR: Governance Committee

Board Approval Date: 12/19/2024

Chair Signature: _____
Elizabeth Hicks

SCOPE: RAC Education Activity Policy

PURPOSE: To establish a clear process for staff and/or membership to follow when CTRAC holds an educational activity.

POLICY: To ensure that CTRAC handles all educational activities in the same manner.

REVISION:

PROCEDURE: When CTRAC holds an educational activity, many circumstance arise and these procedures to keep all of those involved on the same page.

CTRAC Sponsored Activity

1. The definition of “sponsored” for this policy means that when CTRAC coordinates an educational activity at no cost to CTRAC Members In-good Standing.
2. When CTRAC sponsors an activity, contract or grants funds are typically used.
3. A registration deadline and/or a cancellation deadline may be provided for these activities.
4. When someone cancels late or no-shows the activity, CTRAC can NOT charge the contract or grant for anyone that is not present for the sponsored activity.
5. **The CTRAC member will be charged for the cost of the attendee tied to their entity.**
6. Emergency situations will be handled on a case-by-case basis and should be submitted to the Executive Director.

CTRAC Hosted Activity

1. The definition of “hosted” for this policy means that when CTRAC coordinates an educational activity which incurs a cost to CTRAC Members In-good Standing.
2. When the attendee cancels after the cutoff date, CTRAC may refund the cost minus any expenses plus 10% indirect fee.
3. When the attendee no shows for the activity, then CTRAC will not refund any amount.

All Educational Activities

1. CTRAC will provide at a minimum the following information for all course announcements: date, location, early bird/regular/late cost, early bird and/or registration deadline(s), cancellation deadline.
2. Emergency situations will be handled on a case-by-case basis and should be submitted to the Executive Director.

AUTHOR: Christine Reeves, Executive Director

APPROVAL SIGNATURE:

Date Approved:

POLICY: GRANT/CONTRACT AWARD & EXPENDITURE

PURPOSE: To ensure that all funds received by CENTEX RAC are approved and expended appropriately.

SCOPE: To establish a clear process for employees and/or membership to follow when expending grant/contract funds.

ORIGINATION: 9.17.20

REVIEWED: 12.10.2024

PROCEDURE:

1. CENTEX RAC Staff will annually send all RAC Membership a needs assessment form.
 - a. The Standing Committees will develop expenditure plans and priorities based on projects received.
 - b. The Executive Director will provide a list of proposed projects and allocations to the Board for consideration annually unless otherwise stipulated in contract language (i.e., EMS/County funding).
2. The following steps must be followed for project approval outside of the annually budgeted expenses:
 - a. Regionally focused projects must be submitted to the Executive Director.
 - b. Projects will be presented to the Budget and Finance committee for consideration and feasibility. Budget and Finance will recommend approval or denial to the Board of Directors.
3. Approved expenditure plans will be submitted to the appropriate grant/contract entity as required.
4. The Executive Director will oversee the procurement to fulfill the approved project(s).
5. The Executive Director or designee will provide status updates on the project(s) to the appropriate Standing Committee(s) and the Board of Directors.
6. The Executive Director is responsible for the compliance of all grants/contracts received and accepted by the CENTEX RAC Board of Directors.

AUTHOR: Governance Committee

Board Approval Date: 12/19/2024

Chair Signature: _____

Elizabeth Hicks

POLICY: CASH DISBURSEMENTS POLICY

PURPOSE: To provide guidance to the Executive Director and Executive Committee in implementing operating procedures related to GAP.

SCOPE: Standardization of operating procedures in accordance with General Accounting Practices (GAP).

ORIGINATION: 11.21.2019

REVIEWED: 5.4.2024

PROCEDURE:

I. Capital Acquisitions

After consultation with the Executive Committee and/or Board of Directors, the Executive Director will acquire three bids for the purchase of budgeted capital assets of more than \$5,000. The Executive Director selects a bidder. Any capital assets not budgeted by the Board must be approved by the General Assembly prior to final purchase.

II. Supplies, Services, and Other Invoices

Purchase requests/quotes may be generated by anyone in the office. The requests/quotes are approved by the Executive Director. If the vendor requires a formal purchase order, the employee will enter the information into the electronic accounting system to generate a purchase order number.

When the goods or services are received, a staff member compares the items that were received with the items that were ordered and signs the packing slip. The packing slip is attached to the purchase order and returned to the open order file until the invoice is received.

Mail is received and opened by staff. All invoices are forwarded to the Executive Director to be coded and entered in the electronic accounting system. The invoice is matched to the approved purchase order/quote and the packing slip and determine account coding and classification (if required) for the transaction. If a purchase order is required, the requestor enters this information into the electronic accounting system. All invoices are verified by the Executive Director and then filed in the accounting folder for payment processing.

III. Invoice Payment Procedures

Invoices are paid at least once a month. The checks are printed from the electronic accounting system, attached to the approved support documentation from the open invoice file, and given to the Executive Director for signatures. The Executive Director along with at least one bank signatory, will sign the physical checks or the automated clearing house (ACH) notices. The RAC Staff then makes copies of all checks/ACH notices and supporting documents to be filed alphabetically by vendor.

AUTHOR: Governance Committee

Board Approval Date: 5.16.2024

Chair Signature: _____

Elizabeth Hicks

POLICY: COMMITTEE STRUCTURE

PURPOSE: To provide guidance on committee structure to support (a) the Board’s governance of CENTEX Regional Advisory Council (RAC), and (b) the operations of the CENTEX RAC Committees.

SCOPE: The Board may establish two different types of committees:

- (a) Board Committees – these committees may be established to support the governance responsibilities of the Board defined in the Charter and Bylaws.
- (b) Standing Committees – these committees support the ongoing operational programs of CENTEX RAC.

ORIGINATION: 11.21.2019

REVIEWED: 7.17.2024

PROCEDURE:

1. The Board is responsible for approving the focus for all committees and monitoring their compliance within the charge.
2. CENTEX RAC employees will be responsible for providing support for all committees and for reporting to the Board and other committees as requested.
3. Board Committees – report directly to the Board of Directors and are comprised of mainly Board members.
 - a. *Executive Committee* – shall consist of the Board of Directors’ Officers and provide guidance to the Executive Director for daily operations and Human Resource related needs.
 - b. *Budget & Finance Committee* – shall be chaired by the Treasurer and is responsible for oversight of finances, review of audits, and income tax returns.
 - c. *Governance Committee* – shall be chaired by the Board Vice Chair and is responsible for development, review, and updates of all corporate documents. This committee shall serve as the Nominating Committee for the Board of Directors election.
4. Standing Committees
 - a. *EMS Operations Committee* - serves as a liaison for prehospital entities within this Region to include, but not limited to, the monitoring of system development, coordination of activities, performance improvement, and prehospital training.
 - b. *Emergency Preparedness & Response Committee* - coordinates preparedness and responses to mass casualty and disaster situations.
 - c. *Trauma, Stroke, Cardiac, and Perinatal Committees*
 - i. Serve as a liaison between health care facilities within this Region to include, but not limited to, the monitoring of system development, coordination of activities, performance improvement, facility designations, and training.
 - ii. Provide ongoing performance assessment to identify and pursue opportunities to improve patient care.
 - iii. Provide oversight and guidance for the Region regarding the performance improvement objectives issued by the State of Texas.
 - d. *Medical Advisory Committee*
 - i. Monitors the identified performance improvement indicators as it relates to the quality of patient care.
 - ii. Consider and act on recommendations regarding system enhancement and/or improvements.
5. Each Standing Committee will elect a Chair and Vice Chair per the Election Policy. The term shall be at least one year.
6. The Chair and Vice Chair of any Standing Committee must be employed or volunteer at a CENTEX RAC member entity or be an Individual Member.

7. If the Chair resigns or is removed from office prior to the term expiration, the Vice Chair will immediately assume the Chair position. An election may be held to fill the Vice Chair position.
8. A Standing Committee meeting will be cancelled if neither the Chair nor Vice Chair is available.
9. Standing Committees do not need to adhere to a quorum requirement unless stated differently in the Bylaws.

AUTHOR: Governance Committee

Board Approval Date: 7.17.2024

Chair Signature: _____
Elizabeth Hicks

POLICY: CONFLICT OF INTEREST

PURPOSE: To define and provide guidance for conflict of interest while conducting business with CENTEX RAC.

SCOPE: All leaders, members, and employees of CENTEX RAC

ORIGINATION: 12.10.2024

PROCEDURE:

1. Conflict of interest is a situation in which any representative of CENTEX RAC or member of his/her family can derive personal or professional benefit from actions or decisions made in their official capacity.
2. No outside activity should involve the use of CENTEX RAC assets, funds, materials, facilities or the services of other CENTEX RAC employees unless properly authorized.
3. CENTEX RAC operations and employee information is to remain confidential. The misuse, unauthorized access to or mishandling of confidential information is strictly prohibited and will subject an employee to disciplinary action, up to and including immediate termination.
4. Outside activities and relationships should not interfere with an individual's obligations to CENTEX RAC.

AUTHOR: Governance Committee

Board Approval Date: 12/19/2024

Chair Signature: _____

Elizabeth Hicks

POLICY: EDUCATION ACTIVITY

PURPOSE: To establish a clear policy for CENTEX staff and/or membership to follow during an educational activity.

SCOPE: All educational activities that CENTEX sponsors or hosts.

ORIGINATION: 2.16.2023

REVIEWED: 10.09.2024

PROCEDURE:

Course Announcements: date, location, cost, and registration/cancellation deadlines.

Definitions:

Sponsored Activity: CENTEX coordinates an educational activity at no cost for the members in good-standing.

Hosted Activity: CENTEX coordinates an educational activity with a cost to the CENTEX member.

CENTEX Sponsored Activity

1. Activity costs are funded through grants or contracts.
2. A registration/cancellation deadline must be provided for these activities.
3. Registered no-show or late cancellations cannot be charged to the contract or grant. These charges will be billed to the registered individual entity.

CENTEX Hosted Activity

1. CENTEX may refund the cost minus any expenses plus a 10% indirect fee, if registered individual cancels before deadline.
2. CENTEX will not refund for any no-shows.

AUTHOR: Governance Committee

Board Approval Date: 11/21/2024

Board Chair Signature: _____

Elizabeth Hicks

POLICY: ELECTION PROCESS

PURPOSE: To establish a clear policy and procedure for CENTEX Regional Advisory Council (RAC) elections.

SCOPE: In order to ensure that elections are held in a non-bias process.

ORIGINATION: 11.19.20

REVIEWED: 8.12.24

PROCEDURE:

1. Board of Directors Officers and At-Large Positions

- a. At the 4th Quarter General Assembly Meeting, each good-standing member entity will be provided with a ballot. Each ballot will list all positions and nominees to be voted on as well as the name of the voting agency. Each entity only receives one vote by one of the three persons listed on their most current Membership Form.
- b. The Chair or designee will review the ballots and ask if there are any additional nominations from the floor. If there is discussion on any of the open positions, those nominees will be asked to leave the room for discussion. Discussion must take place prior to initiation of voting. Once discussions have been closed, the nominees will be asked to return.
- c. The Chair or designee will call for the vote. Once an entity has completed its ballot, the ballot will be returned to RAC Employee for counting.
- d. The election process will be closed by the Chair or designee. The meeting will continue until the tabulation is completed and the Announcement of Position agenda item is reached.
- e. The Chair or designee will read the newly elected Board Member and what position he or she will hold as determined by greatest number of votes for said position. If there is a tie, there will be a recount. If the recount also indicates a tie, that position will be voted on again until someone ends up with the most votes. The Chair or designee will then open the floor for a motion to destroy the ballots. Appropriate action will then be taken.
- f. If the 4th Quarter General Assembly meeting is unable to meet in person and the CENTEX RAC Executive Committee decide to hold the meeting virtually; the voting process will be announced at that time. All ballots must be completed in the time frame allotted by the Chair or designee.
- g. Should a quorum not be present at the 4th quarter General Assembly meeting, the current slate of the Board will remain until the next General Assembly meeting in which a quorum is present.

2. Standing Committee Chair and Vice Chair Positions

- a. At the 4th quarter Standing Committee meetings, each standing committee may have an election for the Committee Chair and Vice Chair positions. The person with the most votes will be the Chair and second most votes will be Vice Chair. If the committees meet virtually, the same process will be followed.

- 3. Anytime an election occurs in the CENTEX RAC will follow the same process as described above.

AUTHOR: Governance Committee

Board Approval Date: 8/15/2024

Chair Signature: _____
Elizabeth Hicks

POLICY: EXTERNAL FUNDING REQUEST

PURPOSE: To establish a clear policy and procedure for employees to follow when requesting other funding sources.

SCOPE: In order to ensure that all funds requested by CENTEX Regional Advisory Council (RAC) are done so appropriately.

ORIGINATION: 5.27.20

REVIEWED: 8.12.24

PROCEDURE: The RAC is required by the Department of State Health Services contract(s) to solicit other funding sources. For the RAC to comply with these criteria, the following steps will be taken by the RAC Employee when finding and soliciting additional grants.

1. RAC Employee will continually be looking for other funding opportunities that will support and/or enhance business activities. These activities may include but are not limited to:
 - Funds for the purchase of equipment for the RAC and/or its member entities.
 - Funds to provide additional training to employees and member entities.
 - Funds to support regional injury prevention activities.
 - Funds to establish and/or enhance current activities or projects.
 - Funds for general operating expenses.

2. Funding Opportunities - Once a possible funding opportunity is located, the Executive Director will review the funding specifics and requirements.
 - a. If a funding opportunity does NOT require a match, the Executive Director will submit the funding opportunity to the RAC Executive Committee for approval to apply. A majority vote of the Executive Committee is needed for approval.
 - b. If a funding opportunity requires a match (whether in-kind or cash), the Executive Director will submit the funding opportunity to the RAC Board of Director for approval to apply. A majority vote of the Board of Directors present is needed for approval.
 - c. Once the Executive Director has received approval to apply, the application will be prepared and submitted as directed. The Executive Director may sign the application unless indicated otherwise by the funding opportunity or Board of Directors.

3. The Executive Director is responsible for the compliance of all grants/contracts received and accepted by the RAC Board of Directors.

AUTHOR: Governance Committee

Board Approval Date: 9.19.2024

Chair Signature: _____

Elizabeth Hicks

POLICY: FUNDING AND EXPENDITURE

PURPOSE: To establish a clear process for employees and/or members to follow when encumbering and expending funds.

SCOPE: To ensure that all funds received by CENTEX Regional Advisory Council (RAC) are approved and expended appropriately.

ORIGINATION: 5.27.20

REVIEWED: 8.12.24

PROCEDURE: CENTEX RAC is required to ensure that all grant/contract awards received are expended as directed by the grant award, any contract, the Board of Directors, and in some cases the RAC membership.

1. CENTEX RAC Employees will annually send all membership a needs assessment.
2. All expenditures will be approved as part of the annual budget.
3. For a project to be considered for expenditure (outside of the approved budget), the following steps must take place:
 - a. Projects may be submitted to the Executive Director at any time during the year. All projects must be regional in focus.
 - b. At minimum, the Executive Director will provide a list of proposed projects and allocations to the Budget & Finance Committee for consideration at least twice a year.
 - c. The Executive Committee will review the allocation source. If allocation is approved, the project will be forwarded to the appropriate Standing Committee(s) by employees.
 - d. The Standing Committees will develop expenditure plans and priorities based on projects received.
 - e. All expenditure plans must be submitted to the Board of Directors for approval.
 - f. Once the expenditure plan is accepted, the Executive Director will oversee the procurement to complete the project.
 - g. The Executive Director or designee will provide status updates on the project to the appropriate Standing Committee(s) and the Board.
4. The Executive Director is responsible for the compliance of all funding received and accepted by the CENTEX RAC Board of Directors.
5. No funds will be used for supplemental pay and/or overtime without prior written approval of the contract holder, if appropriate, and the Executive Committee.

AUTHOR: Budget & Finance Committee

Board Approval Date: 9.19.2024

Chair Signature: _____

Elizabeth Hicks

POLICY: FUNDING REQUEST

PURPOSE: To establish a clear policy and procedure for employees to follow when requesting grant funds

SCOPE: Funds requested by all CENTEX employees and Board of Directors.

ORIGINATION: 05.27.2020

REVIEWED: 10.09.2024

PROCEDURE: CENTEX is required by the Department of State Health Services contract(s) to solicit other funding. The following steps will be taken by CENTEX Employee when finding and soliciting additional grants.

1. CENTEX Employee will continually be looking for grant and funding opportunities that will support and/or enhance RAC activities.
2. Funding Opportunities - Once a possible funding opportunity is identified, the Executive Director will review funding specifics and requirements.
 - a. If a funding opportunity does NOT require a financial match from the RAC, the Executive Director will submit the funding opportunity to the CENTEX Executive Committee for approval to apply. A majority vote of the Executive Committee is needed for approval.
 - b. If a funding opportunity requires a match, the Executive Director will submit the funding opportunity to the CENTEX Board of Directors for approval to apply. A majority vote of the Board of Directors present is needed for approval.
 - c. Once the Executive Director has received approval, the application will be prepared, reviewed by the Executive Committee, and submitted prior to the opportunity deadline. The Executive Director may sign the application unless indicated otherwise by the funding opportunity or Board of Directors.
3. When CENTEX is awarded, the grant/contract must be reviewed by the Board of Directors. A majority vote of the Board of Directors present is needed for approval.
4. The Executive Director is responsible for the compliance of all grants/contracts received and accepted by the CENTEX Board of Directors.

AUTHOR: Governance Committee

Board Approval Date: 11.21.2024

Board Chair Signature: _____

Elizabeth Hicks

POLICY: Medical Advisory Committee (MAC) Case Review

PURPOSE: To establish guidelines for case and performance improvement (PI) data review process of the CENTEX RAC Medical Advisory Committee (MAC).

SCOPE: CENTEX RAC employees and members, and invited guests to the MAC meeting.

ORIGINATION: 4.21.2025

1. Case selection criteria (not limited to):
 - Unexpected outcomes
 - New or innovative treatments or processes
 - Significant deviations from established guidelines
 - Positive collaborations that involve member entities.
2. All case review requests must be submitted to the CENTEX RAC MAC Chair and Executive Director, including a summary of events, entities, and points for discussion.
3. The CENTEX RAC MAC Chair and Executive Director will coordinate the case review and include it on the MAC agenda.
4. Each entity will maintain and present their Protected Health Information (PHI) as it pertains to the specific case review.
5. After reviewing each case, the CENTEX RAC MAC will determine the need for PI initiatives and/or committee assignment for recommended actions.
6. Following its review of the recommended actions assigned, the committee will communicate implemented actions back to the MAC Chair and Executive Director for presentation at a future meeting.
7. All CENTEX RAC MAC agendas will include a confidentiality statement.

AUTHOR: Governance Committee

Board Approval Date: 5.15.2025

Chair Signature: _____

Elizabeth Hicks

POLICY: MEMBERSHIP REQUIREMENTS AND COMPLIANCE

PURPOSE: To provide guidance to support the CENTEX RAC Bylaws regarding membership requirements and penalties associated with not meeting those requirements.

SCOPE: The Executive Director shall be responsible for assuring membership requirements and implementing penal actions unilaterally as directed by the procedures developed below.

ORIGINATION: 8.15.19

REVIEWS: 2.9.24/6.20.24

PROCEDURE:

MEMBERSHIP REQUIREMENTS BY GROUP:

Active Participation in the RAC is defined as the following:

A. EMS Providers

1. Will have representation at a minimum of 75% of regularly scheduled General Assembly meetings held.
2. Will be electronically downloading information into the existing Texas EMS Registry if applicable.
3. Will have representation at 75% of EMS Operations Committee meetings.
4. Will demonstrate participation in at least one RAC sanctioned prevention or community outreach activity annually and submit documentation of such.
5. Will submit data and reports as requested by the CENTEX RAC.
6. Will participate in one disaster preparedness drill per year.
7. Will have the Medical Director or designated physician participate in a minimum of 50% of the Medical Advisory Committee Meetings.
8. Will pay annual member fees.

B. Hospital Members

1. Will have representation at a minimum of 75% of regularly scheduled General Assembly meetings held.
2. Will have representation at 75% of committee meetings in which the facility is designated, accredited, or verified as well as Healthcare Coalition meetings.
3. Will have Medical Director or designated physician participation at 50% of Medical Advisory Committee Meetings
4. Will demonstrate participation in at least one RAC sanctioned prevention or community outreach activity annually and submit documentation of such.
5. Will be electronically downloading information into the existing Texas Trauma Registry if applicable.
6. Will submit data and reports as requested by the CENTEX RAC.
7. Will participate in one disaster preparedness drill per year.
8. Will pay annual member fees.

C. Other Healthcare Facilities

1. Will have representation at a minimum of 75% of regularly scheduled General Assembly meetings held.
2. Will have representation at 75% of Healthcare Coalition.
3. Will submit data and reports as requested by the CENTEX RAC.
4. Will participate in one disaster preparedness drill per year.
5. Will pay annual member fees.

D. Other Entities

1. Will have representation at a minimum of 75% of regularly scheduled General Assembly meetings held.
2. Will participate in a minimum of one (1) standing committee and will have representation at

75% of the committee meeting(s).

3. Will pay annual member fees.

E. Individuals

1. Will have representation at a minimum of 75% of regularly scheduled General Assembly meetings held.

F. Meeting attendance may be met in person, via conference call, video conferencing, or webinar. The timeframe considered for attendance requirements will be based on a rolling 12-month period.

G. Each member entity will complete an annual Regional Needs Assessment.

H. Annual Member Fees must be paid in full annually within 60 days of invoice date. The fee structure will be developed by the Executive Committee and approved by the Board of Directors then presented to the General Assembly. Per Department of State Health Services (DSHS) EMS/Trauma Systems Section, dues may not be considered in determining active participation for licensure.

I. Exceptions to the above requirements may be considered by the Executive Committee on an individual basis. A member seeking such an exception must submit, in writing, a request for the exception and provide documentation to support the request to the Executive Director. If approved by the Executive Committee and it will be noted in the member's folder. The exception will list why it was approved, date approved, and how long the exception will be granted.

PROCEDURE:

A. All members are in "Good-Standing" with the CENTEX RAC when they have met the above noted requirements for any rolling 12-month period exception for items required annually which will follow a calendar year. A new member will be given a "good-standing" status; however, they will not be eligible to receive equipment, supplies, or funding for the initial 6 months. The RAC will maintain any equipment, supplies, or funding for the new member until they have maintained their requirements for 6 months.

B. If a member is unable to meet or has not met the above requirements and has not received an written exception, the RAC Director may notify the member in person, via email, telephone, or US mail of the delinquent issue.

- When a requirement is missed, the main RAC POC for the member will be notified via email and informed of the delinquency and will be given the opportunity to correct.
- If the member fails to correct the delinquent issue as directed and agreed upon, the three RAC POCs for the member will be notified via email and informed of the delinquency and given two weeks to correct.
- If the member fails to correct the delinquent issue as directed and agreed upon, the member will be placed in "bad-standing" by the RAC Director, the Board of Directors, and the Member's Administration will be notified via email and postmarked letter to address of record with the RAC.

C. In order for a member in "bad-standing" to regain a "good-standing" status, they must maintain all member requirements for a 6-month period. If satisfied, the Executive Director will notify the member in person, via email, telephone, or US mail of their change in status. If not satisfactory, the member will receive a certified letter that they are being considered for removal from CENTEX RAC Membership. Any items purchased during the "bad-standing" time frame may or may not be held on behalf of the member. That decision will be made on a case-by-case basis by the Board of Directors based on funding availability and cost of items purchased.

D. If a member does not comply with the requirements noted above, they may be removed from the membership by a majority vote of the Board of Directors. Said member may appeal this action for re-instatement to the General Assembly. If re-instatement is approved by the General Assembly, the issue causing removal must be remedied prior to full re-instatement.

PENALTIES:

A. Failure to meet requirements will cause the member to lose the following member benefits:

- Will not be eligible to attend any RAC-sponsored no cost trainings.
- Will be charged the non-member price for any RAC-sponsored training that has a fee (i.e., training).
- Will not be eligible for RAC scholarships.
- Will not be eligible to receive any equipment or supplies supplied by the RAC.
- Will be removed from the email list serves for RAC workgroups, committees, and General Assembly.
- Will not receive an active participation letter for designation or licensure applications.
- Will no longer receive notifications or information sharing.
- Will not be able to participate in the RAC Memorandums of Understanding.

B. All requirements MUST be maintained once every 12 months or scheduled to take place. If one is missed, the process noted in A. above will take effect.

Written by: Governance Committee

Board Approval Date: 2/15/2024

Chair Signature: _____
Elizabeth Hicks

POLICY: Monitoring Visits

PURPOSE: To establish a clear policy and procedure for CENTEX RAC Staff conducting a monitoring visit.

SCOPE: The Executive Director shall be responsible for assuring that any entities receiving equipment or supplies are following all requirements.

ORIGINATION: 1.16.20

PROCEDURE:

1. CENTEX RAC maintains an inventory of all equipment/supplies that are purchased by various funding streams. This is done by using an online inventory/resource management system. Any equipment/supplies issued to entities by CENTEX RAC must complete a permanent loan form. The information contained in this form is listed in the electronic system.
2. All receiving entities are required to maintain the equipment/supplies for the life of that item as determined by American Hospital Association and/or the Internal Revenue Service. If any equipment/supplies are lost, stolen, or destroyed; the receiving entity is responsible for replacement.
3. CENTEX RAC Staff will visit each entity that receives equipment or supplies from CENTEX RAC to ensure that all items are tagged, maintained, and ready for use or used.
4. CENTEX RAC Staff will contact each entity to set up a time for an on-sight visit. CENTEX RAC Staff will then email a calendar invite and a copy of the inventory assigned to that entity to its point of contact. CENTEX RAC Staff will initiate a Monitoring Visit Preparation Guide, which outlines the complete process for setting up an on-site visit.
5. On the day of the visit, CENTEX RAC Staff will take the entity's permanent loan folder and a copy of the inventory list. CENTEX RAC Staff should be escorted by the entity's point of contact should any issues arise.
6. CENTEX RAC Staff must see all equipment/supplies and ensure it is in working condition and being used, if applicable. Additionally, staff will need to confirm that radios, generators, and other electronic equipment receive preventative maintenance and is being tested as required. This information should be kept in a hard copy format. The Monitoring Visit Checklist will be the tool used to verify and monitor the entity's status regarding equipment and supplies.
7. If any items are missing, the entity will be told at the on-site visit and receive a formal notification from the Executive Director. CENTEX RAC will request that the item be located within 30 days of notice. A follow-up visit will be scheduled following the 30-day deadline. If the item is not located at the second visit, the entity will be required to replace the missing item within 90 days. The replacement must be equal to or exceed the missing item's specifications when purchased originally. The Executive Director must approve the replacement prior to purchase by the entity.

AUTHOR: Governance Committee

Board Approval Date: 11/21/2024

Chair Signature: _____

Elizabeth Hicks

POLICY: Needs Assessment Requirement and Compliance

PURPOSE: To provide guidance regarding the Needs Assessment requirement.

SCOPE: To define the requirement, process, and use of the Needs Assessment.

ORIGINATION: 11.15.17

REVIEWED: 2.9.24/6.20.24

PROCEDURE:

- A. The term “Needs Assessment” is defined as a gathering of information from a member of CENTEX RAC that provides valuable information for assisting with strategic goals, annual budgets, guiding project development, and training opportunities.
- B. Each member entity will complete an annual Needs Assessment by March 31st or as needs change.
- C. Exceptions to the above requirements may be considered by the Board on an individual basis. An entity seeking such an exception must submit, in writing, a request for the exception and provide documentation to support the request.
- D. The Needs Assessment should be submitted via the Survey Monkey link. If a member is having difficulty, a hardcopy may be emailed to RAC.
- E. The Executive Director is responsible for ensuring that notification of this requirement is provided annually to membership no later January 15th.
- F. Once the Needs Assessments are received, the Executive Director will create a summary of the information. A report will be provided to the Board of Directors in May of each year and to the committees and General Assembly at their following meetings. This report may be used for budgeting, goal setting, etc.
- G. Failure for members to comply with this requirement may jeopardize their “Good Standing” status with the CENTEX RAC and may make them ineligible for grants, funding, equipment, supplies, and/or education/training.
- H. New Members must submit a completed Member Survey and Member fees when they first join and then begin the process outlined above the following year.

Author: Governance Committee

Board Approval Date: 2/15/2024

Chair Signature: _____

Elizabeth Hicks

POLICY: BOARD ELECTION NOMINATION POLICY

PURPOSE: In order to ensure that a diverse Board of Directors representing a wide variety of disciplines, entities, and geographical locations.

SCOPE: To establish a clear Board nomination procedure for the Governance Committee.

ORIGINATION: new

REVIEWED:

PROCEDURE:

- I. Nominations will be solicited at the 3rd Quarter Meetings each year. No more than 50% of the Board will be elected at any one time.
- II. Nominations will be accepted from good-standing RAC members. Nominations will be submitted to Staff.
- III. The Governance Committee will review the nominations and evaluate based on but not limited to:
 - A. Geography
 - B. Race/Ethnicity/Gender
 - C. RAC involvement
 - D. Physicians, nurses, paramedics, hospital administrators, or subject matter experts who are actively involved or serving in leadership positions in the regional emergency healthcare system.
 - E. Recognized expertise or experience with an entity or in an area relevant to the CENTEX Regional Advisory Council's Mission and Vision.
 - F. A willingness to commit the time and effort required as a Board member.
- IV. Nominations will close at least 30 days prior to the 4th quarter General Assembly meeting.
- V. The current Board of Directors will accept the nominations from the Governance Committee at the November Board of Directors Meeting.
- VI. Nominations will be submitted via email no later than 21 days prior to the 4th quarter General Assembly meeting to the General Assembly.
- VII. Elections take place in the 4th quarter of each year.

AUTHOR: Governance Committee

Board Approval Date: 8/15/2024

Board Chair Signature: _____

Printed Name: Elizabeth Hicks

POLICY: Non-Budget Expenditure Policy

PURPOSE: To provide CENTEX RAC with guidance on handling non-budgeted expenditures.

SCOPE: CENTEX RAC solicits funding throughout the fiscal year; guidance on how to approve expenditures that have not been approved in advance as part of a budget cycle.

ORIGINATION: 4.12.24

REVIEWED: 6.20.24

PROCEDURE:

1. When someone requests to purchase any item(s) that have not been previously included in the budget they will need to obtain permission for such an expenditure.
2. A Non-budgeted Item Prior Approval Form will need to be completed and routed to the Executive Director.
3. The Executive Director will confirm all information that is received and attached to the form.
4. The Budget & Finance Committee will review. A majority vote of members present shall be considered an approved expenditure.
5. After the Budget & Finance Committee approves, the request is routed as stated in the bylaws:
 - Chair Approval: \$0 - \$1500.00 {Chair signs form.}
 - Board Approval: \$1500.01 - \$25,000 {Vice Chair signs form.}
 - General Assembly Approval: over \$25,000.01 or capital expenditure (i.e., land, building, etc.). {Treasurer signs form.}
6. Once the form is complete (approved or not), it shall be returned to the Executive Director for disposition.
7. The form is attached to this policy for reference only.

AUTHOR: Budget & Finance Committee

Board Approval Date: 4/18/2024

Chair Signature: _____
Elizabeth Hicks



Non-Budgeted Item Prior Approval Form

Fill out the form completely and return it to RAC Office with proposed expense documents attached.

Date Requested: _____

Requested By: _____

Total Amount Requested: _____

Budget Category: _____

Description of Request:

Amount:

| | |
|-------|-------|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

Reason for Purchase: _____

Vendor: _____ (attach quote, if applicable)

Budget/Finance Committee Reviewed: Yes No Date: _____

Circle one

Chair Approval (\$0-\$1,500.00): _____

Vice Chair Signature (\$1500.01-\$25k - Board Majority Approval): _____

Treasurer Signature (over \$25k.01 - GA Majority Roll Call Approval): _____

Date of Approval Signature: _____

CENTEX RAC Information Only

Funding: RAC EI SDA SDP EMS/County Unrestricted

Paid by: check # _____ bank draft _____ credit card

Amount: \$ _____

Account Code: _____

POLICY: Performance Improvement (PI) Plan

PURPOSE: To establish a CENTEX RAC data collection and case review process for performance improvement initiatives across the region.

SCOPE: CENTEX RAC employees, member entities, and RAC Data Collaboratives (RDC).

REVISIONS: original 2.27.20, **Revised 1.15.2026**

Objectives:

1. To provide a multidisciplinary forum to evaluate emergency healthcare patient outcomes from a regional perspective and to assure the optimal delivery of emergency care.
2. To facilitate the sharing of information, knowledge, and data.
3. To provide a standardized process for medical review of regional emergency healthcare.
4. Maintain a Performance Improvement Committee comprised of representatives from all disciplines

Procedure:

1. The following standing committee are responsible for identifying a minimum of 2 PI Indicators annually.
2. EMSOC, Trauma, Stroke, Cardiac, Perinatal, and other clinical committees as established by the CENTEX RAC BOD.
3. Standing committees will submit relevant data to the PI committee for review quarterly.
4. Upon completion of the review, opportunities for improvement are referred from the PI Committee to the MAC quarterly.
5. MAC attendees will review referred opportunities for improvement to make determinations and recommend further actions if applicable.
6. MAC expectations: Refer to "Medical Advisory Committee (MAC) Case Review" Policy
7. MAC stakeholders should be prepared to provide a short description and answer questions on these cases.
8. Committee progress and outcome reports will be communicated quarterly on a standard format.
9. Statement of Confidentiality - All data will be presented in a HIPAA compliant, de-identified in the spirit of improving emergency healthcare quality.

Requirements (Per TX DSHS Contract and Licensing):

1. Data submission is a requirement of each member entity to remain in good standing with CENTEX RAC.
2. Participation in medical case review.
3. Failure to submit data indicates non-participation and will result in the loss of funding and endorsement as a member in good standing.

AUTHOR: Governance Committee

Board Approval Date: ..2026

Chair Signature: _____

Elizabeth Hicks

POLICY: Performance Improvement (PI) Committee Review

PURPOSE: To establish the process for ongoing evaluation and quality improvement of the Emergency Healthcare System in the region.

SCOPE: CENTEX RAC employees, member entities, and RAC Data Collaboratives (RDC).

REVISIONS: Original

Objectives:

1. To provide a multidisciplinary committee to evaluate emergency healthcare patient outcomes from a regional perspective and to assure the optimal delivery of emergency care.
2. To facilitate the sharing of information, knowledge, and data in a confidential environment.
3. To provide a standardized process for medical review of regional emergency healthcare.

Process:

1. The following standing committee are responsible for identifying a minimum of 2 PI Indicators annually.
 - EMSOC, Trauma, Stroke, Cardiac, Perinatal, and other clinical committees as established by the CENTEX RAC PI Committee.
2. Standing committees will submit relevant data to the PI committee for review quarterly.
3. Upon completion of the PI Committee review, opportunities for improvement are referred from the PI Committee to the MAC quarterly if found to be necessary.
4. Committee progress and outcome reports will be communicated quarterly on a standard format.
5. Statement of Confidentiality - All data will be presented in a HIPAA compliant, de-identified in the spirit of improving emergency healthcare quality.

Requirements (Per TX DSHS Contract and Licensing):

1. Data submission is a requirement of each member entity to remain in good standing with CENTEX RAC.
2. Participation in medical case review.
3. Failure to submit data indicates non-participation and will result in the loss of funding and endorsement as a member in good standing.

AUTHOR: Governance Committee

Board Approval Date: ..2026

Chair Signature: _____

Elizabeth Hicks

POLICY: PROTECTED PERSONAL INFORMATION POLICY

PURPOSE: To uphold and protect the privacy of personal information belonging to CENTEX RAC member entities, staff and board of directors.

SCOPE: CENTEX RAC member entities, staff and board of directors

ORIGINATION: 05.16.2025

PROCEDURE:

- **Collection-** CENTEX RAC collects only the personal information necessary for conducting its operation, managing membership. Staffing, governance, and legal compliance.
- **Use-** Personal information will only be used for the purpose in which it was collected.
- **Disclosure-** CENTEX RAC will not sell, rent, or otherwise disclose personal information without written consent.
- **Security-** CENTEX RAC will implement the appropriate physical and technical safeguards to protect personal information against unauthorized access or disclosure.

AUTHOR: Governance Committee

Board Approval Date: 06.19.2025

Chair Signature: _____
Elizabeth Hicks

POLICY: RAC ISSUED CREDIT CARD

PURPOSE: To establish a guide for any person issued an RAC Credit Card. This policy sets out acceptable and unacceptable uses of RAC credit cards.

SCOPE: Any individual issued a CENTEX RAC credit card.

ORIGINATION: 2.27.20

REVIEWED: 11.1.2024

PROCEDURE:**1. Ownership and Cancellation of the Credit Card**

- a. The credit card remains the property of the bank. It may not be transferred to, assigned to, or used by anyone other than the designated Cardholder.
- b. The Cardholder is accountable for the activity on the card.
- c. Any person issued a RAC credit card or has permission to use a RAC credit card must sign an RAC-issued Credit Card Agreement (attached).
- d. The bank or the RAC may suspend or cancel Cardholder privileges at any time for any reason. The Cardholder will surrender the credit card upon request to CENTEX RAC.
- e. A card must be used for business purposes only, in conjunction with the person's RAC tasks.
- f. In addition to financial responsibility and liability for wage deductions, any purchases a person makes with a RAC-issued credit card in violation of this policy will result in disciplinary action, up to and including termination of employment, depending upon the severity and repeat nature of the offense.

2. Spending Limits

- a. Each credit card account have a pre-set limit of \$7,500 that may not be exceeded.

3. Receipts/Statements

- a. It is the Cardholder's responsibility to obtain transaction receipts from the merchant each time the credit card is used.
- b. Individual transaction receipts are to be attached to periodic statements and submitted for accounting purposes.
- c. All credit card receipts must be attached to the Credit Card Expense Report (attached) and be signed by the Executive Director or Executive Committee member if for the Executive Director.
- d. Receipts will be attached to the appropriate credit card statement. Any person assigned a credit card will be required to complete a manual reconciliation of the credit card when statement is received. The statement must be completed within 5 days of receipt. The statement will be forwarded to the Executive Director.
- e. The Executive Director will enter all charges into QuickBooks.
- f. The Executive Director will complete the final credit card statement reconciliation.
- g. The Treasurer will review and sign off on all credit card statement reconciliations.
- h. In the event of an EMTF State activation, refer to the Texas EMTF pay policies.

4. Protecting the Credit Card

- a. The credit card is valuable property which requires proper treatment by the Cardholder to protect it from misuse by unauthorized parties.
- b. Any disputed item is the Cardholder's responsibility to follow up on. Any erroneous charges, returns, or adjustments to ensure proper credit is given on subsequent statements.

5. Validation and Safekeeping

- a. Sign the credit card immediately upon receipt.
- b. The credit card should always be treated with the same care as personal credit cards, bankcards, cash and checks.

- c. Keep your card(s) in an accessible, but secure location.
- d. When the expiration date is passed and/or after you have received a new credit card, cut the old credit card into pieces and dispose of it.
- e. Make sure the credit card is returned to you after each charge and verify that the returned credit card has your name on it.

6. Lost or Stolen Credit Cards

- a. If the credit card is lost or stolen, contact the Bank's 24-hour toll-free number immediately and then inform the Executive Director. The Executive Director will notify the Treasurer as soon as possible.

7. Compliance with Policy, Violations and Consequences

- a. Employee violations to any policy regarding the purchase of goods or services will be investigated and may result in either one or more of the following actions: written warning, revocation of credit card privileges, cancellation of delegation of purchasing authority, disciplinary action, and termination and/or criminal prosecution. Human error and extraordinary circumstances may be taken into consideration when investigating any violation.
- b. The Executive Committee and Executive Director have the authority to investigate and to determine whether a violation of the policy has occurred, and to recommend actions that may be taken because of such determinations. Facts and circumstances of each incident will be considered, and action shall be taken as deemed appropriate, and as permitted by applicable laws and/or a CENTEX RAC policy.
- c. Credit Card violations include but are not limited to:
 - Purchase of items for personal use.
 - Purchase of items in violation of any RAC policies and procedures.
 - Use of the credit card for cash advances.
 - Exceeding bank credit line limit.
 - Use of the credit card by splitting purchases into more than one transaction is not allowed.
 - Failure to return the credit card when an employee is reassigned, terminated or upon request.
 - Failure to turn in packing slips, receipts or other back up documentation within 14 days of the purchase.

AUTHOR: Governance Committee

Board Approval Date: 11/21/2024

Board Chair Signature: _____

Elizabeth Hicks

RAC-ISSUED CREDIT CARD AGREEMENT FOR EMPLOYEE

You have been granted the privilege of having an issued RAC credit card. Your participation in the credit card program is a convenience that carries responsibilities along with it. Although this card is issued in your name, it is CENTEX Regional Advisory Council (RAC) property and must be used with good judgment. **By signing this agreement, you acknowledge that you understand and will comply with all these guidelines, as listed below.**

I, as an authorized and approved cardholder, have been trained and fully understand and agree to the following terms and conditions regarding the use and safekeeping of the credit card entrusted to me:

1. I accept full personal responsibility for the safekeeping of the credit card assigned to me, and that absolutely no one, other than me, is permitted to use the credit card assigned to me. All charges download as a 'receivable' and therefore are ONLY associated directly to the cardholder.
2. I will be making financial commitments on behalf of the RAC and will obtain fair and reasonable prices following the Travel Expense and Reimbursement Policy. For Example: No First-Class Tickets.
3. When I use my credit card, I understand that these purchases will result in a "receivable" against me, and I am responsible for repayment of any of these charges deemed not allowable when Expense Report is submitted to the RAC. I further understand that any unallowable amount must be repaid to the RAC within 30 days after the Expense Report has been filed.
4. If I fail to repay any non-allowable amount, the RAC is authorized to withhold the full amount from any payment (s) due me from the RAC, including payroll checks, as repayment. I understand that failure to follow these provisions more than once within any 12-month period will result in suspension of my credit card and possible termination.
5. I will not use the credit card for non-RAC related expenses, unauthorized purchases, or for personal purchases.
6. I will immediately report the theft or loss of my credit card to the Executive Director.
7. I understand that I cannot use the credit card as a financial reference to obtain personal credit cards or loans.
8. I understand that I am personally responsible for obtaining ALL original detailed receipts and submitting them in accordance with RAC credit card procedures.
9. I understand that any purchases made by me will be recorded and reviewed in management reports, to ensure compliance with credit card guidelines.
10. I understand that failure to follow any of the above listed terms & conditions or if found to have misused the credit card in any manner may result in: revocation of the privilege to use the credit card; disciplinary action; termination of employment, and/or criminal charges being filed with the appropriate authority.
11. I agree to surrender the credit card immediately upon request or upon termination of employment for any reason.

As the Cardholder, I hereby accept the above terms and conditions and acknowledge receipt of the RAC-issued credit card.

Date

Employee Signature

Employee Printed Name

Executive Director/Chair Signature

Executive Director/Chair Printed Name



CENTEX
Regional Advisory Council

Credit Card Charge Form

Please include a quote and/or copy of receipt(s).

Purchase Date: _____

Purchased From: _____

Attach Original Receipt(s) below:

| Description of Purchase | Amount | |
|-------------------------|--------|--|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |

Date: _____

Total Amount:

\$

Requestor Name Printed: _____

Requestor Signature: _____

Funding Source: _____

Account Code: _____

Approved By: _____ Date: _____

Executive Director/Chair

POLICY: Record Retention & Close Out Policy**PURPOSE:** To establish a policy and procedures for Staff to close out the fiscal/calendar year.**SCOPE:** Staff shall close out a fiscal/calendar year by January 15th of each year.**ORIGINATION:** 11.15.17**REVIEWED:** 9.19.19, 4.12.24**PROCEDURE:**

During the down time in December, Staff should close out the current year. All records that are no longer required to be kept per the Records Retention Schedule should be shredded appropriately.

| RECORD RETENTION SCHEDULE | |
|--|----------------------------|
| Description | Length of Retention |
| Accident reports & claims; damage and theft reports | 7* |
| Accounting records - bank statements, reconciliations, checks, credit memos, deposits | 7 |
| Articles of incorporation, bylaws | P |
| Assets records | 7* |
| Budgets & projections | 2 |
| Capital stock & bond records | P |
| Charts of accounts | P |
| Contracts & agreements | 7* |
| Correspondence | |
| • Credit and collection | 7 |
| • Routine with customers or vendors | 1 |
| • Other | 4 |
| Deeds - legal and important correspondence should be kept as long as the documents to which they relate. | P |
| Depreciation schedules | 7* |
| Employee records | |
| • Contracts | 7* |
| • Disability, unemployment claims | 7 |
| • Employment applications | 4 |
| • Expense reports | 4 |
| • Personnel files | 7* |
| • Time reports, earnings records | 4 |

| | |
|---|----|
| • Withholding & exemption certificates (W-2, W-4, etc.) | 4* |
| Financial reports, audits | P |
| Insurance policies & records | 4 |
| Internal reports, memos, work orders, etc. | 2 |
| Inventory records | 4 |
| Leases | 7* |
| Ledgers & journals (QuickBooks/hard copies) | |
| • Cash receipts & disbursements | P |
| • General ledger, journal entries | P |
| • Payroll journal | 4 |
| Licenses | 4* |
| Meeting Minutes | P |
| Mortgages | 7* |
| Notes | 7* |
| Pension & profit-sharing records | P |
| Purchases – invoices, purchase orders, packing slips | 7 |
| Repair & maintenance records | 4 |
| Tax returns and related records | P |

P – means records should be kept permanently

*- Retention period begins with settlement of claims, disposal of assets, termination of contract, etc.

- A. All old calendars should be filed, and new calendars put up.
- B. Accounting close out is not officially done until an audit and tax return are completed. Contact the firm to schedule an audit. Once the audit is completed then the income return should be completed.
- C. In preparation for the new year, the Executive Director should contact the CPA to ensure an appropriate depreciation is set correctly.
- D. In preparation for the new year, the Executive Director will contact current landlord to confirm amount of donated facilities/lease agreements.

AUTHOR: Governance Committee

Board Approval Date: 4/18/2024

Chair Signature: _____

Elizabeth Hicks

POLICY: REMOTE WORKPLACE

PURPOSE: To establish guidelines for CENTEX RAC employees to work from a remote location.

SCOPE: All CENTEX RAC employees

ORIGINATION: 2.27.20

REVIEWED: 11.1.2024

PROCEDURE:

1. The determination for an employee to work remotely is based on time and cost effectiveness.
2. Working remotely is a privilege, not a right.
3. The Employee will meet with the Executive Director/Executive Committee on a regular basis to receive specific assignments and duties.
4. The Employee is to complete all assigned work according to standard operational procedures.
5. CENTEX provides tools and supplies necessary to perform the appropriate job function. CENTEX will not pay for additional phone lines (installation or monthly fees) or internet access in locations not on CENTEX property. CENTEX will not reimburse for personal phone usage.
6. The Executive Director/Executive Committee is responsible for monitoring the effectiveness of employees' performance based on established performance measures. If remote work is no longer time or cost effective, or the employee is not meeting the established performance measures, they will be required to return to the office setting.
7. Employees are required to take precautions at the remote work location to ensure the security of data, confidential information, equipment, and RAC provided supplies.
8. Employees are held responsible for any abuse or fraudulent computer or internet access provided while working remotely.
9. Employees are expected to maintain the same standards of health and safety at their remote work location.
10. Working from a remote location does not modify the applicability of benefits, personnel policies, responsibilities, or any other terms and conditions of employment.
11. CENTEX workers' compensation program provides coverage for injuries or illnesses incurred within the scope of employment. Injured employees must notify their supervisor immediately if they are injured.
12. Compliance with individual tax and insurance laws are the responsibility of the employees.

AUTHOR: Governance Committee

Board Approval Date: 11/21/2024

Board Chair Signature: _____

Elizabeth Hicks

POLICY: RISK MANAGEMENT POLICY

PURPOSE: Establishment of a guideline to manage risk for CENTEX employees and the Board of Directors.

SCOPE: CENTEX RAC Board of Directors, Executive Director, and Staff

ORIGINATION: 6.18.20

REVIEWED: 11.1.2024

PROCEDURE:

1. Records regarding the operations, financial status, and liabilities will be maintained by CENTEX RAC. These records will be available for audit to the Board of Directors.
2. The Board of Directors will perform an annual audit of accounting practice by an external professional.
3. Appropriate insurance will be maintained covering CENTEX RAC property, liabilities, the Board of Directors, and Staff.
4. Background screening will be a part of all hiring and appointments for CENTEX RAC Staff.

AUTHOR: Governance Committee

Board Approval Date: 11/21/2024

Chair Signature: _____
Elizabeth Hicks

POLICY: Social Media

PURPOSE: To define and provide guidance for positive image by members of CENTEX RAC while allowing an active voice.

SCOPE: All leaders, members, and employees of CENTEX RAC

ORIGINATION: 02.09.2025

PROCEDURE:

1. Social media is defined as any publicly accessible site the general public and members are privy to.
2. No activity should involve the use of CENTEX RAC name in a negative manner or image.
3. CENTEX RAC does not authorize the misuse, unauthorized access to or mishandling of confidential information and will subject a member or employee to disciplinary action, up to and including being restricted from CENTEX RAC membership or employment.
4. Outside activities should not interfere with an individual's obligations to CENTEX RAC to portray the organization in a positive manner.

AUTHOR: Governance Committee

Board Approval Date: 03/20/2025

Chair Signature: _____

Elizabeth Hicks

POLICY: TECHNOLOGY POLICY

PURPOSE: To provide guidance to CENTEX RAC employees for the use of all electronic communications.

SCOPE: All employees of the CENTEX RAC

ORIGINATION: 12.10.2024

PROCEDURE:

1. Employees are responsible for knowing and following the generally accepted etiquette of the Internet.
 - a. The Executive Director must approve social media sites and file sharing services.
 - b. Copyrighted material may not be used without the owner’s permission.
 - c. The Executive Director must approve the addition of software onto CENTEX RAC owned or maintained computers.
2. The Executive Director will determine service equipment (laptop, cell phones, tablets, etc.), and the type of services necessary to fulfill specific CENTEX RAC responsibilities. Maintenance of the issued equipment will be the responsibility of CENTEX RAC.
3. All devices to connect to the CENTEX RAC domain must utilize some form of password protection
4. All e-mail computer generated files and/or documents are CENTEX RAC records and sole property of the CENTEX RAC.
5. Personnel are prohibited from unauthorized access to another employee's email messages and computer files.
6. Employees may be responsible for the care of issued equipment and any costs related to lost or damaged equipment.
7. CENTEX RAC reserves the right to monitor and access all information systems at any time with or without an employee’s advance notice.

AUTHOR: Governance Committee

Board Approval Date: 12/19/2024

Chair Signature: _____
Elizabeth Hicks

POLICY: TRAVEL EXPENSE AND REIMBURSEMENT POLICY

PURPOSE: The Regional Advisory Council (RAC) Board of Directors requires that anyone traveling on approved RAC business be reimbursed for all or part of their travel expenses. All travel must be preapproved by the Executive Director, Executive Committee, and/or Board of Directors.

SCOPE: To establish a procedure for anyone traveling for RAC purposes.

ORIGINATION: 9.30.08

REVIEWED: 5.16.24/6.20.24

PROCEDURE:

- I. All travelers must submit a Travel Form.
- II. For **approved** meetings, conferences, and/or overnight travel, the RAC will reimburse some or all the following, when paid by the traveler:
 - A. Standard airfare (refundable and transferable). Tickets should be purchased 21 days prior to the trip when possible.
 - B. Hotel lodging does not exceed the Federal guidelines as stated by General Services Administration (GSA) (www.gsa.gov). Hotel lodging receipts must have a zero balance.
 - C. Transportation expenses to include but not limited to:
 1. Only mileage for personal vehicle use will be allowed. Reimbursement rates will coincide with current IRS mileage rates.
 2. If using a personal vehicle, a map of all travel routes (point-to-point) from an approved travel website (e.g. Google Maps or MapQuest), must be included with reimbursement request.
 3. Parking fees.
 4. Ride Share fees.
 5. If the travel will be more than 300 miles round trip, the employee may utilize a rental car.
 6. Car rental and fuel (must be approved in advance).
 - D. A maximum daily allowance for meals and incidentals when a RAC credit card is used must not exceed GSA guidelines (www.gsa.gov), will be reimbursed accordingly.
 1. Tips, internet fees, and other fees are included as incidentals as noted above.
 2. Tips shall not exceed more than 20% of the total food bill.
 - E. Employees that do not use a RAC credit card will be reimbursed for meals and incidentals at the GSA rate. This rate may be found on the internet at www.gsa.gov.
- III. Reimbursement must be submitted on the "Travel Reimbursement Request" and the form must be signed by the individual. (See attached form)
 - A. A traveler shall submit regional travel monthly.
 - B. Each traveler must submit a separate request from other travelers.
 - C. Each form submitted must be approved and verified to ensure accuracy.
 1. The Executive Director will verify and approve all travel.
 2. For the Executive Director, the Chair/Designee will verify and approve all travel.
- IV. Travel reimbursements should be submitted within ten (10) business days upon return.
- V. Any charges to a RAC business credit card must be noted on the original receipt. All receipts

must be clear as to the expenditure. If not, a written explanation must be written on the receipt. All credit card charge receipts must be accompanied by an itemized receipt. Both copies must be viewable on any copies of the request. Charges without receipts will be the responsibility of the employee.

****Unallowable items include but are not limited to the following:**

1. Handwritten pieces of paper substituted as receipts.
2. Alcoholic beverages.
3. Movies, games, spa, etc.

AUTHOR: Governance Committee

Board Approval Date: 5/16/2024

Chair Signature: _____
Elizabeth Hicks

CENTEX Regional Advisory Council Travel Authorization Form

Section 1. Traveler Information

Name: _____

Funding Source: EMS/RAC System Development EI Other Specify): _____

Section 2. Trip Information (attach a copy of the itinerary, agenda, brochure, etc.)

Type of Trip: Meeting Education/Training Conference

Purpose/Reason for Travel: _____

Departure Date: _____ Destination(s): _____

Return Date: _____

Section 3. Estimated Costs (should be listed at maximum expected/anticipated):

Airfare: \$ _____ Car: POV Rental \$ _____ Parking: \$ _____

Meals: \$ _____ *Lodging: \$ _____ Other (specify): \$ _____

GSA Amount: \$ _____ GSA Amount: \$ _____ _____

Anticipated Total: \$ _____

As the traveler, I certify that the above *estimated* expenses are reimbursable and that those for meals & incidentals and lodging do not exceed the maximum amounts as noted at www.gsa.gov. *If lodging is more than GSA but is the conference hotel, please make sure to provide backup information.

Traveler's Signature: _____ Date: _____

Chair/Vice Chair Approval Signature: _____ Date: _____

2nd Approval Signature (must be bank signatory): _____ Date: _____

This request is expected to be submitted at least 2 weeks prior to travel. This form shall be used for out of Region and/or overnight travel. The approved form must be attached to the Travel Reimbursement Sheet.

POLICY: VIRTUAL PARTICIPATION

PURPOSE: Ensure effective, respectful, and professional behavior during CENTEX RAC virtual meetings.

SCOPE: All CENTEX RAC virtual meeting attendees.

ORIGINATION: 03/25/2025

PROCEDURE:

1. Meeting Etiquette

- a. Keep distractions to a minimum.
- b. Keep your microphone muted during meetings unless you are speaking.
- c. Video is required for each meeting.
- d. Professional casual dress is acceptable.
- e. Utilize the chat or platform features to facilitate participation.
- f. Professional consideration in virtual background choices.

2. Meeting Engagement

- a. Be prepared by reviewing documents ahead of meeting
- b. Avoid multi-tasking.
- c. Actively participate in discussions

3. Meeting Attendance Requirements

- a. Active AV participation for 75% of each meeting is required to receive credit.
- b. Each participant will be responsible for completing the attendance form.

4. AV recording of all CENTEX RAC open meetings may occur on an as needed basis per meeting Chair. Notification of recordings will be made at the beginning of each meeting.

5. Voting options for virtual meetings will comply with DSHS contractual obligations.

AUTHOR: Governance Committee

Board Approval Date: 04/17/2025

Chair Signature: _____

Elizabeth Hicks

POLICY: WHISTLEBLOWER

PURPOSE: To provide guidance to support the practice of honesty and integrity in fulfilling the CENTEX RAC's responsibilities and complying with all applicable laws and regulations. This Policy is intended to encourage and enable employees and others to raise serious concerns within the RAC prior to seeking resolution outside the RAC.

SCOPE: It is the responsibility of all directors, officers, and employees to comply with the Code of Conduct and to report violations or suspected violations.

ORIGINATION: 12.6.12

REVIEWED: 10.16.2025

PROCEDURE:

1. The Code of Conduct requires directors, officers, and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities.
2. No director, officer, or employee who in good faith reports a violation shall suffer harassment, retaliation or adverse employment consequence. Any person who retaliates is subject to discipline up to and including termination of employment.
3. The Code of Conduct addresses the open-door practice that employees share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, the Executive Director is in the best position to address an area of concern. However, if you are not comfortable speaking with the Executive Director or you are not satisfied with his/her response, you are encouraged to speak with a member of the Executive Committee or anyone on the Board of Directors whom you are comfortable in approaching. The Executive Director is required to report suspected violations of the Code of Conduct to the RAC's RAC Treasurer, who has specific and exclusive responsibility to investigate all reported violations. For suspected fraud, or when you are not satisfied or uncomfortable with following the RAC's open-door policy, individuals should contact the RAC's Treasurer directly.
4. The Treasurer serves as the Compliance Officer and is responsible for investigating and resolving all reported complaints and allegations concerning violations of the Code and, at his/her discretion, shall advise the Executive Director and/or the Executive Committee. The Treasurer has direct access to the Budget & Finance Committee of the Board of Directors and is required to report at least annually on compliance activity. The RAC's Compliance Officer is the Chair of the Budget & Finance Committee.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation of the Code must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the Code. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense as defined by Texas Workforce Commission.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The Compliance Officer will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated, and appropriate corrective action will be taken if warranted by the investigation.

Accounting and Auditing Matters

The Budget & Finance Committee shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The Compliance Officer shall immediately notify the audit committee of any such complaint and work with the committee until the matter is resolved.

AUTHOR: Governance Committee

Board Approval Date: 8/15/2024

Chair Signature: _____

Elizabeth Hicks



CENTEX
Regional Advisory Council

Emergency Succession Plan

Leadership plays an essential role in the success of a nonprofit organization. And a change in Executive leadership is as inevitable as the passing of time.

This document will help a nonprofit organization recognize that planning for unplanned or temporary leadership change is the best practice in line with other plans nonprofits regularly complete (e.g., strategic plan, communications plan, fundraising plan). An Emergency Succession Plan can bring order in a time of turmoil, confusion and high stress.

The term "Executive Director" is used throughout this document to address the Chief Paid Staff Member.

The Board of Directors of Central Texas Regional Advisory Council (CENTEX RAC) recognizes that this is a plan for contingencies due to the disability, death or departure of the Executive Director. If the organization is faced with the unlikely event of an untimely vacancy, Central Texas Regional Advisory Council (CENTEX RAC) has in place the following emergency succession plan to facilitate the transition to both interim and longer-term leadership.

The Board of Central Texas Regional Advisory Council (CENTEX RAC) has reviewed the job description of the executive director. The job description is attached. The board has a clear understanding of the Executive Director's role in

organizational leadership, program development, operations, board of directors relationships, financial operations, resource development and stakeholder presence.

Succession Plan in Event of a Temporary, Unplanned Absence: Short-Term

A temporary absence is one of less than three months in which it is expected that the Executive Director will return to his/her position once the events precipitating the absence are resolved. An unplanned absence is one that arises unexpectedly, in contrast to a planned absence, such as a vacation or a sabbatical. The Board of Directors has authorized (or authorizes the Executive Board) Central Texas Regional Advisory Council (CENTEX RAC) to implement the terms of this emergency plan in the event of the unplanned absence of the Executive Director.

In the event of an unplanned absence of the Executive Director, the Deputy Director (or other highest ranking staff member) is to immediately inform the Board Chair (or highest-ranking volunteer board member) of the absence. As soon as it is feasible, the Chair should convene a meeting of the Executive Board. The Executive Board is to affirm the procedures prescribed in this plan or to make modifications as the Board deems it appropriate.

At the time that this plan was approved, the position of Acting Executive Director would be:

Name: Stacy Soto, program administration,
Title: CENTEX RAC Program Specialist

Should the standing appointee standing for the position of Acting Executive Director be unable to serve, the first and second back-up appointees for the position of Acting Executive Director will be:

- (1) Name: Current Chair
Title: CENTEX RAC Chair and
- (2) Name: Current Treasurer
Title: CENTEX RAC Treasurer

If this Acting Executive Director is new to his/her position and inexperienced with this organization (less than **18** months/years), the Executive Board or Board of Directors may decide to appoint one of the back-up appointees to the acting executive position. The Executive Board or Board of Directors may also consider the option of splitting executive duties among the designated appointees.

Authority and Compensation of the Acting Executive Director

The person appointed as Acting Executive Director shall have full authority for decision-making and independent action as the regular Executive Director.

The Acting Executive Director may be offered one of the following options:

1. A temporary salary increases to the entry salary of the executive director position
2. A bonus determined by the Executive Board during the Acting Executive Director Period

Board Oversight

The board member(s) or board committee responsible for monitoring the work of the Acting Executive Director shall be Current Chair and Treasurer

The above-named people will be sensitive to the special support needs of the Acting Executive Director in this temporary leadership role.

Communications Plan

Immediately upon transferring the responsibilities to the Acting Executive Director, the Board Chair (or highest-ranking Board member) will notify staff members, members of the Board of Directors and all stakeholders.

As soon as possible after the Acting Executive Director has begun covering the unplanned absence, Board members and the Acting Executive Director shall communicate the temporary leadership structure to the following key external supporters of Central Texas Regional Advisory Council (CENTEX RAC) This may include

(but not be limited to) government contract officers, foundation program officers, civic leaders, major donors and others (please specify): DSHS Contract Manager, DSHS POCs, Stakeholders.

Completion of Short-Term Emergency Succession Period

The decision about when the absent Executive Director returns to lead Central Texas Regional Advisory Council (CENTEX RAC) should be determined by the Executive Director and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period can be allowed, by approval of the Board Chair, with the intention of working their way back up to a full-time commitment.

Succession Plan in Event of a Temporary, Unplanned Absence: Long-Term

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition:

The Executive Board or Board of Directors will give immediate consideration, in consultation with the Acting Executive Director, to temporarily fill the management position left vacant by the Acting Executive Director. This is in recognition of the fact that for a period of more than three months, it may not be reasonable to expect the Acting Executive Director to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting Executive Director needs assistance.

Completion of Long-Term Emergency Succession Period

The decision about when the absent Executive Director returns to lead Central Texas Regional Advisory Council (CENTEX RAC) should be determined by the Executive Director and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period can be allowed, by approval of the Board Chair, with the intention of working the way up to a full-time commitment

Succession Plan in Event of a Permanent Change in Executive Director

A permanent change is one in which it is firmly determined that the Executive Director will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition:

The Executive Board will appoint a Transition and Search Committee within 10 days to plan and carry out a transition to a new permanent executive director. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the board's capacity to plan and manage the transition and search. The Transition and Search Committee will also determine the need for an Interim Executive Director, and plan for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director.

Checklist for Acceptance of All Types of Emergency Succession Plans

- Succession plan approval.** This succession plan will be approved by the Executive Committee and forwarded to the full Board of Directors for its vote and approval. This plan should be reviewed annually.
- Signatories.** The Board Chair, the Executive Director, and all Executive Board Members.
- Organizational Charts.** Two organizational charts need to be prepared and attached to this plan. Prepare and attach an organizational chart reflecting staffing positions and lines of authority/reporting throughout the organization. Prepare and attach a second organizational chart that reflects how that structure will change within the context of an emergency/unplanned absence of the Executive Director.
- Important Organizational Information.** Complete the attached *Information and Contact Inventory* and attach it to this document. Also attach a current list of the organization's board of directors.
- Copies.** Copies of this Emergency Succession Plan along with the corresponding documentation shall be maintained by The Board Chair, the Executive Director, and the Acting Executive Director Appointee.

Information and Contact Inventory for Central Texas Regional Advisory Council (CENTEX RAC)

Knowing where your organization’s key information is located is critical so that if an emergency succession occurs, your organization would be able to quickly continue work in the most efficient and effective way.

| | Onsite Location | Offsite Location | Online URL |
|--------------------------|------------------------|-------------------------|-------------------------|
| Nonprofit Status | | | |
| IRS Determination Letter | <u>RAC Safe</u> | | |
| IRS Form 1023 | | | |
| Bylaws | <u>RAC Safe</u> | | RAC Website, ED Desktop |
| Mission Statement | | | RAC Website, ED Desktop |
| Board Minutes | | | RAC Website, ED Desktop |

Financial Information

Employer Identification Number (EIN) : 74-2661821

| | | | |
|---|----------|-------------------|------------|
| Current and previous Form 990s | RAC Safe | | ED Desktop |
| Current and previously audited financial statements | RAC Safe | CENTEX Accountant | ED Desktop |

| | | | |
|---|-------------------------|--|--|
| Financial Statements | Accounting shared drive | | |
| State or District Sales Tax Exemption Certificate | RAC Safe | | |
| Blank Checks | RAC Safe | | |
| Computer Passwords | Green Book | | |
| Vendor Records | QBOnline | | |

Auditor

Name: **Pattillo, Brown & Hill, LLP 401 W State Highway 6, Waco, TX, 76710**
 Phone Number/Email: **254.772.4920, angela.miskovic@pbhcpa.com**

Bank

Name(s): **Horizon**

Account Name: **Restricted**

Account Numbers: **7 4 4 4**

Account Name: **Unrestricted**

Account Number: **6 4 7 6**

Account Name: **PHWB**

Account Number: **5 1 1 1**

Account Name: **Business Money Market (Sweep)**

Account Number: **8 5 3 5**

Branch Representative(s):

N a m e : **Ashton Koontz | Senior Deposit Relationship Banker**

Phone Number: **254.228.0805**

Email: **Ashton.Koontz@horizon.bank**

Investments

Financial Planner / Broker Company _____

Representative Name: _____

Phone Number: _____

Email: _____

Who is authorized to make transfers? Who is authorized to make wire transfers? Are there alternatives?

Executive Director

Who are the authorized check signers?

Tracy Arther, Elizabeth Hicks, Angie Gentry, Chancy Lay

Is there an office safe? Who has the combination/keys?

Located in ED Office, Combo and Key placed in hanging door lock. Prog. Specialist and Chair have code to lock box.

Legal Counsel (If Applicable)

Attorney

Name: _____

Phone Number: _____

E-mail: _____

Human Resources Information

| | Onsite Location | Offsite Location | Online URL |
|---|------------------------|-------------------------|-------------------|
| Employee Records/ Personnel Info* <i>*Names, home addresses, phone numbers, email, emergency contacts, etc.</i> | | ED Desktop | QB Online |
| I-9s | | | QB Online |

Payroll

Company Name: QBOonline

Account Number:

9341 4555 4383 5119 (New),

1935 1486 9213 524 (Old)

Facilities Information

Office Lease (for renters)

ED Desktop, Chair Email

Building Deed (for owners)

Building Management

Company Name: CTCOG

Contact Name: Cindy Wells

Phone Number/Email: 254.770.2234, cyndy.wells@ctcog.org

Office Security System

Company Name: **Located on ED phone in NOTES-Passwords**

Insurance Information

General Liability / Commercial Umbrella

Company/Underwriter: **V F I S**

Policy Number: **VFNU-TR-0002444-05**

Representative Phone Number/Email: **210.602.5853,**

JHudson@vfistx.com

Unemployment Insurance

Company/Underwriter: **N / A**

Policy Number _____

Representative Phone Number/Email: _____ Broker

Phone Number/Email: _____

Workers' Compensation

Company/Underwriter: **VFIS** Policy Number:

Same

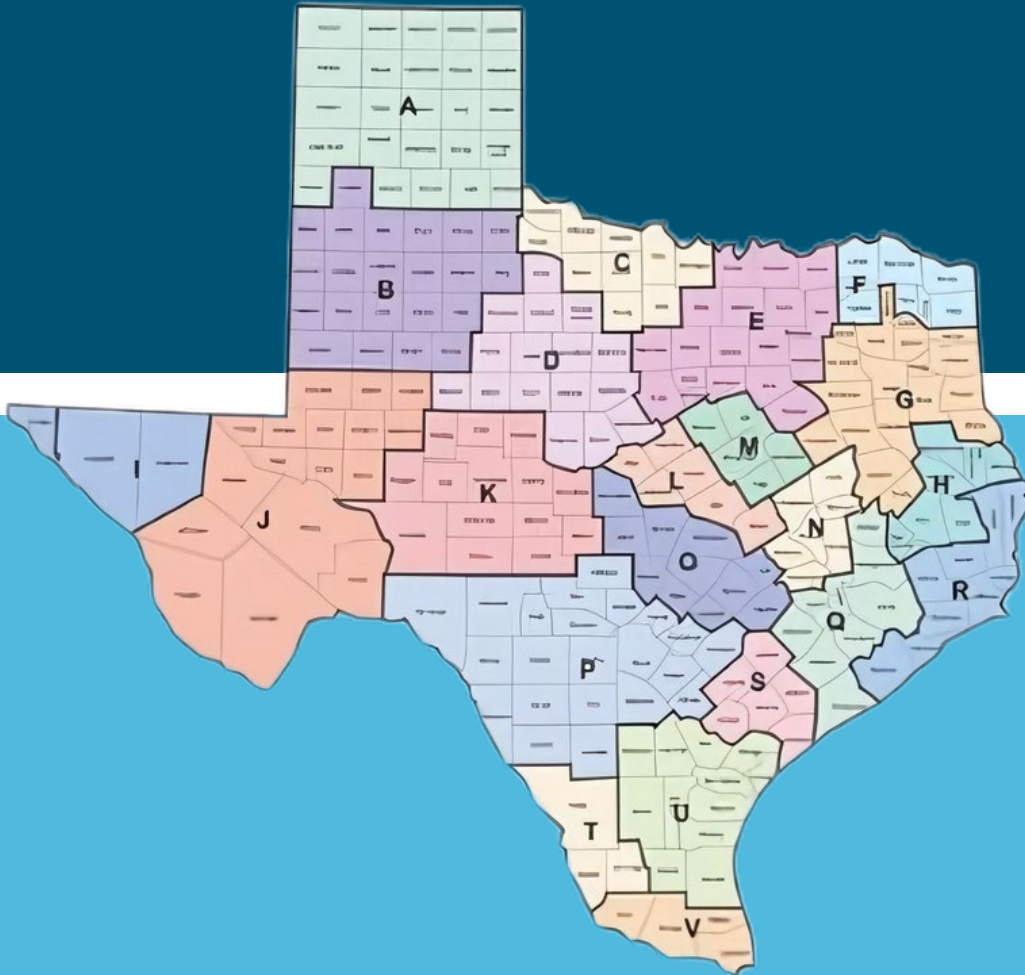
Disability Insurance (short-term)

Company/Underwriter: **N / A**

Date of Completion for Information and Contact Inventory: _____

Name of Person Completing Document: _____

RAC Leadership Guide



A Guide for New RAC Chairs and Executive Directors

WELCOME TO RAC LEADERSHIP

Welcome to leadership within your Regional Advisory Council (RAC). Stepping into this role is both an honor and a responsibility—one that places you at the heart of strengthening systems across your region. Your leadership helps ensure that patients receive timely, coordinated, and high-quality care when it matters most.

This reference guide was created to support you in that journey. Inside, you'll find practical information, proven strategies, and resources designed to help you navigate your role, build strong partnerships, and lead with confidence. Whether you are new to leadership or bringing years of experience, this guide is meant to serve as both a starting point and a continual reference as you shape the future of your RAC.

We thank you for your commitment to service, collaboration, and innovation. Your leadership will make a lasting difference—not only for your organization and colleagues, but most importantly, for the patients and communities we serve.

RAC Leadership Guide Development Group

Bill Bonny, North Central Texas Trauma RAC, Chair

Shane Comer, North Texas RAC, Executive Director

Elizabeth Hicks, Central Texas RAC, Chair

Chris Meyer, Heart of Texas RAC, Executive Director

Nathan Ramon, Lower Rio Grande Valley RAC, Executive Director

Kate Schaefer, Panhandle RAC, Chair

Danny Updike, Texas J RAC and Concho Valley RAC, Executive Director

Lori Upton, Southeast Texas RAC, Executive Director

Tiffany Walker, Southeast Texas RAC, Business Manager

Erin Moore, TETAF Communications Director

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PURPOSE AND ABOUT THE RACs

PURPOSE

The purpose of a Regional Advisory Council (RAC) is to develop, implement, and monitor a regional emergency medical services (EMS) trauma system plan to facilitate trauma system networking within a trauma service area (TSA) or a group of TSAs.

ABOUT THE RACs

In 1989, the Texas Legislature passed the Rural Omnibus Act. This legislation formed the cornerstone for the Texas Trauma System and the creation of the Regional Advisory Councils (RACs). Contracted by the Texas Department of State Health Services (DSHS) and Texas Administrative Code §157.123, the RACs serve as the coordinating body for a legally defined geographical area named Trauma Service Areas (TSA). Each of the 22 TSAs are identified by a letter of the alphabet. RACs are 501(c)3 organizations and are relied upon to unite medical providers for the best interest of the multi-county regions they serve.

A RAC is comprised of health care entities and individuals such as hospitals, physicians, nurses, EMS providers and other individuals.

The initial purpose of the RACs was to develop a stronger trauma delivery system of care within their region, defined by historical health care referral patterns. Multiple emergency medicine initiatives are now effectively addressed by RACs under agreement with DSHS including:

- Trauma and Emergency Care
- Stroke and Cardiac Care
- Acute Care
- Perinatal Care
- Public Education in Trauma, Emergency, Stroke, Cardiac, Perinatal, and Acute Care
- Disaster Preparedness and Emergency Response

Because of the size and geographic diversity of the state, no two RACs are structured the same. However, each RAC works to strengthen health care in its region via education, data collection and analysis, and performance improvement.

RACs bring health care stakeholders together, developing regional protocols for EMS response, distribution of patients and use of hospital resources. This ensures that patients are treated timely and appropriately, giving all Texans the best chance of survival.

PURPOSE AND ABOUT THE RACs

ABOUT THE RACs (Continued)

The RACs also coordinate regional injury prevention efforts based on trends identified through trauma data collection and provide important educational opportunities ranging from infant car seat safety to distracted driving prevention campaigns and geriatric safety.

Additionally, the RACs lead the health care response to natural and man-made disasters and contracting with the state to provide disaster preparedness coordination with hospitals.



THE HISTORY OF THE RACs

The Texas Legislature wanted trauma care resources to be available to every Texan. The Omnibus Rural Health Care Rescue Act, passed in 1989, directed the Bureau of Emergency Management of the Texas Department of Health to develop and implement statewide emergency medical services (EMS) and trauma care system, designate trauma facilities, and develop a trauma registry to monitor the system and provide statewide cost and epidemiological statistics.

The trauma system was initially adopted by the Texas Board of Health in accordance with Senate Bill 530, Health & Safety Code, Chapter 773 (Emergency Medical Services), whereby the state was divided into 22

regions called Trauma Service Areas (Texas Administrative Code §157.122), provided for the formation of a Regional Advisory Council (Texas Administrative Code §157.123). In each area, a regional trauma system plan was developed and implemented, delineating the trauma facility designation process and provided for the development of a state trauma registry.

VALUE OF THE RACs

The RACs play a critical role in building a more resilient regional health care system and ensuring their regions are prepared for everyday challenges and extraordinary events. Below are five core ways the RACs bring value across Texas:

1. Regional Coordination

The RACs unite hospitals, EMS, and public health agencies into a cohesive system. This coordination breaks down silos, promotes faster communication, and ensures the right care is delivered efficiently – especially in time-sensitive situations like trauma, stroke, and disaster response.

2. Systemwide Preparedness & Response

By planning, training, and leading drills across the region, the RACs strengthen the ability of hospitals to respond to mass casualty events, pandemics, hurricanes, and other public health emergencies. This reduces strain on individual facilities and improves collective resilience.

3. Data-Driven Improvement

The RACs manage regional health care data, identifying trends, gaps, and best practices. This supports performance improvement initiatives across trauma, stroke, cardiac, and pediatric care – ultimately improving patient outcomes and reducing preventable deaths.

4. Resource Optimization

Through regional planning and real-time coordination during crises, the RACs help health care facilities share resources, manage surges, and avoid duplication – making care more cost-effective and sustainable.

5. Advocacy & Representation

The RACs serve as a trusted voice for health care providers in the region, advocating for policies, funding, and system-level improvements that enhance patient care and emergency preparedness. Additionally, the Texas EMS, Trauma & Acute Care Foundation (TETAF) also advocates during the legislative session and throughout the year on behalf of the RACs.

RAC COMPONENTS AND RULES

RAC COMPONENTS

All 22 Regional Advisory Councils (RACs) are required to meet the same requirements set forth by the Texas Department of State Health Services (DSHS). Requirements, such as comprehensive plans, data reporting, and performance criteria, are not different based on the size of the RAC.

Texas Administrative Code §157.123

[https://texas-sos.appianportalsgov.com/rules-and-meetings?](https://texas-sos.appianportalsgov.com/rules-and-meetings?locale=en_US&interface=VIEW_TAC_SUMMARY&queryAsDate=04%2F09%2F2025&recordId=222033)

[\\$locale=en_US&interface=VIEW_TAC_SUMMARY&queryAsDate=04%2F09%2F2025&recordId=222033](https://texas-sos.appianportalsgov.com/rules-and-meetings?locale=en_US&interface=VIEW_TAC_SUMMARY&queryAsDate=04%2F09%2F2025&recordId=222033)



RAC PARTNERS

The RACs partner with several statewide organizations to accomplish their goals. Below is a list of organizations that work collaboratively with the RACs:

- **Texas Department of State Health Services (DSHS)** – DSHS recognizes a RAC as the coordinating entity for the development and advancement of the regional trauma and emergency health care system within the defined Trauma Service Area (TSA). Standard requirements for the RACs are set forth in the Texas Administrative Code §157.123 and funding for the RACs is detailed in a contract between the RAC and DSHS.
- **Governor’s EMS and Trauma Advisory Council (GETAC)** – GETAC advises and makes recommendations to DSHS to develop and implement Texas emergency health care system rules. Council members are appointed by the governor. Meetings are held quarterly, and information regarding the meetings is shared by the DSHS Office of EMS and Trauma Systems. In addition to the Council’s meetings, there are GETAC committees, and those meetings are held quarterly in conjunction with the GETAC meeting.
- **Texas EMS, Trauma & Acute Care Foundation (TETAF)** – The Texas EMS, Trauma & Acute Care Foundation, or TETAF, is a 501(c)3 nonprofit that supports the development of the state health care system by providing verification surveys for trauma, stroke, neonatal, and maternal care facilities throughout the state, plus provides advocacy and education in these service lines. The RACs pay an annual fee to TETAF for advocating on behalf of the RACs.
- **Texas Division of Emergency Management (TDEM)** – The Texas Division of Emergency Management (TDEM) coordinates the state’s emergency management program. The RACs coordinate through DSHS to TDEM during emergency and disaster response.
- **Health Care Coalitions** - The Administration for Strategic Preparedness and Response (ASPR) works with trauma centers on preparedness and response efforts for mass casualty incidents and public health emergencies.
- **Perinatal Care Regions/RAC-PCR Alliance** – The Perinatal Care Regions (PCR) are a geographically designated area, similar to the Trauma Service Area (TSA). The RAC PCR Alliance unifies and coordinates activities of the perinatal committees that includes supporting the perinatal levels of care designation process, undertake unique quality improvement projects and support the quality improvement projects of state designated organizations, active participation and support of the Texas Collaborative for Healthy Mothers and Babies (TCHMB), and perinatal specific disaster preparedness and response.

EXPANDING ROLES OF RACs

RACs have become an integral part of the complex health care delivery system within their community, playing an important role in communication, coordination, and performance improvement among public and private health care facilities, emergency medical services providers, and first responder organizations that provide care to the citizens they serve. RACs have detailed knowledge regarding capability and capacity within the hospitals and health care providers in their region, as well as referral patterns and transfer requirements for specialty care. Each RAC functions in a different environment based on health care resources, population, geography, and location, but at its core, each RAC is focused on optimizing the delivery of time-sensitive medical care to patients experiencing trauma, heart attack, stroke, and labor/delivery.

Beyond this day-to-day work, the value of the RAC system is amplified when disasters strike. The RACs prepare, train, and coordinate response to mass casualty incidents and disasters, including hurricanes, wildfires, and acts of violence. The RACs also manage systems for patient transfers during major incidents. In addition, the RACs support health care providers through assignment and distribution of critical resources such as water, food, and oxygen during Winter Storm Uri; or surge staffing, ventilators or personal protective equipment during the COVID-19 pandemic.

ROLE IN EMTF

The Emergency Medical Task Force (EMTF) regions were formed by the RACs to formally share manpower and assets enabling economies of scale and creating a safety net across Texas. Through the EMTF program, equipment along with specially trained emergency personnel come to the aid of Texans when local resources are depleted or are insufficient for the magnitude of the task at hand. Those events can be due to a hurricane or tropical storm, large scale flooding, wildfires, explosions, high consequence infectious diseases, acts of terrorism, or others.

Contractual agreements between RACs, first responders, and hospitals enabled the formation of eight EMTFs. Eight of the RACs employ EMTF regional coordinators, and all RACs work with hospitals and emergency responders in their areas on disaster preparedness. Every RAC agreed to forego a portion of their federal funding to create and support the EMTF. DSHS distributes the funds to the lead RACs through standing Hospital Preparedness Program (HPP) contracts for each of the eight regional lead RACs and the State Coordinating Office.

The EMTF has created state-deployable medical teams, regionalized for rapid mobilization and readiness to respond to large scale incidents, and the RACs direct and support their activation.

EXPANDING ROLES OF RACs (Continued)

Deployment of EMTF resources may include ambulances, nurse strike teams, ambulance strike teams, mobile medical units, a mobile morgue, and others. The assets are either employed or owned by the responding entities or by RACs through federal grant moneys provided by the Assistant Secretary for Disaster Preparedness and Response (ASPR).

ROLE IN DISASTER

The RACs play a crucial role in disaster preparedness and response by coordinating the regional trauma and emergency health care systems through their Medical Operations Centers. They oversee the development, implementation, and monitoring of these systems within specific Trauma Service Areas (TSAs). RACs are also responsible for coordinating responses to mass casualty and disaster events, ensuring the efficient flow of resources and services. They are tasked with ensuring hospitals within the TSA are prepared to respond to public health disasters, emergencies, and outbreaks of communicable diseases.

ROLE IN HEALTH CARE – REGIONALLY AND STATEWIDE

RACs are the backbone of the Texas trauma and emergency health care system, working to ensure that injured patients receive timely, appropriate, and high-quality care within their respective regions. In addition to their role in disaster response, the RACs implement performance improvement initiatives to improve patient outcomes, focusing on education, data analysis, and best practices. The scope of work for the RACs has expanded over the years to include maternal and neonatal care.

The RACs work within their regions with hospitals, physicians and nurses, EMS providers, and other community groups to coordinate efforts and collect data. The RACs work collectively with statewide organizations (See RAC Partners section) to share updates and collaborate on strategies.

Additionally, the RAC Data Collaborative (RDC) is a platform offered to the RACs statewide that provides an opportunity for data collection should the RAC not have its own data collection.

ROLE WITH THE TEXAS EMS, TRAUMA & ACUTE CARE FOUNDATION (TETAF)

The Texas EMS, Trauma & Acute Care Foundation (TETAF) is a 501(c)3 nonprofit that is an approved entity by the Texas Department of State Health Services (DSHS) to provide verification surveys for Texas hospitals in trauma, stroke, maternal, and neonatal care. TETAF also advocates and provides education in these four service lines.

EXPANDING ROLES OF RACs (Continued)

The RACs are the original founders of TETAF, helping to form the organization in 2007. The RACs continue to elect members to the TETAF Board of Directors during its annual TETAF General Assembly meeting held in December. Each RAC selects two representatives to serve as voting members on the TETAF General Assembly.

Since its inception, TETAF has supported the 22 RACs primarily through advocacy and providing education when requested. Each of the RACs pay an annual fee to TETAF. This fee is determined based on the size of the RAC, similar to how DSHS determines its distribution of funding. The money paid annually to TETAF is used for advocating on behalf of the RACs, whether that is working with DSHS on issues concerning the RACs (such as the RAC rules in the Texas Administrative Code) or during the legislative session. The fees are discussed during the TETAF Board of Directors meetings, typically prior to the fiscal year budget being approved. TETAF has worked to keep the fees to the RACs nominal, knowing that the fees from all 22 RACs do not cover the full cost of advocacy.

OPERATIONS

501(c)(3)

A 501(c)(3) nonprofit is an organization that the Internal Revenue Service (IRS) recognizes as tax-exempt (excused from paying federal income tax) because it is organized or operated primarily for religious, charitable, scientific, educational, or similar purposes. All 22 of the RACs are 501(c)(3) nonprofits.

BYLAWS

The bylaws of a RAC serve as the rulebook in accordance with the Texas Nonprofit Corporation Act. Each RAC has its own bylaws, and they vary among the RACs, so it is important to review and understand your RAC's bylaws.

The bylaws must be maintained and kept current. The Texas Department of State Health Services (DSHS) has established requirements for the bylaws in the [RAC Operation Guidelines](#).

Board Representation

RAC board members step into a key governance role, helping to ensure the RAC continues to operate with integrity, accountability, and a clear focus on its mission.

The board of a nonprofit organization holds a vital role in ensuring effective governance, ethical oversight, and strategic leadership. While the terminology may vary among the RACs, their responsibilities are grounded in three core legal duties:

1. **Duty of Care:** Board members must actively participate in decision-making, stay informed about the organization's activities, and use sound judgment to guide operations. This includes attending meetings, reviewing materials, and asking questions to ensure the organization is managed responsibly.
2. **Duty of Loyalty:** Directors must act in the best interests of the nonprofit, avoiding conflicts of interest and putting the organization's mission above personal or professional gain. Transparency and integrity are essential to maintaining public trust.
3. **Duty of Obedience:** Board members are responsible for ensuring that the organization complies with laws, adheres to its governing documents, and remains faithful to its stated mission and values.

In addition to these legal duties, the board is also responsible for:

- **Mission Oversight:** Keeping the organization focused on its mission and assessing progress toward its goals.

OPERATIONS (Continued)

- **Strategic Planning:** Helping develop and approve strategic goals that drive long-term impact.
- **Financial Stewardship:** Monitoring budgets, ensuring sound financial practices, and safeguarding the organization's assets.
- **Fundraising Support:** Assisting in resource development through advocacy, networking, and personal contributions.
- **Executive Oversight:** Hiring, evaluating, and supporting the Executive Director or CEO.
- **Board Development:** Recruiting, training, and evaluating board members to build a strong and effective governing body.

Committees and Participation

Each of the RACs have committees within the RAC. The committees may drive stakeholder engagement and participation toward the goals and deliverables of the organization. The chairs of the committees are typically appointed by the RAC board members. Examples of committees are Education/Injury Prevention Committee, Pre-Hospital Committee, Trauma and Emergency Health Systems Committee, and Performance Improvement (PI) Committee. It is important to refer to your RAC's bylaws to understand the committees within your RAC and the responsibilities of those committees.

Standard Operating Procedure

Each RAC has its own Standard Operating Procedure (SOP). The SOP includes protocols for items that may change including travel, time and attendance, committees, IT policy, alternate dispute resolution, etc.

Restrictions – HIPAA RACs

The HIPAA Rules require the RACs to protect and secure Protected Health Information and to ensure that others with whom it may share PHI also comply with the HIPAA Rules for protecting and securing PHI.

ACCOUNTING/FINANCE

The RACs receive funding from various sources, each with distinct deliverables and/or spending restrictions.

EMS/RAC System and Development (Grants – EMS RAC and EMS RAC System Development and EMS County Pass-Through)

These state funds are allocated through the Texas Legislature. The amount of funding for each of the 22 RACs is determined by a formula that is based on the total EMS runs and trauma patient reports submitted to the state registry annually. The numbers used for a funding cycle (that runs Sept 1- August 30), are from the two years previous to the contract year. EMS/RAC System Development Funds must be expended in the funding year, while EMS/RAC Funds can be carried over for one year. No more than 35% of the system's development funds can be "administrative." The EMS County Pass-Through is state funds allocated to the RACs for disbursement to EMS members in good standing. A state formula is utilized to determine the amount of funding each EMS run is worth. Each RAC determines the breakdown of allocations. The RAC does not receive any portion of these funds but serves as the vehicle to collect documentation proof of spending, determine eligibility, deliver the funds, and report expenditure to the state.

The RAC funding formula is calculated as follows:

- Trauma Service Area (TSA) Contributions
 - Percentage of the state's total population based on 2020 Centers for Disease Control (CDC) census
 - Percentage of the state's total geographic size
 - Percentage of the state's total trauma care (EMS emergency runs meeting criteria listed above and trauma facility trauma registry submissions that meet the National Trauma Data Bank criteria)
- Weighted Average
 - Sum of TSA contributions / 3
- TSA Allocation
 - Weighted average x total TSA allocation This formula ensures that the TSA allocation is determined proportionally to its share of the state's population, geographic size, and trauma care provided. The weighted average step combines these factors into a single metric, which is then multiplied by the total TSA allocation to determine the final funding amount.

Hospital Preparedness Program (HPP)

There are eight RACs that are state sub-recipients of the federal Hospital Preparedness Program (HPP) funds and as such provides education, training, exercises, and response coordination.

ACCOUNTING/FINANCE (Continued)

As a sub-recipient, the RAC is held to the same federal restrictions and reporting requirements as the state. Additionally, the Texas Department of State Health Services (DSHS) placed more deliverables and reporting requirements. The RAC must submit a detailed budget and extensive work plan that aligns with its budget. This funding cannot be used to purchase vehicles or land and requires pre-approval for capital purchases over \$5,000.

The HPP is a reimbursement grant, meaning the RAC must expend the monies first, and seek reimbursement from the state through required documentation and reports. There is no carryover of funds. All money must be expended in the contract year, which runs July1 – June 30. HPP is limited to subcontractors.

RAC Exceptional Item (EI)

These are special allocations for the RACs determined by the Texas Legislature. The RAC exceptional item (EI) fund was first made available in FY 2024 after the 88th Texas Legislature included more funding to be equally distributed to the 22 RACs. The RAC EI fund is currently in the General Appropriations Budget and aims to supplement RAC budgets due to rising inflation costs and contract deliverables.

Unrestricted Funds

Unrestricted funds can be utilized to purchase or provide incidentals such as the development of patient booklets, food for meetings, development of the annual report, and supplement shortfalls in state and federal monies.

Dues

Membership dues are assessed annually to the RACs' EMS agencies and hospital partners.

Audit Process

A single audit determination is required every year. It is conducted online by the Texas Department of State Health Services (DSHS). If it determines the RAC has spent more than \$750,000, then the RAC must pay for a single audit. DSHS may conduct random fiscal audits.

990s

A 501(c)(3) nonprofit will always file a 990 form with the IRS. This form provides the public with information about the nonprofit. It is important to speak with the RAC's accountant for specific details.

STATEWIDE INITIATIVES

RAC Data Collaborative

The Texas Regional Advisory Council (RAC) Data Collaborative is a statewide program developed by clinicians and administrators who have produced a clinical cardiac and stroke registry and reporting system designed specifically for the unique needs of hospitals delivering patient care. This comprehensive system will assist members of the Texas RAC Data Collaborative to collect and aggregate hospital data. RAC's have joined together and contributed resources to form the Texas RAC Data Collaborative (RDC). As members of the RDC they have formed a Governance Committee.

EMResource

The EMResource is a system that is used statewide for tracking available hospital beds, hospital and emergency medical services resources, and other emergency response data. This is where hospitals report number of beds, ventilators, pediatric beds, measles cases, etc. The RACs can request information from hospitals and share a regional snapshot within the TSA.

During an evacuation event, it is the responsibility of each facility:

- To use EMResource to update its vacancy data
- To identify potential partners able to accept evacuees
- To make resident-transfer arrangements with those partners
- To update their evacuation status when the facility evacuates

Pulsara

Pulsara is a robust EMS to hospital communication system that is used statewide for communication in a disaster. Emergency medical services and hospital staff can instantly and seamlessly communicate event-based patient information, including one-tap team notifications in the paid version. It allows for tracking patient movement and manages incidents all on one platform.

Texas Wristband Project

The Texas Wristband Project will electronically link pre-hospital to hospital patient records throughout the continuum of care and resolve any extenuating circumstances with patient accountability during disaster-related incidents, mass casualties, and evacuations.

The EMS patient record fields used to collect the Texas Wristband will be eOutcome.03 and eOutcome.04.

STATEWIDE INITIATIVES (Continued)

Use the following format when entering the patient's wristband number:

Name: Texas EMS Wristband (ePatient.03 and ePatient.04)

1. Serialization: TX + Vendor Initial + six (6) alpha or numeric characters (includes any spaces).
2. **Exclude** letters "I" as in "India", "O" as in "Oscar", and "S" as in "Sierra".

Example: TXP1A2B3C or TXPA1B2C3

WebEOC (Use if HPP contractor)

The U.S. Department of Homeland Security (DHS) U.S. Customs and Border Protection (CBP) Web Emergency Operations Center (WebEOC) is CBP's primary emergency notification, event tracking, and incident management system. This is where agencies can put requests for resources.

The Texas WebEOC is managed through the Texas Division of Emergency Management (TDEM).

STATEWIDE INITIATIVES (Continued)

State Meetings

RAC Data Collaborative

These meetings are for members of the RAC Data Collaborative.

Contact - info@texasrdc.org

RAC Perinatal Care Region (PCR) Alliance

These meetings are held quarterly and are virtual.

Contact -

Governor's EMS and Trauma Advisory Council (GETAC)

The GETAC quarterly meetings are typically held in March, June, August, and November.

The first three meetings are held in Austin and the November meeting is held in conjunction with the [Texas EMS Conference](#). Meetings are in-person and streamed.

Contact - [GETAC members](#)

Texas EMS, Trauma & Acute Care Foundation (TETAF) Board of Directors

Quarterly meetings held in conjunction with GETAC, typically on Tuesday at 5:00 p.m.

TETAF does not hold a November meeting. The December meeting is held in San Antonio on a Thursday at 10:00 a.m. and is the first of three meetings: TETAF Board, [TETAF General Assembly](#), and the RAC Summit. Meetings are in-person and streamed.

Contact - Erin Moore, communications director, emoore@tetaf.org

Hospital Preparedness Program (HPP) - Texas Emergency Medical Task Force (EMTF)

Contact - [EMTF Regional Coordinators](#)

CONTRACT RESOURCES AND TEMPLATES

LIST OF LINKS TO ALL CONTRACT RESOURCES AND TEMPLATES FROM THE TEXAS DEPARTMENT OF STATE HEALTH SERVICES AND EMAIL TO SUBMIT

RAC PERFORMANCE CRITERIA

The most recent [RAC Performance Criteria](#) was released by the Texas Department of State Health Services (DSHS) in September 2024.

RAC SELF-ASSESSMENT WITH SCORING TOOL

This [Self-Assessment with Scoring Tool](#) is designed by DSHS to standardize the annual assessment for the RACs in Texas and must be completed with stakeholder participation. The regional EMS, trauma, and emergency health care system must continually work to improve the delivery of care and outcomes through partnerships with public, private, and voluntary sectors. The system plan needs to ensure all populations across Texas receive the benefits of a coordinated system of care. The regional system should strive for an inclusive system (all health care facilities and all prehospital provider participation), including the integration of rural and remote health care providers.

EMS/RAC & EMS/RAC SYSTEMS DEVELOPMENT NARRATIVE REPORT

RAC ANNUAL REPORT FORM

Each RAC submits an [Annual Report](#) to the DSHS Office of EMS/Trauma Systems. The report covers the past fiscal year as stipulated in the RAC Systems Development portion of the FY20 contract.

B-13 TEMPLATE

BOARD RESPONSIBILITIES ATTESTATION FORM

The purpose of the [Board Responsibilities Attestation Form](#) is to ensure that the RAC board members and executive officers of the organization are aware of their responsibilities and administrative oversight requirements regarding the contract(s) with the Texas Department of State Health Services (DSHS).

Each RAC's governing board members and executive officers must sign one form for all DSHS contracts within 60 days of being affiliated with the organization affirming his or her acknowledgement of personal accountability for contract funds. The RAC must maintain the signed original form for inspection by DSHS. The form must be signed for new members.

CONTRACT RESOURCES AND TEMPLATES (Continued)

EMS PROVIDER EXPENDITURE REPORT

EMS DISTRIBUTION REPORT

QUARTERLY SUPPORT DOCUMENTATION

CONTINUITY OF OPERATIONS PLAN

This plan identifies information needed to ensure that business operations can continue in a limited capacity. It outlines the steps for how a facility will recover, should the disaster be catastrophic. This plan includes information such as:

- Essential Personnel
- Essential Functions
- Critical Resources
- Vital Records/IT Data Protection
- Alternate Facility Identification and Location
- Financial resources

QUESTIONS TO ASK OTHERS IN YOUR RAC

Q: When must I have a third-party audit?

A: A single audit determination is required every year. It is conducted online by the Texas Department of State Health Services (DSHS). If it determines the RAC has spent more than \$750,000, then the RAC must pay for a single audit. DSHS may conduct random fiscal audits.

Q: Where do I go with the Secretary of State's office, banks, insurance, or anywhere else, to change the executive director's name and information on file?

A: The new RAC executive director needs to notify the RAC program specialist, Deidra Lee, at the Texas Department of State Health Services. The Secretary of State's office needs to verify who is the registered agent for the RAC.

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DSHS.EMS-TRAUMA@dshs.texas.gov

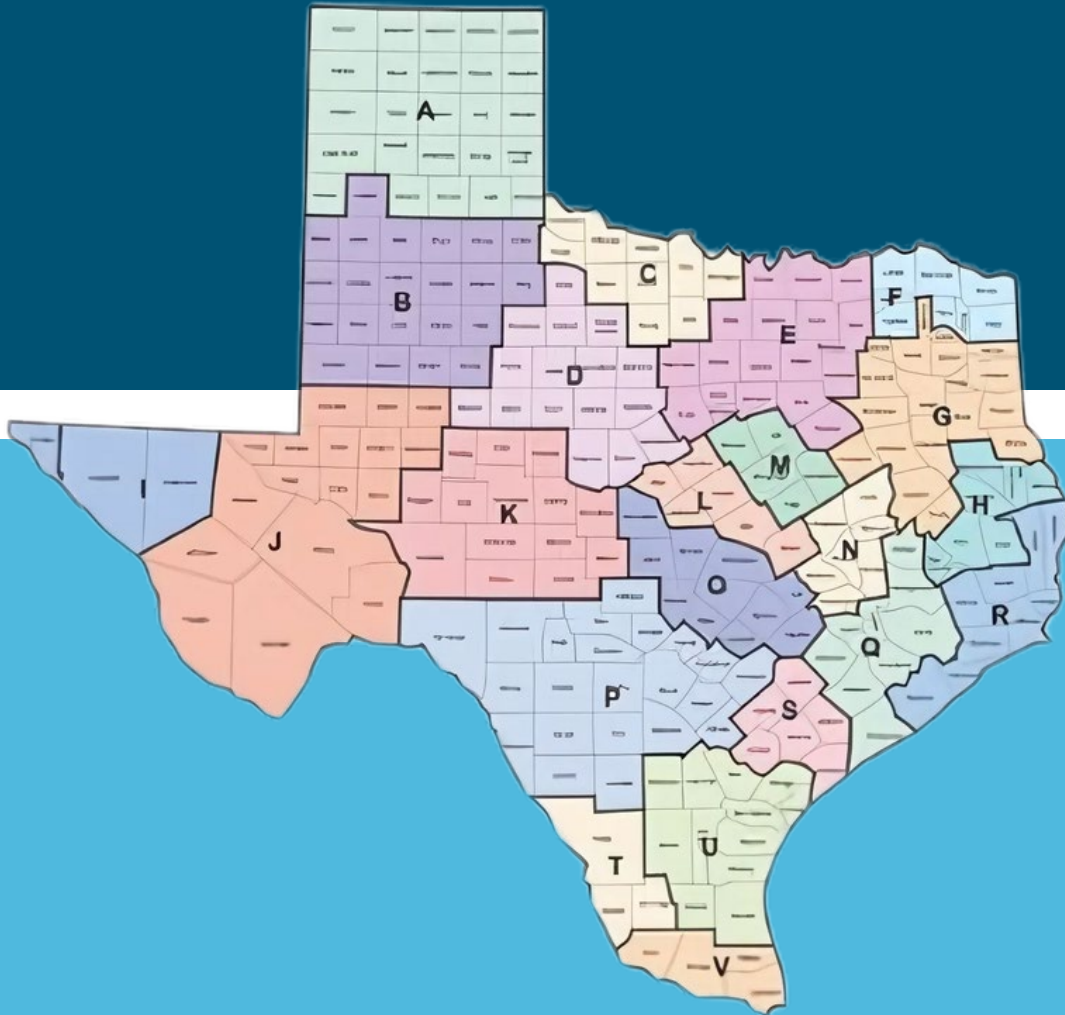
512-834-6611

RAC Data Collaborative - info@texasrdc.org

ADDITIONAL RESOURCES

[RAC Operation Guidelines](#)

[RAC Operation Guidelines Glossary of Terms](#)

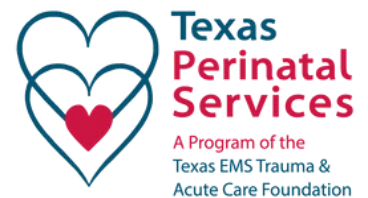


A Publication by TETAF and the RAC Work Group



**Texas EMS, Trauma &
Acute Care Foundation**

**3400 Enfield Road
Austin, TX 78703
512-524-2892**



CENTEX

Regional Advisory Council
(RAC)

Employee Handbook



CENTEX
Regional Advisory Council

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MISSION

To provide the infrastructure and leadership necessary to reduce death and disability through coordinated efforts focused exclusively on the Emergency Healthcare System within Trauma Service Area L.

VISION

To be a model leader in Texas for meeting the needs of the entire Emergency Healthcare System. To provide coordination of acute medical services in mass casualty and disaster settings.

INTRODUCTION

The purpose of this handbook is to provide employees of CENTEX Regional Advisory Council (RAC) with general information about the policies, procedures, and expectations of the RAC. Neither this handbook nor any provisions herein are an employment contract or any other type of contract.

This handbook cannot anticipate every situation or answer every question about employment. The policies in this handbook may not apply in every situation. The RAC must show flexibility in the administration of policies and procedures, and reserves the right to change or revise policies, procedures, and benefits without notice when the RAC deems such action necessary.

THE EMPLOYMENT RELATIONSHIP

Your employment with the RAC is a voluntary one and is subject to termination by you, or the RAC at will, with or without cause, and with or without notice, at any time. Nothing in these policies should be interpreted to conflict with or to eliminate or change in any way the employment-at-will status of the RAC employees. Employees are considered probationary for their first 90 days.

CODE OF ETHICS AND CONDUCT

RAC management and RAC Board of Directors have the primary responsibility for the establishment, maintenance, and monitoring of the RAC's internal controls. The focus of the RAC system of internal controls has been expanded to cover fraud and fraudulent reporting; it is important to mitigate the chance of fraud occurring and going undetected within the organization and its financial reporting.

The Securities Exchange Commission (SEC) rules define "code of ethics" to mean written standards that are designed to deter wrongdoing and to promote the following five elements:

1. Honest and ethical conduct, including the ethical handling of actual or clear conflicts of interest between personal and professional relationships.
2. Full, fair, correct, timely, and understandable disclosure in report documents that a company files and in other public communications made by the company.
3. Compliance with applicable governmental laws, rules, and regulations.
4. The prompt internal reporting to a proper person, or persons, identified in the code of violations; and
5. Accountability for adherence to the code.

The RAC will keep policies to guide our employees with respect to expected standards of conduct:

Honesty – To have the courage to speak the truth, and to be forthright in all cases, with our members, co-workers, vendors, communities, and others.

Integrity – To take personal responsibility for actions. To be willing to raise and address difficult issues that may affect safety, performance, or legal responsibility. To admit errors and make amends where appropriate. To take the high road by practicing the highest ethical standards, and by honoring commitments.

Accountability – To speak out without fear of reprisal in calling attention to any workplace violation of law, safety, ethical codes, community standards, discrimination, diversity, health, and related issues.

Trust – To be good stewards of RAC funding, by using the best thinking, energies, and abilities into supporting programs. To be willing to raise issues if member practices are not in alignment with ethics policies.

Diversity – To value the skills, strengths, and perspectives of the RAC’s diverse team. To foster a participatory workplace that enables people to be involved in making decisions about their work.

Quality – To strive for continuous performance improvements in all that the RAC does, so that this RAC will rank among the state’s best Regional Advisory Councils. Employees will recognize the RAC’s strength, competitive advantage, and the consistent focus on the people of the Region. To continually learn and share ideas and knowledge. The RAC encourages cooperative efforts at every level and across all activities in our Region.

FRAUD

Fraud is defined as “the intentional distortion of financial statements or other records by persons internally or externally to the RAC which is carried out to conceal the misappropriation of assets or otherwise for personal gain.” The act or intent to cheat, trick, steal, deceive, or lie is both dishonest and, in most cases, criminal. Intentional acts of fraud are subject to strict disciplinary action, including dismissal and possible civil and/or criminal action. Fraud may entail:

- Submitting false expense reports.
- Forging or altering checks.
- Payments to be approved or made with the intention that part is to be used for any purpose other than that described in the supporting documents.
- Misappropriating assets or misusing company property.
- The use of RAC assets for any unlawful or improper purpose is prohibited.
- The misuse, destruction, or disclosure of all RAC documents.
- Undisclosed or unrecorded assets regardless of the established purpose.
- Unauthorized handling or reporting of transactions.
- Making any entry on company records or financial statements that is not correct and in accordance with proper accounting standards.
- Engaging in any arrangement to falsify entries in the financial books for any reason that results in a prohibited act.

Any employee who knows or suspects any fraudulent activity must promptly report the incident to the Executive Director or a Board member.

Employees are encouraged to report any suspected violation of the Codes of Ethics and Conduct to the Executive Director. If the Executive Director is in violation, the employee must report to the Executive Committee of the RAC Board.

Disciplinary action shall occur if any employee violates the Code of Ethics and Conduct. Depending on the seriousness of the violation, the employee may be:

- Placed on administrative leave.
- Immediately dismissed.
- Reported to proper law enforcement officials.
- Criminal and/or civil legal action.

PRIVACY

The misuse of unauthorized access to or mishandling of confidential information, particularly employee information, is prohibited and will subject an employee to disciplinary action, up to and including immediate termination. All employees will be required to sign a Conflict-of-Interest Statement and a Privacy Statement at initial employment and at any time that status changes.

Gifts

It is inadvisable to accept gifts greater than \$25 from anyone that the RAC does business with. If a gift, or offer, is greater than \$25, accepting it can create the appearance of a conflict of interest. It could be suggested, or inferred, that the gift-giver might receive favorable, or preferential, treatment. Any acceptance of a gift will require approval by the Executive Director. If the Executive Director receives a gift, approval of the RAC Chair is required.

Scholarly, Research and Clinical Activity

The RAC recognizes that outside activities and relationships of its employees enhance the mission of the corporation; potential conflicts of interest and commitment are inevitable. Those outside activities and relationships, however, should not interfere with an individual's obligations to the RAC. The following shall apply to all RAC Employees.

- External activities shall not compromise an individual's ability to perform all the activities expected of him or her as an employee.
- Except for the Executive Director, employees shall not take part directly in the negotiation of research agreements, technology license agreements, equipment purchases, or other arrangements between the RAC and an organization in which the individual has a significant financial interest. If the Executive Director has a significant financial interest in the other party, the Chair or Executive Committee must be actively involved in the negotiation.
- Employees must receive prior approval from the Executive Director to receive any kind of compensation for scholarly events, research, or clinical activities. If the RAC employee is the Executive Director, the RAC Chair must approve the request.

DOCUMENT RETENTION AND DESTRUCTION

All employees are expected to comply fully and accurately with the RAC's Record Retention Policy.

EQUAL EMPLOYMENT OPPORTUNITIES

The RAC offers equal employment opportunities to all employees and applicants for employment without regard to race, color, religion, gender, sexual orientation, national origin, age, disability, marital status, amnesty, or status as a covered veteran in accordance with applicable federal, state, and local laws. The RAC follows applicable federal, state, and local laws governing non-discrimination in employment in every location in which the RAC operates. This section applies to all terms and conditions of employment, including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation, benefits, and training.

Non-discrimination

The RAC will not tolerate unlawful discrimination or harassment of any kind. Through enforcement of this policy and by education of employees, the RAC will look to prevent, correct, and discipline behavior that violates this section.

It is a primary responsibility of the Executive Director to respond to any inquiries or complaints from management and/or employees about discrimination, sexual harassment, other forms of harassment, or retaliation. The Executive Director will maintain records of these inquiries and complaints as well as their resolution. If the Executive Director is the effected party, then the RAC Chair will handle such actions.

All employees are expected to comply and to respond appropriately to ensure that prohibited conduct does not occur. If an offense should occur, disciplinary action up to and including suspension and/or termination will take place.

PROHIBITED CONDUCT

Discrimination

It is a violation of this Policy to discriminate in the provision of employment opportunities, benefits, or privileges, to create discriminatory work conditions, or to use discriminatory evaluative standards in employment based on race, color, national origin, age, religion, disability status, gender, sexual orientation, or marital status.

Discrimination of this kind is prohibited by federal and state laws, including Title VII of the Civil Rights Act 1964; the Age Discrimination Act of 1975; and the Americans with Disabilities Act of 1990.

Harassment

Harassment is prohibited by federal and state laws. This Policy prohibits harassment of any kind, and the RAC will take proper action to address any violation of this Policy. Harassment is defined as: verbal, written, or physical conduct designed to threaten, sexual, intimidation, or coercion. Any harassment which, in the employee's opinion, impairs his or her ability to perform his or her job is also defined as harassment.

Complaint Procedure

Any employee that feels he or she has been a victim of discrimination or harassment must report the incident at once to the Executive Director. If it is the Executive Director, the incident must be reported to the Executive Committee.

EMPLOYEE BENEFIT PROGRAMS

This part is a general description of the benefits to which you may be entitled as an employee of the RAC. To the extent that any of the information contained in this Handbook is inconsistent with the official plan documents, the provisions of the official documents will govern in all cases.

The RAC reserves the right in its sole and absolute discretion, to amend, change or terminate, in whole or in part, any or all the provisions of the benefit plans described herein. Furthermore, the RAC reserves the exclusive right, power, and authority, in its sole and absolute discretion, to administer, apply and interpret the benefit plans described here, and to decide all matters arising in connection with the operation or administration of such plans.

EMPLOYEE ATTENDANCE

Employees must be at work at their scheduled time whether at an office, meeting, or working remotely. When an employee will not be able to work, it is their responsibility to notify their supervisor. If an employee does not call in prior to their report time, disciplinary action may be taken.

When an employee misses work, they must update the Paid Time Off spreadsheet. The time off should also be reported on the employee calendar and time sheet affirming that the entry is correct.

All unscheduled absences will be considered vacation time unless an employee has a doctor's note or is admitted to the hospital. Employee's supervisor must approve use of vacation time. If the employee is ineligible for vacation, any absence will be considered unpaid leave. Vacation time deficits will not be allowed.

If employees require extended leave, for any reason (medical and Uniformed Services), must be discussed in advance with the Executive Director. If the Executive Director requires the leave, he/she must discuss in advance with Executive Committee.

HOLIDAYS

The RAC recognizes and observes the following holidays: New Year's Day, Good Friday, Memorial Day, July 4th, Labor Day, Thanksgiving Day, Day after Thanksgiving, Christmas Eve, Christmas Day, and New Year's Eve. All full-time employees are eligible for holiday pay on their start date.

VACATION

During the first year of employment, a full-time employee will receive a prorated number of days, up to two weeks (10 days) of paid vacation. New employees will receive prorated vacation time from their start date but will not be allowed to take any vacation time until after their 90th day of employment.

Full time employees will continue to earn 10 paid vacation days for each year until January after their 5th anniversary. The January following an employee's 5th anniversary, the employee will receive an added 5 paid vacation days for a total of 15 days. The January following an employee's 7th anniversary, the employee will receive 5 more paid vacation days for a total of 20 days. Starting in January following the 10th anniversary, an employee will earn an additional 5 days every 10 years until separation.

Employees are expected to use all their vacation time annually. An employee may not take more than 5 days consecutive unless preapproved by their supervisor. Employees may carryover 5 days with supervisor approval. Eligible employees may sell back unused vacation time, but they must have been employed for at least one calendar year. Vacation may be “bought back” once a year in November. The employee must notify their supervisor in writing by October 31st annually. It is the employee’s responsibility to initiate the request. The table below is provided to help employees to determine how much vacation time is eligible to be bought back. An employee may not carry over days and buy back time in the same year.

| Employee Buy Back Table | |
|--------------------------------|-----------------------|
| Year of Employment | Vacation Buy Back Max |
| < 1 calendar year | 0 days |
| 1 calendar year | 2 days |
| 3 calendar years | 4 days |
| 5 calendar years | 8 days |
| > 5 to 8 calendar years | 10 days |
| > 8 calendar years | 14 days |

UNUSED VACATION TIME UPON SEPARATION

Unused vacation time will be paid to employees who have been employed with the RAC for more than 12 months if a notice is received. Any employee leaving the RAC prior to 12 months of service will have their vacation time prorated if proper notice is given. Any time used after the proration will be paid to that employee. If an employee has used more time than the proration calculated, then those days will be held out of his/her final paycheck. If an employee stops prior to being eligible, the RAC is not liable to pay out time.

SICK TIME

Sick leave benefits are earned on a prorated basis of a day (8 hours) per month for full-time employees beginning at first day of employment; however, sick time may not be taken until after the 90th day of employment. Part-time and Temporary employees are not eligible for paid sick leave benefits. Use of sick leave is subject to approval by the employee’s supervisor.

Unused sick leave can accumulate from year to year up to a maximum of 30 days (240 hours = 6 weeks) for full-time employees. No sick leave benefits are paid upon separation of employment from RAC for any reason. If an employee’s illness or injury requires a consecutive absence of three (3) days or more, physician documentation may be required.

Employees may use sick time to care for immediate family members. Employees must use vacation time for the first day and then may use sick time with approval of employee’s supervisor. Employees may donate vacation and/or sick hours. See the Executive Director for more information.

JURY DUTY

Any employee, full time, or part time, who is called for jury duty, will be excused from work with no loss of seniority or job status. **The employee must present their jury summons as proof of jury duty.**

Upon release from jury duty, the employee will contact the supervisor for instructions. A copy of the summons shall be stapled to the appropriate time sheet for the employee file.

Commented [WSH1]: I could be wrong, but I thought we had decided to take this out.

LEGAL PROCEEDINGS

An employee may request vacation time be applied towards employee leave, or an approved unpaid leave of absence may be requested. The number of days will depend on the severity of need.

BEREAVEMENT POLICY

Employee shall receive 5 days bereavement leave (more than vacation & sick time) for a death in their immediate family. To this policy, "immediate family" is defined as Spouse, Children, Mother, Father, Brother, Sister, Grandmother, Grandfather, Grandchildren. It shall also include stepparents, stepchildren, and in-laws. Not identified as "immediate family" is aunt, uncle, cousin, niece, or nephew unless "loco parentis."

REMOTE WORKDAYS

Employees who work remotely must be fully functional for and engaged in their duties while outside the office to include response to emails, calls, and texts. If the employee feels that they will not be able to follow any of the items listed above, the employee must take a vacation day.

PERSONAL APPEARANCE

RAC employees are expected to be dressed in business attire. Employees should use discretion and good judgment in their choice of attire. The Executive Director and/or the Executive Committee reserve the right to decide appropriateness.

Occasionally, employees are invited to take part in certain off-site functions where alcoholic beverages are sold. RAC Employees are prohibited from consuming alcohol while wearing RAC logo attire. Failure to adhere will be grounds for disciplinary action up to and including termination.

SOLICITATIONS

Solicitations, posting and/or distribution of commercial products and services, solicitation for funds and charitable contributions, and the distribution of advertising matter, circulars, or leaflets in connection with commercial products and services, by employees on RAC premises unless prior written approval has been secured from the Executive Director or the RAC Chair. This includes the use of electronic and/or social media solicitations.

HUMAN RESOURCE RECORDS

The RAC sets up a record of each employee's work history. Employee files kept by the Executive Director are considered confidential and will be treated accordingly to protect the employee's right to privacy. Internal disclosure of information about an employee will be made available only to authorized persons on a need-to-know basis and for an established business purpose. External disclosure of information about an employee will not be made without explicit written authorization from the employee.

Employee Records

Employees must have a completed application for employment on file. All employees must be 18 years of age or older to work at the RAC. The following required documents are part of your permanent employee record:

- Completed I-9 Form (Immigration Reform Act of 1986)
- Completed W-4 Tax Withholding Form
- Criminal History Information Report
- Degrees and Transcripts Subject to Verification
- Verification of Past Employers
- Continuing Education Records
- Current Resume or Curriculum Vitae
- Court Ordered Wage Garnishments

New Hire Evaluation and Probationary Period

The first 90 days of an employee's tenure is a probationary period. The employee may receive a formal evaluation during that period. The probationary period may be extended to a maximum of one year, with continued quarterly evaluations at the discretion of the supervisor.

Verification of Employment for Past Employees

Employee inquiries should be directed to the Executive Director for the proper information and response. The RAC will confirm dates of employment of former employees and the positions held.

Employee Information Disclosure to Outside Parties

Prospective employers, financial institutions and residential property managers routinely contact the RAC requesting information on former and current employee's work history and salary. All such requests of this type should be referred to and completed by the Executive Director. For written requests, information will be provided on a form that clearly identifies the party making the request and ONLY when the former or current employee's signed authorization accompanies it to release the information. The written form will be returned to the requesting party via facsimile or 1st Class mail. In the interest of protecting our former and current employees' privacy, information will not be provided through telephone requests.

Access to Employee Files

Employees can examine their own employee files, but only under the supervision of the Executive Director or RAC Chair. No document may be copied by the employee or removed from the file without the written permission.

Hiring of Relatives

The RAC allows relatives of current employees to work for the RAC if the position applied for is not in direct or indirect reporting in relationship to their relative. The definition of "relative" includes parents, children, spouses, aunts, uncles, brothers, and sisters. If employees in a reporting relationship marry or otherwise become relatives, or if a job bid, transfers, or promotion would result in a direct or indirect reporting relationship, the employees must notify the Executive Director who will determine an appropriate resolution. Employees should speak to the Executive Director about any questions relating to this policy. If a relative of the Executive Director, then the Executive Committee will make the determination.

Employee Evaluations

The Executive Director is responsible for the timely and equitable assessment of the performance and contribution of RAC employees. Evaluations shall be completed at a minimum of once annually.

Performance evaluations will be discussed and signed by the employee and the Executive Director to ensure that all strengths, areas for improvement and job goals for the next review period are clearly communicated.

The RAC Board of Directors will review the Executive Director annually. The RAC Chair will collect input from the Board. The Executive Committee will discuss and approve the final evaluation. The RAC Chair is responsible for ensuring the Executive Director's annual review gets completed annually.

Termination of Employment

The RAC has established processes involved in removing an employee from employment and recovering RAC property assigned to the employee. Employees may leave employment for several reasons including retirement, resignation, layoffs, and dismissal.

On the employee's last physical day on the job, the supervisor will collect equipment assigned to the employee and conduct an exit interview. The RAC reserves the right to withhold all vacation time if an employee is terminated.

Resignations and Retirements:

Employees should give at least two (2) weeks, four (4) weeks if Executive Director, written notice of their intent to resign or retire. On an employee's last physical day on the job, the supervisor conducts an exit interview, collects RAC items, and tells the employee when to expect the final paycheck. **This last paycheck may be a live check and not a direct deposit.**

Within 30 days, the RAC will pay the former employee for all unused vacation time, if applicable. The RAC does not pay for unused vacation time if the employee gives less than two (2) weeks' notice of his/her leaving, leaves before completing the probationary period, or is terminated.

Layoffs

When the RAC has a financial shortfall or reduces or discontinues a program, the RAC may lay off employees. The Executive Director will notify employees of the beginning date of the layoff should one be needed. If the Executive Director is to be laid off, then the RAC Chair is responsible for notification.

Separation

The RAC will pay the separated employee within six (6) business days after his/her last day of employment or normal payment cycle (whichever is closer).

The RAC will withhold the separated employee's final paycheck until the employee returns all RAC issued items (e.g., computers, phones, tablets, cars, credit cards, office keys, ID Badges). If the items are damaged, or missing, the RAC deducts the value from the final paycheck or expense check.

Exit Interview

The Executive Director conducts the exit interview during work hours no later than the employee's last physical day on the job. Should the employee request a member of the Executive Committee to conduct the exit interview, then the Executive Director will set a time for the interview. In the case of the Executive Director's separation of employment, the RAC Chair is responsible for the exit interview. The employee has the option of declining to discuss the reason(s) for leaving.

Professional Development, Memberships, Certifications & Licensures

The RAC highly recommends participation in professional development activities such as seminars and workshops, membership in professional associations or societies, and certification or licensure in an employee's profession.

PAYROLL

The RAC defines its employees as either Exempt or Non-Exempt. The purpose of employee classifications is for salary administration and eligibility for overtime payments and employment benefits.

Hours of Operation for Exempt Employees

Exempt Employee members are expected to accomplish the responsibilities and assignments associated with their position in the organization. In some circumstances, these responsibilities will require the exempt employee to work beyond their designated work schedule if that is necessary to adequately complete their job duties. Exempt employees working significant amounts of hours beyond their designated work schedule may be allowed additional time off at the discretion of the Executive Director and/or Executive Committee.

Hours of Operation for Non-Exempt Employees

Non-exempt employees are expected to work their scheduled hours. Hours worked over 40 hours in a work week shall receive overtime (OT) rate of pay. OT is defined as 1.5 times their hourly rate. **ALL** OT hours must be preapproved of by the Executive Director and/or RAC Chair to be eligible for additional salary.

Employee Office Hours

There is a significant benefit to the employee, and therefore to the organization, to offer flex scheduling. The RAC is dedicated to ensuring a healthy work environment as much as feasible within the organization's mission. All employees should report to work by 8:00am on regular workdays unless the employee has an approved flexible schedule. Employees who are unable to report to work on time or unable to report for a full day must inform the Executive Director at least one hour ahead of their designated arrival time. Valid reasons must be provided for tardiness or absence. Excessive tardiness and or absences can result in disciplinary actions up to and including termination.

Social Security and Medicare

RAC matches the employee contributions withheld for Social Security and Medicare toward employee benefits as directed by law.

Pay Periods

All employees will be paid bi-monthly on the 15th and the last day of each month. If payday falls on a weekend or holiday, then employees will be paid the Friday prior to that payday.

Payroll Distribution

Your payroll checks and/or direct deposit receipt will be verified for accuracy, sorted, and distributed accordingly on your respective pay-date. With direct deposit, up to two bank accounts may be chosen for payroll check deposits. Direct deposit is required.

Payroll Advances

The RAC does not permit payroll advances.

Payroll Errors

All payroll errors must be submitted in writing to the Executive Director and the Treasurer to investigate the complaint.

W-2's

W-2s are issued to active employees, no later than the last day in January of the new tax year. W-2s for current, active employees will not be mailed and will be distributed accordingly. W-2s for current employees who are not active at the time of distribution will receive via U.S.P.S., 1st Class mail. W-2s will be mailed to all former employees who earned wages during the previous tax year. It is the responsibility of everyone to ensure his or her address on file is correct and up to date.

Duplicate W-2 Forms

Duplicate W-2s will be issued for each lost or damaged form requested. A fee may be incurred. You must complete and submit your request for a duplicate W-2 form in writing to the Executive Director. The \$5.00 fee must be paid at the time your request has been submitted. You can get the form from the Executive Director. Once received, the request will be processed within five business days.

Signed Time Sheets

Employees must maintain a record of actual time worked. Copies of time sheets and/or employee's calendars are kept in the employee files. To assist the RAC in meeting this requirement, all RAC employees will be required to document their time worked using timesheets and back up documentation. The RAC reserves the right to amend or revise the way work time is recorded for compliance purposes.

Salary Ranges

Salaries for each job title are based on a variety of factors including, but not limited to, the following:

- The diversity and complexity of duties
- The amount of responsibility and judgment exercised.
- Qualifications/Credentials required.
- Location of position within the organizational chart
- Market survey

Each employee's salary is reviewed annually. These reviews consider the employee's performance, level, or increased/decreased responsibilities, and the organization's financial position.

Raises

All Salaries are gross salaries and are subject to mandatory and/or voluntary deductions. Salary increases depend on the RAC's ability to meet its budget. Since the sources of RAC income include state funds, the organization's income is not entirely dependent on the organization itself and its operations. Therefore, any changes to income by those sources can affect the organization's ability to provide raises. The RAC Board of Directors must approve all salary adjustments.

Bonuses

The Board of Directors have the discretion to give bonuses to an employee or employees for exceptional work, special occasions, or any situation that the Board thinks should be recognized financially.

WORKERS COMPENSATION

The RAC provides Worker's Compensation benefits to all covered employees who may be injured in the course of their employment. The coverage provides medical treatment and weekly income benefits during periods of work-connected disability or death. For an incident/injury occurring during working hours, employees should notify the Executive Director for instructions for seeking medical help. If an incident/injury occurs on a weekend or after working hours, employees will be sent to the nearest emergency department. For a complete listing of network providers under our Texas Mutual Insurance, please visit the following website: www.texasmutual.com and click on provider directory.

SAFETY AND SECURITY

The RAC will comply with federal, state, and local safety regulations and will develop documented comprehensive plans, regulations, procedures, and programs to ensure the continuing safety of the RAC community. In the interest of a safe workplace for all employees, the RAC reserves the right to inspect and/or search employee work areas, desks, packages, person, and vehicles on RAC property as well as any RAC vehicle.

The Americans with Disabilities Act (ADA)

Enacted to protect people from discrimination based on disability. RAC will address the needs of this population and make accommodations the RAC has control of.

Smoke Free Environment

The RAC supports and enforces a smoke-free environment. Smoking is not allowed on RAC grounds or offsite while representing the RAC. All employees must refrain from smoking while working.

Weapons in the Workplace

The carrying or possession of any type of weapons or firearms on the premises of the RAC is prohibited. Premises of the RAC are defined as any property, building or portion of a building or property that the RAC owns or occupies, whether on a temporary or permanent basis, and any off-site premises where the RAC is conducting any activity sponsored by the RAC. All employees will be required to leave the RAC's premises immediately if carrying a weapon. Any employee found to be non-compliant will be

subject to discipline, including immediate termination and/or reporting to law enforcement.

Severe Weather and Emergency Closings

Emergencies (such as severe weather, fires, power failures) can disrupt RAC operations. The RAC will make every effort to maintain normal work hours. Some circumstances may require the closing of the RAC office. RAC employees will receive communication with details of the office closing and instructions on working from home.

DISCIPLINARY GUIDELINES

The following steps may be used by the RAC in imposing discipline:

- First Offense – Verbal warning (documented for employee file)
- Second Offense – First written warning
- Third Offense – Final written warning and/or termination.

In most instances, termination will be considered a last resort. However, the RAC reserves the right to terminate an employee, as it alone deems necessary without any prior disciplinary action.

Any employee whose conduct, actions or performance violates or conflicts with the RAC's policies may be terminated immediately and without warning. Employees who violate any RAC rule or regulation will be disciplined fairly, consistently, and in proportion to the seriousness of the circumstances.

GRIEVANCE PROCEDURE

When an employee believes a problem, work condition or treatment is unjust, inequitable, or is a hindrance to effective and cohesive working relations, the employee is encouraged to discuss the condition or treatment with the Executive Director or member of Executive Committee.

Misunderstandings or conflicts can and do arise in any organization. To ensure effective working relations, it is important that such matters be resolved before serious problems develop. Most incidents resolve themselves naturally; however, should a situation persist that you believe is detrimental to your employment with the RAC, you should follow the procedure described below for bringing your complaint to management's attention.

When disagreements arise between employees, the parties involved should be encouraged to discuss the issue and attempt to resolve the problem.

The next steps for an employee, in order, are:

1. Request a meeting with the Executive Director. To resolve the problem, the Executive Director will consider the facts and may investigate.
2. If no agreement is forthcoming, the Executive Director enters the negotiations.
3. If a solution is not reached, the Executive Director may decide which is binding, or request two Executive Committee Board members to join the negotiations. At that point, a binding decision will be made.
4. In the event the Executive Director is the subject of the grievance, the Executive Committee should be notified.

The RAC will not tolerate any form of retaliation against employees availing themselves of this procedure. The procedure should not be construed, however, as preventing, limiting, or delaying the RAC from taking disciplinary action against any individual up to and including termination, in circumstances where the RAC deems disciplinary action is appropriate.

MEDIA RELATIONS

Media inquiries need to be referred to the Executive Director or the RAC Chair.

RAC Chair Signature: _____ Date: _____
Chair Printed Name: **Elizabeth Hicks**

RAC Secretary Signature: _____ Date: _____
Secretary Printed Name: **Angela Newton**



EMPLOYEE HANDBOOK ACKNOWLEDGMENT FORM

I hereby acknowledge receipt of the RAC Employee Handbook issued on the date of signature and understand that it is my responsibility to read and comply with the policies mentioned and/or referred to in this handbook and any revisions made to it in the future.

I also understand that any questions I may have regarding the contents of this handbook must be addressed to the Executive Director and/or RAC Chair if the Executive Director.

Employee Signature: _____

Printed Name: _____

Date: _____

RAC Executive Director or RAC Chair Signature: _____

Printed Name: _____

Date: _____



CENTEX
Regional Advisory Council

**By-Laws of the Central Texas (CENTEX)
Regional Advisory Council (RAC)**

Article I - Name

This 501 (c)3 nonprofit corporation shall be known as the CENTEX Regional Advisory Council, shall be referred to as CENTEX RAC. The Service Area includes the counties of Bell, Coryell, Hamilton, Lampasas, Milam, and Mills. The CENTEX RAC service area is also referred to as Trauma Service Area-L (TSA-L) or Perinatal Care Region (PCR).

Article II - Mission Statement

To provide the infrastructure and leadership necessary to reduce death and disability through coordinated efforts focused exclusively on the Emergency Healthcare System within the CENTEX RAC Region.

Article III - Vision

To be a model leader within Central Texas ensuring coordination and response to meet the needs and requirements of the Emergency Healthcare System.

Article IV - Purpose

The purpose of this organization is to:

- a) Advance and improve the state of healthcare for patients within the counties of the Central Texas Region
- b) Decrease death and disability
- c) Encourage activities intended to promote cooperation among member organizations
- d) Advocate for and coordinate administration of funding to support CENTEX RAC initiatives and member entities
- e) Increase public awareness and education regarding healthcare literacy, increase access to the emergency health care system and prevent injury
- f) Coordinate and provide education related to trauma, stroke, cardiac, perinatal and other acute healthcare topics and needs
- g) Facilitate response coordination to mass casualty incidents and disaster events.

Article V - RAC Membership

Section 1: Membership

Voting membership within CENTEX RAC shall be one of the following:

- a) Healthcare facility
- b) Emergency medical services provider
- c) Emergency first response organization
- d) Educational entity
- e) Disaster response entity
- f) Community members interested in the vision and purpose of the RAC

To be a member of the RAC, the entity/individual must reside within or do business within the CENTEX RAC region. The CENTEX RAC Board retains the right to deny membership to an entity/individual.

Section 2: Member Voting

Each member entity will appoint three representatives—a primary, a secondary, and a tertiary—who will be responsible for casting votes on their behalf during the General Assembly meetings. These representatives must be part of the entity they are voting on behalf of. Each entity member is allotted one vote at the General Assembly.

Each entity will provide the above information on the Membership Form in accordance with the Membership Policy.

Section 3: Active Members and Participation in the RAC

- a) A member entity must complete a Member Information and Needs Assessment Form annually.
- b) A member entity must participate in completion of a regional self-assessment by the end of each odd state fiscal year.
- c) A member entity must pay annual member fees to CENTEX RAC. Dues will be assessed after approval by the Board and ratification by the General Assembly in accordance with the Dues Policy.
- d) Exceptions to the above requirements may be considered by the Board on an individual basis. An entity seeking the exception must submit the request, in writing, to the RAC Board, with documentation in support of the request.
- e) A list of membership and current policies may be obtained from RAC Staff.

Article VI - The Board of Directors

Section 1: The Board will be composed of the following members:

Executive Committee:

- 1) Chair
- 2) Vice Chair
- 3) Secretary
- 4) Treasurer
- 5) Immediate Past Chair

Service Line Representatives

- 6) EMS Operations
- 7) Emergency Preparedness & Response
- 8) Trauma
- 9) Cardiac
- 10) Stroke
- 11) Perinatal
- 12) Emergency Department

Other Representatives

- 13) Medical Advisory
- 14) Lead Pediatric Facility
- 15) Military Facility
- 16) Rural Area At-large
- 17) Physician At-large
- 18) Community At-large

Section 2: Quorum

51% of the seated Board shall constitute a quorum for the purpose of conducting any business of CENTEX RAC.

Section 3: Meetings

The Board should hold a minimum of four (4) meetings per year. Additional meetings will be scheduled as needed. The Chair may call an special meeting at any time with a 72-hour advance notice to the Board Members. This notice may be sent by the Chair or his/her designee electronically. Either the Chair or Vice Chair must be present for a Board meeting to take place.

Section 4: Attendance

Meetings may be held in-person or virtually. Members must physically attend 75% or greater of held meetings.

Section 5: Board of Directors Qualifications

Any person elected or appointed to the Board of Directors must meet one of the following qualifications:

- a) Work for a member entity in good standing
- b) Live in the CENTEX region.
- c) Executive Committee members must participate in the RAC personally for a minimum of one (1) year except for the Chair, who shall have a minimum of two (2) years.
- d) All positions (excluding Immediate Past Chair, Chair, and appointed positions) will be nominated by the General Assembly in the 3rd quarter of the appropriate year for election in the 4th quarter of that year unless noted differently below.
 - The Lead Pediatric Facility Representative will be appointed by the Chief Medical Officer of the Lead Pediatric Facility.
 - The Military Facility Representative will be appointed by the Carl R Darnall Army Medical Center.
 - The Rural Area At-large position will be filled by someone that provides healthcare in a rural county/setting.
 - The Physician At-large position must actively practice and/or live in the Central Texas Region.
 - The Community At-large position will be filled by a person that is not tied to healthcare and shall represent the public.

Section 6: Resignation/Succession

A Board Member, including Executive Committee members, who does not comply with assigned responsibilities, suspected criminal activity, failure to disclose a conflict of financial interest, ethics violation, or termination by a member entity, may be relieved of office by a majority vote of the seated Board. A replacement shall be assigned by the Chair with a majority vote of the Board present at the meeting.

Any vacancies shall be appointed for the balance of the unexpired term by the Chair with approval by a majority vote of the Board. The Board Member who serves the unexpired term will be eligible for reappointment twice. If no one wishes to serve, the Board may approve additional terms with a majority vote of those present at the meeting.

If the vacated position is an Executive Committee member, the Chair will appoint a replacement for the vacated position with majority approval of the Board present at that meeting. The appointment must meet all qualifications noted in Section 5 of this Article.

If the Chair resigns, or is removed from office prior to the term expiration, the Vice Chair will immediately succeed the resigned/removed Chair with majority approval of the Board present at that meeting.

If the Vice Chair does not feel they are ready to assume the Chair position, the Board may:

- 1) ask the current Chair to remain for a specified time frame
- 2) appoint a Chair from Past Chair or Corporate Healthcare Leader from within the Region by majority vote of the Board present at that meeting.

Section 7: Elections

Elections shall be held in the 4th quarter of each calendar year. Terms shall begin the following January.

To provide continuity of representation on the CENTEX RAC Board:

- a) The Chair serves for a 2-year term. Upon completion of that term, the Chair will move to the Immediate Past Chair position for a minimum of one year.
- b) The Vice Chair is elected to a 2-year term in odd numbered years after which the Vice Chair becomes Chair.
- c) The Secretary and Treasurer shall serve 2-year terms. The Secretary and the Treasurer will be elected on the even years.
- d) The Committee and Other Representatives will be elected to the Board in odd or even years based on the number listed in Article VI, Section 1 for each position. These positions shall serve 2-year terms.

Section 8

The Board shall develop and maintain policy statements that guide the functioning of the RAC. A policy shall receive final approval of the Board with a majority vote of those members present.

Article VII - Election of Officers and Board Members

Section 1: Nomination Announcement

At the 3rd quarter meeting of each year, nominations shall be requested from the General Assembly. Nominations will be accepted from the announcement until no later than 45 days from being opened.

Section 2: Nomination Presentations

Nominations shall be provided to the General Assembly by the Governance Committee at least 30 days prior to the 4th quarter meeting each year. The election of expired term Board Members shall be by open ballot during the 4th quarter meeting each year.

Section 3: Board of Directors Diversity

The Executive Committee and Staff will attempt to maintain equal representation by member entities and county of representation whenever possible. There is no intent for a member entity or county to have control of the Board.

Article VIII - Duties of Board Members

Section 1: The Chair shall:

- a) Preside over all meetings of the General Assembly, Board, and any special meetings.
- b) Facilitate development and achievement of organizational goals.
- c) Make interim appointments as needed with the approval of the Board.
- d) Represent this organization at the Texas Department of State Health Services (DSHS) RAC Chair & Executive Director Meetings or identify a designee.

Section 2: The Vice Chair shall:

- a) Preside over RAC activities in the absence of the Chair. Perform duties as assigned by the Chair.
- b) Assist in preparing any necessary reports or documentation required. Perform financial duties in the absence of the RAC Staff.
- c) Ensure that the Executive Director receives an evaluation annually.
- d) Chair the Governance Committee.

Section 3: The Secretary shall:

- a) Sign minutes for Board and General Assembly meetings.
- b) Handle all correspondence of the organization in the absence of the RAC Staff.
- c) Assist in preparing any necessary reports or documentation required.
- d) Review all insurance policies for the RAC.
- e) Ensure all Secretary of State reports are submitted.

Section 4: The Treasurer shall:

- a) Review all financial business conducted by the RAC and perform monthly reconciliations.
- b) Assist in preparing any necessary reports or documentation required, including DSHS Financial Reports.
- c) Ensures the RAC completes an independent audit and files federal tax return annually.
- d) Establish and chair a Budget & Finance Committee no later than March annually.

Section 5: The Executive Committee shall:

- a) Have the authority to hire paid staff.
- b) Serve as the Purchasing Body for any capital expenditures.

Section 6 The Governance Committee shall:

- a) Shall be chaired by the Vice Chair.
- b) Shall serve as the Nominations Committee.
- c) Shall be responsible for reviewing and recommending updates to organization documents.

Article X - Standing Committees

Section 1: Committees

- a) Cardiac:
 - 1) To serve as a liaison between health care facilities within this region to include the monitoring of system development, coordination of activities, performance improvement, facility designations and hospital training.
 - 2) To provide ongoing performance assessment and improvement activities designed objectively and systematically monitor and evaluate the quality of acute care patient care through system analysis to identify and pursue opportunities to improve patient care.
- b) Emergency Department:
 - 1) To serve as a liaison between emergency departments within this region to include the monitoring of system development, coordination of activities, and performance improvement.
- c) EMS Operations:
 - 1) To serve as a liaison for pre-hospital providers within this Region to include the monitoring of system development, coordination of activities, performance improvement, and pre-hospital training.
- d) Emergency Preparedness & Response:
 - 1) To coordinate preparedness and responses to acute medical mass casualty incidents and disaster situations.
- e) Medical Advisory:
 - 1) To monitor the performance of identified performance improvement indicators as it relates to the quality of patient care.
 - 2) Make recommendations regarding system enhancement and/or improvements.
 - 3) Inter-local liaison workgroups may be formed to provide comprehensive review of issues with greater local participation.
 - 4) Information/inquiries may be originated at either the Medical Advisory Committee or the

other committees. In either case, the summary of discussions will be reflected in the minutes of the Medical Advisory Committee.

- f) Perinatal:
 - 1) To serve as a liaison between health care facilities within this region to include monitoring of system development, coordination of activities, performance improvement, facility designations and hospital training.
 - 2) To provide ongoing performance assessment and improvement activities designed objectively and systematically to monitor and evaluate the quality of acute care patient care through system analysis to identify and pursue opportunities to improve patient care.
- g) Stroke:
 - 1) To serve as a liaison between health care facilities within this region to include monitoring of system development, coordination of activities, performance improvement, facility designations and hospital training.
 - 2) To provide ongoing performance assessment and improvement activities designed objectively and systematically to monitor and evaluate the quality of acute care patient care through system analysis to identify and pursue opportunities to improve patient care.
- h) Trauma:
 - 1) To serve as a liaison between health care facilities within this region to include monitoring of system development, coordination of activities, performance improvement, facility designations and hospital training.
 - 2) To provide ongoing performance assessment and improvement activities designed objectively and systematically to monitor and evaluate the quality of acute care patient care through system analysis to identify and pursue opportunities to improve patient care.

Section 2: Committee Chair/Vice Chair

Each standing committee shall have an identified chair/vice chair who will be selected by the membership of that committee annually. This process will occur in December of each year in conjunction with the election of Officers and Board of Directors. A committee may change its election process by making a recommendation to the Board of Directors for approval with the reason for the deviation.

Section 3: Meetings

Each standing committee shall have at least 3 meetings per year and keep minutes of each meeting except for performance improvement which is confidential information. Meeting minutes may be obtained by any RAC member from the RAC Staff. The minutes may be provided either in hard copy or electronically. Meetings may be held in-person or virtually. Members must physically attend 75% or greater of held meetings.

Article XI - General Assembly Meetings

Section 1: Quorum

At least 50% plus one (1) of the hospital, located in the Region; 50% plus one (1) of the transport EMS providers working in the Region; one (1) Executive Committee member; and three (3) Board Members not including the Executive Committee member, shall constitute a quorum for a General Assembly meeting.

Section 2: Meetings

The General Assembly shall meet at least three (3) times per year. Any member of the Executive Committee may call a special meeting. A minimum of 72-hour notice which will be provided electronically to all members on the General Assembly email list serve.

Article XII - Finance and Fiscal Responsibility Standards

Section 1: Fiscal year

The Central Texas RAC's fiscal year shall begin January 1 of each year and end December 31 of each year. An external audit shall be completed in accordance with State and Federal regulations.

Section 2: Audit Committee

The Board shall operate as the Audit Committee.

Section 3: Budget

The Budget will be completed by the RAC Staff then presented to the Budget & Finance Committee for recommendation to the Board for approval and then for ratification at the 4th quarter General Assembly meeting.

Section 4: Authorized Bank Signatory

All Checks must have two signatures. These signatures may be any combination of the Executive Committee, excluding the Treasurer, and the Executive Director. The RAC will maintain a minimum of two (2) checking accounts ("restricted" & "unrestricted") and may establish additional accounts as needed with the approval of the Executive Committee.

Section 5: Non-budgeted Expenditures

In addition to approved budget expenditures, approval of non-budgeted expenditures must conform to the following schedule:

Amount

- \$0.00 - \$1500.00 – Approval by the Chair Only*
- \$1500.01 - \$25,000.00 -Approval majority of the Board of Directors
- Over \$25,000.01 or Capital expenses (i.e., building, land, and vehicles) - Approval majority roll call vote of the membership at General Assembly.

*In the absence of the Chair, expenditures from \$0.00 - \$1500.00 may be approved with the agreement of the remaining members of the Executive Committee.

Section 6: Funding Documentation

Any grant funds and/or resources received by the CENTEX RAC will only be made available to those member entities that are active participants in CENTEX RAC. Exceptions to this rule may be made at the discretion of the Board. Any member entity receiving funds and/or resources through and/or from CENTEX RAC must provide required reports, supporting documents, etc. as stated at the time the funds/resources are received by the member entity. Failure to comply will result in ineligibility of funding through and/or from CENTEX RAC for a period of not less than one (1) fiscal year funding cycle. The distribution of funds will be in accordance with State and Federal regulations.

Section 7: Funding Definitions

All contract/grant funds shall be considered "restricted." "Restricted funds" are defined as those funds that must be utilized as provided in a fully executed contract, grant application and/or award notice, or directed donation.

Any funds received that have not been "restricted" shall be considered "unrestricted" and may be utilized for any type of expenditure. "Unrestricted funds" shall include but not limited to dues, donations, etc.

Article XIII - Alternative Dispute Resolution (ADR) Process Section 1

See CENTEX RAC ALTERNATIVE DISPUTE RESOLUTION (ADR) Policy.

Article XIV - Amendments

Section 1: Bylaws

Proposed amendments and revisions must be submitted to a CENTEX RAC Governance Committee member or the Staff at any point. All proposed bylaw revisions and/or changes will be submitted to the Board of Directors by the Governance Committee. Once ratified by the Board of Directors, the General Assembly will be notified via either United States Postal Service, through email, or the CENTEX RAC website thirty days prior to action. The bylaws may be adopted, amended, or revised by an affirmative roll call vote of two-thirds of the General Assembly voting members present at the meeting.

Section 2: Emergency Healthcare System Plan

The RAC will maintain an Emergency Healthcare System Plan that will be updated, as needed. A majority vote of the Board and ratification by a majority vote of the General Assembly shall constitute approval of the Emergency Healthcare System Plan.

Article XV - Administrative Operations

Section 1: Meeting Facilitation

Basic Robert's Rules of Order should be used as a guide for all meetings administered by the RAC.

Section 2: Financial Records Request

CENTEX RAC members may obtain copies of financial records, 990s, audit findings, etc. within 10 business days of written request received by the Staff or Chair in accordance with all state and federal policies, rulings, and generally accepted practices. A request must be submitted in writing. The request must include specific items that are requested. A mutually agreed upon time to view the records will be negotiated, or records will be provided as allowable within 10 business days of received request. Original documents may not be removed from the RAC offices without written approval of the Chair. Certain documents may not be available for copying.

Certification

I certify that I am the duly elected and acting secretary of the Central Texas Regional Advisory Council and that the foregoing Bylaws constitute the Bylaws of CENTEX RAC. These Bylaws were reviewed and approved by the General Assembly of CENTEX RAC.

DATED THIS 26th DAY OF March, 2025

_____ Ms. Elizabeth Hicks
CENTEX RAC CHAIR

Angela Newton, MSN, RN Ms. Angela Newton
CENTEX RAC SECRETARY

 Tracy Arther
CENTEX RAC EXECUTIVE DIRECTOR