



IAFC Division Policy Manual

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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

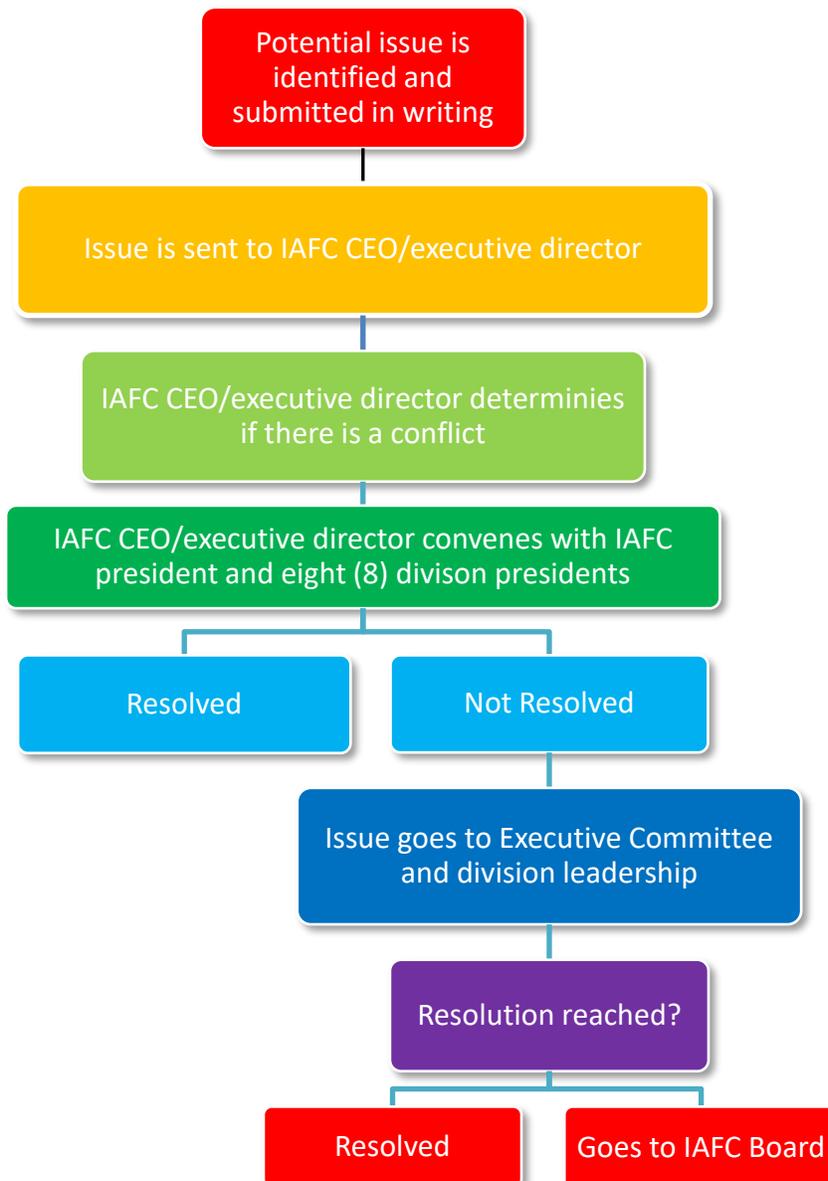
Purpose

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.

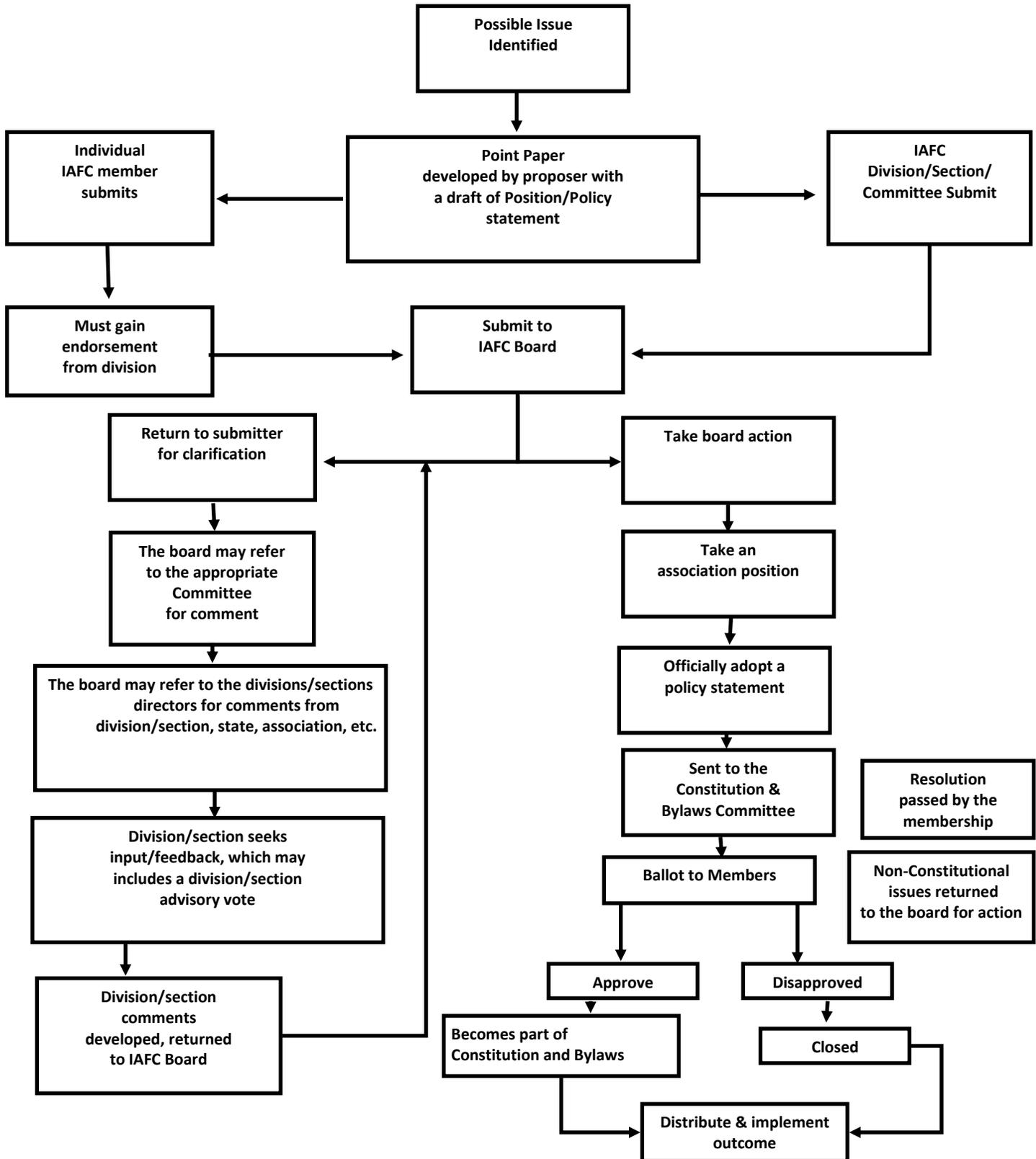
Committee and Section Positions: Committee and section members are at times asked by the media to comment or take a position on an issue. Unless deemed a specialty position by IAFC staff and the IAFC Executive Committee, committees and sections shall comply with all applicable aforementioned provisions 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 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.



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.