

# IAFC Policy Manual



**-- As of November 2023 --**

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## POLICY FOR AWARDS AND RECOGNITION GIVEN BY OR THROUGH THE IAFC

Certified By:   
CEO and Executive Director

Approved by CEO/Executive Director August 2014

### Purpose

To establish procedural details for how various awards and recognitions are managed through the IAFC.

### Statement of Policy

This policy is intended to guide the IAFC board and staff to administer awards programs given by the IAFC, sections and committees. Generally, these programs are designed to recognize both organizations and individuals that have made a significant contribution to the IAFC and the overall fire service as a whole. While these recognition programs are important they should not become a cost burden to the IAFC unless specifically approved by the IAFC Board of Directors.

### Cost Calculation

To calculate the true cost for each award program direct and indirect costs must be counted. Direct costs include the award itself, travel for the recipient(s) and in some cases their families and gifted registration(s) at a particular event. Indirect costs include volunteer and IAFC staff time to coordinate the award announcements, advertisements, website and social media, submission review, and at the actual presentation event. In some cases, staff work is completed by the section liaison within the allotted 240 section hours, but other IAFC staff are detailed to complete tasks such as website posting, *IAFC On Scene* advertising, member alerts, etc. The following are examples of typical costs associated with a simple award:

- A. Advertising of the award on the website and/or print media – 2 hours

- B. Marketing and graphic design for advertising – 2 hours
- C. Staff time to collect and coordinate the submissions – 10 hours

### **FRI General Session Awards**

Awards that are given at the general session of FRI will only be permitted for official partners and sponsors of the IAFC at the highest levels.

### **Existing Awards**

All existing awards will remain in effect as long as the existing host sponsor maintains its sponsorship, however, the total cost of the award must be paid for by the sponsor, to include the required staff time. All awards must be cost neutral. In the event that a section is the primary sponsor of the event, then all indirect costs will be paid by the section.

### **New Awards**

The process for initiating a new award program involves the sponsor, the IAFC component, the staff, and the IAFC Board of Directors.

1. A sponsor identifies an award or recognition that it is interested in sponsoring and having presented at an IAFC related meeting or event.
2. The sponsor works with the appropriate section, committee, or staff to develop the criteria for the award; this should include justification, sustainability plan, marketing plan, data necessary for the evaluation, and amount of sponsorship available.
3. The section or committee works with the appropriate IAFC staff to estimate the total cost to make the award, including all costs outlined above.
4. The proposed award is submitted to the CEO/Executive Director for review. The CEO/Executive Director will forward to the IAFC Board of Directors for review and action. No award will be given unless specifically approved by the IAFC Board of Directors.
5. Once approved, the program is launched and nominations are collected and evaluated, ensuring that the submissions meet the criteria approved by the IAFC Board of Directors and that all justifications and data provided are in line with the initial award criteria.

### **Sun setting an Award**

Occasionally there are programs where funding is no longer available to cover the cost of that particular program. The CEO/Executive Director will review the program and make a recommendation to the IAFC Board of Directors as to whether or not the program should be continued, and how it will be funded.



## Board Travel Policy

Approved by IAFC Board of Directors

Date: March 2017

Certified By: *Mark W. Zylt*  
CEO and Executive Director

### Purpose

To explain the policies and processes used by the association to fund or reimburse travel by members of the IAFC Board of Directors.

### Statement of Policy

#### Section 1: General

It is the policy of the IAFC that the association will pay for expenses incurred by members of the Board of Directors as they carry out their duties on behalf of the organization. In implementation of this policy, it is the organizational intent to strike a practical balance between:

- Minimizing the financial impact of travel on the individual member
- Providing appropriate checks and balances on the expenditure of association resources
- Provision of adequate documentation to satisfy IRS, grant, or audit requirements

Payment may be accomplished either by direct billing to the association, use of the corporate credit card issued to select board members, or by reimbursement to the board member. Payment or reimbursement may be used for travel, lodging, meals, and other normal and reasonable expenses incurred on behalf of the association.

To facilitate accounting for expenses and minimizing out-of-pocket expenses for members, select board members are provided with an IAFC credit card that is the preferred method for paying for financial obligations incurred in support of the association. A decision was made in 2013 wherein all other board members would pay all travel costs personally. After travel,

officers and board members shall submit an Expense Report, with receipts and other documentation as described herein, within 30 days of the conclusion of the trip.

The following general principles apply to travel/expense reimbursement:

1. Travel must fall within one day before and one day after the dates specified as official meeting event/dates.
2. Officer or board member travel, other than to attend scheduled meetings of the Executive Committee and/or Board of Directors, will be specifically authorized and requested by the President or CEO/Executive Director.
3. Travel expenses for division or section representatives on the Board of Directors to attend meetings of their own division or section will not be reimbursed by the IAFC but may be funded by the respective division or section. However, the President is funded to attend his/her own division/section meeting.
4. The President is the official representative of the IAFC at division meetings. In the event of a schedule conflict or some other circumstance in which the President is not able to fulfill a representation function, an alternate representative may be designated for that specific purpose.

Receipts are required for airfare, lodging, and any other expenditure excluding tolls, tips and other cash incidentals. Meal reimbursement is described specifically in the next section. For travel funded by a federal grant, receipts are required for all expenses. Such federal grant-related travel will comply with grant specific requirements and may differ from the IAFC travel policy.

## **Section 2: Meal Expense Reimbursement**

Meal expense reimbursement is for meals eaten during the travel period, and must be documented on the appropriate expense form with the total of meal and tip for each meal. The restaurant name must be documented on the Expense Report for every meal. Total meal expenses up to \$75 per day are allowed with receipts. Daily meal expenses more than \$75 are only for express business purposes and will require an Exception Report which outlines who was in attendance and the reason or business purpose for exceeding \$75.

If a receipt is lost or not obtained, then a Lost Receipt Form must accompany the Expense Report to document the expense.

In instances where multiple travelers eat together, one person may elect to pay the bill, and then document all those in attendance, obtain a receipt, if the total is above \$75, and then complete a travel Exception Report. All other travelers would not claim any expense for that meal.

Failure to document the actual meal cost and location or to provide receipts will not be reimbursed.

Meals that occur while conducting official IAFC business must be documented as a business meal, summarizing the business purpose, and outlining the benefit to the IAFC. Meals require a receipt and documentation of all those in attendance.

A meal with other board members, or fellow travelers, is not normally considered a business meal.

Alcohol expenses are not authorized and will be subtracted from any requested reimbursement, except for specific documented business events that are approved by either the IAFC President, Treasurer or CEO/Executive Director.

### **Section 3: Partner Travel Expenses**

Expenses for the President's partner to attend the annual conference, and two conferences or meetings as approved in the annual budget, shall be reimbursed at the rate established for the association's officers and board members and will be subject to the same reimbursement and documentation requirements.

Expenses for the First Vice President's partner to attend the annual conference, and one conference or meeting as approved in the annual budget, shall be reimbursed at the rate established for the association's officers and board members and will be subject to the same reimbursement and documentation requirements.

Travel reimbursement for the partners of the President and First Vice President traveling outside the continental United States and Canada shall be limited to \$1,000 per trip unless specifically authorized by the Executive Committee.

Registration and banquet ticket fees for the partner or one guest of the association's officers and board members shall be waived for the IAFC annual conference.

### **Section 4: Travel**

The Executive Committee must authorize and approve all IAFC travel outside the continental United States and Canada. It will also establish the authorized expenses for each trip.

All IAFC board members traveling for IAFC business are expected to attend all scheduled events, including IAFC-organized board dinners. Except in the case of a documented emergency or other exception preapproved by the IAFC President and Treasurer, failure to attend scheduled events will result in no reimbursement for the entire travel period.

For events hosted by outside organizations, board members are expected to appropriately represent the IAFC and attend all confirmed events to be reimbursed for any expense.

Privately owned vehicles (POV) may be used for official IAFC business. POV travel will be reimbursed at the rate prescribed by the federal government at the time the expense is incurred. Reimbursement for travel will not exceed the cost of twenty-one-day advance purchase round-trip non-refundable coach airfare to the same location. Reimbursement for travel, to and from a destination, will only be made for actual mileage costs incurred. No other costs will be considered.

Travel by scheduled airlines shall be reimbursed at the non-refundable coach fare rate purchased 21 days in advance. An invoice from a travel agency, airline receipt, or a credit card receipt must be submitted with the Expense Report to receive reimbursement.

Transportation/travel expenses, which include mileage, automobile rentals, tolls, taxi fares, parking fees, and tips are reimbursable expenses. Receipts for automobile rentals, taxi fares and parking fees are required for reimbursement. All requests for reimbursement charged to a federal grant require receipts.

Additional travel requirements follow:

1. When a roundtrip ticket cost exceeds \$1,000, advanced authorization for travel must be approved by the CEO/Executive Director or designee.
2. All tickets for scheduled events must be purchased 21 days in advance.
3. Complimentary tickets are earned by the association based on the number of paid tickets that are issued by the IAFC approved travel agency. The CEO/Executive Director, COO/Deputy Executive Director or authorized designees are the only staff members who may authorize use of these complimentary tickets.
4. When Executive Committee members are scheduled for flights with a total air time more than three hours in one day, they may book an economy rated ticket, then request an upgrade from economy to the next level of service. This should be done with upgrade certificates or other mechanism used by the airline being used for the flight.
5. International trips lasting longer than four hours and that travel outside continental North America, the 50 United States and beyond the Caribbean can be booked as non-refundable business class seats for all board members on official travel for the IAFC.
6. Due to the instability and delays inherent in the airline industry, Executive Committee members who travel extensively may, at their request, receive reimbursement for one membership to an airline "red carpet club."
7. The IAFC will reimburse officers, board members and the President and First Vice President's partners for airline fees associated with no more than two pieces of luggage



each per trip, or three pieces of luggage each for the Fire-Rescue International conference.

8. Expenses associated with the mailing of clothes and uniforms will not be reimbursed. One box of meeting-related materials and items received onsite at Fire-Rescue International may be shipped home at IAFC expense.
9. Board members are expected to first use any unused tickets or credits from prior trips when booking new trips.
10. When a flight must be changed for any reason, a Flight Change Form including justification for the change must be submitted within five business days, along with details which outline the cost of the change, including fees and penalties.
11. Internet charges for in-flight internet access will be made when justification of critical IAFC business is documented. Charges should only be made for days that service is used.
12. Board members are encouraged to use the IAFC-approved travel agency.
13. Use of this system benefits the board member as the IAFC is billed directly for service eliminating the need for receipts.
14. Use of this system benefits the IAFC as it allows for better management of unused tickets and complimentary air tickets based on aggregate travel volume.
15. If IAFC business and personal travel occur during the same trip then a personal credit card must be used to pay for all hotel nights that of a personal nature. IAFC credit cards should not be used for any other personal expenses.
  - a. If the IAFC credit card is inadvertently used for personal charges while on IAFC travel, the IAFC should be reimbursed within 15 days of completion of the trip. An email or memo should accompany the payment and an explanation of the charges should be given.
16. For domestic travel, the IAFC pays for business travel from one location to the business destination, and pays for the flight from the business location to one destination (no overnight stays on any leg other than at the business location). If personal travel is conducted on either end of the IAFC business trip, then one of the following shall be followed:
  - a. The IAFC Executive Travel and Meeting Coordinator is contacted in advance and a decision is gotten regarding of how much of the trip is business and personal, and the traveler agrees to pay the personal amount within 15 business days of booking

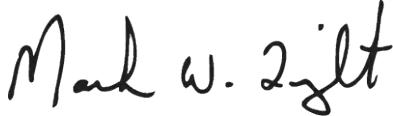
- the flight.
- b. One ticket is purchased from the originating location to the business location, to one destination, and the IAFC pays for that ticket. Any further travel is purchased as a one-way ticket by the traveler at their expense. If the personal travel is at the beginning, the traveler pays for a one-way ticket to their personal travel location, and the IAFC ticket is purchased from that location, to the business location to a return destination.
  - c. The entire ticket is paid for by the traveler on their personal credit card and reimbursement is submitted, outlining the personal segments of the trip and all taxes, fees, and costs are distributed per the percentage of business vs. personal travel.

17. For international travel, the Executive Travel and Meeting Coordinator should be contacted to determine the most cost effective means of travel.

ONLY IAFC board members have the option of booking travel from an alternate source when it is evident that the lowest cost option is not available through the IAFC-approved travel agency or if it is more effective and efficient to utilize another source to purchase the ticket. Certain conditions apply:

1. If a board member purchases a ticket using an IAFC credit card, the board member will be required to submit receipts within five business days after receiving a monthly electronic credit card statement. The IAFC Treasurer will review compliance with this requirement with the option of suspending or revoking credit card privileges for non-compliance.
2. If a board member purchases a ticket with the intent of seeking reimbursement from the IAFC, the traveler will have no more than 30 days from the date of travel to seek reimbursement. Requests submitted more than 30 days after the date of travel, or without receipts, will be reimbursed at the discretion of the IAFC Treasurer.
3. All other travel requirements in this policy will also apply to travel booked from a source other than the IAFC-approved travel agency.

## Bonding of Officers

Certified By:   
CEO and Executive Director

Approved by CEO/Executive Director

## Statement of Policy

### Article I

#### Section 4. Bonding of Officers

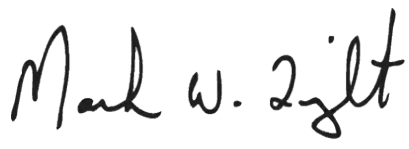
The treasurer, and employees or officers authorized to receive and administer funds by the Board of Directors, shall be bonded by the Association in an amount approved by the Board of Directors.



## IAFC Fire Service Professional Code of Ethics

Adopted by the IAFC Board of Directors

Date: December 2016

Certified By:   
CEO and Executive Director

The International Association of Fire Chiefs (IAFC) represents the international fire service - a noble calling, and one which is founded on mutual respect and trust between IAFC, the nation's firefighters and emergency medical service personnel and the citizens they serve. To ensure the continuing integrity of the IAFC to the highest standards of ethical conduct must be maintained at all times.

The purpose of this IAFC Fire Service Professional Code of Ethics\* is to establish criteria that encourages personnel to promote a culture of ethical integrity and high standards of professionalism in our field. The broad scope of this recommended Code of Ethics is intended to mitigate and negate situations that may result in embarrassment and waning of public support for what has historically been a highly respected profession. As members of the IAFC, we share a responsibility to project an ethical character of professionalism, integrity, compassion, loyalty and honesty in all that we do, all of the time.

In order to ensure recognition, and clarification of this policy, instruction for this ethics program will be provided during employee orientation sessions and encouraged for all representative fire service agencies. In addition, we will review the ethics management program in required management training experiences. Job descriptions and ethics guidelines will be developed to encourage ethical behaviors in accordance with this Code of Ethics.

As fire service leaders we should endeavor to create and maintain a culture that is consistent with the expectations outlined in this document. In doing so, we can create a legacy that provides validation and sustainability to the IAFC and at the same time ensure that we leave the fire service profession in a better condition than when we arrived.

*\*(Ethics comes from the Greek word ethos, meaning character. Character is not necessarily defined by how a person behaves when conditions are optimal and life is good. It is easy to take the high road when the path is paved and obstacles are few or non-existent. Character is also defined by decisions made under pressure, when no one is looking, when the road contains land mines, and the way is obscured.)*

Members of the IAFC and fire service leaders understand that they have the responsibility to conduct themselves in a manner that reflects proper ethical behavior and integrity. In so doing, they help foster a continuing positive public perception of the IAFC and the international fire service community. Members of the IAFC and fire service leaders:

- Always conduct themselves, on and off duty, in a manner that reflects positively on self, family, the IAFC.
- Accept responsibility for their actions and for the consequences of their actions.
- Support the concept of fairness and the value of diverse thoughts and opinions.
- Avoid situations that would adversely affect the credibility or public perception of the IAFC.
- Are truthful and honest at all times and report instances of cheating or other dishonest/unethical acts that compromise the integrity of the IAFC.
- Conduct personal affairs in a manner that does not improperly influence the performance of their duties, or bring discredit to the IAFC.
- Are respectful and conscious of each member's safety and welfare.
- Recognize that they serve in a position of public trust that requires stewardship in the honest and efficient use of human resources, fiscal resources, and all publicly owned resources, and that these resources are protected from misuse and theft.
- Exercise professionalism, competence, respect, and loyalty in the performance of their duties and use information, confidential or otherwise, gained by virtue of their positions, only to benefit those they are entrusted to serve.
- Avoid financial investments, outside employment, outside business interests or activities that conflict with or are enhanced by their official positions, or have the potential to create the perception of impropriety.
- Never propose or accept personal rewards, special privileges, benefits, advancement, honors or gifts that may create a conflict of interest, or the appearance thereof.
- Never discriminate on the basis of race, religion, color, creed, age, marital status, national origin, ancestry, gender, sexual preference, medical condition or disability.
- Never harass, intimidate, threaten, or bully in any manner fellow members of the IAFC, the fire service and/or the public, and stop and/or report the actions of others who engage in such behaviors.
- Comply with all laws and campaign rules when supporting political candidates and engaging in political activities.
- Refrain from endorsing commercial products through quotations, use of photographs, and testimonials for personal gain.
- Responsibly use social networking, electronic communications, or other media technology opportunities in a manner that does not discredit, dishonor or embarrass the IAFC, the fire service and the public. They also understand that failure to resolve or report inappropriate use of this media equates to condoning such behavior.



## CONFLICT OF INTEREST POLICY

Policy 4.27, Approved by IAFC Board of Directors January 17, 2013  
Updated by IAFC Board of Directors December 2016

Certified By:

CEO and Executive Director

### Purpose

#### Article I – Purpose

It is the purpose of this document to articulate a policy identifying and addressing potential conflicts of interest of IAFC Covered Leaders (defined in Article III). It is not the purpose of this conflict of interest policy to prevent IAFC Covered Leaders from having business or other relationships. Conflicts of interest are not inherently illegal or unethical, nor should they be interpreted as reflecting upon the integrity of any IAFC Covered Leader. Rather, it is the manner in which a conflict is addressed which determines the propriety of the situation; therefore, a policy outlining procedures for addressing conflicts supports both the IAFC, and the members and staff that serve it.

Moreover, the Board of Directors of IAFC has an obligation to ensure that the organization maintains a bias-free, decision-making process. The purpose of this policy is to inform Covered Leaders about what constitutes a conflict of interest, assist them in identifying and disclosing actual and potential conflicts, and help them to avoid conflicts of interest where necessary. This policy may be enforced against individual Covered Leaders as described throughout.

When IAFC Covered Leaders are acting in their Covered Leader capacities, their actions and decisions should be based on what they honestly and reasonably believe to be in the best interests of the IAFC. If the judgment of an IAFC Covered Leader is influenced by an outside interest, the IAFC may suffer harm directly from an ill-advised decision. As a not-for-profit, tax-exempt entity, there may be federal tax implications to the IAFC arising from transactions that

improperly benefit an individual member and/or an IAFC Covered Leader.

The IAFC can be harmed equally, if not more so, by the creation of a perception among members and others of inappropriate decision-making. Especially for a not-for-profit, tax-exempt organization, reputation can be an invaluable asset. Therefore, even if an IAFC Covered Leader believes that he or she can exercise independent judgment despite a conflict, and even if the Covered Leader in fact does so, the perception that another interest or relationship may inappropriately influence their judgment can be injurious to the IAFC.

Legally and ethically, the reporting and examination of conflicts is what is expected of each Covered Leader. It is also what is expected by IAFC members and other constituencies. This policy is intended to supplement, but not replace, any applicable state and federal laws governing conflict of interest applicable to not-for-profit, tax-exempt organizations.

## Statement of Policy

### Article II – Statement of Policy

In their capacity as Directors, Officers, and Covered Leaders the individual leaders of International Association of Fire Chiefs (“IAFC”) must act at all times in the best interests of the organization they represent.

A “conflict of interest” exists when an IAFC Covered Leader has a direct or indirect (business, professional, or personal situation or financial or other relationship that might influence, or that might be perceived to influence, the judgment or actions of the IAFC Covered Leader when serving the IAFC. Conflicts of interest may arise under numerous scenarios, including but not limited to:

1. serving as an officer or director of another nonprofit organization in the general areas of interest to the IAFC;
2. receiving compensation (e.g., consulting fees, speaking or writing honoraria, etc. Compensation includes direct and indirect remuneration as well as gifts or favors that are substantial in nature.) from a company offering products or services related to the interests of the IAFC;
3. doing business with the Association or having a relationship with any company or organization doing business or wishing to do business with the IAFC.

## Process

### Article III – IAFC Covered Leaders – Definitions

IAFC Covered Leaders as defined below are subject to the IAFC Conflict of Interest Policy:

- a. IAFC directors;
- b. IAFC officers;
- c. IAFC section directors and officers, IAFC committee and task force chairs and vice chairs, IAFC committee members; and,
- d. IAFC employees with managerial responsibilities (“IAFC Employee”).

## Procedures

### Article IV – Procedures

#### 1. What is a Conflict of Interest?

A conflict of interest may arise when a Covered Leader has some other interest that might suggest divided loyalty on the part of the Leader between obligations to IAFC on one hand, and to some other organization or cause, on the other. The “other interest” may arise from a transaction between IAFC and a third party, or a Covered Leader’s volunteer or paid relationship with a third party, which may compromise a Leader’s ability to provide unbiased and undivided loyalty to IAFC.

#### 2. Duty to Disclose

In order to proactively address any potential conflicts of interest, the IAFC requires all IAFC Covered Leaders to complete and submit an annual disclosure detailing any facts or circumstances of which he or she is aware that might constitute a conflict of interest. The IAFC further requires IAFC Covered Leaders to submit a supplemental disclosure to reflect any material changes or additions to the submitted information that may arise during the course of the year. On the Disclosure Form, the Covered Leader must list all financial transactions with the organization, whether the Covered Leader or any family member of the Covered Leader has an interest in any third parties providing goods or services to the organization, and any other (not-for-profit or for-profit) organization’s interests in which the Covered Leader or any family member of the Covered Leader is actively involved, has a significant investment, or owns at least a 1% interest. All paid or unpaid positions or relationships, other than membership, with not-for-profit or for-profit third-party organizations that compete with IAFC or may take public positions contrary to those of IAFC, also should be listed. IAFC Covered Leaders are encouraged to err on the side of disclosure and to report any set of circumstances that may appear to pose a conflict of interest, even if there is uncertainty as to whether such circumstances should be disclosed.

#### 3. Determining Whether a Conflict of Interest Exists

If a potential conflict is of such magnitude that it may prohibit a Leader from being on the IAFC Board of Directors, that person shall discuss the situation with the CEO/Executive Director. If



the conflict appears to be contrary to the IAFC's interest, the CEO/Executive Director will consult with the IAFC attorney and obtain an opinion as to whether the conflict is of such magnitude that the Covered Leader cannot serve on the IAFC Board of Directors. The CEO/Executive Director will then present that information to the Executive Committee for further review.

An initial determination as to whether a particular outside transaction or relationship may constitute an actual, potential or apparent conflict of interest shall be made by the Executive Committee or CEO/Executive Director, with the possible assistance of legal counsel and without the presence of the individual whose involvement in such transaction or relationship is under consideration. This determination shall be made in any circumstance in which a credible potential for a conflict of interest is identified either by an individual Covered Leader (through mandated self-disclosure) or by a third party. However, if the Executive Committee

concludes that this determination should be made by the IAFC Board of Directors, then the matter shall be referred to the appropriate board (with or without a recommendation from the Executive Committee) for its consideration, deliberation and resolution, with the assistance of legal counsel and without the presence of the individual whose involvement in such transaction or relationship is under consideration. The IAFC Board shall have final authority over the resolution of all conflict of interest matters involving the members of such Board.

If the Executive Committee believes that a particular relationship or transaction may represent an actual, potential or apparent conflict of interest, it shall first request additional information from the Covered Leader detailing the nature of the relationship or transaction.

When evaluating whether a particular transaction or relationship constitutes an actual, potential or apparent conflict of interest, the Executive Committee shall consider the following (non-exhaustive) factors:

- Abusing one's role as a Covered Leader for personal or third-party gain or pleasure (including, but not limited to, the solicitation or acceptance of gifts or other items of value or indirect inducement to provide special treatment on organization matters).
- Placing one's own self-interest, the interest of one's company, organization or another entity for which the individual serves in a leadership, employment or ownership capacity, or the interest of any third party above that of IAFC.
- Engaging in any outside business, professional or other activities that would directly or indirectly materially adversely affect IAFC.
- Providing goods or services to IAFC as a paid vendor.

If the Executive Committee determines that a particular relationship or transaction represents an actual, potential or apparent conflict of interest, it (or the IAFC Board, if the matter has been referred to the board) shall resolve such actual, potential or apparent conflict in one of the following manners:

- **Waive** the conflict of interest as unlikely to affect the IAFC Covered Leader’s ability to act in the best interests of the organization;
- Determine that the individual should be **recused** from all deliberation and decision-making related to the particular transaction or relationship that gives rise to the actual, potential or apparent conflict. This resolution should apply particularly when the transaction or relationship is one which presents a conflict only with respect to one (1) or two (2) discrete programs or activities. For example, if an individual IAFC Board member also works for a company that produces an educational program that competes with one (1) or two (2) discrete programs of IAFC, the Joint Audit Committee or relevant board may determine that the IAFC Board member should be recused from all deliberations and voting related to such program(s) (both at the outset and on an on-going basis), but that the IAFC Board member need not resign his/her seat on the IAFC Board.
- Determine that the individual is not eligible to serve the organization in any capacity as an IAFC Covered Leader, or if already serving, must **resign** from his or her service as a Covered Leader to the IAFC (subject to the terms of any pertinent employment agreement).

#### 4. Specific Procedures for Addressing Transactional Conflicts of Interest

Contracts, transactions, or arrangements of the IAFC in which an IAFC Covered Leader has a financial or other material interest shall not be prohibited, but they shall be subject to scrutiny. Any such proposed arrangement shall be reviewed to determine that it is in the best interests of the IAFC, pursuant to the following procedures:

- The IAFC Covered Leader must promptly disclose all material facts to the Board of Directors or Component Leader in accordance with this policy as to any actual or potential financial or other material interest which the IAFC Covered Leader or a member of his or her family may have in the proposed IAFC transaction.
- The Board or Component Leader shall evaluate the circumstances in light of the disclosure and determine the appropriate course of action without the presence or participation of the IAFC Covered Leader, except that the IAFC Covered Leader may be invited to present the circumstances of his or her interest in the IAFC transaction and respond to questions.
- The IAFC Board or Component Leader shall conduct appropriate due diligence in determining whether to enter the contemplated IAFC transaction, which may include soliciting proposals or applications from a broad range of other qualified candidates.
- The IAFC Board or Component Leader must determine, without counting the vote of the IAFC Covered Leader, whether the transaction is fair and in the best interest of the IAFC.
- If the IAFC Board or Component Leader approves the proposed IAFC transaction, the

IAFC Covered Leader may not participate in any process by which his or her performance as a vendor, service provider or grantee is evaluated, or in any such evaluation of a related party to the IAFC transaction.

## **5. Designated Reviewing Body or Person**

The IAFC CEO/Executive Director shall review disclosure statements of IAFC employees to determine whether a conflict of interest exists and any appropriate remedy, as necessary. The IAFC CEO/Executive Director shall inform the IAFC Executive Committee of any determinations made with regard to conflicts of interest pursuant to this policy.

A Leader of a Component (Component Leader) is a person leading a section or committee. This person will be responsible for reviewing potential conflicts that may arise during a meeting or activity of the section or committee. This person will review the specific facts and makes a determination as to how to proceed. The Component Leader may request assistance from the CEO-Executive Director, Executive Committee, or the IAFC Board.

The Executive Committee shall review disclosure statements of all other IAFC Covered Leaders, as well as disclosure statements of the IAFC CEO/Executive Director, and shall make recommendations to the IAFC Board of Directors for the board to determine whether a conflict of interest exists and any appropriate remedy, as necessary.

Notwithstanding the foregoing, the IAFC Board of Directors shall retain the ultimate authority to review and resolve conflicts of interest under this policy. The board may delegate its authority under this policy to any committee of directors or officer of the association. Only individuals who are disinterested with regard to the matters under review may participate in any such review. The Executive Committee or the CEO/Executive Director shall inform the IAFC Board of any determinations made or actions taken with regard to conflicts of interest. The board shall retain the right to modify or reverse any such determination or action, and shall retain the ultimate enforcement authority with respect to the interpretation and application of this policy.

## **Article V – Record of Proceedings**

All determinations or actions of the Executive Committee or CEO/Executive Director made pursuant to this policy shall be properly documented in meeting minutes or other appropriate records of the association.

## **Article VI – Annual Statements**

Each IAFC Covered Leader shall annually sign a statement as set forth at Exhibit 1 to this Policy which affirms that such person:

- a. has received a copy of the conflicts of interest policy;
- b. has read and understands the policy;
- c. has agreed to comply with the policy;
- d. has disclosed any facts or circumstances of which he or she is aware that might constitute a conflict of interest; and
- e. understands that the IAFC is a not-for-profit, tax-exempt organization and that in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Each IAFC Covered Leader shall submit a supplemental disclosure to reflect any material changes or additions to the submitted information that may arise during the course of the year within fifteen (15) days of any addition or change.

### **Article VII – Periodic Review**

To ensure the IAFC operates in a manner consistent with not-for-profit, tax-exempt purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

Whether partnerships, joint ventures, and arrangements with management organizations conform to the IAFC's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further not-for-profit purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

When conducting periodic reviews, the IAFC may use outside advisors, but their use shall not relieve the IAFC Board of Directors of its responsibility for ensuring that periodic reviews are conducted.

### **Article VIII – Violation of this Policy**

Violations of this Policy may result in disciplinary action, up to and including removal from an IAFC Covered Leader office or position and expulsion from the IAFC.

- a. If the board, section, committee, CEO/Executive Director, reviewing body or Covered Leader has reasonable cause to believe that an IAFC Covered Leader has failed to disclose actual or possible conflicts of interest, it shall inform the IAFC Covered Leader of the basis for such belief and afford the IAFC Covered Leader an opportunity to explain the alleged failure to disclose. In the case of IAFC employees, this matter shall be addressed by the CEO/Executive Director.
- b. If after hearing the response of the IAFC Covered Leader and making such further investigation as may be warranted in the circumstances, the board, section,

committee, CEO/Executive Director (in the case of IAFC employees), or Executive Committee determines that the IAFC Covered Leader has in fact failed to disclose an actual or possible conflict of interest, it, he or she shall take appropriate disciplinary and corrective action.

**EXHIBIT 1  
CONFLICT OF INTEREST  
DISCLOSURE FORM and NONDISCLOSURE AGREEMENT**

**CONFLICT OF INTEREST DISCLOSURE FORM**

To help avoid any conflicts of interest, you are disclosing ownership or other proprietary interests, responsibilities, circumstances, or other reasons why you (or, by extension, any member of your family) might have an actual, apparent or potential conflict of interest with your duty to IAFC, both with respect to the conflicts identified in the attached policy and any others. You hereby invite further review by IAFC of any aspects of these circumstances that might be appropriate. In addition, you agree to take other steps, such as avoiding deliberation and resolution of certain issues or even withdrawing from your membership on the applicable board, if it is determined that such steps are necessary to protect the integrity of the board and avoid the breach of your fiduciary duty to IAFC. Finally, during such time as you continue to serve on the applicable board, you agree to notify the Treasurer of such board promptly if and when you determine that any additional actual, apparent or potential conflict of interest with your duty to IAFC arises subsequent to the execution of this form. Please check the appropriate section at the bottom of this page.

**NONDISCLOSURE AGREEMENT**

I agree that any confidential information disclosed to me by members or staff of IAFC, or by third parties, in connection with my membership on the applicable board of these organizations, will be treated as such. I will not use or disclose such information except as may be authorized by IAFC, and will make my best effort to prevent its unauthorized disclosure. Confidential information shall include all such information relating to IAFC's members or to IAFC's operations, policies, plans, goals, or objectives. Confidential information shall not include information previously known to me, the IAFC membership, the general public, or previously recognized as standard practice in the field. I acknowledge that unauthorized disclosure of confidential information could cause irreparable harm and significant injury to IAFC and/or IAFC's members. I agree that, upon request, I will return to IAFC all materials supplied to me by them, including agendas, minutes and supporting documents.

Instructions to IAFC Covered Leaders (defined in the Conflict of Interest Policy): Please initial all of the following statements which apply to you, sign in the space indicated and return to the IAFC Treasurer.

- a. \_\_\_\_ I have read, understand, and agree to comply with, the Association's Conflict of Interest Policy.
  
- b. \_\_\_\_ To the best of my knowledge, I am not in violation of the Association's Conflict of Interest Policy.

c. \_\_\_\_ I have actual or potential conflict(s) of interest and have disclosed them per article IV section 1 of the Association's Conflict of Interest Policy. Please disclose potential conflicts:

Not-for-profit boards/organizations:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

For-profit boards/organizations:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Consulting/other potential conflicts:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

I have read the foregoing Conflict of Interest Policy, Conflict of Interest Disclosure Form, and Nondisclosure Agreement, understand and acknowledge that (a) the IAFC is a not-for-profit, tax-exempt organization and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes, (b) it is my continuing responsibility to promptly disclose any actual or potential conflict(s) of interest as soon as I become aware of them, and (c) I may be requested from time to time to reaffirm and acknowledge in writing my understanding of the IAFC's Conflict of Interest Policy.

\_\_\_\_\_  
Print Name and Relationship                      Position

\_\_\_\_\_  
Signature of IAFC Covered Leader                      Date

\_\_\_\_\_  
Signature of the IAFC Treasurer                      Date

# Guidelines for Representatives to IAFC Committees, Task Forces and External Organizations



**Adopted: January 14, 2016**



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## IAFC Mission Statement

To provide leadership to current and future career, volunteer, fire-rescue and EMS chiefs, chief fire officers, company officers and managers of emergency service organizations throughout the international community through vision, information, education, services and representation to enhance their professionalism and capabilities.

## Introduction

The International Association of Fire Chiefs (IAFC) is governed by an unpaid Board of Directors that is responsible for setting policy for the association. Committees and task forces are formed to assist the Board of Directors in carrying out the mission of the IAFC. They perform a vital role in the association by sharing their expertise, gathering information, providing valuable guidance to the board, and accomplishing important tasks. Committees and task forces also provide a valuable leadership development service for the association by providing members the opportunity to get involved in association activities and acquire organizational knowledge, skills, and abilities that will prepare them to become future association leaders. Committees and task forces are thus a valuable part of the association.

Committees and task forces are appointed to serve the membership and are formed to carry out the strategic plan of the association. The most vital role a committee or task force plays is to make policy recommendations to the board of directors. An informed and active committee or task force looks out for the best interests of the IAFC.

## Committee Types

The IAFC has different types of committees. The IAFC constitution and bylaws requires three permanent committees. The president has the authority to create other committees and task forces necessary to accomplish the goals and objectives of the association.

**Constitutional committees** are required by the constitution and bylaws. They are:

- Constitution, Bylaws and Resolutions Committee
- Elections Committee
- Executive Committee (Finance Committee) - President, first vice president, second vice president, immediate past president, treasurer, and one member at-large from among the board of directors. All are elected by IAFC membership except at-large representative.

**Ad-hoc committees** perform a continuing function to the association. They make policy recommendations to the board of directors, undertake long-term assignments and carry out the work of the association.

IAFC Ad-hoc Committees include:

1. Communications
2. Emergency Management
3. Hazardous Materials
4. Human Relations
5. Professional Development
6. Program Planning
7. Terrorism and Homeland Security
8. Urban Search & Rescue (US&R)
9. Wildland Fire Policy

**Task forces** are created by the IAFC president to address a specific issue, usually a new or current problem facing the association. They have definite charges and usually remain active from one to three years or until the task is completed.

**Subcommittees** are temporary work groups designated by a committee or task force chair to conduct research, make recommendations or produce a work product for a committee or task force and then disband. Members of committees or task forces may serve as subcommittee members. Subcommittees may consist of IAFC members beyond committees or task forces, and may also include non-IAFC members.

## Committee Scopes/Missions

**Communications.** The IAFC Communications Committee focuses on wireless radio communications issues that impact upon the U.S. fire service and public safety. The committee analyzes current issues for their impact on the fire service and gives information and guidance to the IAFC Board of Directors; analyzes legislative proposals from Congress and works with the administration on communications issues, especially offices in the Department of Homeland Security and the Federal Communications Commission; and analyzes and works with private sector organizations that develop proposals of interest to public safety communications. The committee members serve on important government and industry committees and boards (e.g., SAFECOM, NPSTC, IMSA and NFPA) representing IAFC and fire service interests. Committee members also work with other public safety associations and with other organizations (both public and private) that work on issues of interest to the IAFC and its members.

**Constitution, Bylaws and Resolutions.** The IAFC Constitution, Bylaws and Resolutions Committee meets at least annually to initiate and/or review proposed changes to the IAFC constitution and bylaws that have been submitted in a form prescribed by the Constitution, Bylaws and Resolutions Committee, and report on the changes to the board of directors. The committee reports any proposed changes to the membership. The committee receives and reviews all resolutions submitted by membership and makes a recommendation on each resolution in a report to the membership. The committee will submit resolutions to the general membership for a vote at the general business meeting. As a Constitutional

committee, this committee consists of one (1) representative of each division appointed by the division president (three-year terms) and three (3) at-large members appointed by the IAFC President (three-year terms). The IAFC President shall appoint a chair from the members of the committee for a one-year term.

**Elections.** The IAFC Elections Committee shall administer the election process set forth in Article III of the bylaws, and shall administer all on-site conference elections and conduct all balloting. As a Constitutional committee, this committee consists of one (1) representative of each division appointed by the division president. The committee shall select a chair and vice chair from its membership.

**Emergency Management.** The IAFC Emergency Management Committee serves as IAFC focal point for issues that pertain to emergency management in the fire service. Preliminary future activities identified for attention by the EMC include implementation of the MASTF recommendations adopted by the IAFC Board of Directors and such other activities as may be necessary to facilitate the effective response by the nation's fire service to catastrophic disasters, no matter the cause.

**Hazardous Materials.** The IAFC Hazardous Materials Committee serves as the IAFC subject matter expert regarding hazardous materials and dangerous goods; monitors and identifies trends in the fire and emergency response community and industry with regard to emergency response to hazardous materials incidents both nationally and internationally; monitors and provides recommendations with regard to development of new equipment and associated training and tactics; and develops lessons learned from major incidents; advises the IAFC board on policy issues relating to hazardous materials response; and works closely with Congress and executive branch federal agencies to ensure that federal law, regulations, and policies are written and implemented to meet the needs of the IAFC and chief fire officers. The Hazardous Materials Committee also plays a major role in the planning of the annual International Hazardous Materials Response Teams Conference.

**Human Relations.** The mission of the IAFC Human Relations Committee promotes, enhances and improves value-centered human relationships in the IAFC. The vision of the committee is that the fire service will actively embrace an open, respectful, diverse workforce that is responsive to the needs of a changing environment. We value a fire service that fosters active inclusiveness, respect, integrity, courage, fairness, equity, ethics, empathy, and honesty.

**Professional Development.** The mission of the IAFC Professional Development Committee is to provide strategic direction in professional development to meet the fire and emergency services leadership challenges of today and tomorrow. The vision of the committee is to provide the necessary leadership and influence to make the IAFC the national focus in the development of effective and successful incumbent and future chief fire officers. Professional development is the planned, progressive career-long process of education, training, self-development and experience.

**Program Planning.** The IAFC Program Planning Committee develops a comprehensive, entertaining and informative educational program for the annual Fire-Rescue International

conference. Each year, the committee develops a call for papers and then evaluates presentation proposals to determine applicability to the conference audience, as well as quality and level of material submitted. The committee searches and reviews proposals for the keynote and educational keynote speakers and makes speaker recommendations to the IAFC President.

**Urban Search & Rescue.** IAFC's US&R Committees' goal is to provide a link between all levels of response with the common goal of recognizing a national response capability across the U.S. The committee works to gather data to contribute to a collection of search and rescue-type resources that are available for all levels of response.

**Terrorism and Homeland Security.** The IAFC Terrorism and Homeland Security Committee identifies terrorism and homeland security issues for IAFC advocacy, builds a reputation as a resource on homeland security issues, fosters and maintains crucial relationships with homeland security leaders and strengthens IAFC visibility as the fire service leader on terrorism and homeland security issues.

**Wildland Fire Policy.** The IAFC Wildland Fire Policy Committee (WFPC) provides leadership and collaborates, cooperates and communicates with all interested parties in working towards two goals: 1) to effectively mitigate the costs and losses due to wildland fire and 2) to create a coordinated and integrated response to wildland fire, reducing costs and losses.

### **General Expectations of All Individuals Representing the IAFC**

As leaders within the IAFC, committee and task force chairs and members may occasionally be requested by the IAFC board, CEO/executive director, director of national programs, director of government relations, or the director of strategic services to represent the IAFC and address the public, media or federal government on technical matters related to the committee or task force's scope of work. When requested to represent the association, all members will be expected to comply with the following general expectations:

1. Demonstrate conduct that is at all times professional and brings credit to the association and its membership.
2. Accept and act upon extemporaneous or ad hoc direction from the IAFC board in a timely manner.
3. Work with the CEO/executive director to ensure the alignment of association-wide efforts.
4. Reflect by their actions support of IAFC programs, and work collaboratively with IAFC staff to effectively and efficiently provide service to the fire and emergency response community.
5. Reflect in their actions adherence to the IAFC's bylaws, policies, and resolutions as well as the following adopted principles:

- a. IAFC and its representatives will build and maintain relationships with our members, state fire chiefs associations and other partner organizations.
- b. IAFC and its representatives will actively foster communication to enhance these relationships.
- c. IAFC and its representatives will endorse, support, and foster legislative and policy development initiatives that will enhance the fire and emergency service and advance firefighter, citizen, and community safety.
- d. IAFC and its representatives will endorse programs that foster and promote quality improvement and professional development for fire and emergency service professionals and agencies.
- e. IAFC and its representatives will seek and utilize fire and emergency service leaders who will professionally and enthusiastically advance the mission, goals and objectives of our organization.

All statements made by committee and task force chairs and members must first be coordinated with the committee staff liaison and the appropriate officer to ensure they represent the IAFC's views and ensure the best interests of the entire association. All lobbying or government advocacy activity must be coordinated through the government relations department to ensure association compliance with federal law.

If a committee or task force chair is regularly making statements about technical issues of strategic, political or national importance, s/he must notify the CEO/executive director in writing (via the committee staff liaison) of any statements made to the public or the media within five working days. This is to ensure that all positions are communicated and coordinated between the committees and the IAFC board. The board reserves the right to reverse any statement made by a committee or task force chair or committee member.

### **Guidelines for Committee, Task Force Members and External Representatives**

IAFC's vibrant member volunteer structure, with many strong and knowledgeable leaders and technical experts, contributes to the success of the IAFC in many ways. However, the broad scale of the IAFC structure can also lead to confusion if clear parameters on individual roles are not established.

The following are offered to provide a better understanding of historically misinterpreted roles or actions of those chosen to represent the IAFC on committees and task forces or as representatives to other organizations.

1. No committee member, task force member or other representative is allowed to commit the IAFC to binding legislative, administrative, financial or policy positions without the approval of the board of directors.
2. While recommendations may be made to the IAFC president, only the president is authorized to add or expel members of an ad-hoc committee or

taskforce.

3. Committee members, task force members and other IAFC representatives are not authorized to determine association staffing or appointments, including non-traditional staffing such as contractors or subject matter support. Committee and task force chairs, and sometimes other representatives ending an appointment term, are encouraged to provide recommendations and feedback on content and staffing issues, but responsibility for staffing and management lay solely with the CEO/executive director and senior association staff.
4. Federal grants, private sector sponsorships, vendor agreements and other funding mechanisms are the ultimate responsibility of the IAFC parent organization, and not under the purview of a committee or task force. While committees or task forces may provide feedback and recommendations for such contracts, final authority for their content – including, but not limited to, staff commitments, deliverables, and funding levels – remain with IAFC staff with the oversight of the board. Sponsorships and vendor agreements must also be coordinated with the IAFC marketing department.
5. The IAFC president is the official spokesperson of the IAFC. No other individual may present himself/herself as an IAFC spokesperson without coordinating those activities in advance with the appropriate staff (e.g. director of communications, director of government relations).
6. No individual may leverage his/her position for personal, financial or political gain.

## **Committee Oversight, Roles & Responsibilities**

### **IAFC President**

The president oversees the governance of the IAFC, including committees and task forces. The president's responsibilities shall include:

1. Providing overall direction and policy-level guidance to all components.
2. Appointing all committee and task force chairs, except for the Elections Committee.
3. Approving all committee and task force member appointments, with the exception of those for the Constitutional committees.
4. The right to remove any committee member or chair who in the opinion of the president is not faithfully executing his or her committee duties.
5. Establishing any necessary committees and task forces not provided for in the constitution and bylaws.

### **IAFC Chief Executive Officer/Executive Director**

The chief executive officer (CEO)/executive director oversees the management of the IAFC

including committees and task forces. CEO/executive director's responsibilities shall include:

1. Ensuring the alignment of the association-wide efforts, including committees and task forces with the direction set by the board of directors, and the policies of the IAFC.
2. Assuring continuity of committee and task force actions and activity from year to year.
3. Working with component leaders to strategize and implement activities and programs in accordance with IAFC policies and procedures.
4. Provide financial oversight.
5. Communicating routine progress and activities of committees and task forces to the board of directors.
6. Communicating to the committee and task force leaders any action the board of directors would like to have a committee or task force undertake (may be delegated to the liaison or senior staff member).
7. Bringing pending policy issues or action items before the board for discussion with the assistance of the component chair and staff liaison.

#### **IAFC Executive Operations Coordinator**

The executive operations coordinator, an IAFC staff member, will facilitate communication between the committees or task forces, the CEO/executive director and the board of directors. The executive operations coordinator responsibilities in regard to committee and task forces shall include:

1. Working with the IAFC president, committee chairs and staff liaisons to ensure committee and task force appointments are made in a timely manner.
2. Communicating committee progress and activity to the board of directors and communicating to committee chairs and staff liaisons any action the board of directors would like to have a committee or task force undertake.
3. Keeping a current list of all committee member terms of office and communicating with committee chairs and staff liaisons when new appointments or reappointments are required.
4. Writing and sending thank you letters to outgoing committee or task force members.

#### **Committee Staff Liaisons**

Each committee or task force will be assigned a staff liaison, an IAFC staff member. Staff liaison responsibilities shall include:

1. Helping their committee or task force chair write action plans, annual budgets, board updates and annual accomplishment reports.
2. Acting as a central point of contact for their committee or task force and regarding



policy issues and questions to be discussed by the CEO/executive director and the board of directors.

3. Updating committee charters and sending them to all new committee members.
4. Providing administrative support for the committee or task force on matters relating to the work of the committee. This may include sending correspondence, arranging conference calls, providing resource materials, coordinating articles for publication in *IAFC On Scene*, etc., as requested by the committee or task force chair.
5. Working with the committee or task force chair and members to ensure that the work of the committee is accomplished between meetings.
6. Organizing the logistics of meetings, including hotel arrangements, travel, and meals.
7. Aiding their committee and task force with financial matters. This includes reimbursements and financial reports.

## **Committee Member Appointment Processes and Duties**

### **Committee and Task Force Chairs – Appointment Process**

Ad-hoc committee chairs are appointed by the IAFC president for three-year terms. An ad-hoc committee chair can serve up to a total of two 3-year terms at the discretion of the president. The president also may authorize a sitting ad-hoc committee chair to serve one additional 3-year term.

A term-limited ad-hoc committee chair may request reappointment for an additional 1-year term by submitting an exception request in writing to the CEO/executive director. The exception request must provide justification regarding the unique circumstances which warrant approval. The request shall be reviewed by the president, first vice president, and second vice president and must be approved unanimously to be authorized. An ad-hoc committee chair is limited under this process to a maximum of three 1-year terms and a separate exception request must be submitted each year.

Constitutional committee chairs serve one-year terms. The Constitution, Bylaws and Resolutions Committee chair is appointed by the IAFC president. The Elections Committee chair is selected by its committee members. Even though constitutional committee chairs serve one-year terms, they can be in that position for a total of six years.

An IAFC elected officer shall not serve on a committee or as a committee chair. All committees and task forces may decide to select a vice chair to help the chair. The IAFC president appoints task force chairs when the task force is formed and serves until the task force is disbanded unless there are extenuating circumstances requiring the chair to vacate the position.

The term limits of a committee member start over upon his/her appointment as chair.

### **Committee and Task Force Chair - Duties**

The chair guides the committee or task force in its work by setting goals and action plans consistent with the IAFC strategic direction document and acts as the primary contact for the committee to the IAFC and other outside organizations. Committee chairs must sign and adhere to a conflict of interest statement and a committee charter. The chair reports directly to the CEO/executive director and works closely with the IAFC board in order to ensure the fulfillment of all adopted goals and strategies.

General duties and responsibilities of committee and task force chairs shall include:

1. Actively participate in and contribute to the function of the committee on behalf of the best interests of the entire IAFC and its membership.
2. Alert the IAFC board and CEO/executive director of any emerging issues that may be of interest or concern to the IAFC. Make action and policy recommendations to the board of directors.
3. Develop a proposed annual action plan and budget to ensure the committee's work is consistent with the IAFC's policies and strategic direction.
4. Support an environment in which committees actively contribute to IAFC members' ability to contribute to national discussions, network and develop professionally.
5. Collaborate, as appropriate, with other IAFC committees and initiatives that address fire and emergency service issues with common goals.
6. Conduct the committee meeting at FRI and conference calls as needed.
7. Develop committee meeting agendas and take notes at committee-related meetings (including, but not limited to, committee meetings, meeting with the IAFC board, meetings with other IAFC committees/sections or IAFC staff), and prepare and distribute a report for committee members. The staff liaison will assist in these functions at the request of the chair.
8. Submit all required reports on committee functions on time. This includes submitting the annual action plan, the annual budget report, board updates and annual report of accomplishments to the board of directors via the staff liaison.
9. Recommend ad-hoc committee members for the consideration by the IAFC president.
10. Serve as, and provide leadership to, subject matter experts from whom the IAFC board and staff can draw advice, strategic insights and technical expertise.
11. Recommend committee-related subject matter experts for consideration by the IAFC president for other presidential appointments (IAFC representatives to other organizations, etc.).
12. Conduct an annual review of participation of all ad-hoc committee adjunct members.

### **Ad-hoc Committee and Task Force Members – Appointment Process**

1. Members of the association may serve as committee or task force members.<sup>1</sup>

2. Retired members still active in some other capacity within the fire service will be given consideration for committee appointments.<sup>2</sup>
3. Non-members with specific expertise may be appointed to an ad-hoc committee or task force as an adjunct member. (See page 12 for appointment details.)

Ad-hoc committees may have a maximum of 18 members, including the chair, with no more than four retired members on the committee. Non-retired members who become separated from the fire service during their term shall be permitted to serve out that term; however, if they have become the fifth retired member on the committee, they will not be reappointed to an additional term, if they are eligible for one, when their current term is completed.

All committee and task force members must meet specific professional qualifications pertinent to the committee or task force appointed. The chair will review the committee and task force membership annually for participation in teleconferences and attendance at IAFC conferences.

Lack of participation may warrant replacement.

Committee members may be appointed for a total of two 3-year terms at the discretion of the IAFC president. The president may also authorize a sitting committee member to serve one additional 3- year term.

The committee chair may request reappointment of a term-limited committee member for a 1-year term by submitting an exception request in writing to the CEO/executive director. The exception request must provide justification regarding the unique circumstances which warrant approval. The request shall be reviewed by the IAFC president, first vice president and CEO/executive director. The IAFC president makes the final decision on any term extension. A committee member is limited under this process to a maximum of three 1-year terms and a separate exception request must be submitted each year.

Replacement of committee members should be staggered to avoid the attrition of multiple members, thereby losing multiple members with valuable experience the same year. Mentoring and succession planning is encouraged in all IAFC committees. Though the IAFC president may appoint committee chairs who are not already members of a committee, the development of committee members for succession to committee chair should be considered when appointments are made.

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<sup>1</sup>Once appointed to a committee, members must maintain their membership throughout their term of office. Any member in arrears ninety (90) calendar days after the member's renewal date may be subject to removal from the committee.

<sup>2</sup>Retired members who have not taken life membership are subject to the same policy as above on maintaining their membership during their term on the committee

### **Permanent Committee – Appointment Process**

The appointment process for the Elections Committee and Constitution, Bylaws and Resolutions Committee are governed by the IAFC Constitution and Bylaws. Committee member participation, removal and terms apply to the permanent committees.

### **All Committee and Task Force Members – Duties**

General duties and responsibilities of committee and task force members shall include:

1. Actively participate in and contribute to the function of the committee on behalf of the best interests of the entire IAFC and its membership. This includes review of relevant materials and initiating topical recommendations to the chair before committee meetings.
2. Complete individual assignments made by the committee chair in a timely manner.
3. Contribute to the creation of policy and program recommendations that help the association members or the fire and emergency service as a whole.
4. Support an environment in which committees actively contribute to IAFC members' ability to contribute to national discussions, network and develop professionally.
5. Collaborate, as appropriate, with other IAFC committees and initiatives that address fire and emergency service issues with common goals.
6. Serve as a subject matter expert from whom the IAFC board and staff can draw advice, strategic insights and technical expertise.
7. Demonstrate commitment to the IAFC through participation in IAFC conferences, strategic direction summits and other IAFC activities.

### **Adjunct Committee Members – Appointment Process**

Up to five adjunct committee members may be appointed to the committee at the discretion of the committee chair. These are people with subject matter expertise, positions or titles that will benefit the committee. An adjunct member is not required to be a member of the IAFC to qualify for adjunct status. Commercial members and vendors may serve as adjunct committee members.

Adjunct committee members do not have voting privileges on the committee and expenses are not generally covered by the IAFC for participation on the committee (exceptions for expense reimbursement may be made under certain circumstances at the discretion of the committee chair).

### **Adjunct Committee Members – Duties**

Adjunct members play a significant role on committees, and must comply with all governance principles of the committee. Adjunct members must participate in at least 75% of all committee activities (meetings, conference calls, etc.). Adjunct committee members are given 3-year appointments but the chair will conduct an annual review of all adjunct

members and can remove such members for lack of participation.

### **Documents Distributed**

All committee and task force members, including any adjunct members, will receive a copy of the committee charter and the committee guidelines.

## **Internal Appointment Processes**

### **Committee and Task Force Chairs**

1. The executive operations coordinator identifies chairs whose terms are expiring.
2. Call for committee chairs is issued in *IAFC On Scene* and posted to the IAFC website. The call posts open positions and requires members to submit a letter of interest and a resume.
3. Executive operations coordinator confirms membership of all applicants and sends applicant paperwork to IAFC president and CEO/executive director.
4. President and CEO/executive director review all candidates and may conduct telephone interviews as part of the interview process. The first vice president may be included in the review process at the discretion of the president.
5. Appointment letters, committee guidelines document, and leadership manuals are sent to new committee and task force chairs by the executive operations coordinator.

### **Committee Members**

1. The executive operations coordinator identifies members whose terms are expiring.
2. Call for committee members is issued in *IAFC On Scene* and posted on the IAFC website. Interested members are instructed to submit resumes and letters of interest.
3. Committee chairs and staff liaisons are sent all applicant paperwork by the executive operations coordinator, who also checks that applicants are IAFC members.
4. Committee chairs send recommendations (from the list or not) to the executive operations coordinator.
5. Executive operations coordinator submits the chair's recommendations to the CEO/executive director who makes the recommendation to the president.
6. The president may discuss the recommendations and alternatives with the committee chair.
7. Appointment letters and the committee guidelines document are sent to successful candidates by the executive operations coordinator.

8. Thank you letters are sent to outgoing committee members by each committee's staff liaison.

### **Task Force Members**

Task force membership appointment may follow a similar process of calling for volunteers or a select group may be identified to send a representative (e.g. a task force concerning sections may require each section to nominate one member to represent their interests). As task force chairs/members are typically appointed for the life of the task force, task force members are appointed by the president without recommendations from the chair (except in the event of a vacancy in a current task force). The president may also appoint task force members without a call for volunteers if the topic or timeline requires specific or immediate action.

The IAFC may periodically solicit participation in task forces from the general membership. Members interested in task force participation will be referred to the appropriate chairs for consideration as prospective committee members. Their resumes and letters of interest may be held for future consideration.

## **Forming and Dissolving Committees and Task Forces**

### **Committee and Task Force Formation**

The IAFC president forms committees and task forces to accomplish the goals and objectives of the association. A committee or task force may be appointed at any time during the president's term. Before a committee or task force is created, there should be a clear purpose identified and budget impacts considered.

### **Dissolving Inactive Committees and Task Forces**

Committees may remain in existence and have leadership support as long as they contribute to the strategic plan of the IAFC. If a committee or task force is not moving the strategic plan forward, the president has the power to intervene, including dissolving the committee.

Task forces will be dissolved when the charged tasks are completed.

## **Appointments to External Organizations**

The IAFC has formal and informal relationships with government entities and other organizations involved in the fire service. These relationships serve the association by strengthening the coordination of activities within the fire and emergency services, increasing the leadership role of the IAFC, sharing information and gaining input from other organizations.

### **Appointment and Eligibility**

The IAFC president appoints all official representatives to external organizations. All sections

and committees shall submit nominations to the president for formal appointment when they are contacted by other organizations for IAFC representatives.

Non-retired Regular members will be given priority consideration for appointment to external organizations; however, when special circumstances warrant, retired members, Associate members, Departmental members or Affiliate members may be considered for appointment when that member offers particular expertise.<sup>3</sup> Appointments will be made for 3-year terms unless otherwise indicated. The IAFC will maintain a list of appointments and the term of those appointments.

The representative is encouraged to use IAFC committees as a resource. Quite often representatives will serve on committees or have close ties with committees because the work is interdependent. Good communication among the related committees and representatives to other organizations is essential.

It is important that all external representatives understand that they are representing the IAFC. They must maintain a professional demeanor and keep the best interests of the association in mind at all times.

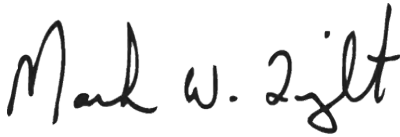
### **Reporting to the IAFC**

Before attending a meeting, the representative must contact the IAFC with the purpose, date and location of the meeting to get prior approval and direction.

Within four weeks of the meeting, the representative must submit an IAFC Liaison Report with the key happenings which occurred. Include the group, meeting times, and summary of the key issues discussed at the meeting. Include any actions taken by other groups and recommendations for IAFC action.

### **Funding**

If the representative is a funded appointment, then the IAFC Member Travel Policy must be followed to receive reimbursement.

Certified By:  CEO and Executive Director
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Adopted by the IAFC Board of Directors

Date: January 14, 2016

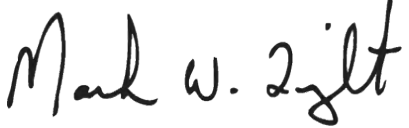
<sup>3</sup> Once appointed to a committee, members, including retired members who have not taken life membership, must maintain their membership throughout their term of office. Any member in arrears ninety (90) calendar days after the member's renewal date may be subject to removal from any position as the IAFC representative to external organizations.



## IAFC Executive Committee Director-at-Large Election Procedure

Adopted by the IAFC Board of Directors

Date: October 2015

Certified By:   
CEO and Executive Director

### Purpose

The purpose of this document is to provide a guide to the International Directors who comprise the International Association of Fire Chiefs (IAFC) Board of Directors in the election of their Director-at-Large representative to the Executive Committee.

### Scope

This document will apply to International Directors who serve on the International Association of Fire Chiefs' Board of Directors as Division or Section Directors. It shall identify the process by which the International Directors select their representative to the IAFC Executive Committee.

### Procedure

1. The Director-at-Large to the Executive Committee shall serve a one-year term.
  - a. Exception – if a vacancy occurs, any appointment to fill the remaining portion of the term shall not be construed as serving any portion of the one-year term.
2. Directors interested in serving as the Director-at-Large shall notify the Chief Executive Officer (CEO) no later than May 1. It will be the responsibility of any interested Director wishing to serve to advocate to other Directors prior to the vote. No board time shall be dedicated to the campaign or election process other than the collection, counting and reporting of ballot results.
3. IAFC staff shall prepare a ballot for the election. All Directors wishing to cast a ballot shall obtain, mark, and present their ballot to the CEO by noon of the last day that the Board of Directors formally meets at the Fire-Rescue International conference typically held in August of each calendar year.



4. Within four (4) hours of the ballots being collected the CEO shall convene a meeting of the IAFC President and Treasurer who shall count the ballots under his/her observation. The IAFC President shall announce the successful candidate as soon as practical. The vote tally need not be reported. Ballots shall then be destroyed.



## IAFC Division Policy Manual

Adopted May 2009  
Revised March 2019

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## Annual Financial Reports

### Purpose

To provide guidelines for the Annual Financial Report that Divisions create.

### Statement of Policy

Division secretary/treasurer must recognize general accounting practices and give annual report to division members.

Division secretary/executive director must recognize general accounting practices and give annual report to division members.



## Communication Policy

### Purpose

To provide guiding principles for effective communications between the divisions and the IAFC to ensure the Federation achieves optimal success.

### Statement of Policy

Divisions are separately incorporated organizations from the IAFC that comprise the foundation of our Federation. In order to establish better communications and relationships between the IAFC and divisions, the following guiding principles shall be adhered to.

#### Foundation Principles:

- A. Open lines of communication.** The most critical element in a successful relationship between the IAFC and the division is clear and consistent communication between leaders and staff. IAFC staff and division leadership commit to open and frequent communication to this end.
  
- B. Conduct Relationship Reviews.** Together, the IAFC and the leadership of its divisions are responsible for assuring that the association's overall goals and objectives are being met. The IAFC and the division are each responsible for its own profitability and viability as a separate corporate entity. A mutually beneficial working relationship between the division and the IAFC is critical to the success of both parties. To that end, an annual Federation meeting shall be held as determined by the board and will include the IAFC Board and two (2) members from the division, preferably the president and division secretary/executive director.
  - IAFC shall provide meeting space and meals.
  - IAFC shall be responsible for the travel and housing costs of the International Directors.
  - Divisions shall be responsible for travel and housing costs of up to two (2) division representatives.
  - The agenda shall include; Policy Review, Strategic Plan, Membership and other items as deemed important for discussion.
  - On a case-by-case basis, any requests for alternative funding due to financial hardships will be considered by the IAFC Board.
  
- C. Division Role.** The division is the conduit between the IAFC and the local fire/EMS

communities and the key to growth and success when utilized effectively. This connection needs to be embraced and the division needs to become actively involved in the process of connecting the IAFC with the state, provincial and territorial chief associations and the fire/EMS leaders in the local communities.

- D. Members.** Superior, consistent member service is a strategic issue for the IAFC and division leadership. This requires that both the IAFC and the division regularly assess its levels of service to internal and external customers. Improving service is an ongoing quest that keeps the IAFC as a whole focused on continuous improvement.

**Expectations:**

- IAFC and division leaders should understand the policy manual and the roles and responsibilities of each as defined in the policy manual.
- IAFC and division leaders should fully understand the cost of any services provided by the IAFC and the division, the method of charging for services provided by the IAFC and the division and the cost and nature of any reimbursable expenses charged by the IAFC and the division.
- IAFC and division leaders recognize that any requested services that are outside of the agreed upon "scope of work or service plan" may be provided by the IAFC or the division at an additional cost.
- Meet deadlines. Often the success of projects depends upon many tasks completed by the IAFC and division and staff. The IAFC and division leaders should inform staff when they are unable to meet a deadline so projects can be reassessed or staff may step-in and complete the necessary tasks to meet the project deadline.
- For any agreed upon Project or Venture, the IAFC and division leaders should establish and agree upon clear work plans and schedules that support the scope of services as indicated in the contract.

**Specific Communications Responsibilities:**

- As detailed in the duties of division directors, the division director shall serve as the conduit for communications with the division on policy and board related issues.
- As detailed in the duties of the division secretary, the division secretary shall serve as the communications conduit for day-to-day communications with the IAFC membership department. The IAFC shall designate and identify the membership department staff who shall serve as the conduit for communications.

**Communications Resolution:**

- If either division leadership, or staff or IAFC leadership experience what they believe to be a breakdown of communications resulting in unresolved or unanswered requests, the IAFC chief executive officer and the division president shall take responsibility in resolving the issue with a focus on ensuring the process is followed.



## Conflict of Corporate Interest

### Purpose

To define division activities and partnerships that can be considered competition to the IAFC.

### Statement of Policy

Divisions are encouraged to seek opportunities with entities outside of the Federation to partner on programs and services that benefit IAFC members and the fire and emergency service.

In considering partnerships with third-party entities, it is important that any contract or agreement also supports IAFC Board policy and is consistent with promoting and protecting the IAFC reputation within the fire and emergency service and comply with all IAFC trademarks (including use of name and logo). We share in the collective goal of “raising all ships.”

Further it is important that division and IAFC contracts and agreements don't result in potential or real financial harm to either party, contribute to brand dilution and/or confusion, or cause or create a negative customer experience.

In the interest of good communications, the IAFC and the divisions will keep each other informed about current and potential partnerships with for-profit entities. If the potential for harm to either party is anticipated, good faith attempts will be made to mitigate the harm through the IAFC Conflict Resolution Policy.



# Conflict Resolution

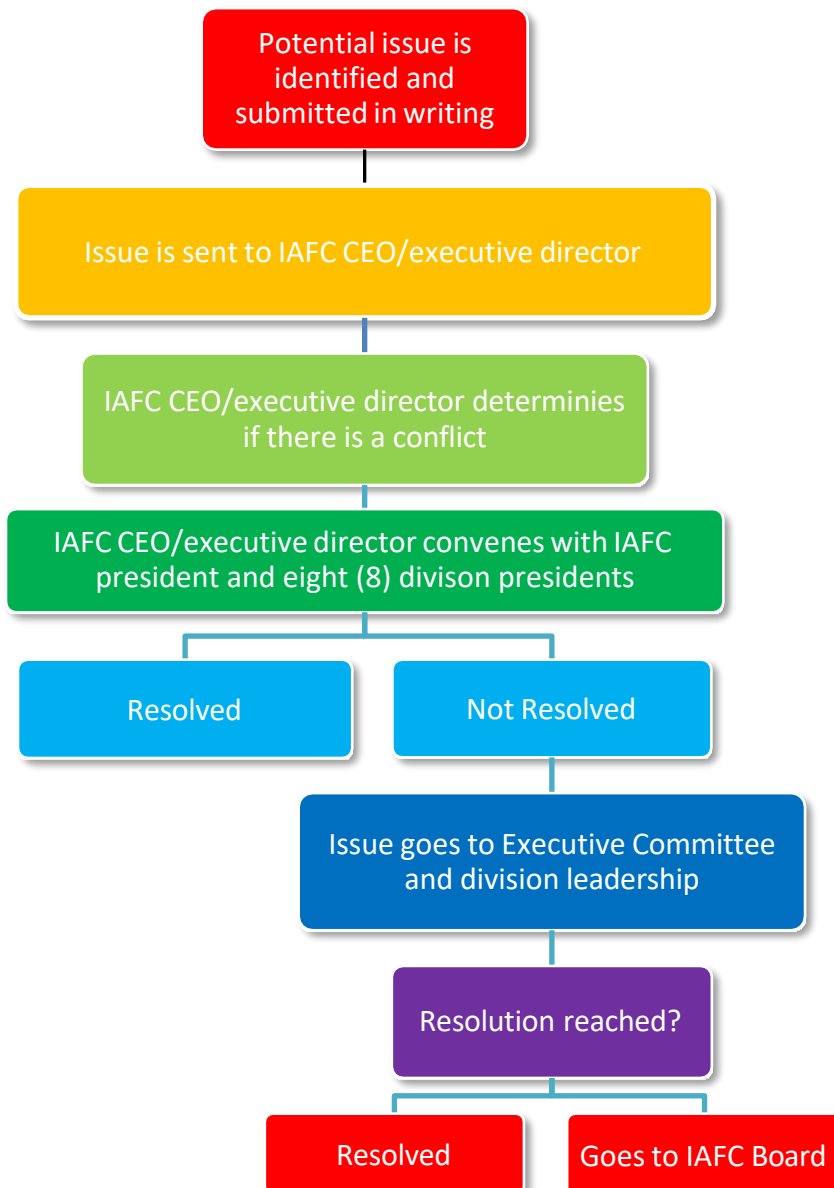
## Purpose

To provide a guide on how conflicts will be resolved between the IAFC and divisions should they arise.

## Statement of Policy

When a conflict arises between the IAFC and a division, the issue will go through the conflict resolution process. Issues may be brought to the IAFC CEO/executive director's attention by either IAFC staff or division board members.

### Resolution Process Flowchart







## Contracts /Agreements

### Purpose

To provide an understanding of the right of divisions to enter into agreements and contracts of their own and the relationship those agreements and contracts have to the IAFC.

### Statement of Policy

Divisions are separately incorporated organizations from the IAFC. They have the right to enter into agreements and contracts of their own.

Division contracts and agreements can also have adverse or unintended impact to the Federation. This policy outlines the process to review division proposed contracts and agreements to ensure they are consistent with IAFC Board policy, promote and protect the IAFC's reputation within the fire and emergency service and comply with all IAFC trademarks (including use of name and logo).

#### Definition

Dispute resolution generally refers to one of several different processes used to resolve disputes between parties, including negotiation, arbitration, collaborative law and litigation.

#### Contractual Obligations

Divisions are solely responsible for the contracts and agreements that they choose to sign.

Divisions shall refrain from entering into a contract or agreement with a for-profit entity that owns conferences and trade shows that compete directly with IAFC-owned and produced conferences as defined in the Conflict of Corporate Interest Policy.

#### Contract/Agreement Review Process for Partnerships in Potential Conflict with the IAFC

- A. Division shall notify the IAFC CEO/executive director and provide a copy of proposed contract/agreement for review. CEO/executive director shall have 10 business days to respond to the division.
- B. If the CEO/executive director determines the proposed contract/agreement may be in conflict with Competition Policy, then the issue is brought to the IAFC Executive Committee. The IAFC Executive Committee will contact division leadership and meet (by teleconference or in person) in an effort to resolve.
- C. If no resolution is reached by the IAFC Executive Committee and division leadership, the matter will be presented to the IAFC Board for a final decision at its next regularly scheduled meeting or by teleconference. The division president will be notified in writing of the IAFC Board of Directors' decision within 14 days of the meeting.



## Definition of Division

### Purpose

To clearly establish the definition of each division and to illustrate their power to organize under their own constitutions and bylaws provided that their constitutions and bylaws are in agreement with the objectives of the IAFC.

### Statement of Policy

#### Alignment of Divisions

The IAFC includes the following divisional associations:

- A. Canadian - All Canadian provinces and territories
- B. Eastern - Delaware, Maryland, New Jersey, New York, Pennsylvania, District of Columbia
- C. Great Lakes - Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin
- D. Missouri Valley - Colorado, Iowa, Kansas, Missouri, Nebraska, North Dakota, South Dakota, Wyoming
- E. New England - Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
- F. Southeastern - Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia, Puerto Rico and the Virgin Islands
- G. Southwestern - Arkansas, Louisiana, New Mexico, Oklahoma, Texas
- H. Western - Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, U.S. Pacific Territories

Individual members not included in any divisions enumerated in A-H, and federal and military fire service members, will be considered international members. An individual member not assigned to a geographic division or not otherwise eligible for federal/military, Canadian Division/CAFC membership and located outside the geographic boundaries of a division may apply for membership in any division, provided that the division to which the member applies elects to accept that member's application.

#### Division Operations

Divisions may organize under their own constitutions and bylaws provided that such

constitution and bylaws shall be consistent in effect with the general objectives of the IAFC as determined by the IAFC Board of Directors. Any such constitution and bylaws, or amendment adopted thereby, shall not be effective unless or until so determined. Such determinations by the IAFC Board of Directors shall be reported to the division in writing. The IAFC Board of Directors shall establish such procedures and sanctions as are required to maintain consistency between the IAFC general objectives and the division constitution and bylaws.

Each division has a representative on the IAFC Board of Directors, and each state, territory and province has a state director serving the respective divisions, promoting the principles and policies of the IAFC and the divisions.

### **Division Liability Insurance**

Since divisions are separate business entities operating under their own constitutions and bylaws, they shall purchase liability insurance for division activities.



## Division Dues Changes

### Purpose

To establish policy and guidelines for the implementation of dues adjustments.

### Statement of Policy

#### Scope of Authority

Effective immediately, this policy will govern the approval of all dues increases proposed by the divisions.

#### Notification and Implementation Procedure for Dues Adjustments

Any dues adjustments approved by divisions must be submitted to the IAFC CEO/executive director, in writing, prior to the next billing cycle. Because of the invoicing cycle, application, distribution, and the administrative cost of re-invoicing for incorrect amounts, the membership department will contact the divisions before printing invoices and brochures and has the authority to exercise their discretion in accepting old payment amounts during a reasonable transition period.

#### Pilot Programs

As part of a pilot membership program approved by the IAFC Board (per Article II, Section 4 of the IAFC Constitution and Bylaws), a division shall notify the IAFC within 30 days after being contacted whether that division will adjust its dues for the period of the pilot program.



## Division International Directors Position

### Purpose

To describe the responsibilities of the division international director.

### Statement of Policy

### Objectives

The role of the division international directors is to act as liaison and represent their respective division to the association and at all IAFC Board of Directors meetings. While directors represent a division, they are expected to make decisions based on what is best, overall, for the IAFC. Division directors are to be selected or elected by their respective division to serve on the IAFC Board.

### Responsibilities

The division directors shall:

- A. Attend all meetings of the board as called by the IAFC president or the IAFC Board as a whole.
- B. Advise the division president that he/she present an annual report of the division at the annual IAFC conference.
- C. Be prepared to give an activity report of the division at each IAFC Board of Directors meeting.
- D. Assist the IAFC president and the IAFC Board in conducting the business and policies of the association.
- E. Provide the IAFC office a list of new division officers as soon as possible after the election of the division.
- G. Elect from the division and section directors one of their members to serve as the director-at-large for the coming year. This vote is usually held at the annual conference.
- H. Submit a proxy from the division president in writing for consideration by the board if he or she cannot attend an IAFC Board of Directors meeting.
- I. Follow Duty of Diligence (care): This is the business judgment rule; the care and skill that one is expected to meet. Board members are not liable if a decision they have made is wrong. They must take the best available information that exists and make an informed decision. It could be that in the end, the decision wasn't the best — but it was the best choice at the time the decision was made.
- J. Follow Duty of Loyalty (act in good faith): Undivided allegiance to the IAFC is expected; no personal gain. When participating in a board meeting/telecon, board members are deciding what is best for the IAFC.
- K. Follow Duty of Obedience: Comply with law and governing documents; including ethics.



## Division Officers

### Purpose

To describe the different responsibilities of each division officer.

### Statement of Policy

Refer to the adopted constitution and bylaws established by the division board of directors.



## Division Relations with the IAFC

### Purpose

To describe the relationship between the IAFC and the divisions.

### Statement of Policy

The relationship between the IAFC and the eight (8) division members which form part of the IAFC, and whose representatives comprise eight (8) of the 18 members of the IAFC Board of Directors (“board”), entails one of an integrated Federation. The core relationship is defined at Section 2, Article II, of the IAFC Constitution and Bylaws.

Notwithstanding that the divisions are corporate entities in their own rights, with their own governing documents (articles of incorporation, bylaws, etc.), and directors and officers. Both the governing documents and the activities of the divisions must be consistent with the programs and policies of the IAFC.

Moreover, the IAFC policies are adopted by or under the supervision of the IAFC Board. Accordingly, the policy must be deemed to reflect the consensus view that the IAFC has the primary status in the relationship with the divisions.

In light of the foregoing, the IAFC Board can exercise oversight over the activities of the divisions. For the purposes of this policy, “oversight” is defined as attention to the common outcomes desired and whether those outcomes are being achieved. The IAFC Board can also cause informed discussion to occur when progress or conditions are not satisfactory.

The purpose of oversight is to assure consistency with the policies and programs of the IAFC. Taking into account the organic nature of both the IAFC and the divisions, that oversight may be exercised either through affirmative direction (e.g., sponsoring division promotion of an IAFC program such as “Change Your Clock, Change Your Battery”) or by means of a negative injunction against pursuit of a particular program or activity deemed by the IAFC Board to be inconsistent with the IAFC policies and programs. The latter is a necessarily inherent power considering that the IAFC Board could not possibly proscribe all programs or activities deemed to be inconsistent in a single document or set of documents. In the event of an anticipated or current conflict, the IAFC Conflict Resolution Process will be invoked. Entities which do not wish to federate with the IAFC for the common good, consistent with the IAFC policies and programs, are free to conduct their operations independent of, without the support of, and with no claim of affiliation with the IAFC and would no longer be considered a division of the IAFC.

The divisions are on the scene regionally and locally, supporting the IAFC initiatives and programs within their divisions and providing their own offerings that meet division-specific needs. Truly, the IAFC is only as strong as its component groups.

- A. The IAFC works hard to assist the divisions in becoming as effective as possible. The IAFC has headquarters staff responsible for promoting membership, delivering member services and assisting divisions. IAFC staff members are available for consultation and are happy to help make all leaders and divisions as effective as possible.
- B. Communication is a two-way street. In order for the IAFC to respond to the needs of the divisions, the divisions must make the IAFC aware of their needs.





## Division Secretary/Executive Director Position

### Purpose

To describe the responsibilities of the division secretary/executive director.

### Statement of Policy

The responsibilities of the division secretary/executive director, as defined by the incumbents in these positions, are outlined below:

#### Role of the division secretary/executive director

1. Continuity of division leadership (elected leadership changes frequently)
2. Communication to division leadership and membership (provide information to state chiefs associations)
  - Publication (newsletter)
  - Website
  - Correspondence/updates
3. Finances - taxes, income/expenses, audit
4. Liaison between the IAFC and division on general operations
5. Keep historical records of the division
6. Custodian of division assets (maintain an office; maintain equipment)
7. Mediator between headquarters and membership (especially Membership Department, FRI, Elections)
8. Membership issues in general
  - Retention - tracking, arrears, list maintenance
  - Recruitment - disseminate applications and work with state vice presidents/provincials/directors
  - Liaison/resource for division/state origination information
9. Facilitates seminars/education at the division level
  - Manage registration
  - Process contracts
  - Plan audio/visual
  - Work with hotel (meeting site)
  - Coordinate speakers
  - Provide marketing (i.e., conferences)
10. FRI-division breakfast/lunch, hospitality suite, registration, IAFC booth
11. Facilitate legal/contract issues
12. Facilitate all division committee functions
13. Facilitate travel arrangements for division committee functions

14. Coordinate division board meetings
15. Attend an annual division secretary meeting
16. Secure adequate insurance coverage for divisions
17. See division job descriptions for other duties



## Division Treasurer Position

### Purpose

To describe the responsibilities of the division treasurer.

### Statement of Policy

Treasurers are responsible for the record keeping and safety of the division finances. The IAFC collects division and IAFC dues, and returns division dues to treasurers. Accurate records and reports are vital. The IAFC can help answer any questions for division treasurers on recordkeeping and reporting.

### Taxes and Tax Returns

The IAFC and its divisions are non-profit, which excludes them from paying many taxes. Divisions do not have to pay taxes on dues collected, but must pay taxes on unrelated business income. Unrelated business income is defined as monies received that are not exclusively germane to the goals of the group. Sales of t-shirts, bumper stickers and publication advertising are examples of unrelated business income.

To be taxable, income must possess all three of the following characteristics of unrelated business income:

- A. The income must be derived from the conduct of a trade or business--employing labor and capital to produce income.
- B. The trade or business must be carried on regularly--seasonal activities are considered regular if they occur with the same regularity as a profit-making business of the same kind.
- C. The trade or business must not be substantially related to the purpose for which the organization was granted an exemption--educational courses are related to IAFC purpose; therefore, income from them would not be taxable.

Unrelated business is not encouraged: If the IAFC or a division were to engage in too much unrelated business, the IRS may seek to revoke the tax-exempt status of the association; therefore, be careful!

All unrelated business income must be declared on federal Form 990. Taxes must be paid on this money.

Divisions that receive gross revenues exceeding an average of \$25,000 per year over a three-year period must file federal tax Form 990. Form 990 is an information form. The form is not used to report taxable income. Taxes are not paid on dues or meeting revenue.

Division treasurers are urged to check with an accountant to determine federal, state, provincial, territorial and local tax reporting requirements.



## Establishing Committees in Divisions

### Purpose

To provide guidelines to divisions for establishing various committees.

### Statement of Policy

Committees are vital to the IAFC and its divisions. Committees are the workhorses of the divisions. Divisions help determine the content of educational programs, help develop public relations materials and encourage member involvement in all activities. Without committees, boards of directors could not function effectively. The committees prepare recommendations for the board to approve, and plan and implement programs.

#### Division Committee Policy

Division constitutions and bylaws dictate standing committees; e.g., nominations and elections, constitution and bylaws and resolutions and membership. The division president is free to appoint other committees as necessary.

#### Use of Committee Manual

Divisions are encouraged to utilize the IAFC Committee Manual format in operating their committees.

#### Committees Need Objectives and Members

Committees need objectives and members. Objectives are the final destination for the committees: What they are expected to accomplish during the year? Objectives are related to the division long-range plan and help the division reach its goals.

- A. To be the leader in exchanging ideas and knowledge in areas affecting the safety of lives and property from fire
- B. To encourage the delivery of prehospital emergency medical services by the fire service to relieve human trauma
- C. To ensure appropriate governmental regulations are in place to encourage the profession

## **Purpose and Goals**

Like the IAFC, each division has a purpose and goals outlined in its constitution and bylaws. Through the long-range planning process, the goals may need to be changed. Committee objectives will reflect the new goals and will help the division meet those goals. The members allow the objectives of the committees to be accomplished.



## Fees for Professional Services to Divisions

### Purpose

To provide consistent treatment, professional and cost efficient services to divisions for conference, workshop or special project management services.

### Statement of Policy

The IAFC has sole approval authority for conferences, workshops or special projects whenever a division's activity may financially and/or legally bind the IAFC for debts incurred and/or contractual obligations.

The IAFC can offer a number of services at various costs to divisions.

- A. Division Stationery and Business Cards: IAFC logo letterhead, business cards, envelopes, pocket badges.
- B. Conference Planning: Assistance to divisions on arranging meetings, including conference promotion, site selection, faculty and evaluation.
- C. Newsletter Preparation: Complete production of division newsletters, including editing stories, typesetting, printing and mailing.
- D. Staff Attendance at Division Meetings: At the request of a division, IAFC subject matter staff is available to attend division board/leadership meetings to discuss current IAFC activities; travel and lodging costs to be paid for by division.

Except for those costs listed above, the IAFC will not charge the division/section for any administrative, management, finance or G&A expenses unless otherwise agreed.



## FRI Division Policies

### Purpose

To provide an understanding of IAFC division involvement and responsibilities at FRI.

### Statement of Policy

Division secretaries provide assistance with customer service needs including assisting with onsite registration and time in the IAFC booth during FRI. In exchange, each division will receive the following compensation:

#### Division Secretary

- Complimentary suites for six (6) nights at the division headquarters hotel
- Complimentary full conference registration for self and partner
- Transportation expenses on own

#### Division President

- Complimentary housing for four (4) nights at the division headquarters hotel
- Registration fees and transportation expenses on own

#### Division Secretaries Meeting

- During FRI, division secretaries convene to discuss issues of interest to all divisions. In addition to IAFC staff, conference housing and registration staff are requested to attend to address any issues that need to be resolved
- Additional agenda items, such as the work schedule for FRI registration and dates of the next leadership orientation/division secretaries meeting are discussed

#### Division Luncheons

- Each division hosts a luncheon for its division members at FRI
- The expenses for the luncheons are included in each division's budget
- IAFC staff works with the secretaries to ensure a quality meal at a price point that is appropriate for all budgets





## Intellectual Property and Logo Usage

### Purpose

To describe terms and conditions related to use of the IAFC name, identity and logo.

### Statement of Policy

The official name, acronym, and logo (hereinafter “Mark”) of the International Association of Fire Chiefs, Inc. (IAFC) are owned by the IAFC and shall be reserved for the exclusive use of the association, and may only be used by others as authorized in accordance with the terms and conditions described herein.

Use of the IAFC logo requires prior approval of the IAFC CEO/executive director (or designated representative) for all persons, businesses, IAFC affiliates and other entities seeking to use it. Applicants must read and must submit an IAFC logo usage application, accompanied by samples of products, publications, etc., that will bear the IAFC logo.

Upon the approval of the IAFC CEO/executive director, the IAFC will make its logo available in a format appropriate for either print or electronic media. Licensees must follow the logo guidelines as spelled out in IAFC logo style guide and the Statement of Relationship as set forth in the Attachment. The logo may not be revised or altered in any way, and must be displayed in the same form as produced by the IAFC, except that the logo may be enlarged or reduced in size proportionally.

The logo may not be used in any manner that, in the sole discretion of the IAFC, discredits the IAFC or tarnishes its reputation and goodwill; is false or misleading; violates the rights of others; violates any law, regulation or other public policy; or mischaracterizes the relationship between the IAFC and the user. This includes, but is not limited to, any use of the logo that might be reasonably construed as an endorsement, approval, sponsorship, or certification by the IAFC of the user, the user’s business or organization, or the user’s products or services, or that might be reasonably construed as support or encouragement to purchase or utilize the user’s products or services, unless such use is explicitly permitted in a separate contractual document approved by the IAFC CEO/executive director.

Use of the logo shall create no rights for users in or to the logo or their use beyond the terms and conditions of this limited and revocable license. The logo shall remain at all times the sole and exclusive intellectual property of the IAFC. The IAFC shall maintain the right, from time to time, to request samples of use of the logo from which it may determine compliance with these terms and conditions.

Divisions and section logos that incorporate the IAFC name and logo within their design shall comply with the terms and conditions stated herein, including all graphic elements and style usage.

Without further notice, the IAFC reserves the right to immediately prohibit use of the logo if it determines, in its sole discretion, that a user's logo usage, whether willful or negligent, is not in strict accordance with the terms and conditions of this license, otherwise could discredit the IAFC or tarnish its reputation and goodwill, or that the original intended and permitted use(s) for the logo has expired. In addition to the express rights to immediately prohibit the use of the logo as provided for herein, the IAFC may at any time revoke the license granted herein, without cause, by providing to the [requesting organization] thirty (30) days' advance written notice.

#### Statement of Relationship to Accompany Logo Usage

##### Corporate Partner, Association, Event

When the IAFC is involved in a corporate (or another association or event) relationship, a statement defining the relationship between the IAFC and the external entity and/or product must be published in accompanying materials (print and electronic). Examples include:

##### ***Corporate Supporters***

- (Name of Company) is proud to support the IAFC (company also may use the phrase "IAFC Supporter" to accompany logo)

##### ***Cause-Related Initiatives***

- The IAFC is proud to join with (Name of Company) to support the (Name of Program/Initiative)

##### ***Affinity Programs***

- As part of your IAFC membership, you are eligible to receive (Name of Promotion/Discount)
- This offer is given in association with the IAFC

##### ***Sponsorships of IAFC Conferences/Events***

- (Name of IAFC Event) is sponsored by (Name of Company)
- (Name of Company) is a proud sponsor of (Name of IAFC event)

### ***Co-Branded Conferences/Events***

- Presented in partnership with the IAFC.

### ***Sponsorship of the IAFC-authored document***

- The IAFC wishes to thank (Name of Company) for its financial support for publication of this document. The IAFC is solely responsible for selection of the author and the views and opinions expressed herein.

### ***Sponsorship of a document the IAFC distributes, but is NOT the author.***

- This document was funded in its entirety by (Name of Company). The views and opinions expressed herein are those of the author(s) solely and do not necessarily represent an official position of the IAFC.

### **IAFC Member**

An IAFC member who is in good standing with the IAFC may, consistent with this policy, use the IAFC name and logo, provided such use is in conjunction with the phrase “member of.” In no instance, may an individual member use the phrase “member of” to associate its company or business as an IAFC member.



## Lobbying Issues

### Purpose

To provide guidelines to the divisions regarding government relations issues.

### Statement of Policy

#### Lobbying

The IAFC and its divisions are classified under Internal Revenue Code 501(c)(3). This status is open to organizations that are exclusively educational, charitable, religious and/or scientific. Section 501(c)(3) organizations can accept charitable contributions, can more easily qualify for lower postal rates, and generally do not have to pay state or local taxes. The IAFC and its divisions may not participate, directly or indirectly, in any federal, state or local political campaigns. The IAFC and its divisions may not maintain a political action committee.

#### Legislation

The fire service today must deal with different mandates from both the federal and state governments.

- A. Through policies by the U.S. Department of Homeland Security and other agencies, federal mandates are playing an increasing role in the operations of local fire departments. IAFC headquarters employs government relations and policy staff in Fairfax, Virginia, to serve as the IAFC interface with the U.S. government to achieve the goals of the IAFC and its divisions and sections. All federal legislative efforts should be coordinated through the IAFC Government Relations and Policy Department. This department can help division and section leadership meet with the appropriate executive branch agencies and legislative committees. In addition, the IAFC Government Relations and Policy Department can supply advice in navigating the changing and more rigorous federal ethics laws and regulations.
- B. Because they operate within the corporate structure of the IAFC, sections are required to keep track of their lobbying expenses under the 62702 expense code and report these expenses quarterly to the IAFC Government Relations and Policy Department. The department will include these expenses, when it files its quarterly lobbying reports to the U.S. Senate and House of Representatives.

- C. State legislatures also are becoming more engaged in passing legislation that affects the fire service. Many state fire chiefs' organizations are involved with their states' legislative activities, and have hired lobbyists to represent them in their state legislatures. The division's elected leadership, and especially the state vice presidents, is encouraged to develop strong working relationships with the state fire chiefs' organizations in their states to provide assistance and support for common legislative goals.

### **Giving Testimony**

Members, especially board of directors and committee chairpersons, are frequently asked to testify on behalf of the organization. The IAFC maintains an active role in preparing positions on federal legislation through its staff. If an individual is asked to testify, he or she should prepare by consulting with IAFC staff members and be prepared to provide individual expertise in giving that testimony. In addition, the division and section elected leadership and state vice presidents are requested to inform the IAFC Government Relations and Policy Department whenever they testify or take a public position on a state or local issue, and use the name of the IAFC or the division. This is to ensure that all of the IAFC, and the divisions and the sections public policy positions are consistent across the country.



## Obtaining Legal Counsel from IAFC

### Purpose

To instruct the divisions to contact the IAFC with any legal questions they may have.

### Statement of Policy

The IAFC has access to an association attorney. Divisions or sections with legal questions about contracts, legality of a project the organization wishes to undertake, etc., are welcome to contact the IAFC. Appropriate costs will have to be discussed on a case-by-case basis.



## Position/Policy Review and Approval Process

### Purpose

To establish a process for a member, division, section or committee to submit a draft position/policy statement for consideration by the IAFC Board of Directors.

The board may receive a draft position/policy statement from:

- An individual IAFC member, a local/regional or state chiefs' association. **(THIS MUST BE SENT THROUGH THE IAFC DIVISION TO GAIN ENDORSEMENT BEFORE SUBMITTAL TO THE BOARD OF DIRECTORS.)**
- IAFC section, division or committee,
- As a resolution by the membership,
- A member of the board of directors, or
- As a resolution by an allied organization with a request to the IAFC Board of Directors for a position to be taken.

### Statement of Policy

**Issue Validation:** All position/policy drafts must be validated as having application and purpose to the IAFC as an organization. A draft statement must meet at least one of the listed criteria for any further consideration in the process. Does the position/policy statement involve:

- A constitution and/or bylaws change/addition.
- A potential influence, or direct/indirect mandate to an authority having jurisdiction's home rule ability to determine levels of service or costs of service.
- Modification or creation of a standard, certification or licensure which may have cost or service level implications to local service delivery agencies.
- The establishment of an organizational partnership between the IAFC and another organization or support or endorsement of another organization's initiative.
- A professional standard or guideline, which has implications for IAFC members.
- A formal position regarding a matter of congressional or statutory interest.
- Any actions which may have a substantial impact on the IAFC, its organization, or its members.
- Positions/Policies submitted for consideration fall into one of the following categories.

**Constitutional/Bylaws:** An amendment, addition or deletion of the association's governing documents; usually requires a membership vote (these would be policy issues, not statements of position).

**Position Statement:** The officially adopted position of the IAFC regarding a matter of significant importance and influence to the members of the association.

**Policy Statement:** A policy adopted by the IAFC Board of Directors as a matter of internal guidance to the membership, divisions, committees, sections and chief officer associations.

**Specialty Position Statement:** A position proposed by a committee or section and defined and accepted by the Executive Committee and staff as narrow in scope, specialized and technical in nature, and consistent with existing IAFC policies, positions, goals and objectives.

Generally, IAFC position and policy statements require the Executive Committee's review and adoption by the IAFC Board of Directors. Exceptions may be made for specialty position statements upon recommendation by IAFC staff and with the concurrence of the Executive Committee.

**Position Background and Point Paper:** Any proposed position/policy statements should be briefly introduced by a point paper that provides explanation and specifics regarding the matter. The introductory point paper is the beginning step in the process. As the matter proceeds through the process (especially to the IAFC Board of Directors), additional support and explanatory information may be requested or required.

An introductory point paper should be no more than two (2) pages (typed) in length and contain the following sequential information.

- Problem statement overview.
- Desired outcome statement for considered adoption.
- Background and history.
- Technical references.
- Organizational endorsements or summary of organization positions, amendments, and/or differences of position.
- Submitters name, organization, address, phone, etc.
- Signature of submitting representative and date.



**Individual Member Submission Endorsements and Steps:** Draft position/policy statements must be submitted by an individual IAFC member to **HIS OR HER DIVISION TO GAIN ENDORSEMENT.** If the division approves an endorsement, it may contact any or all of the following seeking support:

- Other IAFC divisions, sections, committees or appropriate working task groups
- Local professional groups
- Regional professional groups
- State chiefs and other state associations

Endorsements should be referenced on the point paper. The point paper should also include any endorsing agency amendments and/or differences of position.

**Submission to the IAFC Board of Directors:** Once a proposed position/policy statement has reached the board of directors, the board will determine if the submittal is:

**A Constitution and Bylaws Issue:** Such issues may require a change to constitution and/or bylaws. If the board feels the policy warrants consideration, they will refer the matter to the constitution and bylaws committee for review and recommend action.

- Agree the policy matter should go to a vote of the membership and take the required action to do so.
- The board might also consider denying furtherance, with explanation, of the matter and return the proposal to the submitter(s).
- The board might also select to refer the matter to the committee or task force for further study and recommendations back to the board of directors.

**A Position:** The IAFC Board of Directors deals with non-constitutional and bylaws matters through several different methods. The method selected depends upon time constraints and the matter's significance. The board may choose to support or not support a position on the proposal. The board of directors may choose to solicit positions from IAFC divisions before a final board position is taken or an official IAFC policy is established.

When the IAFC Board of Directors is asked to form a position on a topic that affects a committee or section, the board will solicit feedback on the issue from that committee or section before issuing its official position.

**One that Requires a Board Action:** The board can take action to establish a process, task force, committee and/or take administrative action. These actions are subject to the outcome distribution.

The board of directors may solicit official opinions of IAFC divisions. The board then considers comments and divisional positions and establishes a position statement for formal vote by the board of directors.

**Outcome Distribution:**

Upon issuing an official position/policy statement, distribution includes:

- IAFC headquarters catalogs statement, as position, policy, constitutional amendment or procedure amending organizational documents as needed and archiving relevant support and research material.
- Final statements are formatted and distributed to: IAFC divisions; Applicable IAFC sections/committees; state chiefs agencies (positions only); Original submitter of draft proposal; General membership via website or e-mail.

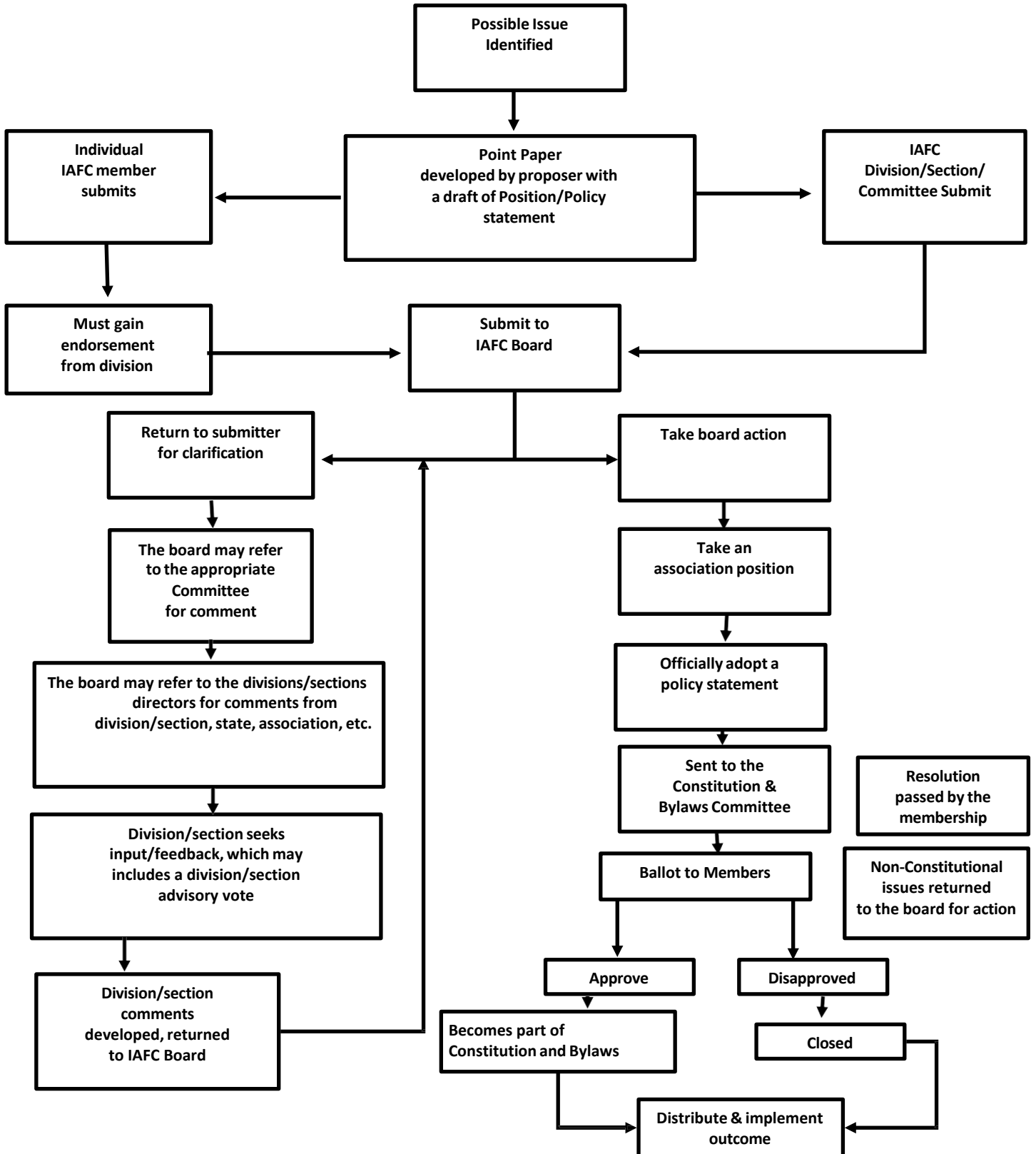
**Committee and Section Positions:** Committee and section members are at times asked by the media to comment or take a position on an issue. Unless deemed a specialty position by IAFC staff and the IAFC Executive Committee, committees and sections shall comply with all applicable aforementioned provisions of this policy. Section positions may then be released and discussed after approval by the IAFC Board of Directors in accordance with this policy. Any other public statements made by committee or section members shall be declared as personal/professional opinions and not positions issued on behalf of the IAFC or its section.

A specialty position statement may be made and released by a section or committee, after review and approval by IAFC staff in consultation with the Executive Committee of the board of directors. Proposed specialty position statements also require a position background and point paper that includes justification for why it should be defined as such and the need for an expedited review and approval process. That review and approval are to include the determination that the statement meets the definition of a "specialty position statement." The review should also include an evaluation of whether or not other sections or committees must be consulted.

**Timelines:** The board of directors will make every effort to expedite the approval of proposed position statements. Position statement approvals will most likely occur via the board's monthly teleconferences; however, for some issues, an in-person discussion at one of the four yearly board meetings may be more appropriate.

For discussion on issues that require immediate turnaround (same day or next day), a special board teleconference will be scheduled.

# Policy Review & Approval Process





## **Review and Approval of Division and Section Constitution and Bylaws Changes**

### **Purpose**

The IAFC Constitution and Bylaws requires that the IAFC Board of Directors review and approve any proposed changes to IAFC division and section constitution and bylaws documents before such proposed changes can be effective. This policy outlines the process by which divisions and sections of the IAFC will submit proposed changes to their constitutions and bylaws for approval by the IAFC Board of Directors. This process will insure that all division and section constitution and bylaws are consistent in effect with the general objectives of the IAFC.

### **Statement of Policy**

#### **Submitting Proposed Changes to a Division Constitution and Bylaws**

The Constitution, Bylaws and Resolutions (CBR) Committee feels that it can be of greater assistance to divisions (and to the IAFC generally) when it can review proposed constitution and bylaws changes prior to adoption by division membership, thus providing an opportunity for revisions prior to adoption. The CBR Committee will continue to review division constitution and bylaws amendments after division and membership adoption, as long as divisions understand that such amendments are not effective until approved by the IAFC, and that such amendments may require further revision and approval by division and section membership. All changes must be submitted prior to either February 1 (before the March meeting) or July 1 (before the FRI meeting) to the IAFC Board of Directors.

Prior to the date of full effect for division constitution and bylaws changes, IAFC divisions must submit the proposed changes to the chair of the IAFC Constitution, Bylaws and Resolutions Committee and to the IAFC CEO/executive director for the review. Most divisions submit proposed changes in an easy-to-track format. We're pursuing development of a simple technical standard that would help divisions present constitution and bylaws changes to both division members and the CBR Committee (and, ultimately the board of directors) in a common easy-to-track format. In no case shall any change take effect prior to the approval of the IAFC Board of Directors.

If a division can offer reasonable evidence that its inability to impose the requirements of its unapproved change will cause some imminent harm to the division, an urgent teleconference can be held to discuss the hindrances.

The IAFC Constitution, Bylaws and Resolutions Committee will review the proposed changes at the next regularly scheduled meeting of the full committee or at the request of the proponent via a conference call meeting. After reviewing the proposed changes for consistency with the general objectives of the IAFC Constitution and Bylaws, the committee will recommend action to the IAFC Board of Directors. The chair will submit a document to be reviewed and voted on by the IAFC Board of Directors during the board's next regularly scheduled meeting or conference call.

The division president will be notified in writing of the IAFC Board of Directors' decision within 14 days of the meeting.

### **Submitting Proposed Changes to a Section Constitution and Bylaws**

Section bylaws may be amended upon approval of the IAFC Constitution, Resolutions and Bylaws Committee (CBR Committee), the IAFC Board of Directors, and Section members. Proposed amendments to Section bylaws shall be submitted by Section leaders to the IAFC CEO/executive director and the CBR Committee Chair by February 1 (in time for the March CBR Committee meeting) or by July 1 (in time for the meeting at FRI) for review. The CBR Committee will review the proposed changes at the next regularly scheduled meeting of the full committee. After reviewing the proposed changes for consistency with the general provisions of the IAFC Constitution and Bylaws, the committee will recommend action by the IAFC Board of Directors. The chair will submit a document to be reviewed and voted on by the IAFC Board of Directors during the board's next regularly scheduled meeting or conference call. The Section chair will be notified in writing by the CBR Committee chair about the board's action and will provide guidance if necessary to the Section on presenting the proposed amendment(s) for Section membership vote. Newly-approved amendments, unless otherwise approved by the CBR Committee and IAFC Board of Directors, shall take effect after FRI.



## Taxes and Tax Returns

### Purpose

To provide an overview to the division on the taxes and tax returns that are associated with both the IAFC and the divisions as nonprofit organizations.

### Statement of Policy

The IAFC and its divisions are nonprofit organizations and must be in compliance with the IRS and follow federal law regarding taxes.

Even though an organization is recognized as tax exempt, it still may be liable for tax on its unrelated business taxable income. Unrelated business taxable income is defined as income from a trade or business, regularly carried on, that is not substantially related to the charitable, educational, or other purpose that is the basis of the organization's exemption. An exempt organization that has \$1,000 or more gross income from an unrelated business must file Form 990-T, Exempt Organization Business Income Tax Return. Taxes must be paid on this money.

Divisions that receive gross revenues exceeding an average of \$25,000 a year must file federal tax Form 990 or Form 990 EZ.

Division treasurers are urged to check with a local accountant to determine federal, state and local tax reporting requirements.

Adopted by the IAFC Board of Directors

Date: May 2009

Revised Date: March 2019

Certified By:

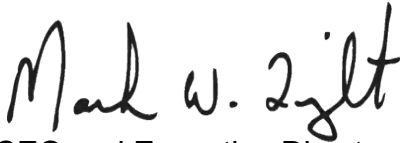
  
CEO and Executive Director



## IAFC Membership in Division Policy

Approved by IAFC Board of Directors

Date: March 2016

Certified By:   
CEO and Executive Director

### Purpose

To formalize past practice and establish that membership in the IAFC requires paying membership dues to a respective Division of the IAFC.

### Statement of Policy

#### Section 1: General

It is the policy of the IAFC Board of Directors that membership in the IAFC requires membership in the geographical region that the member lives in, except as specifically exempted in the IAFC Constitution and Bylaws.

# IAFC Elections Policy Manual



Updated: November 2024

Information for individuals interested in running for an elected officer position on the IAFC Board of Directors



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# Message From the IAFC Elections Committee Chair

Dear Prospective Candidate,

This reference document is intended to supply essential information about the process of running for an elected officer position on the IAFC Board of Directors. It was decided to produce this document after several candidates from past elections reported that they needed more information about the election process than was available to them at election time.

Current and past members of the board were surveyed. Survey questions were designed to provide more concrete information on the candidate, experience, and subsequent active service as an elected IAFC officer. More importantly, the survey questions were intended to show that being elected as an IAFC board member is accessible to every IAFC member.

Information collected from this survey includes financing and organizing a campaign. It also includes the estimated time commitment involved in being an active board member. Present and past board members reveal in the document why being a board member is a fulfilling experience.

We hope that this document clarifies the process of running and serving on the IAFC Board of Directors. Please let me know if you need any further information.

Sincerely,

*Joseph Fahd, Jr.*

Fire Chief Joseph Fahd, Jr.  
Chair, Elections Committee

# Are You Ready to be an IAFC Officer?

## Officer Positions and Eligibility

The following excerpts were taken directly from Article III, Section 1, and Section 2, of the IAFC Constitution and Bylaws (CBL).

### *Article III. Officers and Directors*

#### Section 1. Elected Officers

*The elected officers of the Association shall consist of a president, first vice president, second vice president and treasurer, all of whom shall be elected by the members. The treasurer shall be elected for a term of three (3) years and cannot serve more than two (2) consecutive elected terms. All other officers shall each have a term of office for one (1) year or until the next annual conference when their successors take office.*

#### Section 2. Elected Officer Eligibility

*Any member of the Association seeking election to any of the elective offices specified in Article III, Section 1 of the Constitution and Bylaws shall:*

- A. Be the chief of a fire department and a Regular member of the Association in good standing at the time of filing and upon installation.*
- B. If a member vacates his/her position through retirement or otherwise as chief of department while holding an elected office, the member may continue to hold said office until completion of the term. If at any time such officer accepts a position that, in the opinion of the IAFC Board of Directors, conflicts with the interests and values of the IAFC, the Board of Directors may, with a minimum of 75% of the Board voting in the affirmative, suspend that person from office.*
- C. Prior to application for an IAFC employee position or other compensated position, or a staff vacancy or other compensated position at any subsidiary IAFC organization or entity, an officer shall resign that officer position, and may not be elected or appointed as an officer for a period of two (2) years from the date of that resignation.*
- D. No IAFC (or subsidiary) employee or other compensated person may file or otherwise seek election to an officer position unless such IAFC (or subsidiary) employee or other compensated person shall have resigned as a member of IAFC's (or subsidiary's) staff or other compensated position not less than two (2) years prior to filing or appointment, and will not be eligible for re-employment with IAFC (or subsidiary) for a period of two (2) years from the date of resignation (if not subsequently elected or appointed as an officer) or the date of conclusion of his/her term as an officer.*
- E. Questions of eligibility shall be resolved by the Elections Committee (Bylaws Section II, Subsection 1).*

The following definitions were developed by an IAFC Board of Directors-appointed task force and approved by the Board of Directors:

#### Definition – Fire Department

A fire and emergency service organization is an agency or organization commonly referred to as fire department, fire district, fire rescue department, fire and EMS, fire brigade or any combination thereof, having a formally recognized arrangement with a state, territory, province, military, tribal, private, or contractual authority (borough,

city, county, parish, township, town, industrial facility, private sector or other governing body) (collectively, "Authority"), and either is recognized by the Authority as a fire department and/or, for United States departments, has an FDID number and is in the U. S. Fire Administration registry of fire departments, to provide fire suppression services (required), in addition to other services such as rescue, emergency medical services, hazardous materials mitigation, special operations, and other services, or any combination thereof, to a population within a geographically fixed primary response area.

#### Definition – Fire Chief

A Fire Chief is defined as the highest regulatory/statutory authority of a fire department whether it is public or private. He/she serves as the Chief Executive Officer (CEO) of the organization and is responsible for coordination of daily operations and long-term leadership. He/she may be assisted by other Chief Officers; however, ultimately, final responsibility and accountability stops at the Fire Chief as the highest operational and administrative level. The Fire Chief works with jurisdiction leadership, be that mayoral, city administrator, elected board/commission, tribal leaders, private organizational leadership (i.e., Industrial facilities), etc. and applies the direction or policies set by that body.

#### Commencement of Fire Chief Position

Officer eligibility is determined by “start date,” which is defined as the date when a person is officially sworn in and/or installed as the Fire Chief by the relevant fire department or Authority. For compensated Fire Chief positions, the “start date” shall be the date when the person joins the department or Authority payroll.

An Interim or Acting Fire Chief does not meet the definition of Fire Chief for the purpose of Officer Eligibility, as required in Article 3, Section 2, Subsection A of the IAFC Constitution and Bylaws.

Current and past elected officers recommend that candidates possess a true passion for the IAFC and for representing the fire service. Although it is not a prerequisite, past elected officers recommend that candidates be involved in the organization for at least five years before they consider running. This is beneficial because it ensures candidates are updated on current issues within the fire service and are informed on IAFC involvement in these issues.

#### Qualifications for Treasurer

This position must be filled by a person that is an active fire chief of an officially recognized and organized fire department and a regular IAFC member in good standing. The person must have a strong background in accounting, budgeting, finance, investments, audits, and non-profit management. At a minimum must have a Bachelors’ Degree in management, finance or equivalent. A Master’s Degree is preferred. The preferred individual has Executive Fire Officer and Chief Fire Officer Designation. Experience in handling at least a five (5)-million-dollar budget is required. The person must be able to travel throughout the year with a minimum of five (5) times, often for three (3) or more days, sometimes with short notice. Must have excellent presentation skills and be able to make complex financial reports understood by those that may not understand not-for-profit financial reports.

#### Estimated Time Commitments

##### Campaigning

Current and past IAFC board members spend between one and two years campaigning for their positions. The actual time spent making campaign materials or organizing campaign-related events was reported to be between 100 and 200 hours. This also includes hours from other people, whether volunteers or paid workers, who assisted with the campaign.

The time candidates took off from their jobs for campaigning varies. Some IAFC board members report having spent as little as 10 hours away from their job while campaigning. Others report between 20 and 40 days off during a year-long campaign.

##### Serving as an Officer

Candidates seeking the office of Second Vice President should be aware that their commitment as an officer will last four consecutive years. During those four years, their positions will progress in the following order: Second Vice President, First Vice President, President, and finally, Immediate Past President.

Current and past elected officers spent varying amounts of time away from their job traveling on behalf of the IAFC. Time away depends often on the position (President, First Vice President, Second Vice President, or Treasurer).

By far, the most demanding position on the IAFC board is that of President. The President requires the most travel and time away from his/her job. Past Presidents have taken from 20 to more than 160 trips during their term. Time away depends on current issues addressed by the IAFC as well as the President's own vision of the organization. According to current and past Presidents of IAFC, Presidents should expect to spend at least one-third of their time away from their job.

This includes, but is not limited to the list below:

- a) IAFC Executive Committee members attend numerous meetings throughout the year, including, but not limited to:
  - Three (3) IAFC board meetings: March (IAFC headquarters)/, Fire-Rescue International (July/August), and December (IAFC headquarters)
  - One (1) Congressional Fire Services Institute Dinner (April)
- b) Division Conferences: The President goes to at least two (2) Division and/or Section conferences per year (including their own Division)
- c) Fire-Rescue International (FRI): Executive Committee members are expected to attend Fire-Rescue International (FRI)
- d) Teleconferences: Executive Committee members of the IAFC are involved in about 48 teleconferences each year
- e) In addition to the above, the IAFC President and First Vice President may be asked to represent the IAFC before various fire service organizations in the U.S. and internationally; meet with Congress and federal agencies; speak at regional and state chiefs' conferences; and participate in media events.

Duties as an IAFC Officer

The following is an excerpt from the IAFC Constitution and Bylaws.

*Article IV, Section 1. Duties of Elected Officers*

*Duties of the elective officers are as follows:*

*The President shall:*

- a) *Be the official representative and spokesperson for the Association.*
- b) *Serve as the chair of the executive committee.*
- c) *Preside at meetings of the Association and at meetings of the board of directors.*
- d) *Ensure that all committees, work groups or task forces operate according to the constitution and bylaws and Association policies.*
- e) *Call a special meeting of the board of directors when so requested by a majority of the board of directors or whenever the president determines necessary. At least five (5) days notification shall be given for the special meeting with the reason for the special meeting stated, except when the president determines that an unusual emergency exists.*
- f) *Name additional committees, work groups, or task forces and appoint their chairs for the term of office to accomplish the goals and objectives of the Association. See Bylaws Section II (4).*

*The First Vice President shall:*

- a) In the absence or inability of the president to perform all the duties of the office, be directed to assume the duties of the president.*
- b) Assist the president in conducting the business and policies of the Association.*
- c) Perform such other duties as are prescribed by the board of directors.*

*The Second Vice President shall:*

- a) Assist the president and the first vice president in conducting the business and policies of the Association.*
- b) In the absence or inability of the president and first vice president, be directed to assume all the duties and responsibilities of the president.*
- c) Perform such other duties as are prescribed by the board of directors.*

*In addition to all other duties required by the president, the first and second vice presidents shall perform such other duties as may be required of them by majority vote of the Association in conference assembled or by policy direction of the board of directors.*

The following is an excerpt from the IAFC Policy Manual.

*Under the Treasurer's oversight; the IAFC CEO/Executive Director shall:*

- a) Oversee the use of all assets of the Association with the advice and approval of the IAFC Board of Directors. Determine that all monies of the Association are deposited in proper accounts and, where applicable, draw the highest rate of return consistent with the greatest safety for the Association funds.*
- b) Determine that all funds collected and disbursed by the Association are collected, recorded, and disbursed according to generally accepted accounting principles (GAAP) and in accordance with the bylaws of the Association and policies adopted by the board of directors.*
- c) At a minimum, report to the annual conference on the financial condition of the Association, including a summary of all revenues, disbursements, and net assets.*

*Direct Duties of the Treasurer:*

- a) Consult with the CEO/Executive Director, and/or his/her designee during budget preparation prior to consideration by the IAFC Finance Committee.*
- b) Present the annual budget, along with a recommendation to the IAFC Finance Committee and IAFC Board of Directors.*
- c) Ensure that an annual audit is performed and review the results with staff and auditors to ensure a solid understanding of strengths and deficiencies.*
- d) Address financial policy violations with members and make recommendations to the IAFC Finance Committee for repeat offenders.*
- e) Set annual financial guidelines and works directly with IAFC section treasurers to ensure that all sections submit annual spending plans and that revenue and expenditures meet IAFC policy and practice.*
- f) Serve as the point of contact for the CEO/Executive Director for high-level strategic financial issues as they arise and provides recommendations on how to best address the issue.*
- g) Complete other duties as assigned by the President, including the CEO annual appraisal, CEO contract management, FRI Site Selection Task Force, etc.*

### Estimated Campaigning Costs

Current and past board members report spending from \$2,000 to \$25,000 on their campaigns. This cost spectrum depends upon the campaign methods used by the candidate. If a candidate emphasizes attendance at IAFC or other related conferences, most of the campaign expenses may be consumed by travel expenses (including transportation, hotels, meals, etc.). On the other hand, emphasis could be placed on other campaign opportunities including direct mail, e-mail, *iCHIEFS* magazine advertisements, and giveaways. Other campaign costs include the purchase of IAFC member mailing lists, postage, printing, and possibly the use of a mailing service.

Past candidates also have sought endorsements from their own IAFC division as well as divisions outside of their own and IAFC sections. Endorsements also can come from fire organizations outside of the IAFC.

### Obtaining Campaign Funds

Current and past IAFC board members utilized several methods to finance their campaigns. These methods include fundraising, corporate sponsorship, personal out-of-pocket contributions, and donations. Donations come from private donors (friends, family, co-workers, citizens, etc.) and professional associations (companies, organizations, other professional associations, etc.).

### Costs While Serving as an Officer

Once elected, all documented expenses incurred by IAFC board members related to IAFC business are reimbursed in full to IAFC board members by the IAFC.

## What is Fulfilling About Being an IAFC Officer?

Current and past IAFC board members comment on how satisfying it feels to be part of an influential organization such as the IAFC. IAFC Past President, Chief Smokey Dyer, feels that his participation was “the highlight of his professional career.” IAFC board members value their ability to influence national policy and the direction of the fire/EMS service. Although the term of office requires extreme dedication and hard work, board members refer to it as very fulfilling.

Being an officer means building new friendships and relationships with peers across the world. It also means enhancing the IAFC as an organization and the fire service as a whole.



# Getting Started

## Personal Candidate Declaration

Candidates must submit all required documentation to the IAFC Elections Committee by 5 PM ET February 1 of the election year in which they are running and agree in writing to the IAFC's dispute resolution policy as outlined below.

However, in order to campaign at IAFC events (FRI, Section/Committee/Task Force events, etc.) during a year other than the year they are running, the Elections Committee requires that the candidate officially file their paperwork at least 30 days prior to any campaigning by submitting a candidate platform, profile, letter of support and letter of intent to run to the Elections Committee. No candidate announcement will be accepted more than one (1) year prior to the filing deadline in advance of any election year in which they are running.

Sample documents are included in this section. Both the platform and profile will be featured in IAFC publications on behalf of those candidates running for current vacancies. Declaring candidacy confirms your intent to run and helps the membership become aware of your campaign. All elections committee members will review and approve candidate's credentials approving the candidate qualifications. The candidate will be notified by the Elections Chair of candidate approval and the candidate may begin to campaign.

Incumbent candidates must notify the Elections Chair of their intention to continue progressing through the presidential positions and certify that they continue to meet the eligibility requirements, per Article III. Section 2 of the Constitution and Bylaws and as defined herein, as of the filing deadline each year.

## Letter of Support from Supervisor

Each candidate must present to the Elections Committee a letter signed by the authority having jurisdiction in which the candidate is employed, stating that the jurisdiction is aware of the candidate's interest in pursuing an IAFC office. Once elected, one letter indicating support for the four-year commitment through the chairs will be acceptable and will apply throughout your continuation through the chairs or throughout your three-year term as Treasurer. If the candidate changes departments anytime during their four-year commitment, or through the three-year term as Treasurer, a letter of support from their new supervisor is required.

Current and past IAFC board members advise that candidates convey clearly to their supervisors, as well as their own families, the time commitment that they will assume as an IAFC officer. IAFC Past President, Chief Randy Bruegman, adds:

"During your term as President, if that is the position that you seek, you will have a difficult time maintaining much of what goes on in your own organization as well as trying to do simple things at home, such as mowing your lawn and doing all of the things necessary to keep your house running. It can be a very time-consuming position."

All officer-elect candidates must certify to the Elections Chair that they meet the eligibility requirements per Article III, Section 2 of the IAFC Constitution and Bylaws and as defined herein, prior to installation at the annual business meeting.

#### Dispute Resolution Policy

The IAFC, its officers and candidates for office, agree that any and all disputes between them shall be submitted to final and binding confidential arbitration before a single arbitrator of the American Arbitration Association (AAA). This arbitration provision sets forth the terms and conditions of our agreement to final and binding confidential arbitration and is governed by, and enforceable under, the Federal Arbitration Act.

For any dispute related to running for an Elected Officer position on the IAFC board of Directors, including questions regarding eligibility: the candidate agrees to settle any such dispute arising from the interpretation of, or performance by any party in connection with, the Elections Manual through friendly consultation and following existing IAFC policy, [with recourse to arbitration]. In case no settlement can be reached through consultation within 30 days after such dispute is raised, each party can submit such matter to be settled exclusively by arbitration in Virginia, in accordance with the rules of the AAA then in effect. Arbitration shall take place at the IAFC headquarters. Any resulting arbitration award shall be final, conclusive, and binding upon both parties.

- A. Any dispute must be submitted in writing within 10 business days following the action leading to said dispute [or conclusion of investigation under existing IAFC policy].
- B. If the dispute is not resolved within 30 days after such dispute is submitted in writing, either party may move the dispute to arbitration within 10 business days upon notification of the other party.
- C. The selection of an arbitrator will be accomplished by requesting a list of nine (9) qualified arbitrators from the American Arbitration Association. Within 10 business days each party will alternately strike one name until one (1) name remains. Alternatively, and by written agreement, the parties may agree to the selection of an arbitrator under procedures contained in the Commercial Arbitration Rules of the American Arbitration Association.

# Sample Documents

A sample format for the candidate's letter of intent to run, letter of support from supervisor, and platform profile follow.

## Sample Letter of Intent to Run

Date

Elections Committee Chair  
International Association of Fire Chiefs  
8251 Greensboro Drive, Suite 650  
McLean, VA 22102

Dear Chair:

This letter shall serve as my letter of intent to run for the office of *(insert name of office)* of the International Association of Fire Chiefs in the *(insert year you are running)* election.

I would like my name to appear on the ballot as *(insert name)*.

*(Insert additional comments here.)*

Sincerely,

Your Name  
Your Department

Sample Letter of Support from Supervisor

Date

Elections Committee Chair  
International Association of Fire Chiefs  
8251 Greensboro Drive, Suite 650,  
McLean, VA 22102

Dear Chair:

As Chief *(insert your name)*'s supervisor, the purpose of this letter is to convey my approval and support of Chief *(insert your name)*'s candidacy for *(insert name of office)* of the International Association of Fire Chiefs for *(insert the year of your ballot)*. I understand that election to this office entails a multi-year commitment to move through the chairs which includes a year of service as the Immediate Past President.

*Insert any other comments here.*

Sincerely,

Your Supervisor's Name  
Your Supervisor's Title  
Your Supervisor's Organization

# Candidate Profile and Platform

The Profile and Platform should include the following information: (please provide both profile and platform in narrative style and submit as a Word document).

## Profile

Your name, title, and department. Also describe your organization memberships and leadership positions throughout the fire and EMS service.

## Platform

Describe your type of department (career, volunteer, combination) and your current responsibilities.

Describe your top priorities and if elected, what you would like to achieve. The more specific, the better; make sure to include your campaign website address.

## Information for IAFC Official Publication (contested races only)

The items listed in this section are limited to those approved candidates who have officially filed their intention to run in that year's election or if an immediate vacancy occurs.

Each candidate must provide to the Elections Committee information on his/her qualifications (Profile), a summary of what platform they will be running on (Platform), a signed dispute resolution document, and a photograph for inclusion in the IAFC's official member publication.

1. Candidate Profile (not to exceed 300 words)
2. Candidate Platform (not to exceed 300 words)
3. Signed Dispute Resolution document.
4. A current four-color personal photograph (jpeg or tiff format)

The Profile and Platform, along with the photograph, will be published at least one month prior to the election start date and posted to the IAFC elections website. Candidates will be notified of the issue date by the IAFC's publication editor.

## Timeline of Events

The following is a schedule of deadlines imposed by current policies and the IAFC Constitution and Bylaws (CBL) with respect to elections for officers and for constitutional changes.

Schedule of dates preceding FRI 2025 in Orlando, Florida (August 13-15).

2025 CBL mandated start day =	Feb	1, 2025
105 days =	April	30, 2025
90 days =	May	15, 2025
75 days =	May	30, 2025
60 days =	Jun	14, 2025
45 days =	Jun	29, 2025
30 days =	Jul	14, 2025
15 days =	Jul	29, 2025
FRI start =	Aug	13, 2025

<u>Action</u>	<u>Directive</u>	<u>Deadline</u>
• Candidates submit documentation to Elections Committee	(BL-SII; ss1)	2/01/25
• Proposed changes to Constitution and Bylaws (CBL) submitted to CEO/Executive Director	(C-Art. VII; S1)	2/01/25
• Members submit questions for candidates	Candidate Policy	3/12/25
• Elections Committee reviews questions	Candidate Policy	3/19/25
• Candidates respond to questions	Candidate Policy	3/26/25
• Candidate platforms/profiles in member pub. and elections website	Candidate Policy	4/23/25
• Proposed constitutional changes on elections website	(C-Art VII; S1)	5/04/25
• Voting opens (officer elections & CBL amendments)	(C-Art VII; S1)	5/13/25
• Voting eligibility cut-off (new members) (7 days after voting opens)	(BL-SII; s4)	5/20/25
• Voting eligibility cut-off (renewals) (7 days after voting opens)	(C-Art II; S4)	5/20/25
• Voting ends	Candidate Policy	5/20/25
• Voting results received	(C-Art VII; S1)	6/10/25
• Elections subcommittee reviews results	(BL-S II; ss4)	6/25/25
• Unofficial results shared with membership	(C-Art VII; S1)	6/26/25
• 2026 candidates requesting booth space at FRI 2025	(BL-S II; ss4)	7/12/25
• Candidates to be installed confirm eligibility for installation at General Session	Candidate Policy	7/13/25
• Elections Committee reviews results		8/12/25
• Official results presented at business mtg.	(C-Art VII; S1)	8/14/25
• Installation of officers (at General Session)	(BL-S II; ss6)	8/15/25
	C-Art III, S1)	

# Campaigning

The process of campaigning, and the experiences of candidates, has changed over the past several years. Since voters need not be present at FRI in order to vote, campaigning methods seem to have evolved. In some cases, a candidate may run unopposed for a position, in which case his or her campaigning efforts can be either non-existent or very low-key.

What remains consistent is the recommendation from IAFC board members that candidates should begin campaigning early. IAFC board members advise that campaigning is a multi-year commitment. That would include time to prepare the campaign, as well as at least one year of active campaigning.

## Use of IAFC logo and/or IAFC member logo

All candidates for IAFC office (regardless of the year that they are running) may use the IAFC logo on campaign materials. The logo should be used in a manner to show affiliation. The use of the IAFC logo in no way implies an endorsement of the IAFC, the IAFC board, staff, or the IAFC membership. Use of the logo which seems to indicate endorsement by the IAFC, the IAFC board, staff, or the IAFC membership is not acceptable.

All approved endorsements must be stated in writing and may not be solely indicated using a logo, i.e., a section's logo, etc.

## Campaign Material Approval

All materials used by an approved candidate must be approved by the Elections Committee Chair prior to any use.

## Campaigning at Division Conferences

It is not required that candidates campaign at division conferences. However, if a candidate wishes to attend a division conference, it is the candidate's responsibility to contact both the division president and division secretary prior to the start of the division's conference to accurately determine the essential dates and locations for participation in division activities. Divisions are separate, autonomous, not-for-profit organizations. Therefore, it is necessary to contact the division to determine if you are eligible to: speak or campaign at a division event, use the division's membership roster for campaigning, or to ask for endorsements. Each division handles these arrangements in a slightly different manner.

## Campaigning at Section Conferences or Section Board Meetings

It is not required that candidates campaign at section conferences or board meetings. However, if a candidate wishes to attend a section conference or board meeting to seek an endorsement, it is the candidate's responsibility to contact the section chair prior to the start of the section's meeting to accurately determine the essential dates and locations for participation in section activities. All sections follow the policies in this document as well as those specified in "Elections Committee Policies for IAFC Candidates Campaigning at IAFC Section Events." See Addendum A for more information. Sections are encouraged to provide access to time on the program at conferences at no cost to the candidates. Candidates also should consider appointing a representative within a section to promote their campaign interests at section conferences.

### Campaigning at Other IAFC Sponsored Events/Conferences (Including IAFC Committee and Task Force meetings)

Campaigning at other IAFC sponsored events/conferences (including Leadership and/or Strategic Direction Meetings) is limited to those candidates who have officially filed their intention to run in the following calendar year's election. This campaigning will be solely at the expense of the candidate. The IAFC will not provide exhibit space nor will the IAFC provide access to time on the program's agenda for campaigning. Moreover, a candidate may not seek the endorsement of an IAFC committee or task force.

Campaign materials may not be posted or distributed from any official IAFC booth (i.e., membership, registration).

### Campaigning at Fire-Rescue International (FRI)

Participation in any of the following campaign activities at Fire-Rescue International (FRI) is limited to those approved candidates who have officially filed their intention to run in the following calendar year's election prior to the start of FRI. It is required that all banners, flags, printed materials, etc. be reviewed by the Elections Committee Chair at least 10 business days prior to the start of FRI.

- a) Complimentary Exhibit Booth: A complimentary 10'x10' exhibitor booth and standard furnishings will be made available to approved candidates running in the following calendar year's election in the convention center/exhibit hall. Booth space is limited. The candidate must notify the Elections Committee [Liaison](#) in writing to reserve a booth no later than 30 calendar days prior to the start of that year's FRI. The availability of booth space varies at each conference venue; therefore, candidate booth space is on a first-come first-served basis. Furnishings for the booth may be obtained at the standard exhibitor rental rate; the exhibitor kit containing costs for furnishings and services will be mailed when you reserve your space.

Complimentary booths will only be made available to candidates running in the following year's election. If future year candidates wish to purchase booth space, they may do so according to the same policies that governs other exhibitor booth purchases.

- b) Banners, Flags, etc.: Banners, posters, flyers, handouts, etc. may be used in the convention center/exhibit hall but must conform to the venue's guidelines. See the exhibitor kit for guidelines or contact the IAFC Exhibits Manager. Campaign material may not be posted at or distributed from any official IAFC booth (i.e., membership, registration). Contact each hotel for guidelines regarding the distribution or posting of campaign material in their respective properties. Approval for placement of campaign materials not specified in these guidelines should be obtained from the Elections Committee Chair.
- c) Conference Activities: Candidates may be invited to address the attendees at division breakfast or luncheon meetings at the discretion of the division – but only at the invitation of the official in charge of the meeting. Length of presentation will be determined by the individual presiding over the meeting.



Candidates may be invited to address the attendees at section, committee, or task force meetings at the discretion of the section, committee, or task force – but only at the invitation of the official in charge of the meeting. Length of presentation will be determined by the individual presiding over the meeting.

Each candidate may attend all other conference functions—those open to all conference registrants—but no campaign speeches will be permitted, and no campaign material shall be distributed before, during or after the event.

- d) Candidate Forum: Each candidate may address the conference attendees during one of the general business sessions. It is the candidate’s responsibility to contact both the Elections Committee Chair and the Elections Committee liaison to accurately determine the dates and times of the general business sessions no less than 30 calendar days prior to the start of that year’s FRI. Presentations shall be no more than two (2) minutes long.

## Utilizing Other Marketing Opportunities

Participation in any of the following campaign marketing opportunities offered through the IAFC is limited to those approved candidates during the campaign year in which he/she is running. Each candidate may start to take advantage of these marketing opportunities immediately following FRI in the year preceding his/her election. It is required that all advertising materials be reviewed and approved by the Elections Committee Chair at least 10 business days prior to using each opportunity. It is highly recommended that candidates take advantage of each advertising opportunity offered through the IAFC. Such opportunities include:

- a) Electronic advertising package: An electronic advertising package is available to a candidate for a discounted administrative fee of \$750. This package will include (1) an electronic copy of the eligible voter mailing list (emails excluded) for a one-time use for a postal mailing and (2) up to four e-mail advertisements sent by the IAFC on your behalf. The candidate may specify how the data is selected for the one electronic mailing list and/or the four e-mail advertisements (e.g., the candidate may wish to mail only to members in the United States). However, the candidate receives a total of only one mailing list and four e-mail advertisements for the entire length of the campaign year.

The candidate must contact the Elections Committee liaison in writing to purchase this package and to coordinate approval of the contents of the mailing and each e-mail advertisement at least 10 business days prior to taking advantage of each marketing opportunity. Payment for the mailing list package may be by certified check or credit card. All IAFC mailing lists are to come from Membership (including sections); all emails (including those sent to sections) will be sent by the IAFC. The only exception to this rule is that divisions are autonomous and responsible for handling their own mail and e-mail lists. Therefore, candidates may not go through Membership for division mail or e-mail lists.

Candidates may send out one e-mail per two-week period for a total of four e-mails per campaign year. Blast email requests must be 10 business days in advance on a first come, first served basis. Candidates must specify which day and no more than one campaign e-mail will be sent out per day. In other words,

- once a candidate picks a day, no other candidate can send an e-mail on the same day. Campaigning emails must be labeled as a campaign e-mail. All campaign e-mails must follow IAFC email guidelines, see [www.iafc.org/candidates](http://www.iafc.org/candidates) for all details.
- b) Advertising space in official publication: Check with IAFC Communications about available advertising opportunities in *iCHIEFS* magazine.
  - c) Other e-mails: All candidate requests for emails to all other IAFC lists (including boards, sections, committees, task forces, etc.) must be made in writing to the Elections Committee liaison at least 10 business days prior to sending the e-mail. The Elections Committee liaison will coordinate approval of the contents of the e-mail and the appropriate component's staff liaison will distribute the e-mail.
  - d) Video campaigning: Candidates may produce and host campaign videos on their campaign websites or through video platforms (e.g., YouTube, Vimeo). Links to these videos can be shared through the candidate's campaign website and through their campaign emails. Each video shall be limited to five minutes in length. Videos must be reviewed and approved by the Elections Committee Chair and the Elections Committee liaison at least 10 business days prior to posting or distributing.
  - e) Social media: Candidates may utilize social media, but not IAFC official social media sites (e.g., Facebook, Twitter, Instagram, YouTube) for original posts, retweets, etc. All sections of this manual relating to campaign materials apply to social media. While comments on campaign posts are generally beyond the scope of this document, candidates should endeavor to keep the discussion positive.
  - f) Q&A with members: IAFC members may be afforded the opportunity to submit written questions to the candidates. The Elections Committee will review all questions and identify those which each candidate may respond to in writing. Candidates will have two weeks to respond from the time of receipt of the questions. Candidate responses will be shared with members and posted to the IAFC elections website.

### Future Candidate's Marketing Opportunities

All future candidates (those not running until the next year or beyond) may purchase IAFC printed mailing lists (including all IAFC members, divisions, sections, committees, task forces, etc.) according to the same policies that govern others who purchase mailing lists from the IAFC. The request must be made in writing to the Elections Committee liaison at least 10 business days prior to receiving the list. All materials used by an approved candidate shall be reviewed and approved by the Elections Committee Chair and the Elections Committee liaison prior to mailing.

Future candidates may not access any IAFC e-mail lists (including all IAFC members, sections, committees, task forces, etc.). However, if a section/committee/task force sends out an e-mail for one candidate, all candidates must be given the same opportunity.

## Balloting

The current process is to offer an election/CBR ballot in electronic ballot format (internet balloting) to every Full (Regular), Small Community (Departmental) and Life member in good standing with the IAFC. The results of this ballot are then officially announced at FRI.

## Further Information

IAFC members considering candidacy are strongly encouraged to contact a current or past member of the IAFC Board of Directors. These IAFC Board members may be able to share their experiences on the IAFC Board, as well as give recommendations and advice to members who are serious about being candidates.

## ADDENDUM A



### Elections Committee

#### Policies for IAFC Candidates Campaigning at IAFC Section Events

In addition to the Elections Committee document entitled "Running for IAFC Election," the following policies apply to IAFC candidates campaigning at IAFC section events:

##### Eligible Candidates

- 1) Only approved candidates who have filed official papers (candidate platform, profile, letter of support from supervisor, and a letter of intent to run) with the IAFC Elections Committee liaison and approved by the IAFC Elections Committee may campaign at a section conference or other event.
- 2) Only approved candidates who are running for an IAFC office in the current or following year's election may speak at a section conference or other event.

##### Campaigning at Section Conferences/Events

- 1) Approved IAFC candidates must request permission to speak at a section conference/event from the section chair at least 10 business days prior to the event. Granting permission to candidates to speak is at the discretion of the section chair. However, if one candidate is given permission to speak at a section conference/event, all approved candidates who request to speak must be given the same opportunity. The section must inform the candidate of time allotment and the order in which he/she will speak (e.g., alphabetical). The section must make every effort to ensure that each candidate adheres to the allocated speaking time.
- 2) All approved IAFC candidate campaign materials sanctioned by the IAFC Elections Committee may be displayed at section conferences/events only with the permission of the section chair and located in an area or areas designated by the section chair. If one candidate is given permission to display approved campaign materials, all approved candidates must be given the same privilege.
- 3) The section will not charge an approved IAFC candidate a full registration fee unless the candidate intends to participate fully in the conference/event.

### Section Endorsement Policy

- 1) The section will establish an endorsement policy that will be given to all approved IAFC candidates and will be followed by all section endorsed candidates concerning such things as:
  - Who is eligible for section endorsements?
  - How and when section endorsements are sought and determined?
  - How, when, and where candidates will be notified if he/she has been endorsed?
  - What does section endorsement entitle the candidate to? For example, use of section logos, ads/announcements in newsletters, web sites, campaign donations, etc.?

## ADDENDUM B



### Elections Committee Policies for IAFC Ballot Questions

In addition to the Elections Committee document entitled “Running for IAFC Election,” the following policies apply to IAFC ballot questions.

#### Eligible Questions

Ballot questions are placed on the ballot after their approval, according to Article VII, Section 1A (Ballot Amendments) of the IAFC Constitution and Bylaws. Ballot question eligibility is outside the Election Committee’s scope.

#### Campaigning

Campaigning must be consistent with current IAFC policy for candidates as stated within this document. Specifically:

Individuals or groups that put forth a ballot initiative may:

- Present at division/section meetings (per pre-approval of division/section).
- Include a 300-word write up to go on the ballot (subject to review by and approval of the Elections Committee)

# IAFC Elections Committee Contacts

Elections Committee Chair  
Chief Joseph Fadh, Jr.  
Cohoes Fire Department  
97 Mohawk Street, Suite 1  
Cohoes, NY 12047-2831  
E-mail: [jfahd@ci.cohoes.ny.us](mailto:jfahd@ci.cohoes.ny.us)

Elections Committee Liaison  
Daniel Gray  
8251 Greensboro Drive, 650  
McLean, VA 22102  
Telephone: 703.273.0911  
E-mail: [dgray@iafc.org](mailto:dgray@iafc.org)



International Association of Fire Chiefs  
8251 Greensboro Drive, 650  
McLean, VA 22102

703.273.0911  
[IAFC.org](http://IAFC.org)



## GENERAL PRACTICE FOR EMERGENCY INCIDENT COMMUNICATION

Approved by CEO/Executive Director

Date: January 24, 2017

Certified By:

*Mark W. Zylt*  
CEO and Executive Director

### Purpose

To establish general criteria to determine when it is in the IAFC's best interest to issue public statements in the aftermath of emergency incidents resulting in loss of life.

### Statement of Practice

If deemed necessary, the IAFC may issue thoughtful, written public statements in the aftermath of emergency incidents resulting in loss of life. Typically, this would involve emergency incidents that have attained swift national or international attention. Generally speaking, the IAFC mission is not to serve as a breaking-news organization for the fire and emergency service.

In the immediate aftermath of an emergency incident, the IAFC president, in consultation with the CEO/executive director and the head of the Strategic Communications Department, will decide whether a timely public statement is warranted, and if so, when and where to distribute it (see Distribution Options below). The head of the Strategic Communications Department will promptly develop the message for review and approvals.

Generally, the statement should:

1. Be brief.
2. Express condolences about the loss of life and property.
3. Commend first responders.
4. Avoid addressing specific details about the incident (such as who or what may be to blame) as initial reports in the news media are often incorrect.
5. Be careful not use the incident to overtly promote an IAFC program, resource, initiative or policy position—especially in the immediate aftermath of a tragedy.
6. When appropriate, suggest calls to action for IAFC members such as *stay vigilant*,



*maintain situational awareness, explore available resources, write your federal representatives, review your departmental policies and procedures, emphasize safe fire ground practices, review model codes, enforcement and development, etc.*

Further, it is recommended that relevant IAFC resources be made readily available for members and the public on IAFC.org or via other appropriate IAFC communication vehicles.

Subsequently, if warranted, lessons-learned type of information through articles, videos, webinars and educational sessions should be developed once official incident reports are publicly available and fully reviewed by the appropriate IAFC section or committee.

**Distribution Options** (ranked from lowest reach to greatest reach):

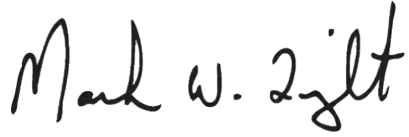
1. IAFC homepage and/or blog (posted, but not pushed out)
2. Carousel of the IAFC homepage (posted, but not pushed out)
3. IAFC social media platforms (Facebook, Twitter, LinkedIn, YouTube)
4. IAFC member alert
5. Fire service media
6. General news media



## IAFC Executive Committee Duties and Responsibilities

Adopted by the IAFC Board of Directors

Date: February 2014

Certified By:   
CEO and Executive Director

The following duties and responsibilities are specifically given to the Executive Committee by the IAFC Bylaws, Section 3.

### Duties of the Executive Committee

The Executive Committee shall:

- A. Review the annual budget as proposed by the CEO/executive director and make recommendations to the board for its approval, disapproval or change.
- B. Study and evaluate the finances of the association with the purpose of formulating plans for increasing revenues, and budgeting control of present and future finances; advising and counseling with the CEO/executive director; approving the investment of association funds; presenting such plans; and any other recommendations to the board for consideration and approval.
- C. Carry out other duties assigned by the IAFC Board of Directors.

By board direction, the following duties and responsibilities are assigned to the Executive Committee:

- A. Meet periodically between board meetings to review emerging and ongoing issues with the CEO/executive director.
- B. Serve as the Finance and Audit Committee for the association.
- C. Act on behalf of the board and in the best interest of the board on timely policy issues that need immediate action for the good of the organization.
- D. Review key board agenda items and seek clarification on issues before the board receives information and meets for deliberation.
- E. Review potential business partnerships and act on behalf of the board to begin confidential due diligence processes by staff.
- F. Provide guidance and perspective to the CEO/executive director on ongoing business

operations as requested.

- G. Provide direction and suggestions on policy development to the CEO/executive director.
- H. Review the CEO/executive director's annual appraisal and meet with the CEO/executive director to review findings and to review goals that will be submitted to the board for approval.
- I. Review the CEO/executive director's contract and make recommendations to the board for approval.
- J. Review and discuss ethical issues as brought forward and determine if the Presidents Council should be activated for review.
- K. Provide advice and counsel to the president and chairman of the board on emerging issues that arise between meetings of the full board to which he/she may need to be prepared to respond on behalf of the association.
- L. Serve as a forum for the president and chairman of the board to share experiences, issues, and relationships with the first vice president and second vice president as they prepare to move to the next higher position.
- M. Serve as a sounding board for government relations staff and the CEO/executive director on federal legislative/regulatory issues before the issue is ready for full board deliberation.
- N. Represent the IAFC and the IAFC Board of Directors and communicate any issues or actions with the board as needed.



# International Association of Fire Chiefs

## Financial Policy Manual

Last Updated: March 2022

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# **Board and Staff Financial Responsibilities**

Policy 4:1 Approved by IAFC Board of Directors: August 21, 2007

## **Purpose**

To define the financial responsibilities of the IAFC Board and Staff.

## **Statement of Policy**

### **Section 1: Treasurer's Responsibilities**

The Treasurer is responsible for:

1. Keeping or causing to be kept and maintained, the complete and accurate financial record of the association.
2. Supervising the proper and efficient use of all assets of the association with the advice and approval of the finance committee and/or executive committee.
3. Rendering on a quarterly basis, or whenever requested by the board, an accounting of all the transactions of the association and of its financial condition.
4. Preparing, or cause to be prepared, an annual audit and certification of the financial statement.
5. Reporting to the annual conference on the financial condition of the association, including a summary of all revenues and disbursements.
6. Assisting the Executive Director and the Director of Finance and Administration in all financial affairs, to include the preparation of the biannual association budget.
7. Keeping, or cause to be kept, records of all financial correspondence and tax related documents.
8. Overseeing the operation of the budget and the financial management of association.
9. Making a recommendation to the Board for entering into a financial agreement with any groups, organizations or conferences for which the association office is requested to provide management services.
10. Reviewing the financial guidelines and policies on a yearly basis, and making recommendations to the board.

### **Section 2: Finance and Investment Committee Responsibilities**

1. The Finance and Investment Committee makes recommendations regarding the financial guidelines and policies as well as the overall financial affairs of the association:

2. The Finance and Investment Committee shall review the annual association budget before it is presented to the board of directors.
3. The Finance and Investment Committee shall make recommendations regarding professional staff salaries and benefits.
4. The Treasurer shall be chairman of the Finance and Investment Committee.
5. The Finance and Investment Committee shall be appointed by the president and shall include the Treasurer as noted above. If the president does not appoint a finance committee, the executive committee shall serve as members of the Finance and Investment Committee.
6. The Finance and Investment Committee shall assume the responsibilities of the Executive Committee as described in the Association Investment Policy.

### **Section 3: Audit Committee Responsibilities**

The Audit Committee is directly responsible for hiring, and overseeing the auditor's activities:

1. The Audit Committee shall review the annual audit before it is presented to the Board of Directors.
2. At least one member of the audit committee shall meet the criteria of financial expert and have adequate financial savvy to understand, analyze and reasonably assess the financial statements of the organization. And competency of the auditing firm.
3. The Treasurer shall be chairman of the Audit Committee.
4. The Executive Director or designee shall provide staff support to the Audit Committee.
5. The Audit Committee shall be appointed by the President. If the President does not appoint an Audit Committee, the Executive Committee shall serve as members of the Audit Committee.

### **Section 4: Board of Directors Responsibilities**

The board of directors delegates the financial responsibilities and authority daily to effectively and efficiently manage the affairs of the association. This responsibility and authority has been delegated to the Executive Director. However, the board of directors retains the following responsibilities:

1. Cause to be kept and maintained adequate and correct accounts of the association, its properties and transactions.
2. Cause to have prepared a certified audit of the association's financial affairs. The annual audit shall be conducted by a fully qualified certified public accountant and the results of the audit shall be presented in a report to the general association membership.
3. Employ an Executive Director to manage the financial affairs of the

association on-a-daily basis.

4. Delegate the signing of all operating accounts to the Executive Director. The Treasurer and/or president may have the secondary signature on all operating accounts, including checking, savings, investments and other such accounts. The Treasurer and Executive Director or Chief of Staff must sign off on all withdrawals from the investment account.
5. Review and approve financial agreements at an amount exceeding \$100,000 with any groups, organizations or conferences for which the association office is requested to provide management services.

### **Section 5: Executive Director's Financial Responsibilities**

The Executive Director is the Chief Executive Officer of the association and is responsible for:

1. Enforcing the financial guidelines and policies as described in this manual.
2. Keeping and maintaining complete and accurate financial records for the association, including accounts of its assets, liabilities, receipts, disbursements, surpluses and deficits.
3. Preparing a working draft of the association's biannual budget, the various conference budgets and other budgets as necessary.
4. Preparing and executing contracts and agreements signed between the association and any groups, organizations or conferences.
5. Preparing monthly financial statements for the Treasurer, for intraoffice financial control and monthly financial statements for board presentation.
6. Executing all financial affairs necessary for conferences and preparing a financial statement after each conference.
7. Signing and/or delegating signatory authority for all checks pertaining to the operation of the association and its activities.
8. Controlling all expenditures in compliance with the approved association budget
9. Keeping or causing to be kept, a separate financial accounting of all federal grants and contracts to ensure compliance with the federal requirements.
10. Hiring (or contracting with) a Director of Finance and Administration to assist in the management of the financial affairs of the association.



# General Accounting Procedures

Policy 4:2 Approved by IAFC Board of Directors: August 21, 2007

## Purpose

To define the financial responsibilities of the IAFC Accounting Staff.

## Statement of Policy

### Section 1: Responsibilities

The Director of Finance and Administration will be responsible for the general accounting duties for the association. Such duties include, but are not limited to:

1. Maintain the accounting of the association on an accrual basis.
2. Preparation of checks drawn on the association's accounts.
3. Preparation of payroll and reconciling it on-a-monthly-basis.
4. Coding the checks according to the association's chart of accounts.
5. Posting and maintaining the general ledger and cash receipts and disbursements.
6. Causing all posting to be using a double entry bookkeeping system.
7. Preparing monthly and quarterly financial statements comparing expenditures with the association's budget.
8. Reconciling the association's bank accounts on-a-monthly-basis.
9. Assisting the auditors in the completion of the audit.

## **Guidelines - General**

Policy 4:3 Approved by IAFC Board of Directors: August 21, 2007

### **Purpose**

To explain the tax status of the organization and forms required by government entities.

### **Statement of Policy**

#### **Section 1: Non-profit Status**

The International Association of Fire Chiefs is a nonprofit organization, incorporated in New York State under the provisions of Section 501 c(3) of the Internal Revenue Code, and, as such, is not subject to income tax (except for unrelated revenue as defined by the Internal Revenue Service as realized during the fiscal year).

#### **Section 2: Federal ID Number**

The IAFC Federal Identification Number to be used on all correspondence with the IRS is: 13-1846552:

#### **Section 3: Accounting Period**

The association's accounting period (fiscal year) starts on January 1 and ends on December 31:

#### **Section 4: Form 990**

Form 990, the Annual Information Return, is due by the 15<sup>th</sup> day of the fifth month after the end of the association's fiscal year. A no cost extension of no more than 6 months may be requested from the Internal Revenue Service prior to the due date. Form 990 is to be signed by the Executive Director and a copy sent to the Treasurer.

#### **Section 5: Forms 941 and 940**

Federal Income Taxes and Social Security Taxes are reported to the federal government on Form 941, the Employer's Quarterly Federal Tax Return, and is handled by the Director of Finance and Administration. The association is exempt from Federal Unemployment Taxes and does not have to file form 940.

#### **Section 6: State Unemployment Taxes**

State unemployment taxes are reported quarterly to the Commonwealth of Virginia on the appropriate forms.

**Section 7: State and Local Taxes**

State and local taxes are reported to the respective governments depending on employee's residences and filed monthly as required by the local governments.

**Section 8: Deposit Insurance**

All association operating funds will be deposited in institutions that are insured by the federal government.

**Section 9: Form 5500**

The Annual Report of Employee Benefit Plan must be completed and mailed by July 31<sup>st</sup> of each year.

**Section 10: Property Tax Filing, Fairfax County Form 60**

A property tax return will be filed with the County of Fairfax by May 1 detailing all property maintained by the association.

# IAFC Committee Funds, Solicitations And Disbursements

**POLICY 4:4 APPROVED BY IAFC BOARD OF DIRECTORS: AUGUST 21, 2007**

## **Purpose**

The International Association of Fire Chiefs Board of Directors, from time to time, may elect to establish a committee to better meet the objectives and the interests of the membership. (Note: See Committee Manual)

## **Statement of Policy**

### **Section 1: Committee Funding**

The IAFC Board of Directors may allocate a certain amount of funds in its annual budget for the coordination of the committees and support of activities and distribution of material to the committees from the IAFC headquarters and/or for the annual leadership conference:

1. The IAFC Board of Directors encourages the committees in their efforts to solicit funds. These funds shall be for the purpose of financing the committee's planned objectives in the areas of training, research and education activities.
2. The IAFC has a special IRS tax exempt status, and in order to preserve that status the IAFC must ensure that all committees comply with the required business practices of the IAFC.
3. The committees must submit yearly objectives together with a work plan and a biannual budget in coordination with the IAFC budgeting cycle to the IAFC Board of Directors for review and approval. The work plan must also include identification of funding sources.
4. To provide a coordinated effort for all fund solicitations, a committee that has identified the need for solicitation shall submit its intent to the IAFC Executive Director and the IAFC Treasurer for approval. This should

6. avoid duplications or future problems in approaching the donor. This request should include: Potential donors, amount requested, the specific activities to be funded, and the primary person to coordinate the work.
7. The IAFC shall be the prime contractor for grants and contracts on behalf of the Association. The IAFC will have final review of all proposals and the IAFC Director of Finance and Administration will participate in the Negotiations. The IAFC Executive Director shall be the authorized agent to sign any contract or agreement that binds the IAFC financially, commits resources, or authorizes use of the IAFC name.
8. In preparing the cost estimate, the committee shall consult with the IAFC Executive Director to ensure that adequate funding level is requested and that the IAFC can support the management of the funds. To that end, a general and administrative (G&A) fee will be added to any grant or contract, managed by the IAFC, to the funding request. (This requirement of G&A on all grants and contracts is done to comply with current federal funding guidelines.)
9. All funds received by the committees must be deposited through the IAFC, at which time the Treasurer will allocate funds to the committee as requested in their proposal. The Treasurer will make reports of such distributions to the executive committee and the board of directors.
10. Committees who would like to produce items for sale to its membership or the IAFC membership at large must first submit such plans to the IAFC Executive Director to be sure that there is compliance with the IAFC tax status, (so it does not fall under unrelated business income.) Then it must be reviewed by the IAFC Executive Committee or its designee.
11. All other financial policies established by the IAFC will also govern the committee operations unless a more stringent policy is required by the donor in regard to the disbursement of funds.
12. The IAFC's Financial department will keep a separate accounting of the income/expenses for each committee which solicits and receives outside funding. An account balance for the committee will be available on a monthly/quarterly basis.
13. The committees shall provide the IAFC Board of Directors with periodic reports throughout the period of all projects that the committee performs on behalf of the association.

## **Budget Protocol**

Policy 4:5 Approved by IAFC Board of Directors: August 21, 2007

### **Purpose**

To define the budget process for the review and approval of the biannual budget.

### **Statement of Policy**

#### **Section 1: Preparation and Submission of the Annual Budget**

The annual budget will be prepared in the following manner:

1. The Executive Director will prepare the initial draft of the annual budget to be presented to the Treasurer October 15:
2. The budget should be based on the functional activities of the association as proposed in the Strategic Plan of goals and objectives.
3. The executive committee shall receive the draft budget by November 15:
4. After review and corrections, the executive committee will submit the proposed budget with committee recommendations to the board for the January board of directors meeting.

#### **Section 2: Alterations to the Budget**

Any alterations to the budget should be handled in the following manner:

1. The Treasurer may authorize any budget change to revenues and/or expenses for the budget provided that the change does not increase the net loss (or decrease the net income) by more than 10%. The Finance and Investment Committee shall be informed of such changes.
2. Changes which decrease budgeted net income by more than 10% must be submitted to the Finance and Investment Committee and the Board of Directors for approval.

## **Record Retention**

Policy 4:6 Approved by IAFC Board of Directors: August 21, 2007

### **Purpose**

To define document retention and destruction requirements.

### **Statement of Policy**

#### **Section 1: Retention Record**

In accordance with legal requirements, good business practices, and federal contract requirements, all financial records (electronic or paper) of the International Association of Fire Chiefs will be retained according to the following schedule:

##### **A. Two Years**

Bank reconciliations, general written hard copy correspondence.

##### **B. Three Years**

Bank Statements, Employment Applications, Insurance Policies, Petty cash vouchers.

##### **C. Seven Years**

Accident reports, accounts payable ledgers, accounts receivable ledgers, cancelled checks, contracts, garnishments, customer invoices, payroll records, personnel files, payment vouchers, withholding tax statements.

##### **D. Permanently**

Chart of Accounts, legal correspondence, mortgages, depreciation schedules, property records, tax returns, training manuals.

#### **Section 2: Destruction of Documents**

The IAFC acknowledges its responsibility to preserve information relating to litigation, audits and investigations. The Sarbanes-Oxley Act of July 30, 2002, ("Act") makes it a crime to alter, cover up, falsify, or destroy any document to prevent its use in an official proceeding, with the intent to impede, obstruct, or influence investigation.

Furthermore, the Act makes it a crime to knowingly intimidate, threaten, or corruptly persuade another person--or attempt to do so--with the intent to cause or induce another to alter, destroy, mutilate, or conceal an object for the purpose of impairing the object's integrity or availability for use in an official proceeding. An *official proceeding* is defined as a proceeding before a court, Congress, or a federal agency. Failure on the part of employees to follow this policy can result in possible civil and criminal sanctions, including fines and imprisonment for up to 10 years, against the IAFC and its employees and possible disciplinary action against responsible individuals (up to and including termination of employment). Each employee has an obligation to contact the Director of Finance and Administration of a potential or actual litigation, external audit, investigation or similar proceeding involving the IAFC that may have an impact as well on the approved records retention schedule.



## **Fixed Assets Record**

Policy 4:7 Approved by IAFC Board of Directors: August 21, 2007

### **Purpose**

To define the record keeping and disposal requirements for IAFC Fixed Assets.

### **Statement of Policy**

#### **Section 1: Property Records**

A property record will be maintained of all items and equipment owned by the association. This record will include equipment having a useful life of more than three years and/or an acquisition cost of \$3,500 or more per unit.

The property record will include:

- A. A brief description of the item.
- B. The cost of the item (which includes initial purchase price, freight charges and installation charges).
- C. Whether purchased, donated or leased.
- D. The date of acquisition.
- E. Location of the item.

#### **Section 2: Record's Balance**

The total of the equipment/items acquisition cost on the fixed assets record will balance with the equipment/items account on the general ledger.

#### **Section 3: Two-Year Inventory**

These items will be physically inventoried at least every two years and cross checked against the property record.

#### **Section 4: Property Disposal**

Property will not be disposed or sold without the prior approval of the Executive Director. All discrepancies and missing items must be investigated by the Executive Director and only a written report will serve as authority for the Director of Finance and Administration to make an adjusting entry into the accounts.

## **Adjustments For Depreciation**

Policy 4:8 Approved by IAFC Board of Directors: August 21, 2007

### **Purpose**

To define the depreciation of IAFC Fixed Assets.

### **Statement of Policy**

#### **Section 1: Depreciation Calculations**

Depreciation is the cost of the service benefit received during the accounting period from assets such as office furniture, computers, software, and other equipment, with a useful life of more than three years and a purchase price of over \$3,500.

The association computes depreciation according to the "straight line formula."

#### **Section 2: Useful Life**

The useful life, for depreciation purposes, of the association's assets, will be determined using generally accepted accounting principles. Assets will be categorized into 3, 5, 7, 15, or 30-year useful life spans from the date of purchase. Depreciation will be recorded monthly, beginning with the purchase month, and will be reflected on the monthly financial report as well as in the annual audit report.

## **Credit Card Usage Policy**

Policy 4:9 Approved by IAFC Board of Directors: March 11, 2009, Updated May 10, 2013

### **Purpose**

To establish guidelines for use of corporate credit cards and procedures for processing incurred expenses.

### **Statement of Policy**

The Board of Directors, certain section/committee leaders and certain staff will be issued corporate credit cards to be used for IAFC business.

1. The CEO/Executive Director or designee must approve issuance of credit cards to any staff or committee members.
2. The CEO/Executive Director, IAFC Treasurer and Section Treasurer must approve the issuance of credit cards to any section leadership.
  - a. Sections are eligible to apply for an IAFC credit card if the section's monthly expenses are greater than \$30,000 in any given month of the year.
3. The credit card is to be used for air travel, hotel, meal expenses and the purchase of goods and/or services necessary to conduct association business.
4. If single meal charges exceed \$75 per day then a receipt must be provided and an exception report justifying the expense must be provided. If the sum of meal expenditures for a day exceed \$75, then an exception report providing reasonable justification must be provided. Receipts are not required for single transactions under \$75 unless the expenses are being charged to a Federal grant project in which case receipts are required for all transactions.
5. Expenses for the purchase of goods and/or services must be approved by:
  - a. IAFC Treasurer for Board of Directors
  - b. Section Treasurer for section leaders
  - c. Committee/Section Coordinator for committee members
  - d. Department Directors for IAFC staff members

6. No personal expenses are to be charged.
7. Individual cardholders must be prudent when choosing to use their card for business meals (international guests, representatives of other organizations, vendors, etc).
8. To ensure proper use, credit card statements will be reviewed monthly. All users must compile and submit receipts within 30 days of the last day of the month of the expenditure.
9. Exceptions to any of the above must be approved by either the IAFC or section Treasurer as appropriate. Unauthorized or unapproved charges must be reimbursed by the cardholder to the IAFC.
10. Credit card charges will be processed using the following procedure:
  - a. IAFC will receive individual monthly statements and assign the correct general ledger account number for each purchase. Receipts or reasonable facsimiles must be submitted for all charges over \$75 within 10 business days of incurring expense.
  - b. The department director responsible for the affected cost center must then approve all charges by initialing the statements, or providing electronic approval via email. The committee/section staff liaisons must initial the statements for committee/section members who have been issued cards. In addition, following section Treasurer authorization, the staff liaison must also initial the statements of section leaders.
  - c. Individual statements, with corresponding receipts, are then submitted to the Finance Department for payment.
11. The initial credit card limit will be \$5,000 but the limit may be increased at the discretion of the Executive Director or designee.
12. The IAFC Treasurer will have the authority to suspend or revoke a credit card for repeated failure to adhere to this policy. Two consecutive months of not following the stated policy, including the adequate and timely documentation of expenditures, will be deemed a repeated failure and result in revocation of the user's card.

# Payroll and Employee Timesheets

Policy 4:10 Approved by IAFC Board of Directors: August 21, 2007

## Purpose

To define the timekeeping and payroll requirements.

## Statement of Policy

### Section 1: Payrolls Checks

The association will prepare payroll checks for all employees on a bi-weekly basis. Checks will be given to the employees on Friday or on the previous working day if Friday falls on a recognized holiday.

### Section 2: Time Sheets

Each staff member will report on a "time sheet" the number of hours worked on each given day, and/or the hours taken off on a given day by department.

- A. Time sheets having overtime hours for hourly employees must be accompanied by prior approval of the department director.
- B. Payroll will be paid on the Friday following the end of the pay period.

# **General Letter of Credit/Payment Vouchers for Grants and Contracts**

Policy 4:11 Approved by IAFC Board of Directors: August 21, 2007

## **Purpose**

To define the process for paying association obligations, reporting grants expenditures, drawing funds on a letter of credit and calculating the association general and administrative indirect cost rate.

## **Statement of Policy**

### **Section 1: Anticipated Expenses**

A listing of anticipated expenses will be prepared by the Accounting Manager in preparation for requesting reimbursement funds for each check issue date. The timing of the request will be determined by the time required for reimbursement funds to be deposited to the association bank account.

- A. A payment voucher for the reimbursement will be prepared by the Accounting Manager requesting the amount of funds expended to meet the anticipated expense. It will be reviewed by the Director of Finance and Administration, signed by the Executive Director and submitted to the grants/contracts procurement office.
- B. Quarterly, the Accounting Manager will prepare a listing of all letter of credit (advance) funds credited to the appropriate grant revenue accounts, for posting to the cash receipts journal.
- C. The Accounting Manager will maintain records of submission of payment vouchers and deposit of funds and will ensure that the quarterly ceiling on drawing of funds is not exceeded.

### **Section 2: Quarterly Reports**

Quarterly, the Accounting Manager will reconcile the association records of grant funds received and submit reports (OMB Form 269) to the government no later than 30 days after the end of the quarter.

### **Section 3: Grants and Contracts**

All policies and procedures established under the grants/contracts will be followed.

### **Section 4: General and Administrative Expense Rate**

The Director of Finance and Administration will, on an annual basis, update the Federal General and Administrative expense reimbursement rate and submit the appropriate documentation to the authorized contracting authority.

# Travel & Expense Reimbursement Policy

Approved by IAFC Board of Directors: January 23-24, 2014

## Purpose

To explain the process for the association to fund or reimburse travel by staff, contractors, members and other individuals traveling on Association approved business.

## Statement of Policy

### Section 1: General

IAFC budgets and pays or reimburses staff and members for their activities in support of the association. This includes travel, lodging, meals and other legitimate expenses. To facilitate accounting for expenses, staff and members should use their IAFC credit card (if issued) to satisfy financial obligations incurred in support of the association. Cash advances for travel expenses will be provided if the staff member does not hold an IAFC credit card. Receipts are required for airfare, lodging, and any other single expenditure, excluding tolls, tips and other cash incidentals. Federal grant reimbursement policy differs from reimbursement for general operations and each are described separately in the next two sections.

All IAFC members and staff traveling for IAFC business are expected to attend all scheduled events as assigned. Except in the case of a documented emergency, failure to attend scheduled events will result in no reimbursement for the entire travel period, and may result in disciplinary action, up to and including staff termination.

For events hosted by outside organizations, members and staff are expected to appropriately represent the IAFC and attend all confirmed events in order to be reimbursed for any expenses.

### Section 2: Federal Grant Travel, Meal Expense Reimbursement

Meal expense reimbursement is for meals actually eaten during the travel period, and must be documented on the appropriate expense form with the total of meal and tip for each meal. Full itemized receipts are required for all expenses. Such federal grant-related travel will comply with grant specific requirements and may be different and more restrictive than the IAFC travel policy. If a receipt is lost or not obtained, then a Lost Receipt Form must accompany the Expense Report to document the expense.



### **Section 3: General Operations Meal Expense Reimbursement**

Meal expense reimbursement is for meals actually eaten during the travel period, and must be documented on the appropriate expense form with the total of meal and tip for each meal. The restaurant name must be documented on the Expense Report for every meal. Total meal expenses up to \$75 per day are allowed with receipts. Daily meal expenses in excess of \$75 are only for express business purposes and will require an Exception Report which outlines who was in attendance and the reason or business purpose for exceeding \$75:

A receipt must be obtained for all single meals that exceed \$75, regardless of the number at the meal. If a receipt is lost or not obtained, then a Lost Receipt Form must accompany the Expense Report to document the expense.

In instances where multiple travelers eat together, one person may elect to pay the bill, and then document all those in attendance, obtain a receipt, if the total is above \$75, and then complete a travel Exception Report. All other travelers would not claim any expense for that meal.

Failure to document the actual meal cost and location or to provide receipts will not be reimbursed.

Alcohol expenses are not authorized and will be subtracted from any requested reimbursement, except for specific documented business events that are approved by either the IAFC President, Treasurer or CEO/Executive Director.

### **Section 4: Business Related Meals**

Meals that occur while conducting official IAFC business must be documented as a business meal, summarizing the business purpose, and outlining the benefit to the IAFC. All expenses require a receipt and documentation of all those in attendance, and under a federal grant, an itemized receipt must also be provided. A meal with fellow travelers is not normally considered a business meal.

### **Section 5: Travel**

The Executive Committee must authorize and approve all IAFC staff and member travel outside the continental United States and Canada. It will also establish the authorized expenses for each trip.

Privately owned vehicles (POV) may be used for official IAFC business. POV travel will be reimbursed at the rate prescribed by the federal government at the time the expense is incurred. Reimbursement will not exceed the cost of twenty-one day advance purchase round trip coach airfare to the same location. Reimbursement for travel, to and from a

destination, will only be made for actual mileage costs incurred. No other costs will be considered.

Travel by scheduled airlines shall be reimbursed at the coach fare rate.

Transportation/travel expenses, which include mileage, automobile rentals, tolls, taxi fares, parking fees, and tips are reimbursable expenses. Receipts for automobile rentals, taxi fares and parking fees are required for reimbursement.

All IAFC travel will be booked through the designated IAFC travel agency. IAFC travel includes any member, non-member or staff person who is traveling on behalf of the IAFC and whose flight is being paid for by the IAFC.

1. If for any reason a ticket is purchased through any other source other than the IAFC- approved travel agency, and the ticket is not used, the IAFC is not responsible for reimbursing for the cost of that ticket.
2. When a roundtrip ticket cost exceeds \$1,000, authorization for travel must be approved by the CEO/Executive Director or designee. All tickets for scheduled events must be purchased 21 days in advance.
3. Complimentary tickets are earned by the association based on the number of paid tickets that are issued. The CEO/Executive Director and the COO/Deputy Executive Director are the only staff members who may authorize use of these complimentary tickets.
4. Staff members who are coordinating an event for ten or more attendees (usually for a conference or committee/section/task force meeting) must contact the IAFC travel agency and provide a list of attendees and the appropriate cost center. For most meetings, the staff liaison will be responsible for completing and sending this information to the travel agency. For other special meetings, a travel coordinator may need to be designated.
5. For IAFC conferences, include staff names and the approximate number of attendees on the information sheet that goes to the travel agency, as well as the name of the conference so that credit for issued tickets may be earned. Individual conference contracts will be arranged to provide the greatest discounts for conference tickets.
6. Use of this system benefits the traveler as the IAFC is billed directly for service eliminating the need for receipts and it allows for better management of unused tickets and complimentary air tickets based on aggregate travel volume. The travel agency provides the IAFC with a monthly report of all IAFC travel. Staff is expected to

first use any unused tickets or credits from prior trips when booking new trips.

7. When a flight must be changed for any reason, a justification for the change must be submitted within 5 business days, along with a detailed flight change receipt that outlines the cost of the change, including fees and penalties.
8. Internet charges for in-flight internet access will be made when justification of critical IAFC business is documented on the credit card statements. Charges should only be made for days that service is used.
9. If IAFC business and personal travel occur during the same trip then a personal credit card must be used to pay for all hotel nights that of a personal nature. IAFC credit cards should not be used for any other personal expenses.
  - a. If the IAFC credit card is inadvertently used for personal charges while on IAFC travel, the IAFC should be reimbursed within 15 days of completion of the trip. An email or memo should accompany the payment and an explanation of the charges should be given.
10. For domestic travel, the IAFC pays for business travel from one location to the business destination, and pays for the flight from the business location to one destination (no overnight stays on any leg other than at the business location). If personal travel is conducted on either end of the IAFC business trip, then one of the following shall be followed:
  - a. The IAFC Executive Travel and Meeting Coordinator is contacted ahead of time and a decision is gotten regarding of how much of the trip is business and personal, and the traveler agrees to pay the personal amount within 15 business days of booking the flight.
  - b. One ticket is purchased from the originating location to the business location, to one destination, and the IAFC pays for that ticket. Any further travel is purchased as a one-way ticket by the traveler at their expense. If the personal travel is at the beginning, the traveler pays for a one-way ticket to their personal travel location, and IAFC ticket is purchased from that location, to the business location to a return destination.
  - c. The entire ticket is paid for by the traveler on their personal credit card and reimbursement is submitted, outlining the personal segments of the trip and all taxes, fees, and costs are distributed according to the percentage of business vs personal travel.
11. For international travel, the Executive Travel and Meeting Coordinator should be contacted to determine the most cost effective means of travel.



## Board Travel Policy

Approved by IAFC Board of Directors

Date: March 2017

Mark W. Zylt

### Purpose

To explain the policies and processes used by the association to fund or reimburse travel by members of the IAFC Board of Directors.

### Statement of Policy

#### Section 1: General

It is the policy of the IAFC that the association will pay for expenses incurred by members of the Board of Directors as they carry out their duties on behalf of the organization. In implementation of this policy, it is the organizational intent to strike a practical balance between:

- Minimizing the financial impact of travel on the individual member
- Providing appropriate checks and balances on the expenditure of association resources
- Provision of adequate documentation to satisfy IRS, grant, or audit requirements

Payment may be accomplished either by direct billing to the association, use of the corporate credit card issued to select board members, or by reimbursement to the board member. Payment or reimbursement may be used for travel, lodging, meals, and other normal and reasonable expenses incurred on behalf of the association.

To facilitate accounting for expenses and minimizing out-of-pocket expenses for members, select board members are provided with an IAFC credit card that is the preferred method for paying for financial obligations incurred in support of the association. A decision was made in 2013 wherein all other board members would pay all travel costs personally. After travel, officers and board members shall submit an Expense Report, with receipts and other documentation as described herein, within 30 days of the conclusion of the trip.

The following general principles apply to travel/expense reimbursement:

1. Travel must fall within one day before and one day after the dates specified as official meeting event/dates.
2. Officer or board member travel, other than to attend scheduled meetings of the Executive Committee and/or Board of Directors, will be specifically authorized and requested by the President or CEO/Executive Director.
3. Travel expenses for division or section representatives on the Board of Directors to attend meetings of their own division or section will not be reimbursed by the IAFC but may be funded by the respective division or section. However, the President is funded to attend his/her own division/section meeting.
4. The President is the official representative of the IAFC at division meetings. In the event of a schedule conflict or some other circumstance in which the President is not able to fulfill a representation function, an alternate representative may be designated for that specific purpose.

Receipts are required for airfare, lodging, and any other expenditure excluding tolls, tips and other cash incidentals. Meal reimbursement is described specifically in the next section. For travel funded by a federal grant, receipts are required for all expenses. Such federal grant-related travel will comply with grant specific requirements and may differ from the IAFC travel policy.

## **Section 2: Meal Expense Reimbursement**

Meal expense reimbursement is for meals eaten during the travel period, and must be documented on the appropriate expense form with the total of meal and tip for each meal. The restaurant name must be documented on the Expense Report for every meal. Total meal expenses up to \$75 per day are allowed with receipts. Daily meal expenses more than \$75 are only for express business purposes and will require an Exception Report which outlines who was in attendance and the reason or business purpose for exceeding \$75:

If a receipt is lost or not obtained, then a Lost Receipt Form must accompany the Expense Report to document the expense.

In instances where multiple travelers eat together, one person may elect to pay the bill, and then document all those in attendance, obtain a receipt, if the total is above \$75, and then complete a travel Exception Report. All other travelers would not claim any expense for that meal.

Failure to document the actual meal cost and location or to provide receipts will not be reimbursed.

Meals that occur while conducting official IAFC business must be documented as a business meal, summarizing the business purpose, and outlining the benefit to the IAFC. Meals require a receipt and documentation of all those in attendance.

A meal with other board members, or fellow travelers, is not normally considered a business meal.

Alcohol expenses are not authorized and will be subtracted from any requested reimbursement, except for specific documented business events that are approved by either the IAFC President, Treasurer or CEO/Executive Director.

### **Section 3: Partner Travel Expenses**

Expenses for the President's partner to attend the annual conference, and two conferences or meetings as approved in the annual budget, shall be reimbursed at the rate established for the association's officers and board members and will be subject to the same reimbursement and documentation requirements.

Expenses for the First Vice President's partner to attend the annual conference, and one conference or meeting as approved in the annual budget, shall be reimbursed at the rate established for the association's officers and board members and will be subject to the same reimbursement and documentation requirements.

Travel reimbursement for the partners of the President and First Vice President traveling outside the continental United States and Canada shall be limited to \$1,000 per trip unless specifically authorized by the Executive Committee.

Registration and banquet ticket fees for the partner or one guest of the association's officers and board members shall be waived for the IAFC annual conference.

### **Section 4: Travel**

The Executive Committee must authorize and approve all IAFC travel outside the continental United States and Canada. It will also establish the authorized expenses for each trip.

All IAFC board members traveling for IAFC business are expected to attend all scheduled events, including IAFC-organized board dinners. Except in the case of a documented emergency or other exception preapproved by the IAFC President and Treasurer, failure to attend scheduled events will result in no reimbursement for the entire travel period.

For events hosted by outside organizations, board members are expected to appropriately represent the IAFC and attend all confirmed events to be reimbursed for any expense.

Privately owned vehicles (POV) may be used for official IAFC business. POV travel will be

reimbursed at the rate prescribed by the federal government at the time the expense is incurred. Reimbursement for travel will not exceed the cost of twenty-one-day advance purchase round-trip non-refundable coach airfare to the same location. Reimbursement for travel, to and from a destination, will only be made for actual mileage costs incurred. No other costs will be considered.

Travel by scheduled airlines shall be reimbursed at the non-refundable coach fare rate purchased 21 days in advance. An invoice from a travel agency, airline receipt, or a credit card receipt must be submitted with the Expense Report to receive reimbursement.

Transportation/travel expenses, which include mileage, automobile rentals, tolls, taxi fares, parking fees, and tips are reimbursable expenses. Receipts for automobile rentals, taxi fares and parking fees are required for reimbursement. All requests for reimbursement charged to a federal grant require receipts.

Additional travel requirements follow:

1. When a roundtrip ticket cost exceeds \$1,000, advanced authorization for travel must be approved by the CEO/Executive Director or designee.
2. All tickets for scheduled events must be purchased 21 days in advance.
3. Complimentary tickets are earned by the association based on the number of paid tickets that are issued by the IAFC approved travel agency. The CEO/Executive Director, COO/Deputy Executive Director or authorized designees are the only staff members who may authorize use of these complimentary tickets.
4. When Executive Committee members are scheduled for flights with a total air time more than three hours in one day, they may book an economy rated ticket, then request an upgrade from economy to the next level of service. This should be done with upgrade certificates or other mechanism used by the airline being used for the flight.
5. International trips lasting longer than four hours and that travel outside continental North America, the 50 United States and beyond the Caribbean can be booked as non-refundable business class seats for all board members on official travel for the IAFC.
6. Due to the instability and delays inherent in the airline industry, Executive Committee members who travel extensively may, at their request, receive reimbursement for one membership to an airline "red carpet club."
7. The IAFC will reimburse officers, board members and the President and First Vice President's partners for airline fees associated with no more than two pieces of luggage each per trip, or three pieces of luggage each for the Fire-Rescue International

conference.

8. Expenses associated with the mailing of clothes and uniforms will not be reimbursed. One box of meeting-related materials and items received onsite at Fire-Rescue International may be shipped home at IAFC expense.
9. Board members are expected to first use any unused tickets or credits from prior trips when booking new trips.
10. When a flight must be changed for any reason, a Flight Change Form including justification for the change must be submitted within five business days, along with details which outline the cost of the change, including fees and penalties.
11. Internet charges for in-flight internet access will be made when justification of critical IAFC business is documented. Charges should only be made for days that service is used.
12. Board members are encouraged to use the IAFC-approved travel agency.
13. Use of this system benefits the board member as the IAFC is billed directly for service eliminating the need for receipts.
14. Use of this system benefits the IAFC as it allows for better management of unused tickets and complimentary air tickets based on aggregate travel volume.
15. If IAFC business and personal travel occur during the same trip then a personal credit card must be used to pay for all hotel nights that of a personal nature. IAFC credit cards should not be used for any other personal expenses.
  - a. If the IAFC credit card is inadvertently used for personal charges while on IAFC travel, the IAFC should be reimbursed within 15 days of completion of the trip. An email or memo should accompany the payment and an explanation of the charges should be given.
16. For domestic travel, the IAFC pays for business travel from one location to the business destination, and pays for the flight from the business location to one destination (no overnight stays on any leg other than at the business location). If personal travel is conducted on either end of the IAFC business trip, then one of the following shall be followed:
  - a. The IAFC Executive Travel and Meeting Coordinator is contacted in advance and a decision is gotten regarding of how much of the trip is business and personal, and the traveler agrees to pay the personal amount within 15 business days of booking the flight.



- b. One ticket is purchased from the originating location to the business location, to one destination, and the IAFC pays for that ticket. Any further travel is purchased as a one-way ticket by the traveler at their expense. If the personal travel is at the beginning, the traveler pays for a one-way ticket to their personal travel location, and the IAFC ticket is purchased from that location, to the business location to a return destination.
- c. The entire ticket is paid for by the traveler on their personal credit card and reimbursement is submitted, outlining the personal segments of the trip and all taxes, fees, and costs are distributed per the percentage of business vs. personal travel.

17. For international travel, the Executive Travel and Meeting Coordinator should be contacted to determine the most cost effective means of travel.

ONLY IAFC board members have the option of booking travel from an alternate source when it is evident that the lowest cost option is not available through the IAFC-approved travel agency or if it is more effective and efficient to utilize another source to purchase the ticket. Certain conditions apply:

- 1. If a board member purchases a ticket using an IAFC credit card, the board member will be required to submit receipts within five business days after receiving a monthly electronic credit card statement. The IAFC Treasurer will review compliance with this requirement with the option of suspending or revoking credit card privileges for non-compliance.
- 2. If a board member purchases a ticket with the intent of seeking reimbursement from the IAFC, the traveler will have no more than 30 days from the date of travel to seek reimbursement. Requests submitted more than 30 days after the date of travel, or without receipts, will be reimbursed at the discretion of the IAFC Treasurer.
- 3. All other travel requirements in this policy will also apply to travel booked from a source other than the IAFC-approved travel agency.

## Insurance Coverage

Policy 4:15 Approved by IAFC Board of Directors: August 21, 2007

### Purpose

The IAFC has a responsibility to protect the organization against unnecessary losses from emergencies. The purpose of the insurance coverage is to provide an additional shield of protection for the interests of our membership.

### Statement of Policy

Subject to the Treasurer's approval, the association will maintain:

1. General Liability – Covers bodily injury or property damage arising from the business operation.
2. Business Personal Property – Covers the replacement of all personal property, including furniture, fixtures, machinery, equipment, stock and improvements and betterments.
3. Building Coverage – Covers the actual cost to rebuild the building. Provides coverage if the building is damaged (i.e., by fire or water) and the government officials do not allow "as is" repair. They may require that the structure be demolished or rebuilt in accordance with current law relating to materials, a sprinkler system or disability access. Standard policies insure for "replacement of like kind" which means that the policy will not respond to pay for the additional expenses associated with the demolition of or enhanced construction to the building.
4. Umbrella Liability – Provides additional limits of liability over General Liability and Workers Compensation limits.
5. Employers Non-Ownership Automobile Liability and Hired Car
6. Liability – Protects for liability only in the event of an accident by an employee while operating a personal vehicle on company business or for rented or hired cars.
7. Accounts Receivable – Provides coverage for loss or damage to records of accounts receivables.
8. Valuable Papers – Provides coverage for loss or damage to valuable papers and records, including the cost of research and other necessary expenses incurred to reproduce, replace or restore them.
9. Directors and Officers – Protects directors and officers against losses resulting from lawsuits alleging misrepresentation, mismanagement or material error or omission in the disclosure of financial information as well as others. It also covers staff and member volunteers who perform work on behalf of the organization. Possibly one of the most important items of protection under this policy is the legal defense coverage.

10. Workers Compensation – Provides coverage for all medical and related expenses as well as disability for work related injuries.
11. Employee Dishonesty – Provides coverage for losses suffered due to the dishonest acts of employees such as embezzlement and theft of cash or business personal property.
12. Convention Cancellation – Protects the organization from financial losses caused by fire, collapse or destruction of the convention sites; strikes involving labor, transportation and services and inclement weather, such as blizzards, floods, tornadoes, hurricanes, even earthquakes and power failure. Any insured disruption that results in a partial loss due to reduced attendance or forces cancellation, postponement, curtailing or abandonment of the meeting is covered.
13. Travel – For all business travel, provides accidental death and dismemberment coverage for board of directors, section and committee members, staff and contractors of the association.
14. Keyman Association – Protects the Association from the loss of a key employee.
15. This and all other insurance coverage will be reviewed annually and prior to the completion of the budget.
16. Provided there is no willful misconduct, insurance deductibles will be paid by the IAFC.

# Procurement Of Goods And Services

Policy 4:17 Created: August 21, 2007; Modified: June 2018

## Purpose

To define the process to be used when procuring goods and services. A procurement is the purchase of a good or service.

## Statement of Policy

The CEO / Executive Director has the responsibility and authority for the procurement of goods and services. The policy set forth in this document establishes standards and guidelines for the procurement of supplies, equipment, construction, and services to ensure that they are obtained as economically as possible through an open and competitive process, and that contracts are managed with good administrative practices and sound business judgment. All procurements made by the IAFC involving the expenditure of IAFC funds will be made in accordance with the following procurement standards:

### Section 1: Definitions

**Agreement/Contract** – For purposes of this policy, any agreement that contains an exchange of promises or undertakings between the Association and another person or entity, relative to the Association’s procurement of goods and services that binds or purports to bind the Association and the other party to reasonably specific terms and conditions to be binding upon the Association. All such contracts are subject to prior review and approval by the Association.

**Debarment** – A process used to disqualify contractors based on performance irregularities or fraud.

**Disadvantaged Business Enterprise (DBE)** - Small businesses owned or controlled by a majority of persons, not limited to members of minority groups, who have been deprived of the opportunity to develop and maintain a competitive position in the economy because of social disadvantages.

**Minority or Woman Business Enterprise (MBE/WBE)** - Business that is owned by a woman or minority, or a partnership, joint venture or corporation where at least 51% of the business interest is held by a woman or minority.

**Purchasing Agent** – The IAFC has designated the IAFC’s Contracts Administrator to serve as a purchasing agent. The purchasing agent is responsible for oversight of the procurement process, which includes providing guidance and responding to questions regarding the process, overseeing bid solicitations and maintaining procurement documentation in hard copy and electronic format.

**Responsive, Responsible Bidder** - A firm that has both adequately responded to a request and demonstrated the ability to meet all aspects of the specifications for bid.

**Sole Source Contracts for Non-Competitive Proposals** – Any acquisition which, by the specifications needed by the requestor/purchaser, restricts the contract to one contractor and limits competitive bidding. While it is the intent of the IAFC to promote fair and open competition, there may be some instances that require using the non-competitive proposal method of procurement.

The non-competitive proposal method can only be used when one or more of the following circumstances apply:

1. There is a sole provider for the goods or service.
2. There is a public exigency or emergency which will not permit a delay resulting from competitive solicitation.
3. The Federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the non-Federal entity.
4. Competitive bidding is found to be inadequate after solicitation of at least two to three sources.

Upon determination that there is only one source practicably available, a contract may be negotiated and awarded to that contractor without competitive bidding. Documentation will include: a written notice stating that only one source was determined to be practicably available and the reason why; identifying that which is being procured; the contractor selected and the date on which the contract was or will be awarded; and the Federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the IAFC. Sole source is typically defined as a product or service that is unique and possesses specific characteristics or has a unique capability to provide a specific function or service available from only one supplier in the time frame needed.

## **Section 2: Procurement Code Of Conduct**

### **A. Conflict of Interest**

The IAFC has a conflict of interest policy. No employee, officer, or agent shall participate in the selection, award, or administration of a contract supported by federal funds if a real or apparent conflict of interest will be involved.

Such a conflict of interest would arise when the employee, officer or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract. The officers, employees, and agents of the association must neither solicit nor accept gratuities, favors or anything of monetary value from contractors or parties to subcontracts; unless in any such situations, the financial interest is not substantial or the gift is an unsolicited item of nominal value.

### **B. Penalties**

Any IAFC member, employee or designated agent of the IAFC who knowingly and deliberately violates the provisions of this code will be open to disciplinary action and/or civil suit by the

IAFC without the legal protection of the IAFC. Furthermore, such a violation of these procurement standards is grounds for disciplinary action up to dismissal by the IAFC. Any contractor or potential contractor who knowingly and deliberately violates the provisions of these procurement standards will be barred from future transactions with the IAFC.

### **Section 3: Procurement Guidelines:**

#### **Purchasing Processes**

All procurement transactions will be conducted in a manner providing full and open competition consistent with the standards of the Office of Management and Budget, the Grant Management Common Rule and the Uniform Grant Management Standards. The Association must begin with an analysis of the need for the procurement, to avoid the purchase of unnecessary items (this may include an examination of lease versus purchase alternatives). The purchaser must then identify and clearly specify the standards for the goods or services desired, and seek competitive offers where possible to obtain the best possible quality at the best possible price.

Every grant-funded purchase must meet the definition of an “allowable cost” per the Federal administrative requirements.

All Association solicitations and purchases shall be executed in accordance with the requirements of the applicable purchasing processes listed below.

- **Micro-Purchase** – This method can be used if purchases are less than \$10,000.
- **Small Purchase Procedures** – This is a relatively simple procurement method for securing services, supplies, or other property that do not cost more than the Simplified Acquisition Threshold which is currently set at \$250,000. This method will be used for all contracts ranging from \$10,000 to \$250,000.
- **Sealed Bids Procurement (formal advertising)** – This is the preferred method for procuring construction services. Purchases must be over \$250,000.
- **Competitive Proposals** – This method is used when the sealed bid method may not be suitable, and the purchases are over \$250,000.
- **Non-Competitive Proposals (Sole Source)** – Sometimes because of the uniqueness of the goods or services, or the immediacy of the need, competition is not as open as we would wish in the procurement process. In these cases, the sole-source method must be followed. This method can only be used when one or more of the following circumstances apply: 1) there is a sole provider for the goods or services; 2) there is a public exigency or emergency which will not permit a delay resulting from competitive solicitation; 3) the Federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the IAFC; or 4) competitive bidding is found to be inadequate after solicitation of a number of sources.

- **MBE/WBE**--Use of Minority or Women Business Enterprise (MBE/WBE) Contractors as maintained by the U.S. Department of Commerce.
- **EPLS**—Purchases will not be made from parties that have been debarred from the Federal Procurement process as recognized on the Excluded Parties List System in the System for Award Management (SAM) and maintained by the General Services Administration.

The procurement processes are summarized below, including the circumstances under which each process shall be required.

**Procurement by Micro-Purchase Procedures** – This method can be used if purchases do not exceed \$10,000. There is no requirement to solicit bids or quotes if the price is considered reasonable. Micro-purchases should be distributed equitably among qualified suppliers.

**Procurement by Small Purchase Procedures** – This is a relatively simple procurement method for securing services, supplies, or other property that do not cost more than the Simplified Acquisition Threshold, which is currently set at \$250,000. Price or rate quotations must be obtained from at least 2 to 3 qualified sources. You must document your reasons to justify your selection. You must also document affirmative steps for MBE/WBE participation in the work. Solicitations may be oral or in writing. Oral quotations and offers are generally only used for aggregate acquisitions less than \$25,000.

**Procurement by Sealed Bid Procedures** – This process is used for purchases over \$250,000, and is primarily used in construction projects, such as a firm fixed price contract. Price is a major factor and a formal process for bidding is generally required. Fixed price contracts are awarded under this method to the lowest bidder who meets the material terms outlined in the public invitation to bid. The Invitation for Bid (IFB) must be publicly advertised. Bids must be solicited from an adequate number of known suppliers. Bidders must be allowed sufficient time to submit a bid. The IFB must include all information needed by the bidder to submit a responsive bid. All bids must be publicly opened at the time and place specified in the IFB. A firm fixed-price contract must be made in writing to the lowest responsive and responsible bidder. When specified in bidding documents, discounts, transportation costs, and life cycle costs must be considered in determining the lowest bid (although payment discounts may only be used if the contractor takes advantage of them).

**Procurement by Competitive Proposal Procedures** – This process is used for purchases over \$250,000. This method is used when the sealed bid method may not be suitable. Requests for bids must be made public and solicited from an adequate number of sources; the entity is not required to accept the lowest bid. This method is normally conducted with more than one source submitting an offer and either a fixed price or cost-reimbursement type of contract is awarded. Requests for proposals must be publicized and you must identify all evaluation factors and their relative importance. Proposals must be solicited from an adequate number of qualified sources. Contracts must be awarded to the responsible firm whose proposal is most advantageous to the program with price and other factors considered.

**Procurement by Non-Competitive Proposal Procedures** – This process is procurement through solicitation of a proposal from only one source (sole-source procurement), or if, after solicitation of a number of sources, competition is determined to be inadequate. Procurement by non-competitive proposals may be used only when one of the following circumstances applies: The item is available only from a single source. Public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation. The awarding agency authorized non-competitive proposals after submitting a written request. If, after solicitation of a number of sources, competition is determined to be inadequate. This process is available for procurements of any dollar amount.

**Contracting with Small and Minority Businesses, Women’s Business Enterprises, and Labor Surplus Area Firms (MBE/WBE)**– The IAFC is committed to supporting locally-owned, minority-owned, female-owned and small businesses (MBE/WBE) and labor surplus area firms. All necessary affirmative steps will be taken and documented whenever possible to solicit participation of minority businesses, women’s business enterprises and labor surplus area firms. These steps include: 1) Placing qualified small and minority businesses and women’s business enterprises on solicitation lists. 2) Assuring that small and minority businesses and women’s business enterprises are solicited whenever they are potential sources. 3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women’s business enterprises. 4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women’s business enterprises. 5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce. 6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in steps 1 through 5 listed in this section.

**EPLS** - Before purchasing goods and/or services using Federal funds, a review should be made of the government-wide Excluded Parties List System (EPLS) in the System for Award Management (SAM) website ([www.SAM.gov](http://www.SAM.gov)). This website contains a list of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible from receiving Federal contracts, certain subcontracts, and certain Federal assistance and benefits. The IAFC will not purchase from contractors appearing on this list.

**Provisions to include in contracts** - The following provisions are deemed applicable or not applicable based on an analysis by IAFC management.

**Applicable Provisions** -- All contracts will contain the following language in accordance with OMB requirements for procurements using Federal funds, as described in Appendix II to Part 200 – Contract Provisions for non-Federal Entity Contracts Under Federal Awards:

- **Equal Employment Opportunity:** The Contractor shall abide by the requirements of 41 CFR part 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity,



Department of Labor.” These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities and prohibit discrimination against all individuals based on their race, color, religion, sex, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status or disability.

- **Debarment and Suspension (Executive Orders 12549 and 12689):** A contract award must not be made to parties listed on the government-wide Excluded Parties List System in the System for Award Management (SAM) in accordance with OMB guidelines at 2 CFR 180.220. The Excluded Parties List System in SAM contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.
- Provisions that allow for administrative, contractual, or legal remedies where contractor violates or breaches contract terms, as well as remedial actions.
- Provisions addressing termination by the IAFC, including the manner of termination and basis for settlement.
- Provisions addressing termination of contract for default, as well as circumstances beyond the control of sub-recipient.
- Provisions for bid guarantees, performance bonds and payment bonds, if applicable.
- Provisions allowing access to sub-recipient records by the IAFC, Federal awarding agency, Comptroller General of the United States, and any other duly authorized representative.

**Not Applicable Provisions** – these provisions are deemed to generally not be applicable for IAFC contracts because those contracts do not touch upon these anticipated matters and/or contracts that do not meet the requisite thresholds. However, if the IAFC enters into contracts for which compliance with one or more of the following provisions is required, then that provision(s) shall be included in the related contract. They are listed as follows:

- **Byrd Anti-Lobbying Amendment (31 U.S.C. 1352):** Contractors that apply or bid for an award of \$100,000 or more must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award.
- **Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708).** Where applicable, all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in

excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

- **Rights to Inventions Made Under a Contract or Agreement** – if the Federal award meets the definition of “funding agreement” under 37 CFR § 401.2 (a) and the recipient or sub-recipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or sub-recipient must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.
- **Davis-Bacon Act, as amended (40 U.S.C. 3141-3148)** – when required by Federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by the Department of Labor regulations (29 CFR Part 5, “Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction”). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland “Anti-Kickback” Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”). The Act provides that each contractor or sub-recipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair or public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.
- **Clean Air Act (42 U.S.C. 7401-7671 q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended** – contracts and sub-grants of amounts in excess of \$150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671 q) and the Federal Water Pollution Control Act as amended (33 U.S.C.

1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

- Mandatory standards and policies relating to energy efficiency which are contained the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (42 U.S.C. 6201).

**Time and Materials Contract** – The IAFC may use a time and materials type contract only after a determination that no other contract is suitable and if the contract includes a ceiling price that the contractor exceeds at its own risk. Time and materials type contract means a contract whose cost to the IAFC is the sum of: the actual cost of materials; and direct labor hours charged at fixed hourly rates that reflect wages, general and administrative expenses, and profit.

Each contract must set a ceiling price that the contractor exceeds at its own risk. The IAFC must assert a high degree of oversight in order to obtain reasonable assurance that the contractor is using efficient methods and effective cost controls. Oversight may include the following methods: periodic status meetings or reports and review of the work product.

**Subcontracts** – IAFC partners receiving a subcontract in excess of \$25,000 from a federally funded award to the IAFC will be required to certify, on company letterhead, their commitment to MBE/WBE purchasing. The IAFC encourages contracting arrangements with consortiums of small businesses and MBE/WBE firms when a total subcontract exceeds the capability of a single firm within the consortium.

**Non-Competitive Practices** – The IAFC and their sub-recipients shall avoid actual, or the appearance of, conflicts of interest or non-competitive practices which may restrict or eliminate competition or otherwise restrain trade. To ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, statements of work, and/or Requests for Proposals (RFPs) for a proposed procurement shall be excluded from bidding or submitting a proposal to compete for the award of such procurement. Some of the situations considered to be restrictive of competition include, but are not limited to:

- Placing unreasonable requirements on firms for them to qualify to do business
- Requiring unnecessary experience and excessive bonding
- Noncompetitive pricing practices between firms or between affiliated companies
- Noncompetitive contracts to consultants that are on retainer contracts
- Organizational conflicts of interest
- Specifying only a “brand name” product instead of allowing “an equal” product to be offered and describing the performance or other relevant requirements of the procurement
- Any arbitrary action in the procurement process
- Prohibit the use of statutorily or administratively imposed state or local geographical preferences in the evaluation of bids or proposals, except in those cases where applicable Federal statutes expressly mandate or encourage geographic preference.

**Written Procedures for Procurement Transactions** -- If a procurement is by solicitation, then the following procedures must ensure that all solicitations:

1. Incorporate a clear and accurate description of the technical requirements for the material, product, or service to be procured. Such description must not, in competitive procurements, contain features which unduly restrict competition. The description may include a statement of the qualitative nature of the material, product or service to be procured and, when necessary, must set forth those minimum essential characteristics and standards to which it must conform if it is to satisfy its intended use.  
Detailed product specifications should be avoided if at all possible. When it is impractical or uneconomical to make a clear and accurate description of the technical requirements, a "brand name or equivalent" description may be used as a means to define the performance or other salient requirements of procurement. The specific features of the named brand which must be met by offers must be clearly stated; and
2. Identify all requirements which the offerors must fulfill and all other factors to be used in evaluating bids or proposals.

### **Selection**

Price should be one of the factors in the evaluation of responses, but the Association is not required to accept the lowest price if other factors are important to the decision.

- There must be an objective method for selection, and any factors for evaluation and selection should be listed in the procurement documents.
- Awards shall be made to the bidder whose bid is responsive to the solicitation and is most advantageous to the Association on the basis of price, quality or other factors.
- A bid may be rejected when it is in the Association's interest to do so.
- Some form of cost or price analysis shall be made and documented in the procurement files regarding any purchase over \$250,000. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted and market prices, together with discounts.

### **SECTION 4 – CONTRACT ADMINISTRATION**

The Association has a system of contract administration to ensure proper oversight and management of procurement actions. The Association is responsible for evaluating contractor performance and documenting, as appropriate, whether contractors have met the terms, conditions and specifications of the contract. This may include progress inspections, interim products, inspection of goods delivered, and other such methods that provide assurance that the goods or services purchased are being delivered within the scope of the contract.

The Association's contract administration system must ensure that:

- The method of procurement is documented and records maintained for five years after final payment is made;
- All activities are carried out and costs are incurred in compliance with applicable requirements, and
- Before payment is made, services performed are adequate and consistent with the contract scope of services.

The Association will be responsible, in accordance with good administrative practice and sound business judgment, for the settlement of all contractual and administrative issues arising out of procurements. These issues include, but are not limited to, source evaluation, protests, disputes, and claims.

#### **SECTION 5 -- DOCUMENTATION**

- Procurement files must include the following:
  - A. Basis for contractor selection.
  - B. Justification for lack of competition when competitive bids or offers were not obtained  
And sole source documentation if only one contractor was asked to participate.
  - C. Basis of award cost or price.
  - D. Documentation as to why the lowest bid was not selected if other criteria were deemed more significant.
- All source documents supporting any given transaction (RFB/RFP data and bid materials) will be retained and filed in an appropriate manner.
- Where feasible, source documents pertinent to each individual procurement shall be separately filed and maintained.
- At a minimum, source document data must be sufficient to establish the basis for selection, basis for cost, (including the issue of reasonableness of cost), rationale for method of procurement and selection of contract type, and basis for payment.

## **Consultants - Use Of**

Policy 4:18 Approved by IAFC Board of Directors: August 21, 2007

Modified on January 26, 2015

### **Purpose**

To define the use of consultants to support the work of the association.

### **Statement of Policy**

- A. The use of consultants for work exceeding \$5,000.00 shall have the approval of the Chief Executive Officer / Executive Director.
- B. Since the IAFC represents the leadership of fire and emergency responders worldwide, the Association is often required to provide subject matter experts that have the demonstrated competence, knowledge, and qualifications to perform services that the Association's employees are not able to adequately perform. These consultants may be used to work on a federally funded program or an Association funded program as the business needs dictate for a defined period of time and a defined cost. These consultants will be procured using the non-competitive (sole-source) method, based upon the criticality of the business need and upon the authority and approval by the Chief Executive Officer / Executive Director.
- C. Competitive bids for consultant services shall be obtained by the Chief Executive Officer / Executive Director unless noncompetitive procurement can be justified (sole source).
- D. No employee of the association shall be employed as a paid consultant to the association.
- E. All consultants will be reimbursed at the rate established prior to the rendering of services.
- F. Contractors retained to complete specific IAFC work will be paid in accordance with prevailing rates for similar work performed.

## **Responsibilities for Federal Grants and Contracts**

Policy 4:19 Approved by IAFC Board of Directors: August 21, 2007

Modified on January 26, 2015

### **Purpose**

To define staff responsibility for procurement and management of Federal Grants.

### **Statement of Policy**

- A. The Chief Executive Officer / Executive Director is responsible for overseeing the preparation and submission of grants to Federal Agencies, but may delegate this responsibility to IAFC staff. The Chief Executive Officer / Executive Director will inform the IAFC Board of Directors of new Grants Awards at each scheduled Board Meeting.
- B. The IAFC will limit funding requests to projects defined by the strategic plan. Projects outside the scope of the strategic plan will be specifically approved by the Board of Directors.
- C. All Federal grants will be administered according to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, a Rule by the Management and Budget Office on December 26, 2013:
- D. The Grants Manager is responsible for overseeing the pre-award proposal development process with assistance from the Programs Department and other resources as required; maintenance of current grant files and all original correspondence; communicating the interests of the IAFC to and securing appropriate approval from the contracting officer for changes in the scope of work, funding level or performance timeline; management of the grant closeout process and preparation of final reports.
- E. The Chief Programs Officer of the Programs and Technology Department is responsible for the oversight of the operations of the Federal award-supported activities to ensure compliance with applicable federal requirements and performance expectations are being achieved. The Chief Programs Officer of the Programs and Technology Department may be asked to provide technical assistance to the Grants Manager as a part of the new proposal pre-award process.
- F. The IAFC's Grants and Contracts Administrator will review pre-award cost proposals to ensure that Association implementation and management costs are covered appropriately and review charges to grants to ensure charges are appropriate and authorized.
- G. Only the Chief Executive Officer / Executive Director may commit the Association to a Federal Award.

## Cash Receipts and Disbursements

Policy 4:20 Approved by IAFC Board of Directors: August 21, 2007

### Purpose

The association will maintain cash receipts and disbursements journal and a payroll journal which serves two purposes:

- A. It provides a listing of all cash received and disbursed
- B. It provides a supporting rationale for posting cash receipts to the general ledger on a monthly basis.

### Statement of Policy

#### Section 1: Cash Entries

Entries of cash received should be made by date of deposit and entries of cash disbursements should be listed according to check number sequence.

#### Section 2: Cash and Check Procedure.

Upon receipt of cash or check, a deposit slip will be prepared by the bookkeeper and copies of the checks will be made.

- A. The original log will always be available to the Director of Finance and Administration and this can be used to compare the log, the cash receipts journal and to validate bank deposit tickets on a test (control-audit) basis.
- B. The Association has a lock box. The address of the lock box should be used for membership billing, conference registration and exhibitor space payments. When invoicing the membership for these services, it is essential that the association request from the payee to send a copy of the invoice back with the payment. The Lock Box needs to be picked up on a daily basis for preparation of a cash receipt journal and crediting the appropriate accounts.
- C. Checks will be endorsed for deposit immediately upon receipt.
- D. All monies will be deposited promptly into the association's proper account.
- E. The association has one interest bearing checking account.
- F. The checking account should have a sufficient balance to avoid servicefees.
- G. All cash disbursements should be supported by purchase orders, invoices or other source documentation.
- H. Cash disbursed should always have the name of the company or individual to whom the payment is intended. Checks should never be made out to "cash."
- I. Upon completing the deposit, the Accounting Manager will post that deposit into the cash receipts journal.



- J. All purchase orders and invoices must be initialed by the department director and the Director of Finance and Administration.

# Whistleblower Policy

Policy 4: 21 Approved by IAFC Board of Directors: August 21, 2007

## Purpose

In keeping with the policy of maintaining the highest standards of conduct and ethics the IAFC will investigate any suspected fraudulent or dishonest use or misuse of resources or property by staff, board members, consultants or volunteers. The IAFC is committed to maintaining the highest standards of conduct and ethical behavior and promotes a working environment that values respect, fairness and integrity. All staff, board members and volunteers shall act with honesty, integrity and openness in all their dealings as representatives for the organization.

Failure to follow these standards will result in disciplinary action including possible termination of employment, dismissal from one's board or volunteer duties and possible civil or criminal prosecution if warranted.

## Statement of Policy

Staff, board members, consultants and volunteers are encouraged to report suspected fraudulent or dishonest conduct (i.e. to act as "whistle-blower"), pursuant to the procedures set forth below.

### Section 1: Reporting

A person's concerns about possible fraudulent or dishonest use or misuse of resources or property should be reported to his or her supervisor or, if suspected by a volunteer, to the staff member supporting the volunteer's work. If for any reason a person finds it difficult to report his or her concerns to a supervisor or staff member supporting the volunteer's work, the person may report the concerns directly to the Director of Finance & Administration, Deputy Executive Directors Executive Director. Alternately, to facilitate reporting of suspected violations where the reporter wishes to remain anonymous, a written statement may be submitted to one of the individuals listed above.

### Section 2: Definitions

Baseless Allegations: Allegations not premised upon reasonable belief. People making baseless allegations may be subject to disciplinary action by the IAFC, and/or legal claims by individuals accused of such conduct.

Fraudulent or Dishonest Conduct: A deliberate act or failure to act with the intention of obtaining an unauthorized benefit. Examples of such conduct include, but are not limited to:

- forgery or alteration of documents;
- unauthorized alteration or manipulation of computer files;
- fraudulent financial reporting;

- misappropriation or misuse of IAFC resources, such as funds, supplies, or other assets;
- authorizing or receiving compensation for goods not received or services not performed; and
- authorizing or receiving compensation for hours not worked

Whistle-Blower: An employee, consultant or volunteer who informs a supervisor, Director of Finance & Administration, Deputy Executive Directors, Executive Director about an activity relating to the IAFC which that person believes to be fraudulent or dishonest.

### **Section 3: Rights and Responsibilities**

Supervisors are required to report suspected fraudulent or dishonest conduct to the Director of Finance & Administration, Deputy Executive Directors, or Executive Director. Reasonable care should be taken in dealing with suspected misconduct to avoid:

- baseless allegations;
- premature notice to persons suspected of misconduct and/or disclosure of suspected misconduct to others not involved with the investigation; and
- violations of a person's rights under law

Due to the important yet sensitive nature of the suspected violations, effective professional follow-up is critical. Supervisors should not in any circumstances perform any investigative or other follow up steps on their own. Accordingly, a supervisor who becomes aware of suspected misconduct:

- should not contact the person suspected to further investigate the matter or demand restitution.
- should not discuss the case anyone other than the Director of Finance & Administration, Deputy Executive Directors, or Executive Director.

### **Section 4: Investigation**

All relevant matters, including suspected but unproved matters, will be reviewed and analyzed, with documentation of the receipt, retention, investigation and treatment of the complaint. Appropriate corrective action will be taken, if necessary, and findings will be communicated back to the reporting person and his or her supervisor. Investigations may warrant investigation by an independent person such as auditors and/or attorneys.

### **Section 5: Whistle-Blower Protection**

The IAFC will protect whistle-blowers as defined below.

- The IAFC will use reasonable efforts to protect whistle-blowers against retaliation. Whistle-blowing complaints will be handled with sensitivity, discretion and confidentiality to the extent allowed by the circumstances and the law. Generally this means that whistle-blower complaints will only be shared with those who have a need to know so that the IAFC can conduct an effective investigation, determine what action to take based on the results of any such investigation, and in appropriate cases, with law enforcement personnel. Should disciplinary or legal action be taken against a person or persons as a result of a whistle-blower complaint, such persons may also have right to know the identity of the whistle-blower.
- Employees, consultants and volunteers of the IAFC may not retaliate against a whistle-blower for informing management about an activity which that person believes to be fraudulent or dishonest with the intent or effect of adversely affecting the terms or conditions of the whistle-blower's employment, including but not limited to, threats of physical harm, loss of job, punitive work assignments, or impact on salary or fees. Whistle-blowers who believe that they have been retaliated against may file a written complaint with the Director of Finance & Administration, Deputy Executive Directors or Executive Director. Any complaint of retaliation will be promptly investigated and appropriate corrective measures taken if allegations of retaliation are substantiated. This protection from retaliation is not intended to prohibit supervisors from taking action, including disciplinary action, in the usual scope of their duties and based on valid performance-related factors.
- "Whistle-blowers must be cautious to avoid fabricated and malicious allegations (as described earlier in the definitions section of this policy). After an investigation, if it is determined that an employee made a baseless allegation, then disciplinary action may be taken against that employee."

# Financial Reserve Policy

Policy 4:22 Approved by IAFC Board of Directors: March 11, 2010

## Purpose

The purpose of this policy is to provide guidelines for the management of Reserve funds. These funds are intended to support reinvestment in infrastructure and to provide resources that will allow the Association to take advantage of strategic opportunities as appropriate.

## Statement of Policy

### Section 1: Definition of Reserves

Reserves are defined as the accumulated net surpluses of the Association, i.e., the unrestricted net assets as reported on the Statement of Financial Position. The primary purpose of the reserve is to ensure that the Association has adequate funds available in the event of an unanticipated catastrophic event or business situation that reduces reserves and threatens the financial viability of the Association. A secondary purpose of the reserve is to support special projects in the event a single or multiple strategic initiatives should surface outside of the annual budgeting process. This means that should a strategic initiative surface during the course of the year, a Board member may make a motion to the full Board of Directors to fund such an initiative. An initiative is defined as a chance for the Association to invest in an action that will benefit the IAFC Membership or the Fire Service.

### Section 2: Funding Requirements

The Association shall have a goal of maintaining reserves of no less than fifty percent (50%) of annual budgeted expenses. In the event the goal of 50% of annual operating expenses is not achieved and reserves are less than 45% of average annual operating expenses, the Treasurer shall notify the Board of a variance. Where reserves are below 40%, the IAFC Board may direct the Executive Director to put a cap on any new-project funding or special initiative funding through the reserves. Also, this occurrence would trigger a process through which the Finance Committee would convene to recommend necessary and sufficient corrective actions to pursue a recovery plan by 1) using the next-year's budget surplus sufficient to rebuild the reserves' floor to a minimum of 40% of annually budgeted expenses, or 2) using a two-year budget cycle to rebuild the reserves' floor to a minimum of 40% of annually budgeted expenses. In either case, the recommendations shall be presented to the Board for immediate action.

## **Accounts Receivable Policy**

Policy 4:23 Approved by IAFC Board of Directors: August 21, 2007

### **Purpose**

To Define the financial responsibilities of the IAFC Accounting Staff.

### **Statement of Policy**

#### Section 1: Invoicing and Collecting Overdue Receivables

1. An original invoice with a listing of the merchandise/services will be sent at the time of the sale.
2. All invoices will be recorded in the Accounts Receivable Journal. This summary will be shared with the Executive Director and Treasurer on a monthly basis.
3. A statement with a summary of the invoices and payments made will be sent out by the Finance Department at the end of the billing cycle with the original terms of sale stated on it and on a monthly basis to remind customers of their agreement to the original payment terms. The Accounting Assistant will follow up billing statements with a personal call when invoices are 60 days overdue and again when an invoice is 90 days overdue. Other past-due collection methods may include one or more of the following actions: special warning messages on the monthly statement, special collection letters sent separately and in addition to the regular monthly statements, additional phone calls, or referral to a collection agency.
4. Monthly, the Director of Finance and Administration will review accounts to ensure that reasonable collection steps are being taken and to recommend specific action being taken on each account. After consulting department directors, accounts that are determined to be uncollectible will be recorded against the bad debt allowance.

## Executive Compensation Policy

Policy 4:24 Approved by the Board of Directors: October 30, 2008

### Purpose

This policy outlines the process for determining executive or key employee compensation in a way that ensures the highest level of transparency.

### Statement of Policy

The IAFC will utilize a compensation review process for determining executive and top management salaries.

### Process

The Process for Determining Compensation of the International Association of Fire Chiefs applies to the total compensation received by key employees of the association as defined below:

1. **Chief employed executive** – The CEO or executive director who has ultimate responsibility for implementing the decisions of the Organization’s governing body or for supervising the management, administration, or operations of the Organization.
2. **Key employee** – An employee of the Organization who meets all three of the following criteria:
  - a. receives reportable compensation from the Organization and all related organizations in excess of \$150,000 for the year, and
  - b. has responsibility, powers and influence over the organization as a whole that is similar to that of officers, directors, or trustees and manages a discrete segment or activity of the Organization that represents 10% or more of the activities, assets, income, capital expenditures or operating expenses of the Organization, and
  - c. is one of the 20 employees with the highest reportable compensation from the Organization and related organizations for the year.

The process includes all of these elements: (1) review and approval by the board of directors or compensation committee of the Organization; (2) use of data as to comparable compensation; and (3) contemporaneous documentation and recordkeeping.

1. **Review and approval.** The compensation of these individuals is reviewed and approved by the Executive Committee, provided that persons with conflicts of interest with respect to the compensation arrangement at issue are not involved in this review and approval.
2. **Use of data as to comparable compensation.** The compensation of these individuals is reviewed and approved using data from a survey conducted once every three years using comparable compensation for similarly qualified persons in functionally comparable positions at similarly situated organizations.
3. **Contemporaneous documentation and recordkeeping.** There is contemporaneous documentation and recordkeeping with respect to the deliberations and decisions regarding the compensation arrangement.



## Joint Venture Policy

Policy 4:25 Approved by the Board of Directors: October 30, 2008

### Purpose

This policy outlines the process for establishing a joint venture with a taxable entity in a way that safeguards the IAFC tax exempt status.

### Statement of Policy

This policy requires that the IAFC evaluate its participation through due diligence in joint venture arrangements under Federal tax law and take steps to safeguard the IAFC tax exempt status with respect to such arrangements. It applies to any joint ownership or contractual arrangement through which there is an agreement to jointly undertake a specific business enterprise, investment, or exempt-purpose activity as further defined in this policy.

- A. **Joint ventures or similar arrangements with taxable entities.** For purposes of this policy, a joint venture or similar arrangement (or a “venture or arrangement”) means any joint ownership or contractual arrangement through which there is an agreement to jointly undertake a specific business enterprise, investment, or exempt- purpose activity without regard to:
1. whether the IAFC controls the venture or arrangement;
  2. the legal structure of the venture or arrangement; or
  3. whether the venture or arrangement is taxed as a partnership or as an association or corporation for federal income tax purposes.
  4. A venture or arrangement is disregarded if it meets both of the following conditions:
  5. 95% or more of the venture’s income for its tax year ending in the IAFC tax year is excluded from unrelated business income taxation including: (a) dividends, interest, and annuities; (b) royalties; (c) rent from real property and (d) gains or losses from the sale of property; and
  6. the primary purpose of the IAFC contribution to, or investment or participation in, the venture or arrangement is the production of income or appreciation of property.

**B. Safeguards to ensure exempt status protection.**

The IAFC will:

1. negotiate in its transactions and arrangements with other members of the venture or arrangement such terms and safeguards adequate to ensure that the IAFC tax exempt status is protected; and
2. take steps to safeguard the IAFC tax exempt status with respect to the venture or arrangement. Some examples of safeguards include:
  - a. control over the venture or arrangement sufficient to ensure that it furthers the exempt purpose of the IAFC
  - b. requirements that the venture or arrangement gives priority to exempt purposes over maximizing profits for the other participants
  - c. that the venture or arrangement not engage in activities that would jeopardize the IAFC tax exemption
  - d. all contracts entered into with the IAFC be on terms that are arm's length or more favorable to the IAFC

## **Competing Conference Policy**

Policy 4:26, Approved by IAFC Board of Directors January 23, 2009

### **Purpose**

This policy defines the process for funding attendance at a conference hosted by an organization that competes with the IAFC.

### **Statement of Policy**

The IAFC will fund attendance at competing conferences according to a well-defined business need.

### **Process**

The IAFC may not use IAFC funds for staff, board members, task force, section, or committee members to attend conferences or programs that compete with Fire-Rescue International, Fire-Rescue Med, Department of Defense Fire and Emergency Services Training Conference, International Hazardous Materials Response Teams Conference, Volunteer Combination Officers' Symposium, Wildland Urban Interface Conference and other conferences the IAFC may produce.

Exceptions to this policy are permitted for the following purposes:


- To meet the objectives of an IAFC Grant, cooperative agreements or corporate partnership requiring a presence at a competing conference.
- To discuss the IAFC and related conference business with FAMA/FEMSA.
- To make presentations about the IAFC or IAFC programs.
- To conduct IAFC business with other organizations or a current or prospective IAFC Partner.
- To attend a conference hosted by an IAFC Partner (e.g., EMSToday).
- To advance IAFC business objectives (recruit new members, meet with current and prospective exhibitors and sponsors for IAFC conferences).

To review conference content and operations as a method for acquiring intelligence that assists the IAFC in maintaining competitiveness.



## Conflict Of Interest Policy

Policy 4:27, Approved by IAFC Board of Directors January 17, 2013  
Updated by IAFC Board of Directors December 2016

Certified By:   
CEO and Executive Director

### Purpose

#### Article I – Purpose

It is the purpose of this document to articulate a policy identifying and addressing potential conflicts of interest of IAFC Covered Leaders (defined in Article III). It is not the purpose of this conflict of interest policy to prevent IAFC Covered Leaders from having business or other relationships. Conflicts of interest are not inherently illegal or unethical, nor should they be interpreted as reflecting upon the integrity of any IAFC Covered Leader. Rather, it is the manner in which a conflict is addressed which determines the propriety of the situation; therefore, a policy outlining procedures for addressing conflicts supports both the IAFC, and the members and staff that serve it.

Moreover, the Board of Directors of IAFC has an obligation to ensure that the organization maintains a bias-free, decision-making process. The purpose of this policy is to inform Covered Leaders about what constitutes a conflict of interest, assist them in identifying and disclosing actual and potential conflicts, and help them to avoid conflicts of interest where necessary. This policy may be enforced against individual Covered Leaders as described throughout.

When IAFC Covered Leaders are acting in their Covered Leader capacities, their actions and decisions should be based on what they honestly and reasonably believe to be in the best interests of the IAFC. If the judgment of an IAFC Covered Leader is influenced by an outside interest, the IAFC may suffer harm directly from an ill-advised decision. As a not-for-profit, tax-exempt entity, there may be federal tax implications to the IAFC arising from transactions that improperly benefit an individual member and/or an IAFC Covered Leader.

The IAFC can be harmed equally, if not more so, by the creation of a perception among members and others of inappropriate decision-making. Especially for a not-for-profit, tax-exempt organization, reputation can be an invaluable asset. Therefore, even if an IAFC Covered Leader believes that he or she can exercise independent judgment despite a conflict, and even if the Covered Leader in fact does so, the perception that another interest or relationship may inappropriately influence their judgment can be injurious to the IAFC.

Legally and ethically, the reporting and examination of conflicts is what is expected of each Covered Leader. It is also what is expected by IAFC members and other constituencies. This policy is intended to supplement, but not replace, any applicable state and federal laws governing conflict of interest applicable to not-for-profit, tax-exempt organizations.

## Statement of Policy

### Article II – Statement of Policy

In their capacity as Directors, Officers, and Covered Leaders the individual leaders of International Association of Fire Chiefs (“IAFC”) must act at all times in the best interests of the organization they represent.

A “conflict of interest” exists when an IAFC Covered Leader has a direct or indirect (business, professional, or personal situation or financial or other relationship that might influence, or that might be perceived to influence, the judgment or actions of the IAFC Covered Leader when serving the IAFC. Conflicts of interest may arise under numerous scenarios, including but not limited to:

1. serving as an officer or director of another nonprofit organization in the general areas of interest to the IAFC;
2. receiving compensation (e.g., consulting fees, speaking or writing honoraria, etc. Compensation includes direct and indirect remuneration as well as gifts or favors that are substantial in nature.) from a company offering products or services related to the interests of the IAFC;
3. doing business with the Association or having a relationship with any company or organization doing business or wishing to do business with the IAFC.

## Process

### Article III – IAFC Covered Leaders – Definitions

IAFC Covered Leaders as defined below are subject to the IAFC Conflict of Interest Policy:

- a. IAFC directors;

- b. IAFC officers;
- c. IAFC section directors and officers, IAFC committee and task force chairs and vice chairs, IAFC committee members; and,
- d. IAFC employees with managerial responsibilities (“IAFC Employee”).

## Procedures

### Article IV – Procedures

#### 1: What is a Conflict of Interest?

A conflict of interest may arise when a Covered Leader has some other interest that might suggest divided loyalty on the part of the Leader between obligations to IAFC on one hand, and to some other organization or cause, on the other. The “other interest” may arise from a transaction between IAFC and a third party, or a Covered Leader’s volunteer or paid relationship with a third party, which may compromise a Leader’s ability to provide unbiased and undivided loyalty to IAFC.

#### 2: Duty to Disclose

In order to proactively address any potential conflicts of interest, the IAFC requires all IAFC Covered Leaders to complete and submit an annual disclosure detailing any facts or circumstances of which he or she is aware that might constitute a conflict of interest. The IAFC further requires IAFC Covered Leaders to submit a supplemental disclosure to reflect any material changes or additions to the submitted information that may arise during the course of the year. On the Disclosure Form, the Covered Leader must list all financial transactions with the organization, whether the Covered Leader or any family member of the Covered Leader has an interest in any third parties providing goods or services to the organization, and any other (not-for-profit or for-profit) organization’s interests in which the Covered Leader or any family member of the Covered Leader is actively involved, has a significant investment, or owns at least a 1% interest. All paid or unpaid positions or relationships, other than membership, with not-for-profit or for-profit third-party organizations that compete with IAFC or may take public positions contrary to those of IAFC, also should be listed. IAFC Covered Leaders are encouraged to err on the side of disclosure and to report any set of circumstances that may appear to pose a conflict of interest, even if there is uncertainty as to whether such circumstances should be disclosed.

#### 3: Determining Whether a Conflict of Interest Exists

If a potential conflict is of such magnitude that it may prohibit a Leader from being on the IAFC Board of Directors, that person shall discuss the situation with the CEO/Executive Director. If the conflict appears to be contrary to the IAFC’s interest, the CEO/Executive Director will consult with the IAFC attorney and obtain an opinion as to whether the conflict is of such

magnitude that the Covered Leader cannot serve on the IAFC Board of Directors. The CEO/Executive Director will then present that information to the Executive Committee for further review.

An initial determination as to whether a particular outside transaction or relationship may constitute an actual, potential or apparent conflict of interest shall be made by the Executive Committee or CEO/Executive Director, with the possible assistance of legal counsel and without the presence of the individual whose involvement in such transaction or relationship is under consideration. This determination shall be made in any circumstance in which a credible potential for a conflict of interest is identified either by an individual Covered Leader (through mandated self-disclosure) or by a third party. However, if the Executive Committee

concludes that this determination should be made by the IAFC Board of Directors, then the matter shall be referred to the appropriate board (with or without a recommendation from the Executive Committee) for its consideration, deliberation and resolution, with the assistance of legal counsel and without the presence of the individual whose involvement in such transaction or relationship is under consideration. The IAFC Board shall have final authority over the resolution of all conflict of interest matters involving the members of such Board.

If the Executive Committee believes that a particular relationship or transaction may represent an actual, potential or apparent conflict of interest, it shall first request additional information from the Covered Leader detailing the nature of the relationship or transaction.

When evaluating whether a particular transaction or relationship constitutes an actual, potential or apparent conflict of interest, the Executive Committee shall consider the following (non-exhaustive) factors:

- Abusing one's role as a Covered Leader for personal or third-party gain or pleasure (including, but not limited to, the solicitation or acceptance of gifts or other items of value or indirect inducement to provide special treatment on organization matters).
- Placing one's own self-interest, the interest of one's company, organization or another entity for which the individual serves in a leadership, employment or ownership capacity, or the interest of any third party above that of IAFC.
- Engaging in any outside business, professional or other activities that would directly or indirectly materially adversely affect IAFC.
- Providing goods or services to IAFC as a paid vendor.

If the Executive Committee determines that a particular relationship or transaction represents an actual, potential or apparent conflict of interest, it (or the IAFC Board, if the matter has been referred to the board) shall resolve such actual, potential or apparent conflict in one of the following manners:

- **Waive** the conflict of interest as unlikely to affect the IAFC Covered Leader's ability to

act in the best interests of the organization;

- Determine that the individual should be **recused** from all deliberation and decision-making related to the particular transaction or relationship that gives rise to the actual, potential or apparent conflict. This resolution should apply particularly when the transaction or relationship is one which presents a conflict only with respect to one (1) or two (2) discrete programs or activities. For example, if an individual IAFC Board member also works for a company that produces an educational program that competes with one (1) or two (2) discrete programs of IAFC, the Joint Audit Committee or relevant board may determine that the IAFC Board member should be recused from all deliberations and voting related to such program(s) (both at the outset and on an on-going basis), but that the IAFC Board member need not resign his/her seat on the IAFC Board.
- Determine that the individual is not eligible to serve the organization in any capacity as an IAFC Covered Leader, or if already serving, must **resign** from his or her service as a Covered Leader to the IAFC (subject to the terms of any pertinent employment agreement).

#### **4: Specific Procedures for Addressing Transactional Conflicts of Interest**

Contracts, transactions, or arrangements of the IAFC in which an IAFC Covered Leader has a financial or other material interest shall not be prohibited, but they shall be subject to scrutiny. Any such proposed arrangement shall be reviewed to determine that it is in the best interests of the IAFC, pursuant to the following procedures:

- The IAFC Covered Leader must promptly disclose all material facts to the Board of Directors or Component Leader in accordance with this policy as to any actual or potential financial or other material interest which the IAFC Covered Leader or a member of his or her family may have in the proposed IAFC transaction.
- The Board or Component Leader shall evaluate the circumstances in light of the disclosure and determine the appropriate course of action without the presence or participation of the IAFC Covered Leader, except that the IAFC Covered Leader may be invited to present the circumstances of his or her interest in the IAFC transaction and respond to questions.
- The IAFC Board or Component Leader shall conduct appropriate due diligence in determining whether to enter the contemplated IAFC transaction, which may include soliciting proposals or applications from a broad range of other qualified candidates.
- The IAFC Board or Component Leader must determine, without counting the vote of the IAFC Covered Leader, whether the transaction is fair and in the best interest of the IAFC.
- If the IAFC Board or Component Leader approves the proposed IAFC transaction, the IAFC Covered Leader may not participate in any process by which his or her performance as a vendor, service provider or grantee is evaluated, or in any such evaluation of a related party to the IAFC transaction.



## **5: Designated Reviewing Body or Person**

The IAFC CEO/Executive Director shall review disclosure statements of IAFC employees to determine whether a conflict of interest exists and any appropriate remedy, as necessary. The IAFC CEO/Executive Director shall inform the IAFC Executive Committee of any determinations made with regard to conflicts of interest pursuant to this policy.

A Leader of a Component (Component Leader) is a person leading a section or committee. This person will be responsible for reviewing potential conflicts that may arise during a meeting or activity of the section or committee. This person will review the specific facts and makes a determination as to how to proceed. The Component Leader may request assistance from the CEO-Executive Director, Executive Committee, or the IAFC Board.

The Executive Committee shall review disclosure statements of all other IAFC Covered Leaders, as well as disclosure statements of the IAFC CEO/Executive Director, and shall make recommendations to the IAFC Board of Directors for the board to determine whether a conflict of interest exists and any appropriate remedy, as necessary.

Notwithstanding the foregoing, the IAFC Board of Directors shall retain the ultimate authority to review and resolve conflicts of interest under this policy. The board may delegate its authority under this policy to any committee of directors or officer of the association. Only individuals who are disinterested with regard to the matters under review may participate in any such review. The Executive Committee or the CEO/Executive Director shall inform the IAFC Board of any determinations made or actions taken with regard to conflicts of interest. The board shall retain the right to modify or reverse any such determination or action, and shall retain the ultimate enforcement authority with respect to the interpretation and application of this policy.

## **Article V – Record of Proceedings**

All determinations or actions of the Executive Committee or CEO/Executive Director made pursuant to this policy shall be properly documented in meeting minutes or other appropriate records of the association.

## **Article VI – Annual Statements**

Each IAFC Covered Leader shall annually sign a statement as set forth at Exhibit 1 to this Policy which affirms that such person:

- a. has received a copy of the conflicts of interest policy;
- b. has read and understands the policy;
- c. has agreed to comply with the policy;

- d. has disclosed any facts or circumstances of which he or she is aware that might constitute a conflict of interest; and
- e. understands that the IAFC is a not-for-profit, tax-exempt organization and that in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Each IAFC Covered Leader shall submit a supplemental disclosure to reflect any material changes or additions to the submitted information that may arise during the course of the year within fifteen (15) days of any addition or change.

#### **Article VII – Periodic Review**

To ensure the IAFC operates in a manner consistent with not-for-profit, tax-exempt purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

Whether partnerships, joint ventures, and arrangements with management organizations conform to the IAFC's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further not-for-profit purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

When conducting periodic reviews, the IAFC may use outside advisors, but their use shall not relieve the IAFC Board of Directors of its responsibility for ensuring that periodic reviews are conducted.

#### **Article VIII – Violation of this Policy**

Violations of this Policy may result in disciplinary action, up to and including removal from an IAFC Covered Leader office or position and expulsion from the IAFC.

- a. If the board, section, committee, CEO/Executive Director, reviewing body or Covered Leader has reasonable cause to believe that an IAFC Covered Leader has failed to disclose actual or possible conflicts of interest, it shall inform the IAFC Covered Leader of the basis for such belief and afford the IAFC Covered Leader an opportunity to explain the alleged failure to disclose. In the case of IAFC employees, this matter shall be addressed by the CEO/Executive Director.
- b. If after hearing the response of the IAFC Covered Leader and making such further investigation as may be warranted in the circumstances, the board, section, committee, CEO/Executive Director (in the case of IAFC employees), or Executive Committee determines that the IAFC Covered Leader has in fact failed to disclose an actual or possible conflict of interest, it, he or she shall take appropriate disciplinary and corrective action.

**EXHIBIT 1  
CONFLICT OF INTEREST  
DISCLOSURE FORM and NONDISCLOSURE AGREEMENT**

**CONFLICT OF INTEREST DISCLOSURE FORM**

To help avoid any conflicts of interest, you are disclosing ownership or other proprietary interests, responsibilities, circumstances, or other reasons why you (or, by extension, any member of your family) might have an actual, apparent or potential conflict of interest with your duty to IAFC, both with respect to the conflicts identified in the attached policy and any others. You hereby invite further review by IAFC of any aspects of these circumstances that might be appropriate. In addition, you agree to take other steps, such as avoiding deliberation and resolution of certain issues or even withdrawing from your membership on the applicable board, if it is determined that such steps are necessary to protect the integrity of the board and avoid the breach of your fiduciary duty to IAFC. Finally, during such time as you continue to serve on the applicable board, you agree to notify the Treasurer of such board promptly if and when you determine that any additional actual, apparent or potential conflict of interest with your duty to IAFC arises subsequent to the execution of this form. Please check the appropriate section at the bottom of this page.

**NONDISCLOSURE AGREEMENT**

I agree that any confidential information disclosed to me by members or staff of IAFC, or by third parties, in connection with my membership on the applicable board of these organizations, will be treated as such. I will not use or disclose such information except as may be authorized by IAFC, and will make my best effort to prevent its unauthorized disclosure. Confidential information shall include all such information relating to IAFC's members or to IAFC's operations, policies, plans, goals, or objectives. Confidential information shall not include information previously known to me, the IAFC membership, the general public, or previously recognized as standard practice in the field. I acknowledge that unauthorized disclosure of confidential information could cause irreparable harm and significant injury to IAFC and/or IAFC's members. I agree that, upon request, I will return to IAFC all materials supplied to me by them, including agendas, minutes and supporting documents.

Instructions to IAFC Covered Leaders (defined in the Conflict of Interest Policy): Please initial all of the following statements which apply to you, sign in the space indicated and return to the IAFC Treasurer.

- a. \_\_\_\_ I have read, understand, and agree to comply with, the Association's Conflict of Interest Policy.
  
- b. \_\_\_\_ To the best of my knowledge, I am not in violation of the Association's Conflict of Interest Policy.

c. \_\_\_\_ I have actual or potential conflict(s) of interest and have disclosed them per article IV section 1 of the Association's Conflict of Interest Policy. Please disclose potential conflicts:

Not-for-profit boards/organizations:

1: \_\_\_\_\_

2: \_\_\_\_\_

3: \_\_\_\_\_

For-profit boards/organizations:

1: \_\_\_\_\_

2: \_\_\_\_\_

3: \_\_\_\_\_

Consulting/other potential conflicts:

1: \_\_\_\_\_

2: \_\_\_\_\_

3: \_\_\_\_\_

I have read the foregoing Conflict of Interest Policy, Conflict of Interest Disclosure Form, and Nondisclosure Agreement, understand and acknowledge that (a) the IAFC is a not-for-profit, tax-exempt organization and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes, (b) it is my continuing responsibility to promptly disclose any actual or potential conflict(s) of interest as soon as I become aware of them, and (c) I may be requested from time to time to reaffirm and acknowledge in writing my understanding of the IAFC's Conflict of Interest Policy.

\_\_\_\_\_  
Print Name and Relationship                      Position

\_\_\_\_\_  
Signature of IAFC Covered Leader              Date

\_\_\_\_\_  
Signature of the IAFC Treasurer              Date



## Borrowing and Line of Credit Policy

Approved by the IAFC Board of Directors  
September 2019

### Purpose

During normal operations, the Association needs to access additional cash to pay short- term financial obligations until offsetting revenue is received.

### Statement of Policy

The Board in advance must approve application and acceptance of any Lines of Credit. Once the Line of Credit is authorized by the Board, the Executive Director, Deputy Executive Director, or the Director of Finance can authorize uses of the Line of Credit not to exceed \$250,000 at any given time. The Treasurer will be notified by email and any time a draw or payment is made on a line of credit.

Any borrowing greater than the \$250,000 limit, must be approved by the Finance Committee. The Board must approve any other borrowing of funds in the name of the Association, including the use of any promissory notes.

Approval: Board of Directors

Date: 9/26/2019



## IAFC Investment Policy

October 26, 2006  
Revised: August 10, 2009  
Revised: January 26, 2011  
Revised: December 9, 2016  
Revised: May 11, 2020

Certified By:

0

A handwritten signature in blue ink, appearing to read 'J. Robert Brown Jr.', is written over a vertical line.

J. Robert "Rob" Brown Jr.  
Interim CEO and Executive Director

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## I. Introduction

### **Purpose of this Policy Statement**

This policy statement outlines the goals and investment objectives for the Investment Fund (these assets referred to in this investment policy as the "Investment Fund"). Since this document is intended to provide investment guidelines for managing the Investment Fund, this document outlines certain specific investment policies that will govern how the Investment Fund's goals are expected to be achieved. This statement:

- Describes an appropriate risk posture for the investment of the Investment Fund's assets;
- Establishes investment guidelines regarding the selection of investment managers, permissible securities and diversification of assets;
- Specifies the criteria for evaluating the performance of the investment managers and of the Investment Fund as a whole;
- Defines the responsibilities of the Board of Directors and other parties responsible for the management of the Investment Fund's assets.

The IAFC Board of Directors believes that the investment policies described in this statement should be dynamic. These policies should reflect the financial needs and circumstances of the International Association of Fire Chiefs, Inc. (IAFC), the time horizon available for investment and the Board of Directors' duties and investment philosophy regarding the investment of these assets. These policies will be reviewed and revised periodically to ensure they adequately reflect changes related to the Investment Fund, the IAFC, and the Board of Directors' tolerance for risk and the capital markets.

### **Investment Objective**

The Investment Fund's assets shall be invested in accordance with sound investment practices that emphasize long-term investment fundamentals. For the purpose of this policy, long-term is defined as a 5-10 year time horizon. In establishing the investment objectives of the Investment Fund, the Board of Directors has taken into account the time horizon available for the investment, the nature of the IAFC's cash flows and liabilities, and other factors that affect the Board of Directors' risk tolerance. Accordingly, the Board of Directors has adopted an investment objective of **income and growth** for the Investment Fund. This investment objective implies the Investment Fund will be managed according to the following underlying principles:

- Is an approach that emphasizes some capital appreciation over the long-term and a stable and substantial source of current income;
- Implies a willingness to risk considerable declines in value over the short-term, so long as the Investment Fund is positioned to generate long-term growth and current income;



- Is expected to earn long-term returns sufficient to keep pace with the rate of inflation over most market cycles (net of expenses), but may lag inflation in some environments;
- Diversifies the Investment Fund in order to provide opportunities for long-term growth and to reduce the potential for large losses that could occur from holding concentrated positions.

This Investment Fund is expected to earn long-term returns that compare favorably to appropriate market indexes.

It is expected that these objectives can be obtained through a well-diversified portfolio structure in a manner consistent with this policy.

## II. **Information About the Association**

### **International Association of Fire Chiefs, Inc.**

4795 Meadow Wood Lane, Suite 100  
Chantilly, Virginia 20151  
703.273.0911

Primary Contacts  
Fiscal Year End

IAFC CEO/Executive Director and/or IAFC Treasurer  
31 December

### **Purpose and Scope of the Investment Fund**

The Investment Fund represents the long-term assets set aside by the Board of Directors to receive, administer and invest gifts, grants, restricted and unrestricted net assets received by the IAFC for the purpose of providing a supplementary source of funding for operations, infrastructure redevelopment, and other capital projects for the benefit of the IAFC and the programs the IAFC supports.

The assets in the Investment Fund are to be broadly diversified by asset class, number of issues, issue type, and other factors consistent with the investment objectives established for the Investment Fund. The Investment Fund is to be invested with prudent levels of risk and with the expectation that long-term total returns (yield plus capital appreciation) will increase the purchasing value of the Investment Fund, net of all disbursements.

### **Cash Flows and Liquidity Needs**

The Finance and Investment Committee of the Board of Directors is responsible for monitoring and allocating contributions and disbursements from the Investment Fund.

Contributions to the Investment Fund are gifts and bequests, permanently restricted

donor and Board of Directors designated funds. The timing and magnitude of contributions to the Investment Fund is unknown.

### **Tax/Regulatory Status**

The IAFC is organized as a private, not-for-profit organization according to Internal Revenue Code Section 501(c)(3). Accordingly, the income and earnings of the Investment Fund's assets are tax-exempt.

## **III. Responsibilities of the Association Representatives**

### **Board of Directors**

The Board of Directors has the following responsibilities:

- Reviewing the capital and operating budget needs of the IAFC and to thereby establish and review an appropriate spending policy (Appendix I);
- To oversee the Finance and Investment Committee that will be responsible for establishing and implementing an investment policy and the oversight of the Investment Fund.

### **Finance and Investment Committee and Treasurer**

The Finance and Investment Committee is responsible for establishing an investment policy for the Investment Fund and implementing approved policies and guidelines, subject to the oversight of the Board of Directors.

It is expected that the objectives and policies described here will be used as the criteria for selecting and evaluating the appropriate investment managers for the management of the Investment Fund's assets. Specifically, the responsibilities of the Finance and Investment Committee are as follows:

- Developing a long-term strategic investment plan for the Investment Fund. This includes evaluating their risk tolerance and establishing a long-term asset allocation policy consistent with the long-term investment objectives, financial needs and circumstances of the IAFC and the Investment Fund (Appendix II);
- Determining an appropriate investment manager structure and the selection or termination of investment managers;
- To monitor and evaluate the performance of the Investment Fund's assets as a whole and of each investment manager (Appendix III);
- The selection or termination of consultants and a custodian for the Investment Fund;
- Such other duties as may be described in this policy or as required by applicable laws and regulations;

- The Finance and Investment Committee may delegate responsibilities to the IAFC CEO/Executive Director.

#### **IAFC CEO/Executive Director**

- The CEO/Executive Director will be responsible for communicating with the Investment Advisor on a regular basis and sharing information that may impact the portfolio with the IAFC Treasurer and Finance and Investment Committee as appropriate;
- The CEO/Executive Director may delegate responsibilities to the Controller as appropriate.

#### **Investment Advisor**

The Investment Advisor shall have the following responsibilities:

- To assist the IAFC in strategic investment planning for the Investment Fund. This includes providing assistance in developing an investment policy, asset allocation strategy, and investment manager structure;
- To provide the IAFC monthly performance reports for each of the investment managers and to assist with interpreting the results; and
- Such other duties as may be mutually agreed to.

### **IV. Responsibilities of the Investment Managers**

#### **Fiduciary Responsibilities**

Each investment manager is expected to manage their portfolio in a manner consistent with the investment objectives, guidelines, and constraints outlined in this statement and in accordance with applicable laws. This would include discharging their responsibilities with respect to the Investment Fund consistent with "Prudent Investor"\* standards, and all other fiduciary responsibility provisions and regulations. Each investment manager shall at all times be registered as an investment advisor under the Investment Advisers Act of 1940 (where applicable), and shall acknowledge in writing that they are a fiduciary with respect to the assets they manage. Experienced investment management firms will manage the assets of the Investment Fund.

\*Refers to a legal standard of care. In general, this standard of care governs the fiduciary responsibilities of the investment manager that traces back to *Harvard College v. Amory* which found that trustees should "...observe how men of prudence, discretion and intelligence manage their own affairs, not in regard to speculation, but in regard to the permanent disposition of their funds, considering the probable income, as well as the probable safety of the capital to be invested."

### **Security Selection/Asset Allocation**

- Except as noted below, each investment manager shall have the discretion to determine their portfolio's individual security selections;
- The Investment Fund is expected to operate within an overall asset allocation strategy defining the Investment Fund's mix of asset classes. This strategy, described below, sets a long-term percentage target for the amount of the Investment Fund's market value that is to be invested in any one asset class. The allocation strategy also defines the allowable investment shifts between the asset classes, above and below the target allocations; and
- The asset allocation strategy for each investment manager's portfolio can deviate from the overall Investment Fund's asset allocation, however, the Finance and Investment Committee is responsible for monitoring the aggregate asset allocation, and re-balance to the target allocation on a periodic basis.

### **Proxy Voting**

Each investment manager is responsible and empowered to exercise all rights, including voting rights, as are acquired through the purchase of securities, where practical. Each investment manager shall vote proxies according to their established Proxy Voting Guidelines. A copy of those guidelines, and/or summary of proxy votes shall be provided to the IAFC upon request.

The IAFC is responsible for voting any proxies received from Investment Companies retained and for any other "Trustee Directed" investments, if applicable. The IAFC shall vote the proxies according to the best long-term interests of the IAFC.

### **V. Risk Tolerance**

Investment theory and historical capital market return data suggests that, over long periods of time, there is a relationship between the level of risk assumed and the level of return that can be expected in an investment program. In general, higher risk (i.e. volatility of return) is associated with higher return.

Given this relationship between risk and return, a fundamental step in determining the investment policy for the Investment Fund is the determination of an appropriate risk tolerance. The Finance and Investment Committee should examine two important factors that affect their risk tolerance:

**Financial Ability** to accept risk within the investment program and,

**Willingness** to accept return volatility.

Positive factors that contribute to a higher risk tolerance are:

1. The long-term time horizon available for investment, thus providing the opportunity to benefit from opportunities for growth that may accrue to a patient investment strategy;
2. A willingness to accept short-term fluctuations in the market value of the Investment Fund, so long as the Investment Fund is positioned for long-term growth and a substantial and growing source of current income;
3. The IAFC may rely upon other sources of income such as operating income to fund a significant part of the operating budget. The income and earnings from the Investment Fund are intended to supplement these other sources of income.

Offsetting these factors is:

1. The assets in the Investment Fund represent the bulk of the long-term, liquid assets of the IAFC. Large losses in the Investment Fund can adversely affect budgetary planning of the IAFC and the ability and willingness of the Finance and Investment Committee to maintain an investment strategy over the long-term;
2. The difficulty of replenishing assets in the event of large losses; and
3. The need for some liquidity in the Investment Fund's investments to fund on-going distributions, such as the minimum required distributions, investment and administrative expenses.

## VI. **Asset Allocation Philosophy**

In line with the return objectives and risk parameters of the Investment Fund, the mix of assets for the Investment Fund should be diversified among the following asset classes:

- Cash/Cash Equivalents
- Commodities Non-Traditional
- Domestic Large Growth
- Domestic Large Value
- Domestic Mid/Small Growth
- Domestic Mid/Small Value
- High Yield Fixed Income
- Intermediate Fixed Income
- International Bonds
- International Stocks
- Real Estate
- Short-Term Fixed Income
- Treasury Inflation Protected Securities (TIPS)

Each asset class will have a Target Allocation with minimum and maximum exposure requirements that is detailed in Appendix I. The Target Allocation is determined by the Finance and Investment Committee on an annual basis.

## **Rebalancing Procedures/Tactical Asset**

### **Allocation Rebalancing**

The allocation to each asset class and to investment styles within asset classes is expected to remain stable over most market cycles.

Since capital appreciation (depreciation) and trading activity in each individual managed portfolio can result in a deviation from the overall asset allocation, the aggregate asset allocation will be monitored. The Finance and Investment Committee may review the asset allocation and manager structure at least semi-annually. Should an allowable range for an asset class be violated, the Investment Fund must be rebalanced to the existing target asset mix within three months of the time when the deviation is discovered. In addition, the Finance and Investment Committee shall review the actual asset allocation periodically in order to ensure conformity with the adopted strategic allocation.

To achieve the rebalancing of the Investment Fund, the Finance and Investment Committee may redirect contributions and disbursements from individual investment managers as appropriate, in addition to shifting assets from one investment manager to another.

### **Tactical Asset Allocation**

The Finance and Investment Committee recognizes the importance of maintaining a long-term strategic asset mix for the Fund and do not intend to engage in any tactical asset allocation or market timing asset mix shifts.

## **VII. Performance Objectives**

The Finance and Investment Committee will monitor the performance of the Investment Fund on a quarterly basis and evaluate each investment manager's contribution toward meeting the investment objectives outlined below over a three to five-year time period and a full market cycle, unless otherwise noted.

**Primary Performance Evaluation:** It is desired that the Investment Fund earn returns higher than the "market," as represented by a benchmark index or mix of indices reflective of the Investment Fund's return objectives and risk tolerance.

The benchmark will be determined on an annual basis by the Finance and Investment Committee to represent a blended index of the Investment Fund's Target Allocation. This benchmark is described in Appendix III.

## **VIII. Investment Strategy**

## **Selection Criteria for Investment Managers**

Investment managers retained by the Finance and Investment Committee shall be chosen using the following criteria:

- Past performance, considered relative to other investments having similar investment objectives. Consideration shall be given to both consistency of performance and the level of risk taken to achieve results;
- The investment style and discipline of the investment manager;
- How well the manager's investment style or approach complements other assets in the Investment Fund;
- Level of experience, personnel turnover, financial resources, and staffing levels of the investment management firm;
- Restrictions, if any, on the frequency with which investors may transfer assets into or out of any fund (if applicable) or separately managed portfolio will be evaluated;
- Type and appropriateness of reporting and investor communications materials;
- Reasonable fees, relative to investment style and expected risk and return;
- All mutual funds shall be registered Investment Companies as defined under the Investment Company Act of 1940. The Investment Companies need not be classified as "diversified" Investment Companies (as defined in the Investment Company Act of 1940);
- Ability and willingness to service this account on a customized basis, as described in this investment policy or otherwise agreed to; and
- An assessment of the likelihood of future investment success, relative to other opportunities.

The Investment Fund will utilize a multi-manager structure of complementary investment styles and asset classes to invest the Investment Fund's assets. Should additional contributions and/or market value growth permit, the Finance and Investment Committee may retain additional investment managers to invest the assets of the Investment Fund.

Additional managers would be expected to diversify the Investment Fund by investment style, asset class, and management structure and thereby enhance the probability of the Investment Fund achieving its long-term investment objectives.

## **IX. investment Guidelines**

**For Commingled Fund Investments\*:** The investment guidelines for any commingled funds and limited partnerships are detailed in the prospectus or Declaration of Trust for the individual funds. The Finance and Investment Committee has the responsibility to review these guidelines to ensure they are generally consistent with this investment policy.

**For Separately Managed Accounts:** Investment activity must be consistent within the requirements of this policy, the manager's investment management agreement and applicable laws.

In addition, the following guidelines will apply:

#### **A. Asset Allocation**

Each investment manager has been delegated responsibility for establishing and maintaining the asset allocation strategy for the individual portfolio.

Unless otherwise noted below, under normal market conditions, each investment manager is expected to be invested primarily in equities and/or fixed income securities consistent with their investment style.

#### **B. Permitted Securities**

##### **Domestic Securities**

The securities purchased shall be registered with the Securities and Exchange Commission and traded on a recognized U.S. stock exchange or over-the-counter market.

**Equity securities include:** common stocks, real estate securities (defined below), and securities convertible into common stock of U.S. based companies.

**Convertible securities include:** securities that are convertible into the common stock of U.S. or non-U.S. based companies. This would include convertible bonds, convertible preferred stock, and mandatory convertible securities. *Private placement issues also known as "144A" securities may not be purchased.* All convertible securities purchased must be U.S. dollar denominated securities. Individual convertible securities should be rated "B" (or its equivalent) or higher at the time of purchase by a nationally recognized statistical rating agency. For the purposes of asset allocation, convertible securities shall be considered equities.

*\*Commingled funds are pooled investment vehicles where the investors own shares of the fund, but do not own the underlying investments of the fund.*

**Real Estate securities include:** equity REITs, mortgage REITs, CMO or mortgage-related securities REITs, Health Care REITs, and equities or real estate operating companies. Equity REITs are those securities that meet the National Association of Real Estate Investment Trusts' (NAREIT) asset mix definition of an equity REIT (currently, equity REITs are those where 75% of the assets are equity financed properties).

**Fixed Income securities include:** domestic fixed and variable rate bonds and notes issued by the U.S. Government and its Agencies, U.S. corporations, Yankee bonds and notes (bonds or notes issued by non-U.S. based corporations and governments but traded in



the U.S.), securitized mortgages (e.g. GNMA's, FNMA's, FHLMC's), collateralized mortgage obligations, asset-backed securities, taxable municipal bonds, Treasury Inflation Protected Security (TIPS) and preferred stock. *Private placement "144A" issues are not permitted.*

## X. International Securities

**Allowable international securities include:** sponsored and unsponsored American Depositary Receipts (ADR's) or American Depositary Shares (ADS's) or other depositary securities of non-U.S. based companies traded in the U.S. and closed-end country funds. Equities of foreign domiciled companies that are traded in the U.S. may also be purchased so long as the securities are registered (or filed) with the Securities and Exchange Commission and traded on a recognized national exchange or over-the-counter-market.

### A. Diversification Requirements

To minimize the risk of large losses, each investment manager shall retain adequate diversification in their portfolio. Subject to the constraints outlined in this investment policy each investment manager shall have the discretion to determine their portfolio's individual security selections.

#### Large/Medium Capitalized U.S. Stock Portfolio(s)

- Investments in any one individual equity security should not exceed 8% of the market value of the investment manager's portfolio;
- Holdings of any single issue in each investment manager's portfolio should not exceed more than 5% of the market value of the total outstanding common stock of any one company;
- The maximum allocation to any single economic sector in a portfolio should not exceed the greater of 15% of the market value of the investment manager's portfolio or 200% of the economic sector's weighting in the S&P 500 Stock Index, or the investment manager's primary equity policy index, if different.
- Equities are limited to large and medium capitalization stocks at the time of purchase. The minimum market capitalization at the time of purchase should be greater than \$1 billion;
- From time-to-time, the investment manager may invest in U.S. dollar denominated equities of non-U.S. companies that otherwise conform to the provisions of this investment policy.

#### Small/Medium Capitalization U.S. Stock Portfolio(s)

- Investments in any one security should not exceed approximately 8% of the market value of the investment manager's portfolio;
- Equities are limited to small to medium capitalization stocks. The market capitalization of any one equity security shall be between \$100 million and \$12

billion at the time of purchase. It is understood the investment manager may hold securities with market capitalizations outside this range from time-to-time;

- Holdings of any single issue in this investment manager's portfolio shall not exceed more than 5% of the market value of the total outstanding common stock of any one company;
- There are no constraints on the economic sector allocations of the portfolio. The investment manager may concentrate portfolio holdings in a limited number of economic sectors;
- From time-to-time, the investment manager may invest in U.S. dollar denominated equities of non-U.S. companies that otherwise conform to the provisions of this investment policy.

### **International Portfolio(s)**

Subject to the usual standards of fiduciary prudence, the investment manager shall have the discretion to determine their portfolio's country allocations. However, the country allocations and portfolio structure should conform to these guidelines:

- Investments in any one individual equity security shall not exceed 8% of the market value of the investment manager's portfolio;
- Currency hedging is not permitted;
- Investments in non-U.S. dollar denominated securities are permitted. It is expected that non-U.S. dollar denominated securities would be less than 20% of the market value of the portfolio;
- There are no constraints on the economic sector allocations of the portfolio. The investment manager may concentrate portfolio holdings in a limited number of economic sectors.

### **Fixed Income Portfolio(s)**

- Fixed income securities (except for those listed below) shall be rated investment grade or higher ("BBB"- or its equivalent) at the time of purchase by a nationally recognized statistical rating agency. The minimum dollar-weighted average credit quality rating of the fixed income portfolio is "AA". Asset backed securities, mortgage backed securities, and CMOs shall be rated "AAA" (or its equivalent) at the time of purchase by a nationally recognized statistical rating agency;
- Fixed income securities of a single issuer or issue, with the exception of U.S. Government and Agency securities, are limited to no more than 8% of the market value of the fixed income portfolio;
- No more than 30% of the market value of an investment manager's portfolio may be invested in a single sector of the corporate fixed income market. Sector definitions shall be according to the investment manager's own classifications, which should be provided to the Finance and Investment Committee upon request;

- The maximum effective maturity of any single security should not exceed 30 years;
- Mortgage backed securities may be purchased on a "when issued" or "TBA" basis (a forward contract transaction for mortgage backed issues that are to be issued in the near term'). A short-term investment can back a "when issued" commitment as long as its effective duration does not exceed 180 days. These short-term investments should be considered within the fixed income allocation of the portfolio;
- Collateralized mortgage obligations are limited to securities that are currently paying interest, receiving principal paydowns and do not contain leverage. CMO's are limited to no more than 10% of the market value of the portfolio;
- No more than 20% of the market value of the fixed income portfolio may be invested in zero coupon bonds;
- Purchases of mortgage securities whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security and pays no principal (e.g. interest only securities) are prohibited;
- Purchases of mortgage securities whose payment of interest is determined by an index opposite to the changes in a market index (e.g. inverse floaters) are prohibited.
- Investment in Commodities are permitted.

### **Cash and Cash Equivalents**

It is generally expected that the investment manager will remain fully invested in equity and/or fixed income securities; however, it is recognized that cash reserves may be utilized from time to time to provide liquidity or to implement some types of investment strategies. Cash reserves shall be held in the custodian's money market fund, short-term maturity Treasury securities, or high-quality money market instruments.

### **B. Exclusions**

The Investment Fund's assets in separately managed accounts or held by direct ownership may not be used for the following purposes:

- Purchases of letter stock or private placements;
- Leveraged transactions;
- Commodities transactions;
- Puts, calls, straddles, or other option strategies;
- Purchases of real estate, oil and gas properties, or other natural resources related properties with the exception of Real Estate Investment Trusts or marketable real estate securities;
- Investments in limited partnerships except for publicly traded Master Limited Partnerships and debt issued by real estate investment trusts;
- Investments in futures, use of margin, or investments in any derivatives not explicitly permitted in this policy statement;

- Investments by the investment managers in their own securities, their affiliates, or subsidiaries (excluding money market or other commingled funds as authorized by the Investment Committee and Treasurer).

#### **XI. Meetings and Communications**

- The Investment Advisor shall provide to the IAFC periodic reports describing each investment manager's outlook and tactics;
- The Investment Advisor shall meet with the IAFC on a quarterly basis, at a mutually convenient time and place, to review and explain their portfolio's investment results;
- The Investment Advisor shall be available on a reasonable basis for a telephone communication when needed;
- Any material event that affects the ownership or capital structure of the investment management firms, changes in senior investment personnel or any other material event that affects the management of this account must be reported promptly to the IAFC. This requirement does not include routine employee stock ownership transactions or partnership announcements;
- The Investment Advisor will provide written performance reports for each separately managed account and for the composite portfolio of these accounts;
- The custodian shall provide monthly statements of the assets and transactions.

#### **XII. Performance Evaluation**

As noted above, the Finance and Investment Committee will monitor the performance of the separately managed accounts and of the composite of these accounts on a quarterly basis.

The Finance and Investment Committee will evaluate each investment manager's success in achieving the investment objectives outlined in this document over at least a three to five-year time horizon, realizing that most investments go through cycles. Therefore, there will be periods of time in which the investment objectives are not met or when some investment managers fail to meet their expected performance targets.

The Investment Fund's (investment manager's) performance should be reported in terms of rate of return and changes in dollar value. The returns should be compared to appropriate market indexes and peer group universe, for the most recent quarter and for annual and cumulative prior time periods.

The Investment Fund's asset allocation in separately managed accounts shall be reported on a quarterly basis.

Risk as measured by volatility, or standard deviation of quarterly returns, shall be evaluated after twelve quarters of performance history have accumulated. An attribution analysis shall also be performed for the separately managed accounts, to evaluate how

much of the Investment Fund's investment results are due to the investment manager's investment decisions, as compared to the effect of the financial markets. It is expected that this analysis will use the established benchmark for evaluating both the returns achieved and the level of risk taken.

### **Guidelines for Corrective Action**

The Finance and Investment Committee recognize the importance of a long-term focus when evaluating the performance of investment managers with an understanding that the potential for short-term periods when the performance of individual managers may deviate significantly from the performance of representative market indexes. The Finance and Investment Committee, however, may require an extra level of scrutiny, which may include termination, of an investment manager based on the following conditions:

- Any material event that affects the ownership or capital structure of the investment management firm, or the management of this account (such as described in Section XI). Failure on the part of the investment manager to notify the IAFC may be grounds for termination;
- Any material client servicing deficiencies, including a failure to communicate in a timely fashion significant changes as outlined in Section XI of this investment policy;
- Violation of terms of contract without prior approval of the IAFC constitutes grounds for termination;
- Diversification strategy - as part of its overall asset allocation strategy, the Investment Fund will utilize a multi-manager structure of complementary investment styles and asset classes to invest the Investment Fund's assets. Therefore, it is very important that investment managers remain consistent with the intended investment style at the time the manager was engaged;
- The Finance and Investment Committee will not, as a rule, terminate an investment manager on the basis of short-term performance. If the firm is adhering to its investment style and approach, the Finance and Investment Committee will allow a sufficient interval of time over which to evaluate performance, with the expectation that the Investment Advisor will provide guidance to determine an appropriate length of time. The investment manager's performance will be viewed in light of the firm's particular investment style and approach, keeping in mind, at all times the Investment Fund's diversification strategy as well as the overall quality of the relationship;
- The investment manager may be replaced at any time as part of an overall restructuring of the Investment Fund. The Finance and Investment Committee reserve the right to terminate an investment manager for any reason in accordance with any applicable investment manager agreements.

To provide greater guidance to the Finance and Investment Committee, the following guidelines may be used to determine whether an investment manager should be placed

on "probationary status" due to performance, service requirements, or any other consideration such as those described above. These guidelines should be interpreted as general guidelines. The Finance and Investment Committee retain the discretion to use these guidelines and any other relevant information they determine as important in assessing an investment manager:

- Risk-adjusted performance of the investment manager, as represented by Sharpe Ratio; for example, has deteriorated below relevant market index standards, agreed to in advance, over at least a trailing three-year period, but may be longer or shorter depending on the stage of the market cycle and guidance provided by the Investment Advisor;
- Performance of the investment manager has lagged its primary style index for four consecutive quarters.

### Appendix I

The spending policy is 5% of a rolling five-year average of the Investment Fund's market value at the beginning of each fiscal year.

### Appendix II

The current Target Allocation with the minimum and maximum exposure requirements are detailed below. This allocation has been reviewed by the Finance and Investment Committee and is in line with the risk parameters of the IAFC.

<b>Asset Class</b>	<b>Minimum</b>	<b>Target</b>	<b>Maximum</b>
Commodities -Alternative Strategies	0%	6%	15%
Cash/Cash Equivalents	0%	5%	10%
Domestic Large Growth	0%	8%	15%
Domestic Large Value	0%	8%	15%
Domestic Mid/Small Growth	0%	3.5%	10%
Domestic Mid/Small Value	0%	3.5%	10%
Complimentary Securities	0%	12%	20%
High Yield Fixed Income	0%	5%	10%
Intermediate Fixed Income	0%	8%	15%
International Bonds	0%	8%	15%
International Stocks	0%	14%	20%
Real Estate	0%	4%	10%
Short Term Fixed Income	0%	8%	20%
TIPS	0%	4%	10%

### Appendix III

The current Performance Benchmark is described below. This allocation has been reviewed by the Finance and Investment Committee to represent the Target Allocation of the Investment Fund.

60%	S&P 500
40%	Barclay's Aggregate Bond Index



## AUTOMATED ACCOUNTS PAYABLE SYSTEM

Policy 4:28 Effective Date: March 2022

Certified By:

  
CEO and Executive Director

Approved by CEO/Executive Director March 2022

### Purpose

To establish a guideline that defines the roles and procedures for receiving and submitting vendor and other reimbursements for payment through an automated accounts payable (AP) disbursement software. The automated accounts payable software system is established to manage an effective accounts payable accounting process that achieves efficiencies and proper internal financial controls.

### Statement of Policy

#### **1.0 Policy Statement**

- A. It is the policy of the IAFC that a concise workflow procedure be followed to assure that IAFC accounts payable (AP) are processed accurately and timely.
- B. All invoices and expense reimbursements for payment shall be submitted to the IAFC for processing through an automated AP software system. The current automated AP software system receives these invoices via an email account: [IAFCI873@bill.com](mailto:IAFCI873@bill.com).

#### **2.0 Definitions**

**Automated Accounts Payable (AP) Software System:** The IAFC system for processing invoice and expense reimbursement transactions through Cordia Bill Pay powered by Bill.com. Access to Bill.com is through the URL address provided in the AP system orientation.

**Invoice Clerk:** Monitors and tracks invoice and payment progress in the automated AP system. Specifically sends/pushes the request for payment in the automated AP system to the appropriate (Invoice Approver). Monitors automated AP process for timely approval and payment and takes action to communicate and facilitate the approval process if this is not occurring.



**Invoice Owner:** Processes invoice and ensures that appropriate supporting documentation is added or attached. Assigns accurate expense code(s) and approves invoice to be submitted to Invoice Approver for approval.

**Invoice Approver:** Reviews invoice for accurate expense accounting code(s) and appropriate supporting documentation. Rejects, revises, or approves invoice based on IAFC financial policy and/or third-party funder compliance, proper account coding, and appropriate expense and forwards to Invoice Payor if approved to pay. Invoice Approvers shall be senior leadership or executive level staff unless otherwise approved by the CEO/Executive Director.

**Invoice Payor:** Conducts a final review based on IAFC financial policy and/or third-party funder compliance, proper account coding, and accuracy of expense and either rejects or authorizes payment to be issued. The Invoice Payor is in essence the "check signer" and authorizes the release of payment and disbursement of funds. The Invoice Payor(s) shall be executive level staff designated by the CEO/Executive Director.

### **3.0 Directives**

- A. It is the responsibility of all Invoice Owners to ensure that their vendors are submitting all invoices or request for reimbursement through the automated AP software system email account. If a vendor invoice comes into the IAFC from a vendor who is not set up in the automated AP software system, the Invoice Clerk will add that vendor to the system and push the invoice within the system to the appropriate Invoice Owner. When this occurs, the Invoice Clerk must notify the Invoice Owner by separate email and the Invoice Owner must follow up, in writing, with that vendor to ensure that all subsequent invoices or request for reimbursement are submitted solely through the automated AP software system email account. This written notification shall include notification that any subsequent invoices submitted by any other means will be rejected and returned for proper invoice submittal through the automated AP software system email account.
- B. The automated AP software system email inbox shall be monitored by the Invoice Clerk each business day. Once an invoice has been received, each Invoice Owner, Invoice Approver and the Invoice Payor, have a maximum of five (5) business days to act on the invoice in their possession.
- C. The Invoice Clerk shall monitor the automated AP process each business day for timely approval and payment and shall take action to communicate and facilitate the approval process if this is not occurring. If, after attempting to facilitate the timely resolution of an invoice in the process goes past ten (10) business days at any one step in the process, the Invoice Clerk shall notify the IAFC CEO/Executive Director.

- D. All staff who have automated AP software responsibility must be approved for access by their direct supervisor. This approval shall be provided to, and kept on file by, the Invoice Clerk. Once the Invoice Clerk receives an approved staff member request for access, the Invoice Clerk shall require the new user to complete a prerecorded automated AP training session and automated AP system orientation session provided by the Invoice Clerk before system access is provided.
- E. Once a staff member has completed the required training and has been granted access to the automated AP software system, the Invoice Clerk shall notify the staff member's direct supervisor. It is the responsibility of the staff member's direct supervisor to document this training completion and financial system access in the staff member's personnel file.
- F. Staff who have automated AP software responsibility shall identify a backup staff member who can act in their absence and secure approval from both staff members direct supervisors for that staff member to serve as their backup. The supervisors' approval, and the name and contact information of their approved backup staff member, shall be provided to the Invoice Clerk.
- G. The Invoice clerk shall be responsible for maintaining a complete and current list of all approved primary and backup Invoice Owners, Invoice Approvers, and Invoice Payors.

#### **4.0 Procedures**

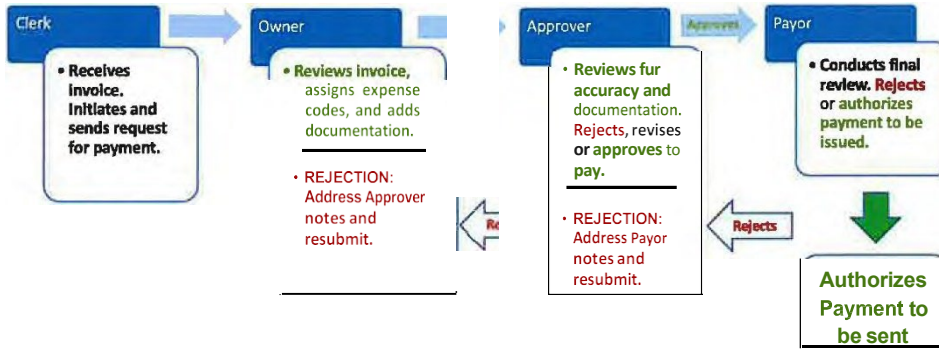
Step 1: Each business day, the Clerk shall monitor the automated AP software system email inbox and forward all invoices and/or expenses reimbursements to the appropriate Invoice Owner for processing.

Step 2: Once the Invoice Owner receives an email notification from the automated AP software system that an invoice has been received and forwarded to them for processing, the Invoice Owner must process that invoice within five (5) business days of receipt. Once processed with the appropriate supporting documentation and appropriate expense code(s), the Invoice Owner shall forward the invoice to the Invoice Approver for action.

Step 3: Once the Invoice Approver receives the invoice forwarded by the Invoice Owner, the Invoice Approver shall review the invoice based on IAFC financial policy, third-party funder compliance (if applicable), appropriate supporting documentation and proper account coding. The Invoice Approver must reject, revise, or approve the invoice within five (5) business days. If approved, the Invoice Approver shall send the invoice to the Invoice Payor.

Step 4: Once the invoice is received by the Invoice Payor, the Invoice Payor shall have five (5) business days to complete a final review based on IAFC financial policy and/or third-party funder compliance (if applicable) and either reject or authorize

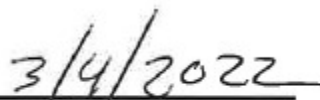
payment to be issued.



### 5.0 General Regulations

- A. All vendors will be paid by automated AP software system via physical check unless the vendor sets up an electronic payment process in the automated AP software system. All staff who have automated AP software system responsibilities must set their Bill.com notifications to receive action alerts via email.
- B. While it is the responsibility of the Invoice Clerk to ensure that any incoming invoice to the automated AP software system email inbox is forwarded to the Invoice Owner. The Invoice Owner should monitor the automated AP software system weekly for posted invoices to ensure that the process of payment moves along timely.
- C. The Invoice Clerk is not responsible for determining or assigning proper account codes to invoices. This shall be the responsibility of the Invoice Owner. If the Invoice Owner needs assistance in assigning the correct account code, they should consult their Invoice Approver or direct supervisor.
- D. General questions regarding the automated AP software system email account should be directed to the Invoice Clerk. All other questions regarding the automated AP software system shall be directed to the IAFC Finance Cordia Partners point of contact directly or through the general IAFC Finance Cordia POC email at [finance@iafc.com](mailto:finance@iafc.com).
- E. Additional information regarding the operation of the current automated AP software system can be found in Appendix A: Bill.com Manual.

  
\_\_\_\_\_  
J. Robert "Rob" Brown, Jr.  
CEO/Executive Director

  
\_\_\_\_\_  
Date



## FINANCIAL PHILOSOPHY OF THE INTERNATIONAL ASSOCIATION OF FIRE CHIEFS

*Approved by IAFC Board of Directors March 17, 2018*

Certified By:

CEO and Executive Director

### Purpose

**PURPOSE:** The purpose of this document is to outline the core financial values of the International Association of Fire Chiefs (IAFC). These values will help to shape future financial decisions and performance.

### STATEMENTS

- 1. Method of Accounting:** The IAFC operates on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America applicable to not-for-profit organizations.
- 2. Maintain Sufficient Financial Reserves:** As one part of good business practice, the IAFC has a goal to maintain an operating reserve that is at least 50% of their annual expense budget. If the reserve balance should fall below that threshold, all IAFC budgets presented will have a minimum of \$300,000 budgeted to rebuild the reserve until it meets the IAFC threshold.
- 3. Employ Conservative Investment Policy:** The IAFC will (with the guidance of investment advisors) maintain an investment asset mix of diversified conservative investments to provide for the greatest return possible on the members assets.

4. **Balance the Budget:** A balanced budget reflects the discipline of good planning, budgeting, and management. The IAFC's goal will be to present a balanced budget to the Board of Directors annually. There will be no deficit spending to fund operational costs to balance the annual budget. Net assets will not be used to fund normal operating costs such as normal travel, attendance at conferences or sponsorships.
5. **Diversification:** A diversified portfolio of revenue sources is the goal of the IAFC. Revenue from membership dues, conferences, sponsorships, investments, affinity programs, grants, contracts, consulting, corporate partners, and the IAFC owned ESCI make up the current portfolio. We will strive to maintain multiple sources of revenue based on the opportunities that arise during the year.
6. **Compensation:** It is the goal of the IAFC to recruit and maintain the best talent in the region. The IAFC conducts salary surveys every three years with the goal of keeping the IAFC staff salaries between 90% - 110% of the 50<sup>th</sup> percentile salary based on a salary survey that is conducted every three years.
7. **Fiscally Conservative:** Use an approach in dealing with the current economic environments and future changes that present. As the Association moves through periods of economic changes, fiscal challenges will be adapted to meet the challenges of the members' needs and expectations. Thus, through constrained economic times, to meet the members' expectations, IAFC should still be dependent, if not more on external revenue sources.
8. **Realistic Approach:** A careful analysis should always be completed of all possible variables and presented to Board of Directors to make informed decisions.
9. **Collaborative Approach:** Work in a collaborative approach together as the IAFC team; Finance Committee, Board of Directors, Executive Committee, CEO, and staff.



## FRI Complimentary Registrations

Adopted by the IAFC Board of Directors

Date: April 2004

Certified By:

CEO and Executive Director

### STATEMENT OF POLICY

There are many situations where a complimentary registration of some type is appropriate; however, there needs to be a policy that restricts assignment of these comp registrations. This policy will provide direction to staff, elected officers, and others regarding the criteria to be considered for a complimentary registration:

1. The Board of Directors, Past Presidents, and their partners will receive complimentary full registrations (includes two presidential celebration tickets; same as approved Board of Directors Amenity Policy).

In general, only those people who directly impact the production of the annual conference and high level VIPs are eligible for complimentary registrations. Since some of the people who fall into this category wish to support the annual conference by allowing their individual organization to pay their registration fee, it is recommended that all attendees (except Board of Directors members and partners) pay for registration to the annual conference. However, the following people are **eligible for a complimentary registration only when requested:**

2. IAFC President and 1<sup>st</sup> Vice President receive presidential celebration tickets at IAFC cost for immediate family and VIPs (same as approved Board of Directors Amenity Policy).
3. VIPs, if deemed as beneficial to the overall mission and objectives of the IAFC (e.g., political dignitaries, leader of related organizations, etc.). Determined by IAFC President and/or Executive Director.
4. IAFC Division Secretaries - full registration (presidential celebration tickets and full partner registration if requested).
5. DOD program managers for all divisions (Army, Air Force, Navy, Marine Corp need

two for their two program managers, Coast Guard and DLA) and one for the DOD Senior Executive. One full includes presidential celebration ticket (no partner registration.).

6. IAFC Program Planning Committee members - full registration (presidential celebration ticket if requested).
7. Host departments when in their city six (6) full registrations (presidential celebration tickets and full partner registrations if requested).
8. FRI host departments when not in their city two (2) full registrations (presidential celebration tickets and full partner registrations if requested).
9. Identified local volunteers - staff/volunteer badge with full access (no presidential celebration ticket).
10. Faculty - full registration (presidential celebration ticket if requested).
11. Award winners - full registration (no presidential celebration; and family gets a general session pass).

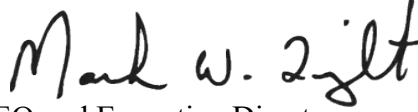
Complimentary registration will not be available for anyone not listed above.



## Travel & Expense Reimbursement Policy

Adopted by IAFC Board of Directors

Date: January 2014

Certified By:   
CEO and Executive Director

### Purpose

To explain the process for the association to fund or reimburse travel by staff, contractors, members and other individuals traveling on association approved business.

### Statement of Policy

#### Section 1: General

IAFC budgets and pays or reimburses staff and members for their activities in support of the association. This includes travel, lodging, meals and other legitimate expenses.

To facilitate accounting for expenses, staff and members may use their IAFC credit card (if issued) to satisfy financial obligations incurred in support of the association. Cash advances for travel expenses will be provided if the staff member does not hold an IAFC credit card.

Receipts are required for airfare, lodging, and any other single expenditure, excluding tolls, tips and other cash incidentals. Federal grant reimbursement policy differs from reimbursement for general operations and each are described separately in the next two sections.

All IAFC members and staff traveling for IAFC business are expected to attend all scheduled events as assigned. Except in the case of a documented emergency, failure to attend scheduled events will result in no reimbursement for the entire travel period, and may result in disciplinary action, up to and including staff termination.

For events hosted by outside organizations, members and staff are expected to appropriately represent the IAFC and attend all confirmed events in order to be reimbursed for any expenses.

#### Section 2: Federal Grant Travel Meal Expense Reimbursement

Meal expense reimbursement is for meals actually eaten during the travel period, and must be documented on the appropriate expense form with the total of meal and tip for each meal.



Full itemized receipts are required for all expenses. Such federal grant-related travel will comply with grant specific requirements and may be different and more restrictive than the IAFC travel policy. If a receipt is lost or not obtained, then a Lost Receipt Form must accompany the Expense Report to document the expense.

### **Section 3: General Operations Travel Meal Expense Reimbursement**

Meal expense reimbursement is for meals actually eaten during the travel period, and must be documented on the appropriate expense form with the total of meal and tip for each meal. The restaurant name must be documented on the Expense Report for every meal. Total meal expenses up to \$75 per day are allowed with receipts. Daily meal expenses in excess of \$75 are only for express business purposes and will require an Exception Report which outlines who was in attendance and the reason or business purpose for exceeding \$75.

A receipt must be obtained for all single meals that exceed \$75, regardless of the number at the meal. If a receipt is lost or not obtained, then a Lost Receipt Form must accompany the Expense Report to document the expense.

In instances where multiple travelers eat together, one person may elect to pay the bill, and then document all those in attendance, obtain a receipt, if the total is above \$75, and then complete a travel Exception Report. All other travelers would not claim any expense for that meal.

Failure to document the actual meal cost and location or to provide receipts will not be reimbursed.

Alcohol expenses are not authorized and will be subtracted from any requested reimbursement, except for specific documented business events that are approved by either the IAFC President, Treasurer or CEO/Executive Director.

### **Section 4: Business Related Meals**

Meals that occur while conducting official IAFC business must be documented as a business meal, summarizing the business purpose, and outlining the benefit to the IAFC. All expenses require a receipt and documentation of all those in attendance, and under a federal grant, an itemized receipt must also be provided. A meal with fellow travelers is not normally considered a business meal.

### **Section 5: Travel**

The Executive Committee must authorize and approve all IAFC staff and member travel outside the continental United States and Canada. It will also establish the authorized expenses for each trip.

Privately owned vehicles (POV) may be used for official IAFC business. POV travel will be reimbursed at the rate prescribed by the federal government at the time the expense is incurred. Reimbursement will not exceed the cost of twenty-one day advance purchase round trip coach airfare to the same location. Reimbursement for travel, to and from a destination, will only be made for actual mileage costs incurred. No other costs will be

Travel by scheduled airlines shall be reimbursed at the coach fare rate.

Transportation/travel expenses, which include mileage, automobile rentals, tolls, taxi fares, parking fees, and tips are reimbursable expenses. Receipts for automobile rentals, taxi fares and parking fees are required for reimbursement.

All IAFC travel will be booked through the designated IAFC travel agency. IAFC travel includes any member, non-member or staff person who is traveling on behalf of the IAFC and whose flight is being paid for by the IAFC.

1. If for any reason a ticket is purchased through any other source other than the IAFC- approved travel agency, and the ticket is not used, the IAFC is not responsible for reimbursing for the cost of that ticket.
2. When a roundtrip ticket cost exceeds \$1,000, authorization for travel must be approved by the CEO/Executive Director or designee. All tickets for scheduled events must be purchased 21 days in advance.
3. Complimentary tickets are earned by the association based on the number of paid tickets that are issued. The CEO/Executive Director and the COO/Deputy Executive Director are the only staff members who may authorize use of these complimentary tickets.
4. Staff members who are coordinating an event for ten or more attendees (usually for a conference or committee/section/task force meeting) must contact the IAFC travel agency and provide a list of attendees and the appropriate cost center. For most meetings, the staff liaison will be responsible for completing and sending this information to the travel agency. For other special meetings, a travel coordinator may need to be designated.
5. For IAFC conferences, include staff names and the approximate number of attendees on the information sheet that goes to the travel agency, as well as the name of the conference so that credit for issued tickets may be earned. Individual conference contracts will be arranged to provide the greatest discounts for conference tickets.
6. Use of this system benefits the traveler as the IAFC is billed directly for service eliminating the need for receipts and it allows for better management of unused tickets and complimentary air tickets based on aggregate travel volume. The travel agency provides the IAFC with a monthly report of all IAFC travel. Staff is expected to first use any unused tickets or credits from prior trips when booking new trips.
7. When a flight must be changed for any reason, a justification for the change must be submitted within 5 business days, along with a detailed flight change receipt that outlines the cost of the change, including fees and penalties.
8. Internet charges for in-flight internet access will be made when justification of critical IAFC business is documented on the credit card statements. Charges should only be made for days that service is used.
9. If IAFC business and personal travel occur during the same trip then a personal credit card must be used to pay for all hotel nights that of a personal nature. IAFC

credit cards should not be used for any other personal expenses.

- a. If the IAFC credit card is inadvertently used for personal charges while on IAFC travel, the IAFC should be reimbursed within 15 days of completion of the trip. An email or memo should accompany the payment and an explanation of the charges should be given.
10. For domestic travel, the IAFC pays for business travel from one location to the business destination, and pays for the flight from the business location to one destination (no overnight stays on any leg other than at the business location). If personal travel is conducted on either end of the IAFC business trip, then one of the following shall be followed:
- a. The IAFC Executive Travel and Meeting Coordinator is contacted ahead of time and a decision is gotten regarding of how much of the trip is business and personal, and the traveler agrees to pay the personal amount within 15 business days of booking the flight.
  - b. One ticket is purchased from the originating location to the business location, to one destination, and the IAFC pays for that ticket. Any further travel is purchased as a one way ticket by the traveler at their expense. If the personal travel is at the beginning, the traveler pays for a one way ticket to their personal travel location, and the IAFC ticket is purchased from that location, to the business location to a return destination.
  - c. The entire ticket is paid for by the traveler on their personal credit card and reimbursement is submitted, outlining the personal segments of the trip and all taxes, fees, and costs are distributed according to the percentage of business vs personal travel.
11. For international travel, the Executive Travel and Meeting Coordinator should be contacted to determine the most cost effective means of travel.



## IAFC OFFICER SUSPENSION PROCEDURES FOR IMPAIRMENT

Adopted by the IAFC Board of Directors

Date: December 2017

Certified By:

*Mark W. Zylt*  
CEO and Executive Director

### I. General

- A. These procedures govern the actions of the International Association of Fire Chiefs (IAFC) in carrying out the terms of Article III, Section 3.B of the Constitution and Bylaws concerning suspension of officers.
- B. The purpose of these procedures is to provide a reasonable and clear process for evaluating the potential impairment of an elected Officer (the Respondent) whose ability to perform the duties of the office has been reported as a concern while affording the Respondent a full and fair opportunity to be heard throughout the process.
- C. It is the intention of the IAFC that these procedures be carried out carefully but expeditiously in order to minimize the time during which the Respondent is being evaluated.
- D. No person may participate in any proceedings following a report of concern raised under these procedures if that person is the reporter in that case, or if his or her participation would otherwise create, or appear to create, a conflict of interest.
- E. Concerns must be raised in writing and may be filed by active members, life members, or employees of the IAFC. Concerns should be reported to the Chief Executive Officer and Executive Director (CEO). Confidentiality of the concern and the individual reporting it will be maintained to the greatest extent feasible.
- F. A Standards and Ethics Committee (SEC) will be convened to undertake the inquiry and evaluation of concerns subject to these procedures. The SEC shall be composed of members of the President's Council as described further in Section III, G below.
- G. Concerns that are found by the SEC not to have been reported in good faith may subject the individual reporting the concern to a disciplinary proceeding.

## **II. Jurisdiction**

- A. The elected Officers of the IAFC are subject to this policy. This includes the President, Vice Presidents, and the Treasurer.
- B. The SEC shall retain jurisdiction over the inquiry and evaluation of a Respondent until making its recommendation to the Executive Committee (EC), ending the inquiry by choosing not to recommend suspension to the EC, or until the Respondent resigns from his or her office. The Respondent may choose to resign at any point in the proceedings.
- C. The Respondent must fully cooperate with the SEC during the inquiry and evaluation. If the Respondent does not fully cooperate, the SEC may recommend suspension of the Respondent to the EC following its review of the report of concern.

## **III. Responsibilities**

- A. The CEO shall assist the IAFC Board of Directors (BOD) and the SEC in implementing these procedures.
- B. The President shall delegate inquiry and evaluation to the SEC. The Chair of the President's Council shall appoint a subcommittee of the President's Council to function as the SEC. If a report of concern is submitted regarding the President, the First Vice President shall perform all of the functions of the President in these procedures. If the Chair of the President's Council has a relationship with the Respondent or other circumstance that creates a conflict of interest, an acting Chair will be appointed by the President in consultation with the CEO.
- C. Following an inquiry and evaluation, if the SEC recommends suspension of an officer and, if so, for what duration, the SEC shall make such recommendation to the EC, who shall vote on the proposed suspension, in the manner described in Article III, Section 3.B. of the Constitution and Bylaws. Following an investigation, if the SEC does not recommend suspension of an officer, there will be no further action taken under these procedures in response to a report of concern.
- D. If the Respondent disagrees with the recommendation of the SEC to suspend the Respondent, the Respondent may appeal to the full President's Council for a review of the recommendation prior to the transmission of the recommendation to the EC.
- E. If the EC votes to sustain the findings of the SEC and thereby recommend suspension of the Respondent to the BOD, the BOD shall vote on the proposed suspension, in the manner described in Article III, Section 3.B of the Constitution and Bylaws.
- F. The BOD is responsible for reviewing the inquiry, evaluation and recommendation, permitting the Respondent an opportunity to respond to the recommendation, and rendering a final decision on the suspension of the Respondent. The decision of the BOD is binding and final.
- G. The SEC is the agent of the IAFC primarily responsible for assisting the EC and BOD in carrying out these procedures by conducting inquiries, evaluations, reviewing the findings, making recommendations based upon the findings, and other specific duties set forth herein.

1. The SEC shall consist of three or more members of the IAFC President's Council who shall be selected by the Chair of the President's Council in consultation with the President.
2. The Chair of the President's Council will serve as the SEC Chair, unless the Chair of the President's Council is conflicted or otherwise chooses to delegate that role.
3. SEC members shall serve until the matter assigned to them has exhausted all appeals, or until successors are chosen by the President.

#### **IV. Initiation of Procedures**

- A. The CEO shall initiate proceedings within two (2) business days of receiving a report of concern, in writing, concerning an elected Officer's ability to perform the duties of his or her office.
- B. Upon receiving a report of concern the CEO must ascertain whether there is sufficient basis for the report of concern to initiate these proceedings. If the CEO cannot determine whether the alleged concern, if accepted as accurate, is sufficient to be considered an impairment to the Respondent's ability to perform the duties of his or her office, he or she shall brief the President and request that an SEC be appointed to review the report of concern and decide whether to initiate these proceedings. In that circumstance, no further action shall be taken with respect to the report of concern unless and until the SEC determines that the proceedings should commence.
  1. If the CEO concludes proceedings should commence, then the following shall occur:
    - a. The CEO will notify the President within two (2) business days of the report of concern, and that an inquiry and evaluation under these procedures should occur.
    - b. The SEC will be convened as provided herein.
    - c. The Chair of the SEC will (i) notify the Respondent of the reported concern and accurately summarize the issues raised, (ii) inform the Respondent that an inquiry and evaluation will be conducted, and (iii) inform the Respondent that he or she has been placed on "administrative leave, pending review," as described below, until a final decision is made, either by the Board or by the SEC, if the SEC does not recommend suspension. The Respondent shall not be given the opportunity to review the written report of concern.
    - d. The Respondent will be placed on "administrative leave, pending review" from their office until a final decision is made by either the SEC or the BOD. During administrative leave, the Respondent shall neither perform any duties nor communicate in any form on behalf of the IAFC and shall have no authority to make representations on behalf of the IAFC.
      1. All communications between the Respondent and the IAFC outside of the conduct of these procedures shall be conducted through an appointed liaison for the duration of the Respondent's administrative leave.
      2. The Respondent may not discuss any matter related to these procedures or the report of concern with other members of the IAFC, but may otherwise communicate freely with other members of the IAFC for the duration of

the Respondent's administrative leave.

## **V. Inquiries and Evaluations**

- A. The SEC will be responsible for commencing the inquiry and evaluation of the Respondent.
1. The Respondent shall be informed of his or her option to submit any information, including medical reports, to support his or her position that he or she has the ability to perform the duties of his or her office to the Chair of the SEC to assist in the SEC's inquiry and evaluation. Such information may be submitted in writing or in person. Any professional assistance obtained by the Respondent shall be at the Respondent's own expense and the IAFC will not be responsible for any charges or fees arising from Respondent's response to the inquiry. No further steps in the inquiry shall be required if the Respondent offers to resign his or her position upon being informed of the report of concern.
  2. The Chair of the SEC will inform the Respondent that he or she may be asked to answer questions to assist in the SEC's inquiry and evaluation. Such responses may be made in writing or in person.
  3. The SEC will meet and determine an appropriate method to conduct an inquiry and evaluation of the Respondent's ability to perform the duties of his or her office. This may include the SEC conducting the inquiry and evaluation or appointing an outside party with relevant expertise to manage the inquiry and evaluation. The method(s) of inquiry and evaluation are at the sole discretion of the SEC. The SEC has the power and latitude to require any reasonable tests and evaluations using any experts, professionals, and specialists necessary including, but not limited to, the authority to hire an independent physician to conduct a medical examination of the Respondent and provide results to the SEC, to enable it to reach a reasoned conclusion on the basis of the inquiry. The SEC recognizes that any such evaluation may be, in part, subjective, and will rely on identifiable metrics and criteria for officer duties to the extent possible.
  4. If the Respondent refuses to either provide medical certification from his or her own physician upon request or to submit to a medical examination by a physician hired by the SEC, the SEC may interpret the absence of medical results prejudicially.
- B. Legal counsel shall be engaged for all inquiries under these procedures. The attorney will report directly to the Chair of the SEC.
- C. The SEC or outside evaluator shall communicate with the individual who made a report of concern regarding the Respondent's ability to perform the duties of his or her office. The SEC will afford the Respondent an opportunity to meet with the SEC or outside evaluator in person (at his or her own expense) or by video or telephone conference. The SEC may work with the CEO in some cases and request that the IAFC pay for appropriate travel for the Respondent if, in their discretion, a face-to-face meeting is needed to complete the inquiry.
1. Should the Respondent wish to appear in person, the appearance must not delay the inquiry and must occur within the time frames established by these procedures unless the SEC determines that special circumstances warrant an extension of time by which such appearance can occur.

- D. The SEC and/or outside evaluator shall take all reasonable steps to ascertain the facts relevant to the report of concern about the Respondent's ability to perform the duties of his or her office, including, but not limited to, interviews with the individual who reported the concern, the Respondent, other individuals with pertinent information, a review of the Respondent's submission(s); and examination of all relevant documentation.
- E. The SEC and/or outside evaluator shall prepare and maintain notes of all meetings and interviews with the individual who reported the concern, the Respondent, and any other parties who provide relevant information, and  
  
may request any such person to sign a statement prepared on the basis of those notes.
- F. The Respondent shall be given seven (7) business days within which to provide information or material he or she considers relevant to the inquiry, and to answer any specific questions asked by the SEC. The SEC may extend this period of time if the SEC determines that special circumstances warrant such an extension.
- G. Within a maximum of thirty (30) business days of the formation of the SEC, the inquiry and evaluation shall be concluded and the SEC shall vote whether to recommend suspension of the Respondent and if so, for what duration. In special circumstances, the SEC may extend the period of time for the inquiry and evaluation by an additional thirty (30) business days.

## **VI. Decisions**

- A. If the SEC does not recommend suspension of the Respondent, the SEC will inform the EC of its decision.
- B. If the SEC determines on the basis of the inquiry and evaluation that the Respondent should be suspended from office, the SEC will recommend suspension of the Respondent to the EC and will also recommend the duration of the recommended suspension.
  - 1. If the SEC votes to recommend suspension of the Respondent to the EC, the Chair of the SEC shall then notify the Respondent in writing of the decision.
  - 2. The Respondent shall have two (2) business days to request review of the recommendation of the SEC by the full President's Council.
- C. Upon receiving the recommendation of the SEC, or if the President's Council is convened and also recommends suspension of the Respondent, the recommendation of the President's Council, the EC shall vote on the question of suspension of the Respondent and the duration of such suspension in accordance with the Constitution and Bylaws.
  - 1. If the EC votes to recommend suspension of the Respondent to the BOD, the President shall then notify the Respondent in writing of the decision. The Respondent shall have ten (10) business days in which to offer a resignation before the EC recommendation is submitted to the Board for final deliberation and vote.
  - 2. The Respondent shall have the right to address the Board at its meeting, in Executive Session, and to submit written evidence, including medical



reports, to the Board, in opposition to the recommendation of the EC, prior to the vote of the Board. The Respondent may be represented by legal counsel at the meeting, at the Respondent's own expense. The Respondent shall not be present for the deliberations and voting of the Board.

## **VII. Records**

- A. Any written concerns and records from an inquiry and evaluation shall be deemed confidential and maintained at the headquarters of the IAFC and shall be separated from all other records of the IAFC and given secure and privileged status as confidential, proprietary business information. Access to these files and records shall be limited to the current President, Chair of the SEC, CEO, and legal counsel of the Association. A former President who served as President during an exercise of these procedures shall have access to the files and records from such proceeding. All records will be retained for three years.



## INTERNATIONAL ASSOCIATION OF FIRE CHIEFS POSITION DESCRIPTION

Adopted by the Board of Directors

Date: May 12, 2016

Certified By:

A handwritten signature in black ink that reads "Mark W. Zylt". The signature is written in a cursive style.

CEO and Executive Director

**TITLE OF POSITION:** Chief Executive Officer/Executive Director

**DEPARTMENT OR OFFICE:** Executive Operations

**SUPERVISOR'S TITLE:** IAFC Board of Directors/President and Chair of the Board

**DATE CREATED/REVIEWED:** April 2016

**NATURE OF POSITION:** The Chief Executive Officer/Executive Director (CEO/ED) is responsible for the overall leadership, management and continuity of the business operations of the International Association of Fire Chiefs (IAFC).

**DUTIES:** Employee shall have such powers and duties as assigned or delegated by the IAFC Board of Directors. Employee will devote his or her entire business time, attention, skill, and energy exclusively to the business of IAFC, will use his or her best efforts to promote the success of IAFC's business, and will cooperate fully with the board in the advancement of the best interests of IAFC. Employee shall diligently and professionally carry out all duties and shall report directly to and be responsible to the president and board and the adopted policies of the board. Employee's duties shall include staff management and administration of IAFC headquarters and activities, including, without limitation, the following:

- (a) Periodic Status Reports. Employee shall manage and report the achievement of all IAFC programs as directed by the board and president, including establishment of measurable goals and objectives for IAFC's financial stability, professional staff development, membership retention and growth, and member services. Employee shall also establish and maintain a meaningful contact network including departments and agencies of the federal government and other fire service organizations relevant to the success of IAFC;
- (b) Policies and Procedures. Employee shall monitor and enforce adherence to IAFC policies and procedures;
- (c) Staffing. Employee shall provide for and maintain, within budget constraints, sufficient qualified staff, equipment, and facilities, for policy implementation and program achievement;

- (d) Information Exchange. Employee shall work toward the meaningful exchange of information between IAFC members and staff, for the IAFC to be a successful and vital association whose membership is fully informed regarding relevant IAFC matters and issues;
- (e) Revenue and Expense Management. Employee shall manage expenditures and revenues consistent with board policy;
- (f) Staff Discipline. Employee shall be solely responsible for employment, discipline and termination for all IAFC personnel;
- (g) Budgetary Matters. Employee shall be responsible for preparing the IAFC budget for the Treasurer's review and approval and work in concert with the Treasurer to ensure presentation to the board;
- (h) Work Environment. Employee shall work toward the goal to maintain a positive and healthy work environment for IAFC staff;
- (i) Strategic Direction. Employee shall accomplish the strategic direction action items within the time frames outlined;
- (j) Directions. Employee shall take direction from the board per the constitution and bylaws and complete those directions in the time frames established; as long as the direction and time frames are reasonable;
- (k) Currency of Governing Documents. Employee will ensure all policies, procedures and association documents are current, up-to-date and comply with legal requirements;
- (l) Spokesperson Responsibilities. Employee shall serve as IAFC spokesperson on matters assigned and approved by the IAFC Board of Directors;
- (m) Serve as secretary of the Association at the direction of the board of directors;
- (n) General. Employee shall perform such other responsibilities as the board may from time to time determine and communicate to employee.

**BACKGROUND REQUIREMENTS OF INCUMBENT:**

**Education:** An undergraduate degree is required. A Master's degree in non-profit management, public administration, business or similar discipline is preferred.

**Skills and Abilities:** Must have an excellent working knowledge of professional associations and how to deliver a wide array of quality programs and services to members across the globe. Excellent writing, public speaking, communications and organizational skills are required. Must be well organized, attentive to detail, resourceful, excellent listener, tactful, time efficient, and capable of adhering to tight schedules. Must have the ability to motivate others and lead a diverse work force and geographically dispersed membership from the U.S. and other countries. Must possess administrative and leadership qualities, negotiating and influencing abilities as well as the ability to recruit, train, develop, direct and lead staff. Must be able to increase the visibility, influence and presence of the IAFC. Candidate must be technology savvy and committed to lifelong learning. Must be a critical thinker with good problem solving and

decision-making abilities; be able to oversee and manage the IAFC's annual trade show – Fire-Rescue International.

**Relevant Experience:** Twenty years' work experience with at least 10 years in a leadership role in a volunteer-based, non-profit or public organization with a demonstrated ability to lead, direct and manage organization-wide projects. Experience as a chief executive in a complex organization and a leadership position in a professional association is preferred. Strategic and business planning experience and a track record for building a results-oriented team with the ability to implement objectives effectively and within budget and complete projects in a timely manner. A proven record as a team builder someone who can work effectively with related organizations and societies.

A strong track record for staff attraction, development and retention and an ability to foster a team-oriented staff culture. Knowledge and understanding of local government and public safety is desired as well as CAE, CFOD, SPHR, or other similar professional designation. Experience in a fire/EMS department is a strong plus.

**SUPERVISION REQUIRED:** This position requires no direct supervision. General overall guidance and policy strategy is provided by the IAFC Board of Directors. The CEO/ED is the head of the organization and thus must be able to make quality decisions about all aspects of the organization, staff, and business operations of the organization. The CEO/ED must be able to work with a large board of directors and be able to implement the policies and strategic direction of the governing body.

**SUPERVISORY RESPONSIBILITIES:** This position is responsible for the overall operation of the association staff and relies on key executive staff for day-to-day oversight. The CEO/ED directly supervises a progressive staff that operates at the policy implementation level of the organization. The CEO/ED must be able to recruit, hire, promote and retain a diversified staff, and be able to terminate personnel within the organization as appropriate.

**AVAILABILITY OF QUALIFIED PERSONNEL:** This position should be filled as soon as possible when vacated or a vacancy is anticipated. It is anticipated that it will take six to nine months to fill the position when vacant.

**POSITION RELATIONSHIPS:**

**Membership:** Contact with the membership presenting current and future programs of the IAFC, as well as IAFC policies. Must manage and cultivate a robust membership retention and attraction program and ensure that the IAFC's offerings are aligned with the needs of the members through ongoing communications. Provides general advice and guidance needed in the "field," makes referrals to members requiring assistance and responds to issues. Due to the sensitive nature of some inquiries, the incumbent must at all times practice a high level of confidentiality, political acumen, diplomacy and tactfulness.

**Governing Structure:** Interface with the IAFC Executive Committee and Board of Directors for inquiries on specific programs and operations. Plans and attends all board and Executive Committee meetings contributing to various issues as required.

**Government:** Works with multiple federal departments at the highest levels of government, including the White House, Senate, House of Representatives and Secretariat levels. These

**Public:** Routine public presentations representing the IAFC's position on a specific topic, emerging and current issues in the fire service, or in carrying out the policies of the board of directors. There is regular interaction with the public responding to inquiries, or individuals who seek out the counsel of the CEO/ED. Must be able to position the IAFC and its members to provide leadership on critical issues in public safety.

**Other Organizations:** Heavy interface with organizations which are allied fire or non-fire related, as well as special interest organizations in the U.S. and abroad as they relate to the fire/EMS service or operation of the organization.

**Association Personnel:** Daily interaction with staff to coordinate activities and accomplish overall mission, goals and objectives of the association. Deals with sensitive and confidential interactions regarding performance evaluations and/or operational and personnel issues.

#### **POSITION RESPONSIBILITIES:**

**Policy Formulation:** Participates and approves the formulation of IAFC policy and procedures relating to personnel, finance, organizational requirements and issues important to the IAFC staff and its members.

**Planning:** Plans own work. Approves the development of the process and formulation of the association's strategic business plan. Works extensively with the board in developing plans and approaches to meet the needs of the organization.

**Decision Authority:** Has the full authority to commit the organization to contracts and agreements in line with board-adopted policies. Makes the final decision on all personnel matters with staff. Makes budget decisions in line with the annually adopted budget. Keeps the Treasurer and the board informed on key financial issues as appropriate. In conjunction with the President and Chair of the Board, determines what issues move forward to the board for further consideration or approval.

**Budgetary Responsibilities:** Develops the budget in cooperation with the IAFC Treasurer. Monitors and makes adjustments to the adopted budget to assure that the budget is balanced and established goals are met.

**Other Key Requirements:** The position requires extensive travel across North America with one or two international trips per year. Travel may be up to 50% or more.

#### **OTHER RELEVANT REMARKS:**

This position requires leadership, maturity, tact, patience, resiliency, stamina and the ability to collaborate and arbitrate. The employee must be politically astute and must be able to acknowledge when mistakes are made and learn from them. This position requires proven executive-level leadership skills with a demonstrated ability to lead self-directed teams.

#### **PERSONAL CHARACTERISTICS:**

- A record of complete integrity, honesty, and strong personal character. A keen sense of protocol and a clear reputation for ethical conduct.
- Passion about the mission of IAFC.

• Strong strategic and analytic thinking skills; a visionary.

- An entrepreneurial spirit; creativity.
- Sufficient self-confidence to have low ego needs.
- Diplomacy to reach common ground and build alliances without compromising IAFC's interests.
- Ability to work and communicate effectively with a diversity of individuals and groups.
- Ability to work in an action/results-oriented, decision-making environment.
- A reputation for being energetic, intelligent, hard-working, enthusiastic; willingness to offer opinions and judgments.
- Strong facilitation skills with ability to lead a variety of partners in the same direction.
- An excellent fit for IAFC's culture, both members and staff; highly flexible.
- Comfort in a changing environment as well as being an agent for change.



## IAFC PRESIDENT JOB DESCRIPTION

*Approved by IAFC Board of Directors December 2017*

Certified By:

CEO and Executive Director

### Official Duties under the IAFC Constitution and Bylaws

- Be the official representative and spokesperson for the Association.
- Serve as the chair of the Executive Committee.
- Preside at meetings of the Association and at meetings of the Board of Directors.
- Insure that all committees, work groups, or task forces operate according to the IAFC Constitution and Bylaws and Association Policies.
- Call a special meeting of the Board of Directors when so requested by a majority of the Board of Directors or whenever the president determines necessary.
- Name additional committees, work groups, or task forces and appoint their chairs for the term of office to accomplish the goals and objectives of the Association.

### Essential Functions of the IAFC President:

#### Public Representative of the Association

- Testify before the United States Congress on matters concerning the IAFC and speak extemporaneously when questioned in connection with such testimony.
- Represent the IAFC in meetings with the President of the United States, members of the President's Cabinet such as the Secretary of Homeland Security, and other federal and state officials; independently represent and cogently articulate the priorities of the IAFC and speak extemporaneously under questioning in such meetings.
- Conduct and attend meetings with the leaders of the international fire and rescue communities; independently represent and cogently articulate the priorities of the IAFC and speak extemporaneously under questioning in such meetings.
- Conduct and attend meetings with business and industry leaders; independently

represent and cogently articulate the priorities of the IAFC and speak extemporaneously under questioning in such meetings.

- Participate in press events as a speaker and credibly represent the IAFC in the media; independently represent and cogently articulate the priorities of the IAFC and speak extemporaneously under questioning in such contexts.
- Cultivate relationships with the industry as official spokesperson for the IAFC.
- Speak at the annual meeting, organizational programs, and appropriate events, and contribute to the IAFC's website, newsletter, and other communications pieces.
- Communicate an understanding of and passion for the mission, values, and work of the IAFC.

### **Leadership of Board of Directors**

- Preside at and facilitate Board meetings.
- Work to ensure integrity of the Board's process.
- Work to ensure that every Board member carries out their roles and responsibilities in an ethical manner. Be the contact for Board members on Board issues.
- Work to ensure the IAFC committees communicate regularly with the Board.
- Participate in preparation of pre-meeting materials and support committee functions.
- Inspire a shared vision for the IAFC and its work.
- Build and nurture future leadership.
- Engage Board members to take ownership for the work of the Board.
- Celebrate the hard work and achievements of individual Board members and the collective Board.
- Promote outstanding Board governance practices.
- Reports Board member issues to appropriate Division or Section Presidents.

### **Professional Duties and Relationship with Staff and Members**

- Capable and willing to build relationships and establish him or herself as a credible representative of the IAFC when dealing with members, allied associations, divisions, sections, and committees.
- Demonstrate the ability to recall and advocate for the priorities set forth by the Board.
- Cultivate a working relationship with the Chief Executive Officer.
- Oversee the hiring, monitoring, and evaluation of the Chief Executive Officer.
- Maintain a close working relationship with the IAFC Treasurer concerning fiscal affairs of the Association.
- Participate in strategic planning and program evaluation.
- Ensure legal and ethical compliance of all Board work.
- Practice fiscal and programmatic transparency.
- Uphold legal and ethical standards of conduct.
- Capable and willing to undertake extensive domestic and international air travel.



## **Personal Qualities**

- Demonstrate strong listening skills and effective communication abilities.
- Show integrity, respect, and humility in interactions with fellow members of the IAFC, the staff of the IAFC, and the public.
- Model strategic and visionary thinking.
- Develop group facilitation skills.
- Encourage open communication and constructive debate.



## IAFC FIRST VICE PRESIDENT JOB DESCRIPTION

*Approved by IAFC Board of Directors December 2017*

Certified By:

CEO and Executive Director

### Official Duties of the First Vice President under the IAFC Constitution and Bylaws

- In the absence or inability of the president to perform all the duties of the office, he directed to assume the duties of the president.
- Assist the president in conducting the business and policies of the Association.
- Perform such other duties as are prescribed by the Board of Directors.
- Perform such other duties as may be required by majority vote of the Association in conference assembled or by policy direction of the Board of Directors.

### Essential Functions of the IAFC First Vice President

- Have the ability to perform all of the Official Duties and Essential Functions of the IAFC President, listed below, if and when called upon to do so by the Board of Directors or when the President deems it appropriate under the circumstances.
- Support the President in performance of his or her Official Duties and Essential Functions.
- Ability to accept direction and guidance from the President and to demonstrate such followship for other Officers.

### Official Duties of the President under the IAFC Constitution and Bylaws

- Be the official representative and spokesperson for the Association.
- Serve as the chair of the Executive Committee.
- Preside at meetings of the Association and at meetings of the Board of Directors.
- Insure that all committees, work groups, or task forces operate according to

the IAFC Constitution and Bylaws and Association Policies.

- Call a special meeting of the Board of Directors when so requested by a majority of the Board of Directors or whenever the president determines necessary.
- Name additional committees, work groups, or task forces and appoint their chairs for the term of office to accomplish the goals and objectives of the Association.

### **Essential Functions of the IAFC President:**

#### **Public Representative of the Association**

- Testify before the United States Congress on matters concerning the IAFC and speak extemporaneously when questioned in connection with such testimony.
- Represent the IAFC in meetings with the President of the United States, members of the President's Cabinet such as the Secretary of Homeland Security, and other federal and state officials; independently represent and cogently articulate the priorities of the IAFC and speak extemporaneously under questioning in such meetings.
- Conduct and attend meetings with the leaders of the international fire and rescue communities; independently represent and cogently articulate the priorities of the IAFC and speak extemporaneously under questioning in such meetings.
- Conduct and attend meetings with business and industry leaders; independently represent and cogently articulate the priorities of the IAFC and speak extemporaneously under questioning in such meetings.
- Participate in press events as a speaker and credibly represent the IAFC in the media; independently represent and cogently articulate the priorities of the IAFC and speak extemporaneously under questioning in such contexts.
- Cultivate relationships with the industry as official spokesperson for the IAFC.
- Speak at the annual meeting, organizational programs, and appropriate events, and contribute to the IAFC's website, newsletter, and other communications pieces.
- Communicate an understanding of and passion for the mission, values, and work of the IAFC.

#### **Leadership of Board of Directors**

- Preside at and facilitate Board meetings.
- Work to ensure integrity of the Board's process.
- Work to ensure that every Board member carries out their roles and responsibilities in an ethical manner.
- Be the contact for Board members on Board issues.
- Work to ensure the IAFC committees communicate regularly with the Board.
- Participate in preparation of pre-meeting materials and support committee functions.
- Inspire a shared vision for the IAFC and its work.

- Build and nurture future leadership.
- Engage Board members to take ownership for the work of the Board.
- Celebrate the hard work and achievements of individual Board members and the collective Board.
- Promote outstanding Board governance practices.
- Reports Board member issues to appropriate Division or Section Presidents.

### **Professional Duties and Relationship with Staff and Members**

- Capable and willing to build relationships and establish him or herself as a credible representative of the IAFC when dealing with members, allied associations, divisions, sections, and committees.
- Demonstrate the ability to recall and advocate for the priorities set forth by the Board.
- Cultivate a working relationship with the Chief Executive Officer.
- Oversee the hiring, monitoring, and evaluation of the Chief Executive Officer.
- Maintain a close working relationship with the IAFC Treasurer concerning fiscal affairs of the Association.
- Participate in strategic planning and program evaluation.
- Ensure legal and ethical compliance of all Board work.
- Practice fiscal and programmatic transparency.
- Uphold legal and ethical standards of conduct.
- Capable and willing to undertake extensive domestic and international air travel.

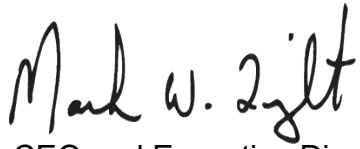
### **Personal Qualities**

- Demonstrate strong listening skills and effective communication abilities.
- Show integrity, respect, and humility in interactions with fellow members of the IAFC, the staff of the IAFC, and the public.
- Model strategic and visionary thinking.
- Develop group facilitation skills.
- Encourage open communication and constructive debate.



## IAFC SECOND VICE PRESIDENT JOB DESCRIPTION

*Approved by IAFC Board of Directors December 2017*

Certified By:   
CEO and Executive Director

### **Official Duties of the Second Vice President under the IAFC Constitution and Bylaws**

- Assist the president and the first vice president in conducting the business and policies of the Association.
- In the absence or inability of the president and first vice president, be directed to assume all the duties and responsibilities of the president.
- Perform such other duties as are prescribed by the Board of Directors.
- Perform such other duties as may be required by majority vote of the Association in conference assembled or by policy direction of the Board of Directors.

### **Essential Functions of the IAFC Second Vice President**

- Have the ability to perform all of the Official Duties and Essential Functions of the IAFC President, listed below, if and when called upon to do so by the Board of Directors or when the President deems it appropriate under the circumstances.
- Support the President in performance of his or her Official Duties and Essential Functions.
- Ability to accept direction and guidance from the President and to demonstrate such fellowship for other Officers.

### **Official Duties of the President under the IAFC Constitution and Bylaws**

- Be the official representative and spokesperson for the Association.
- Serve as the chair of the Executive Committee.
- Preside at meetings of the Association and at meetings of the Board of Directors.
- Insure that all committees, work groups, or task forces operate according to the Constitution and Bylaws and Association policies.
- Call a special meeting of the Board of Directors when so requested by a majority

- of the Board of Directors or whenever the president determines necessary.
- Name additional committees, work groups, or task forces and appoint their chair for the term of office to accomplish the goals and objectives of the Association.

## **Essential Functions of the IAFC President**

### *Public Representative of the Association*

- Testify before the United States Congress on matters concerning the IAFC and speak extemporaneously when questioned in connection with such testimony.
- Represent the IAFC in meetings with the President of the United States, members of the President's Cabinet such as the Secretary of Homeland Security, and other federal and state officials; independently represent and cogently articulate the priorities of the IAFC and speak extemporaneously under questioning in such meetings.
- Conduct and attend meetings with the leaders of the international fire and rescue communities; independently represent and cogently articulate the priorities of the IAFC and speak extemporaneously under questioning in such meetings.
- Conduct and attend meetings with business and industry leaders; independently represent and cogently articulate the priorities of the IAFC and speak extemporaneously under questioning in such meetings.
- Participate in press events as a speaker and credibly represent the IAFC in the media; independently represent and cogently articulate the priorities of the IAFC and speak extemporaneously under questioning in such contexts.
- Cultivate relationships with the industry as official spokesperson for the IAFC.
- Speak at the annual meeting, organizational programs, and appropriate events, and contribute to the IAFC's website, newsletter, and other communications pieces.
- Communicate an understanding of and passion for the mission, values, and work of the IAFC.

### *Leadership of Board of Directors*

- Preside at and facilitate Board meetings.
- Work to ensure integrity of the Board's process.
- Work to ensure that every Board member carries out their roles and responsibilities in an ethical manner.
- Be the contact for Board members on Board issues.
- Work to ensure the IAFC committees communicate regularly with the Board.
- Participate in preparation of pre-meeting materials and support committee functions.
- Inspire a shared vision for the IAFC and its work.
- Build and nurture future leadership.
- Engage Board members to take ownership for the work of the Board.

- Celebrate the hard work and achievements of individual Board members and the collective Board.
- Promote outstanding Board governance practices.
- Reports Board member issues to appropriate Division or Section Presidents.

#### *Professional Duties and Relationship with Staff and Members*

- Capable and willing to build relationships and establish him or herself as a credible representative of the IAFC when dealing with members, allied associations, divisions, sections, and committees.
- Demonstrate the ability to recall and advocate for the priorities set forth by the Board.
- Cultivate a working relationship with the Chief Executive Officer.
- Oversee the hiring, monitoring, and evaluation of the Chief Executive Officer.
- Maintain a close working relationship with the IAFC Treasurer concerning fiscal affairs of the Association.
- Participate in strategic planning and program evaluation.
- Ensure legal and ethical compliance of all Board work.
- Practice fiscal and programmatic transparency.
- Uphold legal and ethical standards of conduct.
- Capable and willing to undertake extensive domestic and international air travel.

#### *Personal Qualities*

- Demonstrate strong listening skills and effective communication abilities.
- Show integrity, respect, and humility in interactions with fellow members of the IAFC, the staff of the IAFC, and the public.
- Model strategic and visionary thinking.
- Develop group facilitation skills.
- Encourage open communication and constructive debate.



## IAFC Treasurer Position Description

Adopted by the IAFC Board of Directors

Date: December 2016

Certified By:

*Mark W. Zylt*  
CEO and Executive Director

The IAFC Treasurer is an elected position that provides leadership and oversight of the IAFC financial plan, policies, and investments. The Treasurer works closely with the CEO/Executive Director and the IAFC finance staff to ensure that the organization has the tools and leadership needed to remain financially viable and that adequate resources are available to meet financial requirements. Through the Treasurer's strategic financial goals, the Treasurer works with IAFC staff to assist in the preparation of the annual budget and in conjunction with the CEO/Executive Director, recommends an annual spending plan to the IAFC Board of Directors. The Treasurer presents the proposed budget to the board of directors for approval, reports periodic updates during the year on the financial status of the organization as well as other benchmarked data, i.e. such as membership count, investment performance, and revenue collected. The Treasurer leads the selection process of the financial advisor and meets with him/her periodically to assess the IAFC's investment performance.

### Responsibilities

Under the Treasurer's oversight, The IAFC CEO/Executive Director ensures the performance of the following:

1. Oversees the use of all assets of the Association with the advice and approval of the IAFC Board of Directors. Determine that all monies of the Association are deposited in proper accounts and, where applicable, draw the highest rate of return consistent with the greatest safety for the Association funds.
2. Determines that all funds collected and disbursed by the Association are collected, recorded, and disbursed according to generally accepted accounting principles (GAAP) and in accordance with the bylaws of the Association and policies adopted by the board of directors.
3. At a minimum, report to the annual conference on the financial condition of the Association, including a summary of all revenues, disbursements and net assets.



## **Direct Duties**

1. Consult with the CEO/Executive Director, and/or his/her designee during budget preparation prior to consideration by the IAFC Finance Committee.
2. Present the annual budget, along with a recommendation to the IAFC Finance Committee and IAFC Board of Directors.
3. Ensure that an annual audit is performed and review the results with staff and auditors to ensure a solid understanding of strengths and deficiencies.
4. Address financial policy violations with members and make recommendations to the IAFC Finance Committee for repeat offenders.
5. Sets annual financial guidelines and works directly with IAFC section treasurers to ensure that all sections submit annual spending plans and that revenue and expenditures meet IAFC policy and practice.
6. Serve as the point of contact for the CEO/Executive Director for high-level strategic financial issues as they arise, and provides recommendations on how to best address the issue.
7. Complete other duties as assigned by the President, including the CEO annual appraisal, CEO contract management, FRI Site Selection Task Force, etc.
8. Serve on the IAFC Executive/Finance Committee, and IAFC Board of Directors.

## **Qualifications**

This position must be filled by a person that is an active fire chief of an officially recognized and organized fire department and a regular IAFC member in good standing. The person must have a strong background in accounting, budgeting, finance, investments, audits, and non-profit management. At a minimum, must have a Bachelor's Degree in management, finance or equivalent. A Master's Degree is preferred. Preferred individual has Executive Fire Officer and Chief Fire Officer Designation. Experience in handling at least a five (5)-million-dollar budget is required. The person must be able to travel throughout the year with a minimum of five (5) times often for three (3) or more days, sometimes with short notice. Must have excellent presentation skills and be able to make complex financial reports understood by those that may not understand not-for-profit financial reports.

## **Appointment**

This is a position currently elected by the IAFC membership. All candidates must meet the qualifications as outlined in this document in order to be considered for election. Terms begin January 1 every three (3) years. The appointment is made at FRI the preceding year, and the appointee shadows the sitting treasurer during the budget process; then assumes official duties upon adoption of the budget prior to January 1. This position serves a three-year term and is eligible to be elected for a second three-year term.



## POSITION DEVELOPMENT PROCESS

Adopted by the IAFC Board of Directors Date:  
11 March 2010

Certified By:

CEO and Executive Director

### Purpose

To explain the process a member, division, section or committee shall utilize in submitting a draft position statement for consideration by the Board of Directors.

### Section 1: General

As the fire service evolves, issues arise that require support by the IAFC membership and the fire service as a whole. This is achieved through the submission of draft position statements to the IAFC Board of Directors for consideration and/or adoption. The following outlines how a statement is submitted for board consideration:

- An individual IAFC member, a local/regional or state chiefs' association. **(THIS MUST BE SENT THROUGH THEIR IAFC DIVISION OR SECTION TO GAIN ENDORSEMENT BEFORE SUBMITTAL TO THE BOARD OF DIRECTORS.)**
- An IAFC section, division, committee or task force
- As a resolution by the membership
- A member of the Board of Directors
- As a resolution by an allied organization with a request to the Board of Directors for a position to be taken.

### Section 2: Issue Validation

All position drafts must be validated as having application and purpose to the IAFC as an organization. A draft statement must meet at least one of the listed criteria for any further consideration in the process. Does the position statement involve:

- A constitution and/or bylaws change/addition.

- A potential influence or direct/indirect mandate to an authority having jurisdiction's home rule ability to determine levels of service or costs of service.
- Modification or creation of a standard, certification or licensure which may have cost or service level implications to local service delivery agencies.
- The establishment of an organizational partnership between IAFC and another organization or support or endorsement of another organization's initiative.
- A professional standard or guideline, which has implications for IAFC members.
- A formal position regarding a matter of congressional or statutory interest.
- Any actions which may have a substantial impact on the IAFC, its members or the national fire/EMS service.

### **Section 3: Categories**

Positions submitted for consideration fall into one of the two (2) following categories:

- Constitutional/Bylaws: An amendment, addition or deletion of the Association's governing documents; usually requires a membership vote.
- Position Statement: The officially adopted position of the IAFC regarding a matter of significant importance and influence to the members of the Association.

### **Section 4: Position Background and Point Paper**

Any proposed position statement should be briefly introduced by a point paper that provides explanation and specifics regarding the matter. The introductory point paper is the beginning step in the process. As the matter proceeds through the process (especially to the IAFC Board of Directors), additional support and explanatory information may be requested or required.

An introductory point paper should be no more than two pages (typed) in length and contain the following sequential information:

- Problem statement overview.
- Desired outcome statement for considered adoption.
- Background and history.
- Technical references.
- Organizational endorsements or summary of organization positions, amendments, and/or differences of position.
- Submitter's name, organization, address, phone, etc.
- Submission date.

## **Section 5: Submission Endorsements and Steps**

Draft position statements must be submitted by an individual IAFC member to **their division/section to gain endorsement**. If the division/section approves an endorsement, it may contact any or all of the following seeking support:

- Other IAFC divisions, sections, committees or appropriate working task forces
- Local professional groups
- Regional professional groups
- State chiefs and other state associations

IAFC divisions, sections, committees and working task forces are to provide submission through their IAFC board representative.

Endorsements should be referenced on the point paper. The point paper should also include any endorsing agency amendments and/or differences of position.

All position statements are to be submitted to the IAFC Board of Directors through IAFC staff at least six (6) weeks prior to the desired implementation date. This provides adequate time for board members to vet any issues regarding the submitted statement.

## **Section 6: Submission to IAFC Board of Directors**

Once a proposed position statement has reached the Board of Directors, the board will determine if the submittal is:

### A Constitution and Bylaws Issue

Such issues may require a change to the constitution and/or bylaws. If the board feels the position warrants consideration, they will refer the matter to the Constitution, Bylaws and Resolutions Committee for review and recommend action.

- Agree the position should go to a vote of the membership and take the required action to do so.
- The board might also consider denying furtherance, with explanation, of the matter and return the proposal to the submitter(s).
- The board might also select to refer the matter to the committee or task force for further study and recommendations back to the Board of Directors.

### A Position

The Board of Directors deals with non-constitutional and bylaws matters through several different methods. The method selected depends upon time constraints and the matter's

significance. The board may choose to support or not support a position on the proposal. The Board of Directors may choose to solicit positions from IAFC divisions before a final board position is taken.

One That Requires a Board Action: The board can take action to establish a process, task force, and committee and/or take administrative action. These actions are subject to the outcome distribution.

Request for position statements should be submitted to the CEO/Executive Director at least two weeks prior to any regularly scheduled board meeting. The Executive Committee will review the submittal and may return it for more information, or refer it to the full board with a recommendation. The Executive Committee may recommend that the board take immediate action. The submittal will then be reviewed by the full board for appropriate action.

Unless the issue is deemed an emergency by the executive committee the Board of Directors will have four (4) weeks to review the submission and may solicit official opinions of IAFC divisions, sections, committees, and task forces. This time period will allow for any additional comments and/or organizational positions prior to establishing a position statement for formal vote by the Board of Directors.

Once the submission had been initially reviewed by the board, the IAFC Board of Directors may choose to make known their position statement or the direction they are considering for adoption. The IAFC board may forward to the IAFC divisions, sections, committees and/or task forces for their comment and position before the board considers adoption as the position of the Association.

If the original submission needs substantial revision, there will be a renewed thirty (30) day review period before the board will take action.

## **Section 7: Outcome Distribution**

Upon taking an official position statement, distribution includes:

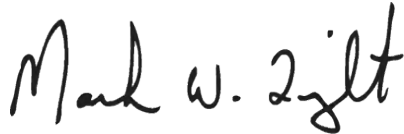
- IAFC headquarters catalogs statement, as position, constitutional amendment or procedure amending organizational documents as needed and archiving relevant support and research material.
- Final position statement is formatted and distributed to:
  - IAFC divisions
  - Applicable IAFC sections/committees
  - State chiefs agencies
  - Original submitter of draft proposal
  - General membership via website or e-mail



## INTERNATIONAL ASSOCIATION OF FIRE CHIEFS RULES OF CONDUCT

Adopted by the IAFC Board of Directors

Date: October 2009

Certified By:   
CEO and Executive Director

The mission of the IAFC is to provide leadership to career and volunteer chiefs, chief fire officers, company officers and managers of emergency service organizations throughout the international community through vision, information, education, services and representation to enhance their professionalism and capabilities.

To further this mission, certain standards shall govern the conduct of every member and employee of the IAFC. Violations of these same standards may constitute conduct unbecoming a member of the IAFC. Participation in the business and organization activities of the IAFC is limited to those members who are in "good standing", which is defined by the Constitution, Bylaws, and the following Rules of Conduct Policy.

**POLICY.** It is the policy of the International Association of Fire Chiefs (IAFC) that all members, in the performance of IAFC duties, during IAFC functions and/or involved in IAFC activities, comply with the Association Constitution, Bylaws and Rules of Conduct as herein stated, with the additions and amendments of these rules that may be promulgated, with all other orders and directives, either verbal or written, which may be issued by Association authority. The violation of any rule of conduct, procedure or lawful order, whether written or verbal, may result in enforcement actions up to and including expulsion from the Association.

**CONDUCT UNBECOMING.** Every member shall conduct him/herself at all times, while representing the Association or during Association activities, in a manner which reflects most favorably on the IAFC. This pertains to the perceptions of fellow members, employees, and the public. Conduct unbecoming a member shall include that which tends to bring the Association into disrepute, reflects discredit upon a representative of the Association, or that which tends to impair the operation or efficiency of the Association, its members or employees.

**COURTESY.** Members shall be courteous to fellow members, employees and the public. He/she shall be tactful, shall control his/her temper and exercise utmost patience and discretion, and shall not engage in argumentative discussions, even in the face of extreme provocation. While acting as a member of the Association, he/she shall not use coarse, violent, profane, or insolent language or gestures toward the public, fellow members, or employees. No expression of any prejudices or use of language which might be insulting or demeaning to the public, fellow members or employees concerning race, sex, religion, politics, national origin, lifestyle, or similar personal characteristics will be tolerated. Accordingly, the IAFC will not tolerate un

IAFC Policy Manual

discrimination against or harassment of any of our employees, members or others present at our facilities by anyone, including any supervisor, co-worker, member, vendor, client, or customer of the IAFC.

**CRITICISM.** Members, in the course of IAFC duties and/or activities shall not criticize or ridicule the IAFC or any other agency, by speech, in writing or by expression in any other manner, when such speech, writing or by expression is defamatory, obscene, unlawful, or exhibits a reckless disregard for truthfulness.

**COMMUNICATION.** Members shall not address a public gathering, appear on a radio or television, prepare any article for publication, and/or act as a correspondent to a newspaper or periodical as a representative of the IAFC without permission of the IAFC.

**PUBLIC TRUST.** Members shall not receive, seek, solicit or share in any fee, reward, or other reimbursement for the performance of his/her duties, (or for failure to perform duties) as a member of the IAFC. He/she shall immediately report to the Executive Committee any offer or attempt to offer money, gift or other gratuity made in an effort to influence his/her conduct as an Association member.

**LOBBYING.** Members shall refrain from lobbying the local or state legislature under the name of the Association, unless approved by the Association.



## IAFC Rules of Conduct Enforcement Procedures

Adopted by the IAFC Board of Directors

Date: December 2016

Certified By:   
CEO and Executive Director

### I. General

- A. These procedures govern the enforcement of the IAFC Rules of Conduct (Rules), Code of Ethics, Constitution and Bylaws, or policies as adopted by the International Association of Fire Chiefs (IAFC).
- B. The purpose of these procedures is to provide a reasonable process for investigating and determining whether a member has violated the Rules, and to afford each individual member who is the subject of an investigation (the Respondent) a full and fair opportunity to be heard throughout the process.
- C. It is the intention of the IAFC that these procedures be carried out carefully but expeditiously in order to minimize the time during which a member is under investigation. Accordingly, time limits stated in these procedures are binding, subject to extensions that may be granted by the IAFC Standards and Ethics Committee (SEC), or the IAFC Executive Committee (EC) concerning the appeals process, for reasonable cause, upon request.
- D. No person may participate in any proceedings on a complaint brought under these procedures if that person is or may be a witness or complainant in that case, or if his or her participation would otherwise create, or appear to create, a conflict of interest.
- E. Complaints must be in writing and may be filed by members, employees, contractors, and/or agents/vendors of IAFC. Verbal complaints from employees regarding harassment or discrimination will be reduced to writing by the management employee to whom the complaint was made and submitted to the Chief Executive Officer and Executive Director (CEO).

### II. Jurisdiction

- A. All members, in all member classes of IAFC (members), are subject to the Rules and are subject to sanctions for any violations thereof, which occur during their



membership.

- B. If a complaint is made against a person who was a member at the time the alleged violation occurred, but is not a member at the time the complaint is made, the complaint will be processed under these procedures only if the former member agrees in writing. Should the offense be made to an employee, the IAFC will investigate, to the greatest extent possible, claims against a former member should the complaint involve discrimination or harassment. In no event shall a person be readmitted to membership if there is an outstanding and unresolved complaint against him or her for conduct while formerly a member.
- C. The SEC shall retain jurisdiction over an investigation of a Respondent who, before the conclusion of the investigation, resigns from the IAFC or otherwise allows his or her membership in IAFC to lapse.

### **III. Responsibilities**

- A. The Chief Executive Officer/Executive Director (CEO) shall assist the IAFC Board of Directors (BOD) and the SEC in enforcing and implementing these procedures. It is the responsibility of the CEO to publicize the existence and importance of the procedures as deemed necessary.
  - 1. The CEO may provide guidance to members on the potential implications of their conduct under the rules of conduct or policies of the IAFC or laws. However, the guidance, opinion and/or advice of the CEO shall not be binding with the BOD, the SEC, or any investigating authority.
  - 2. The CEO may designate a member of the IAFC staff to carry out any of the responsibilities assigned to the CEO under these procedures, and will be required to assign a designee, should the complaint be about the CEO or if CEO personally witness the violation of the Rules.
- B. The President/Chair of the Board (President) is responsible for appointing the SEC, and for assuring that the SEC is meeting the timelines in these procedures. The President will be kept up to date with the progress of the investigation and will receive notice of the final determination of the SEC. The President, through the CEO, will also convene any appeals boards in accordance with this Section IX of these procedures. Should the complaint be about the President, or if the President personally witness the violation of the rules, then the First Vice President will act fill the role of the President as outlined in this process.
- C. The EC is responsible for hearing any initial appeals made by Respondent(s) who disagree with the actions of the SEC.
- D. The BOD (minus the EC members participating in the pertinent disciplinary decision) is responsible for hearing appeals of EC decisions and rendering final decisions on said appeals. The BOD makes the final determination of any appeal and such decision is not appealable. The decision of the BOD is binding and final.

- E. The SEC is the agent of the IAFC primarily responsible for assisting the BOD in implementing these procedures by conducting investigations, reviewing the findings, and administering sanctions based upon the facts of any such investigations, and other specific duties set forth hereinafter.
  - 1. The SEC shall consist of three or more members of the IAFC President's Council who shall be selected by the President, by recommendation of the Chair of the President's Council, upon notification of an infraction or violation of the Rules or the IAFC Constitution and Bylaws as determined by the CEO.
  - 2. The President will appoint the SEC Chair with input from the Chair of the President's Council and the CEO.
  - 3. SEC members shall serve until the matter assigned to them has exhausted all appeals, or until successors are chosen by the President.

#### **IV. Initiation of Procedures**

- A. The CEO may initiate proceedings against a member or individual for an alleged violation of the Rules upon receiving a written complaint or other written information from a management employee, alleging such a violation has occurred, from any IAFC member, employee, contractor, vendor, or agent. The CEO may initiate the proceedings directly if the offense involves an offense against an IAFC staff member.
- B. Upon receiving such a written complaint, or verbal complaint, put into writing by management, or information, the CEO must ascertain whether it is sufficiently clear and complete to initiate proceedings, and, if so, whether it alleges conduct that may be a violation of the Rules. If the CEO concludes that the complaint is not sufficiently clear or complete to initiate proceedings, he or she shall seek further clarification from the complainant before taking any further action.
  - 1. If the CEO cannot determine whether the alleged conduct, if accepted as accurate, might violate the Rules, he or she shall brief the President and request that a SEC be appointed to review the complaint to ask for a ruling on whether the alleged conduct, if accepted as accurate, may constitute a violation of the Rules. No further action shall be taken with respect to the complaint or information unless the SEC rules that the alleged conduct, if accepted as true, may constitute a violation of the Rules.
  - 2. If the CEO concludes or has received a ruling from the SEC that the complaint is sufficiently clear and complete to initiate proceedings, and may, if accepted as accurate, indicate a violation of the Rules, then the following should occur:
    - a. The President will be officially notified that an investigation should occur.
    - b. The President will notify the Chair of the Presidents Council and ask that three members be recommended to operate as the SEC to manage an investigation as set forth in Section V of these procedures.
    - c. The Chair of the President's Council will recommend three members to

serve as the SEC, including one as chair.

- d. IAFC President in consultation with the President's Council Chair, and the CEO, but at their sole discretion, appoint the Chair and members of the SEC.
- e. The Chair of the SEC will notify the member (Respondent) of the charges and that an investigation will be conducted. The Respondent shall be informed at the same time of the provisions of the Rules, laws, or IAFC Constitution and Bylaws which he or she has allegedly violated.
- f. The Chair of the SEC may request that the Respondent answer specific questions pertaining to the alleged violation.
- g. The Respondent shall be given fourteen (14) days within which to respond in writing to the complaint or information, to provide any further information or material he or she considers relevant to the allegations, and to answer any specific questions asked by the SEC. This written documentation is not required, and will not preclude further questions or inquiries by the investigating authority.
- h. If, after being informed of the allegations by the Chair of the SEC, the Respondent disputes such allegations, the SEC will initiate an investigation into the complaint immediately.

## **V. Investigations**

- A. Upon receiving a case of an alleged violation of the Rules from the CEO, the SEC shall commence an investigation into the allegations. However, no investigation shall be required if (1) the Respondent admits to the violation in his or her initial response, or (2) the Respondent has already entered a guilty plea in a court of law, or has been found guilty and has exhausted all appeals, in a criminal case involving the same conduct.
- B. The President, after review and concurrence that an investigation is warranted, will notify the Chair of the President's Council, and advise the Chair that an SEC must be convened. The CEO will then work directly with the Chair of the SEC and forward all information gathered to that point.
  - 1. The SEC will meet and determine an appropriate method to investigate and determine the facts of the case and establish an investigating authority. This may include the SEC conducting the investigation, appointing an outside investigator, and/or working with division or section members. The method(s) of investigation is at the sole discretion of the SEC. An investigating authority must be appointed within fifteen (15) days of the request made by the CEO.
  - 2. If legal counsel is engaged, the attorney will report directly to the Chair of the SEC to assure that the needs of the investigation and legal review are met.

3. The investigating authority shall meet with the complainant. The SEC will afford the Respondent an opportunity to meet with the investigating authority in person (at his or her own expense) or by telephone conference. The SEC may work with the CEO in some cases and request that the IAFC pay for appropriate travel for the Respondent if, in their discretion, a face-to-face meeting is needed to complete the investigation.
  - a. Should the Respondent wish to appear in person, the appearance will not delay the investigation and must occur within the time frames established by the SEC.
4. The investigating authority shall prepare and maintain notes of all meetings and interviews with the complainant, the Respondent, and any witnesses, and may request any such person to sign a statement prepared on the basis of those notes. The Respondent shall not be entitled to review said notes and statements, and any other documentary evidence gathered in the course of the investigation. However, if the investigative authority requests that the Respondent signed a prepared statement, a review of such statement by the Respondent will be permitted. The Chair of the SEC or their designee will review the findings with the Respondent, and the Respondent shall be afforded the opportunity to respond in writing thereto.
5. The investigating authority shall take all reasonable steps to ascertain the facts relevant to the case, including, but not limited to, interviews with the complainant, the Respondent and witnesses; review of the Respondent's submission(s); and examination of all relevant, underlying documentation.
6. Within sixty (60) days of the appointment of the investigating authority, the investigation shall be concluded, and a written report of the proposed findings of fact shall be sent to the CEO and the Respondent. Each finding must be supported by the preponderance of the evidence. The SEC, in its sole discretion, will determine sanctions as described in Section VII.

## **VI. Decisions**

- A. The SEC shall promptly review the findings of fact and shall ascertain whether they are supported by sufficient reliable and relevant evidence.
  1. If the evidence is not sufficient, the SEC may (a) dismiss the case; (b) return it to the investigating authority for further investigation in accordance with these procedures; or (c) determine an appropriate level of discipline for the proven offenses, as set forth in Section VII of these procedures.
  2. If the SEC determines that the evidence supports the proposed findings, it shall determine whether they demonstrate that a violation of the Rules has occurred. If not, it shall dismiss the case and so advise the Respondent, the CEO, the President, and the division president or section chair if the infraction was under their purview.

3. If the SEC concludes on the basis of the investigating authority report that a violation has occurred, the Chair of the SEC shall then notify the Respondent in writing of the findings and of the intent to adopt the investigating authority's report as final, and to impose the specified sanction(s) for the reasons stated, unless the Respondent can show that the finding of facts are erroneous, or that the proposed sanctions(s) should not be imposed in light of certain mitigating factors which the SEC did not previously consider. The Respondent shall have ten (10) days in which to submit a written response to the SEC and/or to request a hearing before an Appeals Panel set forth.
  4. In the event that the Respondent makes no submission, and/or does not request an Appeals Panel hearing, the SEC shall promptly adopt the proposed findings and sanction(s) as final and so inform the President and the CEO.
  5. In the event that the Respondent makes a written submission, but does not request an Appeals Panel hearing, the SEC shall review the submission and may either adopt, or revise and adopt as revised, the proposed findings and/or sanction(s), as it deems appropriate. The SEC shall promptly notify both the President and the CEO.
  6. In the event that the Respondent requests an Appeals Panel hearing, the SEC shall refer the case, including its recommended sanction(s), for a hearing before the Appeals Panel. Hearings before the Appeals Panel shall be conducted in accordance with Section VIII of these procedures. No sanction(s) shall be imposed before the hearing is concluded.
- B. If the Respondent has not requested an Appeals Panel hearing, upon the SEC reaching a final determination of an appropriate action, the SEC Chair will send a final determination letter within ten (10) days to the Respondent and a copy to the CEO and the President.
  - C. Any member or officer of the Association who is disciplined by the SEC has the right to appeal such decision of the SEC to the Appeals Panel.
  - D. The SEC will notify the complainant of the final disposition of the complaint, within the parameters of privacy and rights of the offender.

## **VII. Sanctions**

- A. Sanctions may be imposed in accordance with these procedures upon members who are found to have violated the IAFC Constitution, Bylaws, Rules, Code of Ethics, or applicable law. In determining the kind of sanction to be imposed, the following factors that may be considered, include, but are not limited to: the nature of the violation, prior violations by the same individual, the willfulness of the violation, the level of professional or public responsibility of the individual, and any other factors which bear upon the seriousness of the violation.
- B. An individual member of the Association may be disciplined by any means as

determined appropriate by the SEC or Appeals Panel or Appeals Board. Discipline may include sanction(s) such as, but not limited to, a written reprimand, counseling, or expulsion from the Association and revocation of membership following an investigation and determination of disciplinary action; removal from elected or appointed officer, position or candidate for the same; or barred or limited in any way from representing the IAFC. Under these procedures, sufficient cause or grounds for a member's actions may be determined from either a violation of the Rules of Conduct, Code of Ethics, violation of the IAFC Constitution, the Bylaws of the Association or applicable law.

#### **VIII. Constitution and Bylaws Sanctions Remedies**

- A. Upon receiving documented evidence that a member has been found guilty after trial by a judge or a jury of criminal conduct, which constitutes a violation of the Rules and which occurred while the person was a member of IAFC, the CEO shall immediately issue a notice of suspension of membership to said person by email and registered mail and said membership shall be suspended as of the date of notice.
  1. The CEO shall advise the President who may refer the matter to the SEC. The SEC may commence an investigation, or it may defer proceedings until the person has exhausted all appeals or the time for appeal has expired. The suspension shall continue in effect until such time as sanctions provided are imposed, or the case is dismissed, in accordance with these procedures. Should the member not appeal the conviction, then the suspension will automatically become a revocation of membership unless the member appeals the suspension.

#### **IX. Appeals**

- A. Any appeal of sanctions must be submitted in writing by the Respondent and made within ten (10) days of receipt of the SEC findings. The appeal will be sent to the SEC Chair, who will notify the CEO.
- B. The CEO will notify the President, and will set up the Appeals Panel in accordance with these procedures. The Appeals Panel must meet within ten (10) days of notification of an appeal.
- C. The EC, minus the President, shall be appointed by the President to serve on an Appeals Panel for any appeal. The First Vice President will serve as the Chair of the Appeals Panel.
- D. No board member may hear any case if his or her participation in said case would create an actual or apparent conflict of interest.
- E. The Appeals Panel shall adhere to the following procedures:
  1. The Appeals Panel hearing may be by telephone conference. A formal hearing shall be conducted in a manner similar to that of a governmental administrative procedural hearing, where witnesses may be called and questions may be asked

- by any panel member.
2. The Appeals Panel shall not be bound by any formal rules of evidence and may accord appropriate weight, in its discretion, to the evidence based on its relevance and reliability.
  3. The investigating authority's report shall be admissible evidence at the hearing before the Appeals Panel.
  4. The Appeals Panel may not hear evidence of any alleged Rules violation by the Respondent that was not the subject of the initial investigation.
  5. The Chair of the SEC will present the evidence of any violation(s) in the form of testimony or other corroborated statements.
  6. The alleged violator or his or her representative may present evidence on his or her behalf in writing or by witness.
  7. Any such Appeals Panel hearing shall be recorded or transcribed verbatim by the Association.
  8. All decisions by the Appeals Panel shall be based on a preponderance of the evidence with a majority of Panel members being in agreement to sustain any charges and violations of applicable Rules or the IAFC Constitution and Bylaws.
- F. Within ten (10) days of the conclusion of the hearing, the Appeals Panel shall render a decision in the case.
1. The decision shall be in writing and shall include a statement of the reasons therefore. Only evidence that was put before the Appeals Panel may be considered as a basis for the decision.
  2. The Appeals Panel's decision may be to:
    - Dismiss the case;
    - Adopt the findings and sanction(s) recommended by the SEC; or
    - Revise, and adopt as revised, the findings and/or sanction(s) recommended by the SEC. The Appeals Panel may decrease or increase the sanction(s) recommended by the SEC based on the Panel's evaluation of the evidence presented. No sanction may be imposed for any violation of which the Respondent had no prior notice; however, nothing will preclude additional charges from being made based on information learned during the Panel hearing.
      - a. In the event any charges are sustained by the Appeals Panel, the EC by a majority vote may levy sanctions based on the nature and severity of any such violation(s) and the written findings and specific recommendations of the Appeals Panel contained in the Panel's written report, including, but not limited to counseling and expulsion from the Association and revocation of membership.

- b. A copy of the written decision of the Appeals Panel shall be sent no later than ten (10) days by email and by registered mail to the Respondent, the SEC, CEO, the President, and the respective division or section should the offense involve those components.
    - c. After receiving a copy of the written decision, the CEO shall implement the sanction(s), if any, imposed by the EC in accordance with these procedures.
- G. Any member or officer who is disciplined by the EC following an Appeals Panel shall have the right to appeal any such decision directly to the BOD which will serve as the Appeals Board, minus any member who served on the Appeals Panel. Any appeal must adhere to the following:
  1. Any appeal must be made in writing by the appellant within fifteen (15) days of notification of the EC's decision and sanction as to the specific basis of any such appeal. The appeal shall be submitted to the CEO.
  2. The Appeals Board shall convene within fifteen (15) days and will independently review the complaint, findings, appellant's arguments, the transcript or recordings conducted by the Appeals Panel, and the imposed sanctions. A three-fourths (3/4) vote of the Appeals Board is required to reverse a decision of the Appeals Panel.
  3. By a four-fifths (4/5) vote of the Appeals Board, the board may overturn and then administer discipline as they may deem appropriate.
  4. The Appeals Board must render a decision within fifteen (15) days. A copy of the Appeals Board's written decision shall be sent to the appellant via email and registered mail no later than seven (7) days following the Appeals Board's final decision.

**X. Records**

- A. Any written complaints or hearing records shall be deemed confidential and maintained at the headquarters of the Association and shall be separated from all other records of the Association and given secure and privileged status as confidential, proprietary business information. Access to these files and records shall be limited to the President, CEO, and General Counsel of the Association. All records will be retained throughout a member or employee's tenure, and for three years after separation or termination.

**Time Frames**

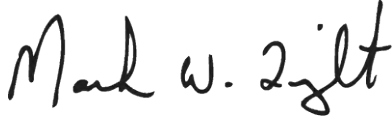
**Calendar Days Action**

	Receipt of Complaint
14 days	Respondent time to respond to complaint
15 days	Investigating authority must be appointed by SEC after notified by CEO
60 days	Investigation must be completed after appointment of investigating authority
10 days	Respondent can appeal or submit a written response



10 days	Final letter to Respondent if no appeal or written response
10 days	Appeals Panel must convene to hear the case
10 days	Appeals Panel must render a decision on the appeal
15 days	Appellant must request a hearing by the Appeals Board
15 days	Appeals Board must convene to hear the case
15 days	Appeals Board must render a decision
7 days	Appeals Board decision must be sent to appellant

## Rules of Order

Certified By:   
CEO and Executive Director

Approved by CEO/Executive Director

### Statement of Policy

#### **Subsection 1. Preservation of Order**

The presiding officer shall preserve order and decorum and shall take no part in debates while presiding. All questions of order shall be subject to an appeal to the conference, and upon such an appeal the vote shall be taken without debate. The presiding officer may state the reasons for the decision given and shall put the question as follows, "Shall the decision of the chair be sustained?" A two-thirds majority of those present and voting shall be necessary to reverse the decision of the chair.

#### **Subsection 2. Members Speaking**

Every member when speaking or offering a motion shall rise, state his or her name and place of residence, and respectfully address the presiding officer, and when finished speaking shall at once resume his or her seat.

#### **Subsection 3. Presiding Officer Decides**

When two (2) or more members rise to speak at the same time, the presiding officer shall decide who is entitled to the floor.

#### **Subsection 4. Point of Order**

A member called to order shall immediately cease speaking and resume his or her seat until the point of order in question has been decided, when he or she shall again be entitled to the floor.

#### **Subsection 5. Calling the Question**

A motion to take the previous question shall always be in order except when a member is in possession of the floor, and must be put forward without debate and if supported by a majority vote of those voting, the motion shall be declared carried and no further debate or amendments shall be in order until the main question shall be decided.

#### **Subsection 6. Motion to Adjourn**

A motion to adjourn shall always be in order, except when a member is in possession of the floor or a vote is being taken or it has been decided that vote shall now be taken. A motion

to adjourn is not debatable, but a motion to adjourn to a given time is open to debate.

**Subsection 7. Business Meeting**

Presentation of all proposed amendments to the constitution, bylaws or rules of order for which notice has not been given prior to the opening of the conference shall be at the conference business meeting.

**Subsection 8. Question Without Provision**

The rules contained in the current edition of *Robert's Rules of Order, Newly Revised* shall provide guidance for the Association in all cases to which they are applicable and in which they are not inconsistent with this constitution and bylaws and any special rules of order the Association may adopt.

**Subsection 9. Memorial Services**

An appropriate memorial service in honor of the deceased members shall be held at each annual conference.

**Subsection 10. Order of Business**

The order of business at the annual conference shall be:

- A. Opening ceremonies
- B. Opening business session
  - 1. Report of Association officers.
  - 2. Report by president or designee on the disposition of resolutions acted upon at the last annual conference.
- C. Report from permanent committees.
- D. Unfinished business.
- E. New business.
- F. Good and welfare of the Association.
- G. Report of attendance and place of next conference.
- H. Adjournment.



## FORMATION OF A NEW IAFC SECTION

Adopted by the IAFC Board of Directors

Date: July 2012

Certified By:   
CEO and Executive Director

### Purpose

To establish procedural details for the formation of a new section.

### Statement of Policy

#### From 2011 IAFC CBL. Article II. Section 3. Sections

*Subject to the certification of membership by the IAFC Board of Directors, a group of members having specialized interests may, on attaining not less than one hundred fifty (150) regular and/or associate members, form a section of the Association as described in the policy manual. Sections shall select their own executive committees. Sections shall not have representation on the IAFC Board of Directors unless otherwise specified in Article III, Section 3. Sections shall operate within the corporate structure of the Association and their bylaws shall be approved by the IAFC Board of Directors and be consistent with the constitution and bylaws of the Association.*

To form a section, the following items must be submitted to the CEO and Executive Director:

1. Name of proposed section
2. Purpose, mission or objective of section
3. Names of proposed section leadership to serve until elections are held
4. Amount of annual section dues
5. Draft annual budget to be submitted to the IAFC Finance Department for approval
6. Draft section bylaws to be submitted to the CBR Committee and IAFC Board of Directors for approval
7. Signatures of at least 150 current IAFC Regular and/or Associate members on a petition to form a new section.

Upon receipt of the petition with 150 signatures, the IAFC board of directors will certify the membership of the signatories at their next available meeting. The board will then review all submissions listed above and will grant conditional approval of the formation of the new section pending collection of the required dues payments.

Once all submissions are accepted, IAFC staff will solicit payment from all petition signatories. The petition will not be finalized and accepted until at least 150 of the Regular and Associate members signing the petition have paid the section dues.

**Procedural Details:**

- A member or group of members who initiate contact with the IAFC in order to
- form a new section must be made aware of this “Creation of New Section” Policy.
- Obtaining the 150 Signatures:
- Signatures can be obtained at FRI or other IAFC-sponsored conferences. A section representative can request a comped table and one comped poster-sized sign at the next annual conference (FRI). All other FRI expenses will be borne by the member(s).
- The member(s) may request the boards of directors of IAFC sections and divisions which host annual conferences whether they can market their petition at their conference.
- The member(s) can market their petition at any other appropriate face-to-face meeting without prior specific approval.
- The member(s) may submit a brief (150 word) announcement to OnScene for publication twice yearly announcing the intention to form a new section, the purpose or mission of the section and how the petition can be signed.
- Signatures can also be obtained through electronic means, such as email or websites, etc.

All sections must be aware of and must comply with the directives of the IAFC Policy on Section Governance.



## Committee and Section External Partnerships

Adopted by the IAFC Board of Director

Date: June 2006

Certified By:

*Mark W. Zylt*  
CEO and Executive Director

### STATEMENT OF POLICY

Committees and sections will coordinate efforts to raise funds and create partnerships with their staff liaisons, who will work with the development department to coordinate a comprehensive plan to solicit donations.

Vendors, sponsors, donors, or partners should not be approached by IAFC committees or sections, without prior approval from the IAFC and the committee or section that has the primary relationship. This process does not apply to existing section relationships and partnerships, only to new initiatives.



## POLICY ON SECTION GOVERNANCE

Adopted by IAFC Board of Directors

Date: July 2012

Updated: March 2019

Certified By:   
CEO and Executive Director

### Purpose

To establish a policy on the governance of IAFC sections.

### Statement of Policy

- Section Bylaws.** All sections shall operate within the framework of the association. Their bylaws will be subject to the approval of the IAFC board of directors and the CBR Committee and will be consistent with the constitution and bylaws of the association. (See #8 for amending section bylaws.)
- Section Governance.** Sections select their own officers, rules and procedures, but they must be consistent with the charter, constitution and bylaws and other policies of the association.
- Position Statements.** Sections may develop position statements on areas of interest to their section members but all position statements must be submitted to the IAFC board of directors for their review and approval prior to distribution to section or IAFC members.
- Annual Budget.** Sections must submit an annual budget to the IAFC Finance Department by the end of November of each year for the following year. Sections will not incur any debts or undertake any spending on behalf of the IAFC unless authorized by the IAFC board of directors.
- Section Meetings.** Section meetings and teleconferences may be held as often as

necessary at section expense, but each section must hold at least one annual meeting for its members in conjunction with Fire Rescue International (FRI).

6. **Corporate Sponsors.** Sections shall not solicit funds, accept contributions, or negotiate grants, contracts or projects except when authorized in advance or negotiated by the association's board of directors.
7. **Suspension or Termination of a Section.** After allowing for due process, the IAFC board of directors may either suspend or terminate a section for either of the following reasons:
  - a. Regular and Associate membership of the section falls below 150 paid members for 3 consecutive months. The section may not count trial or comped members in this number.
  - b. Improper representation of the association or persistent disregard for IAFC policies evidenced by either a group of section members or by the section leadership.
8. **Amending Section Bylaws.** Section bylaws may be amended upon approval of the IAFC Constitution, Resolutions and Bylaws Committee (CBR Committee), the IAFC Board of Directors, and Section members. Proposed amendments to Section bylaws shall be submitted by Section leaders to the IAFC CEO/executive director and the CBR Committee Chair by February 1 (in time for the March CBR Committee meeting) or by July 1 (in time for the meeting at FRI) for review. The CBR Committee will review the proposed changes at the next regularly scheduled meeting of the full committee. After reviewing the proposed changes for consistency with the general provisions of the IAFC Constitution and Bylaws, the committee will recommend action by the IAFC Board of Directors. The chair will submit a document to be reviewed and voted on by the IAFC Board of Directors during the board's next regularly scheduled meeting or conference call. The Section chair will be notified in writing by the CBR Committee chair about the board's action and will provide guidance if necessary to the Section on presenting the proposed amendment(s) for Section membership vote. Newly-approved amendments, unless otherwise approved by the CBR Committee and IAFC Board of Directors, shall take effect after FRI.





## Handy-to-Know Guide for IAFC Sections

Adopted by the IAFC Board of Directors

Date: October 2017

Updated: March 2019

Certified By:   
CEO and Executive Director

This handy-to-know guide summarizes normal operations of IAFC sections and serves as a guide for day-to-day operations. This is not intended to be all inclusive. It contains existing IAFC policies and provides guidance on administrative procedures; however, since not every situation has a policy, this guide provides additional “how to” information.

### Section Autonomy

IAFC sections, which represent the various interest groups of the IAFC, are a part of the IAFC, thus, the IAFC, through its board of directors, is legally responsible for the actions and activities of its sections. Sections are not legal entities unto themselves, and are not authorized to enter into any legal or binding agreement. Section chairs do not have signatory authority and cannot sign any contracts, agreements or memoranda of understanding (MOUs). All contracts, agreements and MOUs must be signed by the IAFC CEO/executive director.

### Position Statements and Policy Recommendations

Proposed position statements and policy recommendations require IAFC Board of Directors’ approval before being finalized for distribution. No policy statement may be issued by any section if that statement conflicts with policies established by the association’s board of directors or Executive Committee. Documentation of such statements and recommendations should be brought to the attention of the board of directors via the section’s board advocate. Staff liaisons should be copied on all correspondence for record-keeping and tracking purposes.

### Sponsorships and Partnerships

Sections may approach any vendor about a possible joint project and/or partnership but cannot finalize a commitment or agreement until the section liaison discusses the details with the Corporate Relations Executive in the Business Development Department to ensure that no other agreements or proposals are in process with the potential partner. If another potential partnership agreement is already in process, the section’s proposed project may be able to be

incorporated into the other agreement. Written submissions outlining the terms of proposed sponsorships and partnerships should be developed and directed to the section staff liaison. The section staff liaison will then route the information through the IAFC's Business Development Department so appropriate staff can conduct due diligence and evaluate whether or not proposals should be combined into a larger sponsorship package. In consult with the section, once Business Development Department advises the section it can move forward, the staff liaison will work with section representatives, company representatives and Business Development Department staff to finalize a sponsorship/partnership agreement.

### **Supplemental Funding**

Sections are typically responsible for funding their own operations and programs. Section dues, conferences/educational programs, partnerships, and funding projects are all potential sources of funding for a section. Should a major project be developed, the section can seek funding through the IAFC Board of Directors.

Each section must present a balanced operating budget each year to fund ongoing operations. Operational costs should not be funded by the use of net assets. Should the use of net assets be required, it must be approved by the IAFC Board through the appropriate approval process.

Sections may request supplemental funding for projects in accordance with the IAFC annual budget development process. The section chair, section treasurer and section liaison receive information from the IAFC Finance Department that outlines the process for requesting additional funds and deadlines for submittal. The section liaison works directly with the section chair and treasurer to assure that appropriate funding is included for staff time and other IAFC expenses. Project outlines, proposed budgets and timelines must be submitted to the board of directors for review and approval. The board of directors will then evaluate the best method for funding such requests. If the board funds a project for a section that results in revenue, the income will first be allocated to reimburse direct costs incurred by the IAFC. If there is a profit after all staff time costs and direct expenses have been paid, then the section and the IAFC will work together to determine how the surplus revenue will be distributed (this is only for new revenue producing projects. All existing projects and agreements retain the agreements made between the IAFC and the section.)

Requests for additional funding outside of the budget process can be made in some circumstances. In that case, the section chair and the section board should develop a proposal. The section treasurer, section chair, IAFC treasurer, and the IAFC CEO/executive director then must authorize submission of the proposal to the IAFC Board of Directors for consideration.

### **Section Conferences**

The IAFC has sole approval authority for conferences and workshops when a section's activity may financially and/or legally bind the IAFC for debts incurred and/or contractual obligations.

By IAFC Board of Directors policy, all section conferences are managed by IAFC staff.

The Professional Development Center must be involved in the planning at the beginning stages of conference/workshop development to ensure consistency with the association's mission, contracts and logistics. A contract between the IAFC and the section that outlines duties, responsibilities and expectations on both sides, as well as how any surplus revenue (after staff time costs and direct expenses are paid) will be distributed, is suggested to facilitate the planning process.

The IAFC will submit an estimate to the section for total staff time costs and direct expenses involved in the conference/workshop. Any charges in excess of the estimate must be approved by both the IAFC Director of Professional Development Center and the section point-of-contact. The staff time rate will be assessed as the actual salary and benefit rate for those individual staff involved in the conference/workshop.

### **Section Projects and Activities**

Proposed projects, especially those that require significant development and that will result in a deliverable, should be discussed at inception with the staff liaison. The staff liaison will be responsible for keeping the IAFC chief of operations apprised of new and proposed projects. Sections may not commit any staff time, incur any debts or undertake any spending on behalf of the IAFC unless authorized by the board of directors. If a section commits to a project that will have an impact on the entire IAFC membership, and not just the section (e.g., representation on NFPA committees; representation on work groups for IAFF, NFFF, etc.; development of white papers/reports), there is no funding attached to that commitment unless specifically approved by the IAFC Board of Directors. If the section is going forward with a project, the section is responsible for paying for staff time, travel expenses, print/production, marketing, postage, etc. to accomplish the goals and deliverables of said project.

If a section cannot pay for a project from the section's own funds or using funds from another organization (in the case of fire service organization work groups/committees), the section board representative must submit a proposal (authorized by the section treasurer, section chair, IAFC treasurer, and IAFC CEO/executive director) to the IAFC Board of Directors for review OR submit a supplemental budget request on behalf of the section during the normal budget development cycle prior to incurring any expenses for the project. IAFC funding is not approved unless specifically requested and approved by the IAFC Board of Directors.

### **Section Expenses**

Below is a general list of expenses that are charged to the sections, if applicable:

1. Travel for section members to attend technical or other section-related meetings
2. Section teleconferences
3. Purchase of supplies, copying and postage for section ballots
4. Board member name badges, business cards, etc.
5. Awards and related shipping costs
6. Certificates and other recognition items

7. Section-related copying and printing
8. Section-related shipping
9. Decorating costs for section booth at FRI
10. A/V costs for section meeting at FRI
11. Section website design and maintenance
12. Design, printing and distribution of section marketing materials
13. Expenses associated with delivery of section programs
14. Other direct section-related expenses as deemed necessary by the section treasurer
15. Staff time in excess of 240 hours per year for:
  - a. Reviewing monthly section budgets and expenditures
  - b. Setting up section meetings and teleconferences
  - c. Participating in section teleconferences
  - d. Producing and distributing minutes
  - e. Developing and disseminating information which will go to section membership only
  - f. Producing section newsletters and member alerts which go to the section members only
  - g. Extended phone calls with section leadership and board members, unless the subject matter is IAFC-related and not section-specific
  - h. Any work that is designed to be section specific or that will only be provided to section members
  - i. One half of the time of all section board meetings that are face-to-face
  - j. Working on programs and issues that are considered to be the product of the section, such as the VCOS leadership classes, strategic planning sessions, etc.
  - k. Any time spent on section elections

### **Administrative Assistance**

Each section is assigned a staff liaison who provides administrative/procedural support for the section and assists sections with their finances, including reimbursements, monthly financial reports and the submission of the annual budget.

Each staff liaison may work up to 240 hours per year (average of 20 hours per month) on these general and routine responsibilities for a section. Hours worked in excess of this amount on projects initiated by the section will be billed to the section at the current established staff salary rate. Section chairs will receive a quarterly report from the staff liaisons informing them of the staff liaison hours worked to date.

Each month, section liaisons will charge time that is specific to the operation of the section and section projects against the 240 hours allotted by the IAFC Board of Directors. If a project is one that the IAFC would be undertaking even if the section did not exist, then the hours are charged to the IAFC and do not count toward the 240 hours. This determination is at the discretion of the section liaison, the COO/deputy executive director, and the CEO/executive director.

Exceptions to this allotment of staff liaison hours may be requested during the annual budget review process and must be approved by the IAFC Board of Directors. Hours worked on projects that are initiated by the IAFC board will be paid for by the IAFC. Section/IAFC project classification will be determined by the section chair, the COO/deputy executive director, and the CEO/executive director.

### **External Committee Participation**

Requests that are sent directly to section representatives asking for external committee participation (federal work groups, allied organizational project committees, etc.) should be forwarded by the staff liaison to the IAFC president and CEO/executive director (with a copy sent to the section's board representative) for review and formal assignment to the section prior to the section appointing a representative. Filling a request for section member participation on external committees (e.g., federal work groups and various fire service organizational committees) may then be handled individually by each section as it deems appropriate.

### **Section Elections**

Section elections should be run in accordance with each IAFC Policy and each section's bylaws.

### **IAFC Board Representation**

The Board of Directors shall consist of the following five (5) member-elected officers: president, first vice president, second vice president, immediate past president and treasurer. In addition, the board shall consist of the following Division- or Section-elected directors: one (1) director from each of the Divisions; one (1) director selected by the Metro Chiefs Section; and one (1) director selected by the Volunteer and Combination Officers Section, one (1) director selected by the Emergency Medical Services Section, one (1) director selected by the Fire and Life Safety Section, and one (1) director selected by the Safety, Health, and Survival Section. Additional sections established pursuant to Article II, Section 3, which have and maintain a total of regular, associate, affiliate and/or departmental IAFC members equivalent to or greater than ten percent (10%) of the total IAFC membership (as defined in Article II, Section 4) shall be eligible for one director selected by that section, provided that the additional board seat is approved by the Board of Directors. For purposes of establishing the eligibility criteria, the board shall certify the membership number of each section at the board meeting which takes place at Fire-Rescue International.

The IAFC pays for all IAFC Board section directors' expenses to attend IAFC board meetings and Fire-Rescue International. Any section that does not hold a seat on the board of directors may ask that a current board member be appointed to facilitate communications between the board and the section.

### **Issue Resolution**

If the section staff liaison knows that s/he can't satisfactorily answer a chair or section board member's question, the staff liaison should take the issue to the IAFC COO/deputy executive director. If the chair or section board member is not satisfied with the subsequent response

provided, then s/he should directly contact the IAFC COO/deputy executive director and the section board representative for resolution. The COO/deputy executive director and/or the section board representative should then consult with the CEO/executive director. If resolution is not obtained at this point, then the issue should be taken forward by the section board representative to the IAFC president or the IAFC Board of Directors.

### **Chain of Command**

Questions and issues should be solved at the lowest level possible. If an issue involves application of policy, then the chain of command is: staff liaison, COO/Deputy Executive Director, CEO/executive director. If the issue involves developing a new policy or amending existing policy, the section board representative or the section chair should discuss the issue with the CEO/executive director prior to taking the issue to the IAFC Board of Directors. The section IAFC board representative will serve as the liaison between the IAFC board of directors and the section and the section and the IAFC board of directors on all board-related issues. The CEO/executive director should be notified of any issue that is going to the IAFC Board of Directors to assure that the appropriate review, budget considerations, and reports have been addressed prior to submission. Notification should be made as far in advance as possible to assure that it can be planned for the IAFC Board agenda.

All requests that involve policy decisions, funding requests, support of programs, etc., should be presented to the IAFC Board of Directors by the section board representative through the completion of a board briefing report (BBR). This report outlines the issue, the action requested, budget impact, and relationship to the IAFC strategic plan. BBRs must be reviewed by staff and the Executive Committee prior to going to the board of directors. In most cases, the BBR must be to the IAFC headquarters no less than 14 days prior to the board meeting where action is being requested.

### **Amending Section Bylaws**

Section bylaws may be amended upon approval of the IAFC Constitution, Resolutions and Bylaws Committee (CBR Committee), the IAFC Board of Directors, and Section members. Proposed amendments to Section bylaws shall be submitted by Section leaders to the IAFC CEO/executive director and the CBR Committee Chair by February 1 (in time for the March CBR Committee meeting) or by July 1 (in time for the meeting at FRI) for review. The CBR Committee will review the proposed changes at the next regularly scheduled meeting of the full committee. After reviewing the proposed changes for consistency with the general provisions of the IAFC Constitution and Bylaws, the committee will recommend action by the IAFC Board of Directors. The chair will submit a document to be reviewed and voted on by the IAFC Board of Directors during the board's next regularly scheduled meeting or conference call. The Section chair will be notified in writing by the CBR Committee chair about the board's action and will provide guidance if necessary to the Section on presenting the proposed amendment(s) for Section membership vote. Newly-approved amendments, unless otherwise approved by the CBR Committee and IAFC Board of Directors, shall take effect after FRI.



## Section Treasurers FAQ

### General

**Q: Are there any rules that section finances need to follow?**

A: Yes. Section financial activity is subject to all applicable rules and regulations set forth by the internal policies as approved by the IAFC Board of Directors, the Internal Revenue Service, and the Financial Accounting Standards Board.

**Q: Are section financials audited and reported to the IRS?**

A: Yes. As a part of the IAFC legal entity, section financial data is examined during the annual financial statements audit. Section financial information is reported to the IRS on Form 990 as part of the consolidated IAFC return.

### Expense reimbursement

**Q: How are travel and other business expenses reimbursed?**

A: Each person seeking reimbursement must fill out an expense reimbursement form (this file can be provided by the section liaison). The completed form, along with completely legible itemized receipts supporting each expense, is turned in to the section liaison for further processing. Scanned and emailed copies are acceptable as well as fax or mailed copies.

According to board approved policy, detailed receipts are required for all expenses. (In the event that a receipt has been lost or misplaced, the missing receipt form can be filled out in its place. This form is a worksheet in the expense reimbursement form file.) Business meals for multiple persons should also specify whose meals are being paid for and for what purpose the meeting was. Additionally, meals expenses should not exceed \$75 per day and alcohol is not eligible for reimbursement except for specific business events that are approved by either the IAFC president, IAFC treasurer, or IAFC CEO/executive director. These and other guidelines can also be found in the expense reimbursement form file.

**Q: How long should it take for a reimbursement check to arrive?**

A: Checks are run each week on Wednesday; reimbursement forms need to be received by the liaison and input into the payables system by noon in order to be included in the check run. As long as all documentation is in order (no missing receipts, all receipts tie to the claimed amounts on the form, and all claims add up correctly, all receipts are legible), expense checks should go out by regular mail on Friday. If appropriate documentation is not included, a check will not be issued until such time as all appropriate documentation is received. In order to ensure timely delivery by the post office, any change of address needs to be noted on the expense reimbursement form. The exact day of the check run may be altered due to holidays or office closings.

## **Budget**

### **Q: Is there a standard template to use to prepare the budget?**

A: Yes. The template is the same format as the current year budget, following an Income and Expense format. The template will retain prior year actual data and add in a blank column for budgeting next fiscal year's figures. Each year's form is updated by the Finance department and is made available to section liaisons.

### **Q: What guidelines are in place for budget development?**

A: Section budgets should be balanced with current year revenue matching expenses. Net assets should not be used to balance the budget. Current year expenses must have a source of revenue to cover those expenditures in full. Other guidelines may be set prior to each budget process by the IAFC Treasurer.

### **Q: When is the due date for budgets each year?**

A: Each year's budget timeline is slightly different in order to accommodate the schedules of the board of directors, treasurer, and CEO. Generally speaking, budgets approved by section leadership are due to the IAFC treasurer mid-September.

### **Q: What is the process if a section wants to modify a budget subsequent to approval? (Example: if the section has a new project.)**

A: If the modification involves new and corresponding revenue, notification to the IAFC treasurer should be made of the unbudgeted activity prior to moving forward with the project. Determination of the creation of a new cost center is made in conjunction with the IAFC controller. The IAFC does not make formal modifications of the approved budget during the fiscal year. However, this information is gathered in order to explain the variances (amounts above or below budget) that appear in the financial reports.

### **Q: What is the process if a section wants to spend net assets?**

A: In order to receive authorization to spend net assets, section leadership must fill out the Request to Spend Net Assets form detailing the amount of the expenditure and the purpose. It is recommended that any supporting documentation for the project as well as any estimates of the expenditures be attached to the form. Signatures of the section chair, section treasurer, IAFC treasurer, and IAFC CEO/executive director are required in order for the request to go before the IAFC Board of Directors for consideration. Approval from the IAFC Board of Directors must be received prior to moving forward with the project. Because the spending of net assets is an authorization of deficit spending, requests should be made only for special projects.

### **Q: If a certain line item has not been budgeted for, can expenses still be charged to it?**

A: Yes, if the overall bottom line for the cost center remains unchanged either through a corresponding increase in revenue or a reduction in another expense line item.



**Q: What happens if expenses go over the budget in a given line item?**

A: As with the above question, additional revenue or savings in another expense line should occur in order to maintain the same expected bottom line. Making a note of whether this excess expense is routine in nature and should be accounted for in the next budgeting cycle is recommended.

**Q: Can expenses be charged to a different budget line item that has unused funds?**

A: No. It is important to note that for IRS reporting purposes, expenses need to be recorded in the correct line item “bucket.” For example, travel expenses must go under a travel line item and cannot go to telephone, supplies, salary, etc. Additionally, coding expenses to the correct line item aids in crafting a realistic proposed budget in the next budgeting cycle.

**Q: What is a supplemental budget request?**

A: Each year as part of the budgeting process, sections may submit a supplemental request for a project or activity that falls outside the scope of the section and seeks funding from the IAFC operating budget. Along with the section board approved budget, the section must submit to the IAFC treasurer a memo detailing the amount and purpose of the requested funding. It is recommended that any supporting documentation for the request is also attached to the memo. The IAFC Board of Directors considers supplemental funding requests during budget approval.

**Q: What is meant by cost center, natural, account code, etc?**

A: The account coding structure is two segments of five digits (xxxxx-?????) where:

- xxxxx is the “natural” code which means revenue or expense transactions that are similar in nature such as travel, supplies, consulting fees, advertising, dues, contributions, etc.
- ????? is the cost center which means revenue and expense transactions that are similar in function such as, FRM, Metro Section, SHS Section, VCOS Symposium, etc.

A natural code beginning with a 4 denotes a revenue code whereas a code beginning with 5 through 9 denotes an expense code. Section cost centers all begin with a 6.

A natural and a cost center put together is a general ledger line item, for example, 65600-60500 is the line item for EMS Section telephone expenses.

**Staff time**

**Q: How are section hours documented and billed?**

A: IAFC section liaisons track their hours in the employee payroll system. Time worked on sections are logged as either “Section Support” or “IAFC Support.” IAFC Support is any activity that is considered routine support that generally benefits the IAFC as a whole and would be carried out even if the section did not exist. Section Support is any activity that is specific to the section, including communication, logistical support, etc.

Section hours are monitored by the section liaison and shared with the respective section chair.

A mid- year report of hours is shared in July, and the final report is distributed in February for the previous year. Note – the IAFC provides up to 240 hours of “Section Support” to each section in a calendar year. Any hours above 240 hours are charged to the section at a rate determined by the IAFC Board of Directors. (Current rate is \$40 per hour.) “IAFC Support” hours are noted for the section but do not have a limit.

## **Reports**

### **Q: What does Beginning Net Assets mean?**

A: Net Assets is accounting terminology for the accumulated net incomes and net losses the section has had since inception. Current policy allows for a section to “spend” its net assets only for special projects approved during the budget process. The use of net assets represents expenses above that of current year revenue and therefore is an authorization of deficit spending. As a New York corporation and a IRS 501(c)3 not-for-profit organization, all section assets are the ultimate responsibility of the IAFC Board of Directors.

### **Q: When is the Beginning Net Assets figure updated?**

A: Beginning Net Assets for the current fiscal year is the same as the Ending Net Assets figure from the prior fiscal year. The beginning figure is updated when the annual audit has been completed and final statements have been issued. This is typically in the month of April.

### **Q: When will the reports be ready each month?**

A: Final numbers are reported on or about the 20<sup>th</sup> of each month. Staff liaisons are updated each month with the exact date of the expected report publication. Any changes to that date are communicated to the liaisons by Finance. Reports are forwarded to section leadership by the staff liaison.

The routine exception to this timeframe is the unaudited year end reports. Due to the extra work necessary to close the fiscal year and prepare for audit fieldwork, reports are finalized in the last week of January or first week of February.

### **Q: Can a customized financial report be generated that looks like a local government report or is based upon the preferences of individual treasurers or officers?**

A: No. IAFC financial reports follow non-profit standards and are constructed according to the format of the audited financial statements. These reports are generated from the financial accounting system for the entire organization which, given that there are hundreds of reporting units, makes individual customization impossible.



## Section Partnership Guidelines

Adopted by the IAFC Board of Directors

Date: October 2010

Certified By:

A handwritten signature in black ink that reads "Mark W. Zylt".

CEO and Executive Director

The IAFC's corporate partner program provides a unique opportunity for the corporate community, the IAFC and its members to join together for the betterment of the fire and emergency services. Through unique partnerships, companies can encourage the development and exchange of ideas, improve communications with fire and emergency service leaders, present innovative products and services, and have a means for sharing expertise, resources and best practices with the private and public sectors.

In many instances, corporations have business interests that align closely with an IAFC Section, thereby presenting excellent opportunities to support the goals and initiatives of that Section. These interests can take many forms, and in the past have included: sponsorships of conferences/events, Section publications (newsletters/reports), awards, reports and scholarships to attend conferences. A partnership between a Section and a business draws on the combined resources of each party to develop a program uniquely fitted to the needs of both.

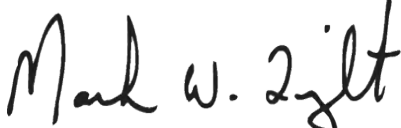
IAFC corporate development staff works with many of the companies that also are interested in working with Sections in the context of providing support across the IAFC relating to other Sections and/or IAFC conferences, IAFC initiatives, etc. In most instances, businesses view the IAFC and its Sections and as a single entity and often prefer to work with one IAFC representative for all partnership relationships. Therefore, it is important that Sections work closely with IAFC corporate development staff to coordinate efforts related to current and prospective corporate partners.

### Process

When a Section is approached by a business interested in developing a partnership with that Section or the Section initiates a conversation with a business about a possible partnership, the following process shall be followed:

1. Section representative notifies IAFC corporate development staff (in this case, Leslie Distler [ldistler@iafc.org](mailto:ldistler@iafc.org)), providing background on conversation between Section and business and business contact information. Section expectations and deadlines to be communicated to IAFC staff in order to prioritize workflow.
2. Section representative follows up with interested business and refers them to IAFC corporate development staff (copying IAFC development staff on correspondence with business).
3. IAFC corporate development staff follows up with business to discuss outline of partnership agreement and notifies section representative and section staff liaison in timely manner as to status of phone calls and meetings with business.
4. IAFC corporate development staff provides regular status updates to section leadership, including any problems reaching out to the business such as no return phone calls or emails so the initial point of contact can follow up.
5. IAFC corporate development staff prepares draft of partnership agreement and shares with section representative and section staff liaison for feedback prior to sharing with business.
6. IAFC corporate development staff presents partnership agreement to business for discussion and negotiation (staff will notify section representative and section staff liaison only if any significant changes proposed to agreement that would require going back to Section for approval).
7. IAFC CEO and Executive Director reviews and approves partnership agreement prior to signing by both parties. After CEO and Executive Director reviews and approves, agreement presented to business for signature.
8. IAFC corporate development staff notifies section representative and staff liaison upon receipt of signed partnership agreement from business.
9. IAFC issues invoice to business and notifies section representative.
10. IAFC staff notifies section representative upon receipt of payment.

Approved by IAFC Board of Directors: August 2010  
 Updated: December 2016

Certified By:   
 CEO and Executive Director

The following is a reference to provide detailed guidance to the leadership of IAFC Sections on staffing support guidelines that came out of the Sector Task Force.

**Overview:**

- 240 hours per year at no cost to the section
- Staff time exceeding 240 hours is charged to the section
- Staff time providing non-routine services to the section will also be charged at the established hourly rate.
- Staff time providing IAFC support that also relates to the section will not be charged as part of the 240 hours.
- Tracking system put in place to record staff hours dedicated to the section. Report of accountable hours will be provided by liaison to the Section Chair on a quarterly basis.

**Matrix of Activity Coverage**

<b>Routine Support: IAFC &amp; Section</b>	<b>Routine Exempt Support: IAFC only</b>	<b>Non-Routine Support: Section Only</b>	<b>Non-Routine Exempt Support: IAFC &amp; Section</b>
<p><i>Staff time on these activities is charged to the Section's allotted 240 hours at no cost. After 240 hours of staff time has been charged, the section pays for the staff time on these activities at the average salary and benefits rate of staff liaisons.</i></p>	<p><i>Staff time spent on these activities carry no time or financial charge.</i></p>	<p><i>Staff time spent on these activities will be charged to the section at the average salary and benefits rate of staff liaisons. Rate will be established each year by the Board of Directors with the adoption of the annual budget.</i></p>	
<p>Communicate membership or administrative issues with leadership.</p>	<p>Activities not led by the Section that primarily benefit the IAFC as a whole, of which the section provides pieces of a larger effort. (e.g. section providing review and comment on a portion of a federal preparedness</p>	<p>Section-specific programs that generate revenue exclusively for the section.</p>	<p>Staff time related to section awards is split by 50% to each organization to a maximum of 40 hours. After a total of 40 hours (20 of which are paid for by the IAFC) any additional time is paid for by the section.</p>

	<i>document that IAFC is asked to contribute to.)</i>		
Provide logistical support of setting up section meetings and teleconferences	Administrative functions that impact multiple sections, divisions or committees. (e.g. support of section involvement in the IAFC strategic planning process, contributing section information to the creation of a membership brochure.)	Assisting in section sponsorship development or fulfillment activities.	Staff time related to staff attendance at a section's board meeting will be shared equally at 50%.
Participate in section conference calls and meetings ( <i>see FRI exception in next column</i> )	Attending Fire-Rescue International, including conducting section business at FRI.	Section-specific contract negotiation	
Attend section conferences to assist with on site logistics and management.	Work that IAFC would still engage in if the section did not exist ( <i>e.g. NFPA appointments, government relations</i> )		
Support the section secretary by editing and distributing minutes of calls and meetings.	Any activities related specifically to a project deemed to be IAFC-related or delegated to staff by the IAFC Board of Directors.		
Coordinate development of annual section budget with section leadership.			
Review monthly financial reports.			
Review invoices and expense reports completed by section leadership, and facilitate the processing by the finance department.			
Support the section election process.			
Develop and disseminate information which goes to section membership (including newsletters and alerts) coordinating appropriately with other IAFC staff.			
Assist with non-revenue generating section projects.			

<i>(e.g. section strategic planning, model policy development, best practices report)</i>			
Participate in regular communications with section Board members and extended communication with section leadership.			
Assist with section award process.			
Represent the section at meetings (if time and section budget allows.)			
Assist in the creation of sections reports to the IAFC Board of Directors or CEO/ED (e.g. accomplishment reports, issue update, BBRs, etc.)			
Cross-function coordination with IAFC staff (communications, membership, finance, programs, etc.) to support the work of the section.			



## Support of IAFC Section Research Projects

Approved by IAFC Board of Directors

Date: June 14, 2018

Certified By:

CEO and Executive Director

### Purpose

To provide strong support and advocacy in supporting and endorsing other organizations' applications for research and development. Often this may be aimed at firefighter health, safety and wellness research that directly benefits enhancing the state of the current science of firefighter survival. However, the multitude of disciplines that impact the IAFC is far reaching, and many requests for review and endorsement mandates a standard process to review and approve those requests.

### Statement of Policy

**Mission:** The IAFC's mission is leading, educating and serving the fire and emergency service. With the IAFC's membership of over 12,000 fire service leaders, the ability to support research to make the profession safer, and to enhance the delivery of emergency services is a critical part of the mission. Numerous research projects will benefit not only the membership but the fire service as a whole. Additionally, whereas the IAFC does not routinely conduct its own evidence-based clinical trials and empiric research, it is a necessity to partner with research scientists that have the capacity to do such research both in training and academic institution support.

**As such, the following guidelines address same:**

**Guidelines:** Whereas fire service clinical investigators and researchers currently comprise a relatively finite group and funding sources currently have been awarded by the Federal Emergency Management Agency (FEMA) Research & Development grants, Centers for Disease Control and Prevention (CDC), National Institutes of Health (NIH) funding as well as state, regional and local level sources, the common practice by these research groups is to request letters of support from the appropriate IAFC section. Once a request for support is received, the IAFC section shall determine the validity of the proposed project and the involved principals and that the proposal serves the greater good of advancing the collective body of knowledge of fire service health, safety, wellness



and survival.

The IAFC section chair will contact the IAFC CEO/executive director to discuss the request. Together they shall assess and discuss the intended research and determine if it does or does not pose a conflict of interest to the goals and purposes of the International Association of Fire Chiefs (IAFC) and the requesting section. If both parties are in agreement, then a letter of support will be prepared and transmitted to the requesting organization. If the CEO/executive director feels there is a potential conflict, then a letter cannot be issued at that time. The IAFC section may ask that the request for support be reviewed by the IAFC Executive Committee. The CEO/executive director and the IAFC section chair will meet with the Executive Committee and discuss the request and the concerns raised by the CEO. If the Executive Committee approves the request, a letter will be prepared and transmitted. If the Executive Committee determines that there is a potential conflict, then a letter will not be issued at that time. The IAFC section chair can appeal that decision to the IAFC Board of Directors. The CEO/executive director will put the appeal of the Executive Committee's decision on the next Board meeting agenda. The IAFC section chair and CEO/executive director will present the request to the IAFC Board for a final determination. The decision of the Board is final, and appropriate action will be taken in accordance with their decision. If the Board finds that no potential conflict exists, the IAFC section may at its discretion, through action of its directors, provide a public letter of support.



## Global Principles for Socially Responsible Associations & Nonprofits

Adopted by the IAFC Board of Directors

Date: May 2008

Certified By:   
CEO and Executive Director

The groundbreaking Global Summit for Social Responsibility, supported in part by an educational grant from the J. Willard and Alice S. Marriott Foundation, convened April 30-May 2, 2008, by ASAE & The Center for Association Leadership and engaging 800-plus attendees worldwide, moved us to “discover, dream, design, and define” our destiny as a professional sector with a unique role to play in the global problem-solving arena.

A key goal emerging from the summit was to generate a voluntary set of “Global Principles for Associations in Social Responsibility.” A project team of stakeholders who represent a diverse range of professional, trade, and cause-related organizations and business partners outlined the foundation for these principles which is now ready for adopting by the wider association community—namely, you!

The principles align with universally accepted principles contained in the United Nation’s Global Compact regarding positive progress and specifically defined expectations in areas such as human rights, labor, education, poverty, health, the environment, and anti-corruption.

As United Nations Global Compact executive director, Georg Kell said at the online global summit *Associations and Social Responsibility: Carrying the Movement Forward*, “*The principles are not a code of conduct. They are meant to inspire activities and actions and as such constitute an ethical platform against which positive organizational change can and should occur. I am extremely delighted because the principles for responsible associations are a critical missing piece in our increasingly global puzzle. Associations are uniquely positioned to support and drive responsible organizational management change in organizations. Associations have the platforms, tools, means and reach to provide for positive change.*”

## **Global Principles**

[Introduction](#) | [Global Principles](#) | [Affirmation of Support](#)

### **1: Preamble**

**1.1** The association community as defined throughout these Global Principles includes individual trade associations, professional societies, philanthropic organizations, other not-for-profit entities, business partners and affiliates who provide services to the association community.

**1.2** For purposes outlined in these Global Principles, the term “social responsibility” is defined as a commitment to leveraging the power of the association community to create business practices that make a positive social, economic, and environmental impact while creating healthier organizations.

**1.3** The members of the association community enrolled upon this document commit to embrace, advocate, support and enact, within their individual spheres of influence, the following set of core values that promote socially responsible action as portrayed in global initiatives such as the [United Nations Global Compact](#).

**1.4** In adopting these Global Principles, the association community recognizes the diversity of organizations, organizational interests and capacities represented, and respects the independence of each organization to pursue these principles in the manner best suited to their organizational missions and constituencies.

### **2: Responsible Advocacy**

**2.1:** The association community will represent and advocate these principles, on behalf of their particular constituencies, in a manner consistent with the general public good.

**2.2:** The association community and its members will work against corruption in all its forms, including extortion and bribery.

### **3: Environmental and Economic Sustainability**

**3.1:** The association community and its members will encourage the development and implementation of environmentally responsible technologies and practices.

**3.1.1** The Implementation of environmentally responsible technologies and practice will include the environmentally responsible conduct of association meetings and conventions.

**3.2:** The association community will work within the trades and professions it represents to promote environmentally and economically sustainable conduct of business and industry.

**3.3:** The association community will engage and interact with leaders of industry in their fields to extend our knowledge of the challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

**3.4:** The association community will contribute to economic sustainability, including the economic success of the employees, customers, communities and other stakeholders within the trades or professions represented.

**3.4.1:** This will include pursuing equitable global partnerships for development.

#### **4: Public Protection**

##### **4.1: Ethics**

**4.1.1:** Associations will conduct themselves in accordance with ethical standards and practices and encourage the development and implementation of the ethical standards within the industries and professions they represent.

##### **4.2: Self Regulation**

**4.2.1:** The association community will protect the safety, health and other interests of those who rely upon the products and services provided by their members through responsible, transparent and effective programs of certification and/or standards setting.

##### **4.3: Human Rights**

**4.3.1:** The association community and its members will support, advocate and respect the protection of internationally proclaimed human rights.

**4.3.2:** The association community, in particular, will support and advocate the values of freedom of association, collective activity, and freedom of speech.

#### **5: Diversity**

**5.1:** The association community, in principle and in practice, will value and seek diverse and inclusive participation within their organizations and within the trades and professions represented.

**5.2:** The association community will promote involvement and expanded access to opportunity, regardless of race, ethnicity, gender, religion, age, sexual orientation, nationality, ability, political affiliation, marital/partnership status, appearance, socio-economic status, geographic location or professional level.

#### **6: Philanthropy/Community Service**

**6.1:** The association community will foster an open relationship with the communities in which they operate, in a manner that is sensitive to the community's culture and needs;

**6.2:** The association community will develop new knowledge and/or track trends to inform their communities and those they serve about issues related to social responsibility practices.

**6.3:** The association community will seek opportunities to give back to the community in whatever manner best suits their particular circumstances and desires of said community.

## **7: Leadership**

**7.1:** The association community will promote and develop socially responsible leaders within their organizations and within the trades and professions they represent.

**7.2:** The association community understands that its own organizational practices should serve as an example of the values and attitudes aspired to in this statement of principles.

**7.2.1 :** The association community will incorporate social responsibility principles within planning, policy and other decision-making processes.

**7.2.2 :** The association community will promote the acceptance and implementation of social responsibility principles within the industries and professions they represent.

**7.2.3 :** The association community will work cooperatively with its members to enhance the effective actualization of these principles.

**7.2.4 :** Members of the association community will report on their individual activities and progress toward implementing these principles.

*The Global Principles for Socially Responsible Associations & Nonprofits are supported in part by an educational grant from the J. Willard and Alice S. Marriott Foundation and the Nashville Convention & Visitors Bureau.*



## IAFC Logo Usage

Adopted by the IAFC Board of Directors

Certified By:   
Interim CEO and Executive Director

### Statement of Policy

Permission to use the IAFC logo is required and granted on a case-by-case basis. To request use of the IAFC Logo, please review the License to USE the IAFC Logo on the following pages.

**Submit the completed license form to:**

Leslie Distler  
Corporate Relations Executive  
ldistler@iafc.org



# International Association of Fire Chiefs

4795 Meadow Wood Lane, Suite 100 • Chantilly, VA 20151  
Tel: 703.273.0911 • Fax: 703.273.9363 • IAFC.org

## License to Use IAFC Logo

DATE

[Name of Requesting Organization]

[Address of Requesting Organization]

[POC]

[POC phone and email]

This letter sets forth the terms and conditions under which the [Requesting Org] (“Company” or “User”) may use the name and logo of the International Association of Fire Chiefs (“IAFC”). The logo may be used only if such use is made pursuant to the terms and conditions of this limited and revocable license. Use of the logo shall constitute consideration for, agreement to, and acceptance of the following terms and conditions of this license by the user:

1. The IAFC logo is the sole and exclusive property of the IAFC and protected by registered trademark. Any failure by a user to comply with the terms and conditions contained herein may result in the immediate revocation of this license, in addition to any other sanctions imposed by the IAFC. The interpretation and enforcement (or lack thereof) of these terms and conditions, and compliance therewith, shall be made by the IAFC in its sole discretion.
2. Use of the IAFC logo requires prior approval of the IAFC CEO and Executive Director (or designated representative) for all persons, vendors, businesses, IAFC affiliates and other entities seeking to use it. Applicants must read and must submit an IAFC logo application, accompanied by samples of products, publications, etc., that will bear the IAFC logo.
3. Upon the approval of the IAFC CEO and Executive Director (or designated representative), the IAFC will make its logo available in a format appropriate for either print or electronic media. Licensees must follow the logo guidelines as spelled out in the IAFC logo style guide and the Statement of Relationship as set forth in the Attachment. The logo may not be revised or altered in any way, and must be displayed in the same form as produced by the IAFC, except that the logo may be enlarged or reduced in size proportionally.
4. The logo may not be used in any manner that, in the sole discretion of the IAFC, discredits the IAFC or tarnishes its reputation and goodwill; is false or misleading; violates the rights of others; violates any law, regulation or other public policy; or mischaracterizes the relationship between the IAFC and the user. This includes, but is not limited to, any use of the logo that might be reasonably construed as an

endorsement, approval, sponsorship, or certification by the IAFC of the user, the user's business or organization, or the user's products or services, or that might be reasonably construed as support or encouragement to purchase or utilize the user's products or services, unless such use is explicitly permitted in a separate contractual document approved by IAFC CEO and Executive Director.

5. Use of the logo shall create no rights for users in or to the logo or their use beyond the terms and conditions of this limited and revocable license. The logo shall remain at all times the sole and exclusive intellectual property of IAFC. IAFC shall maintain the right, from time to time, to request samples of use of the logo from which it may determine compliance with these terms and conditions.
6. Without further notice, IAFC reserves the right to immediately prohibit use of the logo if it determines, in its sole discretion, that a user's logo usage, whether willful or negligent, is not in strict accordance with the terms and conditions of this license, otherwise could discredit the IAFC or tarnish its reputation and goodwill, or that the original intended and permitted use(s) for the logo has expired. In addition to the express rights to immediately prohibit the use of the logo as provided for herein, IAFC may at any time revoke the license granted herein, without cause, by providing to the [requesting organization] thirty (30) days' advance written notice.
7. The undersigned User hereby agrees to release and indemnify and hold harmless the IAFC, its officers, agents, and employees, from all liability and claims of any kind, including claims based on negligence, for any injury, loss or harm that might arise or occur during or in connection with the Users' use of IAFC logo.

**International Association of Fire Chiefs**

**[Requesting Organization]**

By: \_\_\_\_\_

By: \_\_\_\_\_

J. Robert "Rob" Brown  
Interim CEO and Executive Director

Print Name: \_\_\_\_\_  
Title: \_\_\_\_\_



## Statement of Relationship to Accompany Logo Usage

When IAFC is involved in a corporate (or another association/event) relationship, a statement defining the relationship between IAFC and the external entity and/or product must be published in accompanying materials (print and electronic). Examples include:

- **Corporate Supporters**
  - (Name of Company) is proud to support the IAFC (company also may use the phrase “IAFC Supporter” to accompany logo)
- **Cause-Related Initiatives**
  - The IAFC is proud to join with (Name of Company) to support the (Name of Program/Initiative)
- **Affinity Programs**
  - As part of your IAFC membership, you are eligible to receive (Name of Promotion/Discount)
  - This offer is given in association with the IAFC
- **Sponsorships of IAFC Conferences/Events**
  - (Name of IAFC Event) is sponsored by (Name of Company)
  - (Name of Company) is a proud sponsor of (Name of IAFC event).
- **Co-Branded Conferences/Events**
  - Presented in partnership with the IAFC
- **Sponsorship of an IAFC-authored document**
  - The IAFC wishes to thank (Name of Company) for their financial support for publication of this document. The IAFC is solely responsible for selection of the author and the views and opinions expressed herein.
- **Sponsorship of a document the IAFC distributes but is NOT the author.**
  - This document was funded in its entirety by (Name of Company). The views and opinions expressed herein are those of the author(s) solely and do not necessarily represent an official position of the IAFC.