



# *Standard Operating Guidelines*

**California Fire Chiefs Association**

**ADMINISTRATIVE FIRE SERVICES SECTION**

**NORTHERN DIVISION**

Revised: October 27, 2022

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## Guideline 1: Adoption/Amendment to Guidelines

This document is intended to be fluid and dynamic, containing the guidelines for the AFSS Northern Division. As such, it is subject to change according to the needs of the membership, the Joint Bylaws of AFSS, and the California Fire Chiefs Association requirements.

The AFSS Northern Division Executive Board shall have the authority to establish guidelines for the Northern Division membership. These *Standard Operating Guidelines* are guiding principles for the Executive Board and membership and, in the interest of consistency, should be followed by all Northern Division members. Occasional variances/waivers may be permitted and will be considered on a case-by-case basis.

- The Executive Board may establish Committee Guidelines for the Northern Division committees to assist them in meeting their goals.
- Coordinators of committees shall make recommendations for amendments to the Guidelines by submitting a written memo to their Executive Board Liaison, clearly stating which committee guideline should be considered for modification and include a recommended solution.

Any member of the Northern Division may recommend new guidelines or amendments to the *Standard Operating Guidelines* by submitting an *Adoption/Amendment of Standard Operating Guideline form* (see appendix) of the proposed new or amended guideline to the Bylaws Committee Coordinator. **The Bylaws Coordinator is not responsible for composing proposed new or amended guidelines.** The Bylaws Coordinator will request the item be included as an agenda item of the next regular meeting of the Northern Division's Executive Board.

- Adoption of a new or amended guideline of the AFSS Northern Division by its Executive Board shall be accomplished by a majority vote at a regular meeting of the Executive Board.
- Any amendments approved will be effective immediately following notice at the next Quarterly General Membership meeting by the President or First Vice President. Amendments shall either supplement or supersede previous Guideline.
- The Executive Board shall direct the:
  - Bylaws Committee to maintain the Joint Bylaws and Standard Operating Guidelines documents.
  - Communications Committee to post the documents to the website when approved.
- The Membership Committee shall provide current versions of the Joint Bylaws and Standard Operating Guidelines to new members.
- Questions regarding these guiding principles may require review and interpretation by the Executive Board. The Executive Board may open the subject for discussion with committee coordinators or membership, if desired. After due consideration, decisions of the Executive Board shall be final.

- Under no circumstance shall these Standard Operating Guidelines supersede the latest approved Joint Bylaws document. These Guidelines are meant to supplement the Joint Bylaws and provide direction and/or clarification for the Northern Division.

## Guideline 2: Membership

Membership in the California Fire Chiefs Association, Administrative Fire Services Section, provides many benefits to members. Active membership is encouraged in order to gain the most from the organization. Other levels of membership will also be rewarding for you if you choose one of them. It is important to note that Active, Associate, and Life Members (who are actively involved as a committee member) may vote on issues and elections, but only Active members may hold positions on the Executive Board.

Levels of membership are:

- **Active** – Active members shall be comprised of Fire Service administrative support professionals of regularly organized public, military, and private industrial fire agencies. \*Each member agency shall be represented by a minimum of one Active membership. Additional Active and/or Associate membership will then be accepted. Membership status will remain the same for the entire membership period. Active members may participate fully in the affairs of the Section.
- **Associate** – Associate members shall be comprised of Fire Service administrative support professionals or any current employee of regularly organized public, military, and private industrial fire agencies. Associate membership may be chosen, if desired, providing at least one other member of the same agency holds a current Active membership. The Associate member may attend all open meetings and participate in discussion of Section business, but may not hold elective office. The Associate member can have voting privileges if actively involved as a committee member. Should this member be nominated for a position on the Executive Board, the member must upgrade their membership to Active status upon election.
- **Sustaining** – Sustaining members shall be comprised of any person(s) or organization with a vested interest in the fire service. Sustaining members shall be entitled to attend all open meetings and participate in discussion of Section business, but may not hold elective office or have voting privileges.
- **Life** – Life membership may be conferred by the Executive Board upon any person who has been an Active member in good standing upon separation from the fire service. This member may attend all open meetings and participate in discussion of Section business, but may not hold elective office. The Life member can have voting privileges if actively involved as a committee member. New Life members will be recognized at the December quarterly meeting and presented with a 'Gold' name badge.
- **Honorary** – Honorary membership may be conferred by the Executive Board upon any person who has rendered conspicuous service to the Section, its aims and purposes. This member may attend all open meetings and participate in discussion of Section business, but may not hold elective office or have voting privileges.
- **Transfer of Membership** – The Executive Board may authorize transfers of membership on an individual basis.

## Guideline 3: Dues and Fees

### Annual Membership Dues

#### *Current Active Members*

Effective July 1, 2020 annual membership dues for the Northern Division classifications, as identified in the Bylaws, Article II, Membership, shall be:

Active Member	\$ 75.00
Associate Member	\$ 50.00
Sustaining Member	\$ 100.00
Life Member	No Charge
Honorary Member	No Charge

**Full membership dues shall be due on July 1 of each year and shall be delinquent on September 1. If membership renewal application and dues are not received by September 1, a New Member application and dues will be required.**

#### *New Members*

Active Member	\$ 75.00
Associate Member	\$ 50.00
Sustaining Member	\$ 100.00

**Dues for first-time new members placing membership after January 1 shall be:**

Active Member	\$ 40.00
Associate Member	\$ 25.00
Sustaining Member	\$ 50.00

\* There will be a service charge attached to dues that are paid through PayPal.

#### *Transfer of Membership*

There will be a \$15.00 charge for the transfer of any Active or Associate membership.

### Quarterly Training Registration

Quarterly training registration fee shall be:

- Registration for members shall be thirty dollars (\$30.00). If an AFSS member participates in the current quarterly training by conducting/presenting the educational topic, the registration fee for that training will be waived. The hosting agency's AFSS member(s) (maximum of two) registration fee(s) for that training will be waived.
- Non-member registration fees shall be at the rate of thirty-five dollars (\$35.00).
- Registration cancellations received 72 hours in advance of the meeting shall be fully refunded. Cancellations received less than 72 hours in advance will not be refunded. No shows will be billed at their respective rate.
- There is no fee to attend the business meeting.



### **Annual Conference Registration**

Annual Conference registration fees will be approved by the Executive Board based on the recommendations of the Conference Committee.

## Guideline 4: Executive Board Members – Elections and Responsibilities

The Executive Board of the Northern Division shall have seven elected members. Nominations for opening Executive Board positions shall be solicited between the December and March General Membership meetings. Elections shall take place at the March General Membership meeting. In addition to those included in the Joint Bylaws, the responsibilities include, but are not limited to, the following:

### President - One-year term

- Preside at all General Membership and Executive Board meetings for the Northern Division and call special meetings as needed.
- Attend all Joint Executive Board meetings and Annual AFSS Conference.
- Plan, prepare, and submit a written agenda for the next meeting to the Corresponding Secretary no later than one month prior to General Membership meetings and ten working days prior to Executive Board meetings.
- Maintain communications with the Southern Division President.
- Sign all official correspondence.
- Act as a liaison to the following committees: Nominating and Legislative.
  - Invite Committee Coordinators to attend Executive Board meetings.
  - Obtain updates/reports from Committee Coordinators prior to Executive Board meetings if the Coordinator is unable to attend.
  - Contact Committee Coordinators to provide support and assistance, and recruit members as needed.
- Receive nominations for Member of the Year and Life Members.
- Act as the Section's representative to CalChiefs per California Fire Chiefs Association SOG.
- Represent the Division and/or Section to other agencies and organizations.
- Appoint a Nominating Committee and call for ad hoc committees as needed.
- Transition with incoming Board member.
- Be signatory for checking account.

### **First Vice-President** – One-year term (installed annually)

- Assist the President and fulfill the President's duties when the President is unable to do so.
- Attend and participate in all Executive Board, Joint Executive Board, and General Membership meetings, and Annual AFSS Conference.
- Assist President with Division's annual report.
- Be signatory for checking account.
- Act as a liaison to the following committees: Communications, Conference, Education & Training, and Membership.
  - Invite Committee Coordinators to attend Executive Board meetings.
  - Obtain updates/reports from Committee Coordinators prior to Executive Board meetings if the Coordinator is unable to attend.
  - Contact Committee Coordinators to provide support and assistance, and recruit members as needed.
- Maintain communications with the Southern Division First Vice-President.
- Transition with incoming Board member.

### **Second Vice-President** – One-year term (installed annually)

- Support the President and First Vice-President.
- Attend and participate in all Executive Board, Joint Executive Board, and General Membership meetings, and Annual AFSS Conference.
- Assume duties of First Vice-President and/or President in the absence of either at meetings.
- Authorize payment of meals for guest speakers and VIPs at General Membership trainings after consultation with the Treasurer.
- Act as a liaison to the following committees: Bylaws/SOGs and Historical.
  - Invite Committee Coordinators to attend Executive Board meetings.
  - Obtain updates/reports from Committee Coordinators prior to Executive Board meetings if the Coordinator is unable to attend.
  - Contact Committee Coordinators to provide support and assistance, and recruit members for specific committees.

- Maintain communications with the Southern Division Second Vice-President.
- Transition with incoming Board member.

### **Recording Secretary** – Two-year term (installed on even numbered years)

- Attend and participate in all Executive Board, Joint Executive Board, and General Membership meetings, and AFSS Annual Conference.
- Take notes and prepare minutes for General Membership meetings. Distribute draft minutes to the Corresponding Secretary.
- Take notes and prepare minutes for Executive Board meetings. Distribute draft minutes to the Executive Board and any committee or general membership member in attendance within two weeks after the meeting, providing attendees with one week to suggest changes or corrections. Revised draft minutes shall then be provided to the Corresponding Secretary for inclusion in the next General Membership meeting agenda packet.
- Take notes and prepare minutes at Joint Executive Board meetings when hosted by the Northern Division.
- Forward all approved minutes to the Corresponding Secretary for posting, within one week after approval.
- Act as a liaison to the following committee: Sunshine.
  - Invite Committee Coordinator to attend Executive Board meetings.
  - Obtain updates/reports from Committee Coordinator prior to Executive Board meetings if the Coordinator is unable to attend.
  - Contact Committee Coordinator to provide support and assistance, and recruit members as needed.
- Maintain meeting attendee lists.
- Assume duties of the Corresponding Secretary at General Membership meetings in his/her absence.
- Transition with incoming Board member.

### **Corresponding Secretary** – Two-year term (installed on odd numbered years)

- Attend and participate in all Executive Board, Joint Executive Board, and General Membership meetings, and AFSS Annual Conference.
- Solicits, gathers, and distributes agendas, Bylaws, Standard Operating Guideline, and meeting minutes.
- Maintain official correspondence of the Northern Division.
- Act as a liaison to the following committee: Meeting Coordinator.
  - Invite Committee Coordinator to attend Executive Board meetings.
  - Obtain updates/reports from Committee Coordinator prior to Executive Board meetings if the Coordinator is unable to attend.
  - Contact Committee Coordinator to provide support and assistance, and recruit members as needed.
- Draft or complete official correspondence as requested by the Executive Board.
- Provide Correspondence Report at General Membership meetings.
- Assume duties of the Recording Secretary at General Membership and Executive Board meetings in his/her absence.
- Order plaques for all outgoing Executive Board Members, including Section Liaison.
- Coordinate awards for Years of Service recognition.
- Transition with incoming Board member.

**Treasurer** – Two-year term (installed on odd numbered years)

- Attend and participate in all Executive Board, Joint Executive Board, and General Membership meetings, and AFSS Annual Conference.
- Maintain bank accounts (Main & Conference)
  - Prepare checks for signature.
  - Be signatory for checking account.
  - Record all banking transactions, including deposits, credit card transactions, written checks on checkbook register
  - Act as custodian of checks and credit cards.
  - Manage signatory changes: President, First Vice President.

- Invest reserve funds as directed by the Executive Board.
  - Provide financial transaction oversight.
    - Maintain supporting documentation for all transactions, i.e. Expense Statements, Host Agency Expense Reports, Travel Authorization forms, Recognition/Charitable Donation Requests, Annual Financial Review, and Committee & Budget Fund Request.
    - Collect all revenues including, but not limited to, membership dues, quarterly meeting registration fees, Ways & Means sales, opportunity drawings, etc.
    - Record all financial transactions on the Year-to-Date budget ledger.
    - Ensure expenditures are authorized and approved
  - Develop the annual budget.
    - Prepare preliminary budget and submit to Executive Board.
    - Present proposed budget to general membership for adoption
  - Oversee the development of the organization's financial policies.
    - Provide documentation to tax preparation service for annual tax filings.
  - Keep the Board regularly informed of key financial events, trends, concerns, and assessment of fiscal health; complete required financial reporting forms in a timely fashion and make these forms available to the Board.
    - i.e., Treasurer's Report, Year-to-Date budget ledger, Quarterly Meeting Log, Budget Worksheet, Paid Membership Roster.
  - Serve as coordinator of the Budget Committee
  - Act as a liaison to the following committees: Budget and Ways & Means.
    - Invite Committee Coordinators to attend Executive Board meetings.
    - Obtain updates from Committee Coordinators prior to Executive Board meetings if Coordinator does not attend.
    - Contact Committee Coordinator to provide support and assistance, and recruit members as needed.
  - Transition with incoming Board member.
- Member-at-Large** – One-year term (installed annually)

- Attend and participate in all Executive Board, Joint Executive Board, and General Membership meetings, and AFSS Annual Conference.
- Perform such other duties as may be required at the direction of the Executive Board.

Transition with incoming Board Member.

### **Installation of Officers**

The installation of elected officers shall occur at the Annual Conference. The Oath of Office shall be read by a CalChiefs representative or other honored person.

"Will you hereby swear that you support the Constitution and Bylaws and at all times bear true allegiance to the goals and purposes of the California Fire Chiefs Association, Administrative Fire Services Section; and do you further affirm to perform the duties and responsibilities of the office to the best of your ability, and at the end of your term in office will deliver to your successor all records of said office?"

To which the elected officer shall state, "I will."

Installed officers shall begin their terms July 1<sup>st</sup>. Any elected officer who is not sworn in at the Annual Conference shall be sworn in at the following regular General Membership or Executive Board meeting, whichever is held first.

## **Guideline 5: California Fire Chiefs Association (CalChiefs)**

As a recognized section of the California Fire Chiefs Association (CalChiefs), AFSS is required to pay annual membership dues for each section member at a cost specified in the CalChiefs Bylaws.

Active participation by each section is requested by CalChiefs. It is the responsibility of the President and First Vice President, or their designated alternate(s), to attend meetings of the CalChiefs (i.e. Strategic Planning Workshop and CalChiefs Annual Conference). It is the responsibility of the President, or his/her designated alternate, to attend CalChiefs Presidents Forums.

Other members of the Executive Board, Committee Coordinators, or general members are encouraged to attend the CalChiefs Annual Conference to facilitate networking between both Divisions and CalChiefs. Funding by the Northern Division is not provided.

The President, in cooperation with the First Vice President, shall prepare a report for the CalChiefs annual report. The submitted report should include information from each Division.

The Presidents of each Division shall together compile an AFSS Strategic Plan for presentation at the CalChiefs Strategic Planning Workshop.

The pre-approved budgeted expenditures, and those others approved by the Executive Board to facilitate section membership under CalChiefs, shall be reimbursed to the designated representatives pursuant to the Expense Allowances and Travel Reimbursement guidelines.

CalChiefs shall appoint a Liaison to AFSS. S/he will have the responsibility to act as a liaison between the Association and CalChiefs, attend Executive Board and General Membership meetings and AFSS Annual Conference when possible, and provide reports on issues of interest to the Association. The President will maintain the ability to have direct communication with CalChiefs.

### **DUTIES AND RESPONSIBILITIES**

#### **Even Years**

- Southern Division President presents report(s) at CalChiefs meetings.
- Northern Division President facilitates Joint Executive Board meetings.\*

#### **Odd Years**

- Northern Division President presents report(s) at CalChiefs meetings.
- Southern Division President facilitates Joint Executive Board meetings.\*

#### **CalChiefs Reports**

- Both Presidents will work together and provide equal input in all reports.
- The presenting President will be responsible for the preparation and presentation of the report.



- Both Presidents will have a copy of the report prior to presentation at meeting

Meeting Facilitation

- Both Presidents will work together when planning the agenda for joint meetings.
- Facilitating President will be responsible for preparing and distributing agenda.
- Facilitating Division will be responsible for the recording of minutes.
- Facilitating President will be responsible for securing the meeting site.

*\* Joint Executive Board meetings held during the AFSS Annual Conference will be facilitated by the Division hosting the conference regardless of even or odd number year.*

## Guideline 6: Member Recognition

### Certificates

Certificates of Appreciation may be presented to guest speakers.

Certificates of Recognition may be presented by the President to committee coordinators, retiring or departing members, fire chiefs, or individuals who have significantly represented or contributed to the Section/Division.

Years of Service recognition will be awarded to active members annually. The award will be presented to members in increments of five years of cumulative membership.

Certificates of Training may be issued to all paid attendees at all trainings including quarterly, annual AFSS conference, and/or workshops.

### Plaques

Executive Board Members: Upon completion of their term, a plaque, appropriately inscribed, may be presented to Executive Board member(s).

Plaques may be presented, at the discretion of the Executive Board, to individuals who have served the Division in a significant way or exhibited outstanding service and dedication to the goals and objectives of the Section.

All plaques should be suitably worded for the occasion and presented on behalf of the California Fire Chiefs Association, Administrative Fire Services Section Northern Division.

### Awards

Member of the Year: AFSS Member of the Year will receive a plaque and a personal gift. In addition, a \$100 donation will be made to the charity of their choice.

- Eligibility – Any Member in good standing, who has helped out and/or done something to improve the organization. Board Members are excluded from eligibility.
- Process – Nominations can be received from any member in good standing by completing the nomination form and submitting it to the Executive Board designee. The Executive Board will review nominations and make a final selection of the recipient.

Life Member: AFSS Life Member will receive a gold name badge.

Retirement Gifts: A gift may be presented at the discretion of the Executive Board to individuals who have served the Division in a significant way upon their retirement from the fire service.

These guidelines are not meant to preclude any additional honorariums that may be desired. Members may make a request for additional recognition/honorarium including certificates, plaques, or donations. Any and all such additional items must be requested in advance by completing the Recognition/Charitable Donation Request form and will not be made without prior approval of the Executive Board.

All awards presented by the Division should be entered into the minutes and an official listing maintained by the Historical Committee.

## Guideline 7: Expense Allowances and Travel Reimbursements

### Expense Allowances

- The Division may reimburse meal expenses incurred while performing duties and responsibilities as an Executive Board member, Committee Coordinator, or general member. Individual meals shall not exceed \$12.00 breakfast, \$18.00 lunch, \$30.00 dinner, which includes a maximum tip of 15%, receipts required. Purchase of alcoholic beverage will not be reimbursed.
- Executive Board members, Committee Coordinators, or general members acting with the specific authority to represent the Division may incur expenses, which will be reimbursed by the Division upon submission of receipts and an Expense Statement. Such expenses may include telephone calls, copy service, internet service, film, office supplies, postage, shipping, etc., which are required to complete the Division's functions and are not paid by the member's individual agency. An Expense Statement, with receipts, shall be filed with the Treasurer within 30 calendar days of incurring an expense.

### Pre-approved Budgeted Expenses

The AFSS has budgeted funds to allow for the normal operations of the Division. During the course of their duties and responsibilities the Executive Board, Committee Coordinators and general membership are called upon to perform tasks that require the expenditure of funds budgeted under those accounts. Those expenses shall be considered pre-approved within the limits specified under the following criteria. Reimbursement of pre-approved expenses is subject to approval upon submission of an Expense Statement and itemized receipts.

#### CalChiefs

Attendance at Annual CalChiefs Conference, Strategic Planning Meeting, and Presidents Forum as designated by Guideline 5.

#### Executive Board Meetings

Quarterly Executive Board meetings  
Joint Executive Board meetings

#### AFSS Annual Conference

Executive Board members required to attend and not reimbursed by their own sponsor/agency can apply for 50% of room rate plus tax per double occupancy for the duration of the conference with a maximum of five nights.

#### Conference Site Visit

Division members, up to two designated for pre-site visit

#### General Membership Quarterly Trainings

Complementary meals may be provided for:

The hosting agency's AFSS member(s) (maximum of two) registration fee(s)

One speaker meal

One host agency Fire Chief

Up to \$50 to purchase opportunity drawing items

- The Executive Board shall have the authority for non-budgeted discretionary spending of funds in reserve, not to exceed \$250.00 per occurrence with a maximum of \$1,000.00 per fiscal year. A vote of the Executive Board shall be required for any occurrence prior to expenditure and may be obtained by electronic vote. The action will be entered into the minutes of an Executive Board meeting and reported to the General Membership at its next regularly scheduled meeting.
- Any and all financial liabilities to be taken on or contracted on behalf of the organization over the amount of \$1,000.00 must be approved by the Executive Board prior to purchase or signage of contract. The person responsible for incurring the expense may be held personally financially liable if pre-approval by the Executive Board was not obtained.

### Travel Reimbursement

- The Division will fund only travel approved in advance by the Executive Board. All members traveling are required to complete the Travel Authorization form and submit it to the Treasurer as soon as notified as to location and departure date in advance of travel departure date.
- When travel requires flight on a commercial airline, members are required to utilize the carrier and route that provides transportation to the destination at the lowest cost available. Deviations in this policy can be reviewed and subsequently approved on a case by case basis. First Class flight will not be authorized or reimbursed.
- Necessary travel expenses such as rental car, bridge tolls, parking fees, taxi or shuttle charges will be reimbursed when required for conducting business under specific authority of AFSS.
- Individual meals shall not exceed \$12.00 breakfast, \$18.00 lunch, \$30.00 dinner, which includes a maximum tip of 15%, receipts required. Purchase of alcoholic beverage will not be reimbursed. Meals included in registration fees are not reimbursed.
- When travel requires overnight lodging, members are required to first utilize the hotel where the event is held if a discounted room rate is provided. If accommodations cannot be made at the hotel where the event is held, members are required to utilize a hotel located within the closest distance to the event. Room service reimbursement shall not be authorized outside the individual meal allowance.
- Mileage will be paid at the current federal reimbursement rate. The Expense Statement form is to be used for recording mileage when a privately owned vehicle is used. Mileage reimbursement shall not be authorized when a member utilizes an agency vehicle.
- All members traveling will be required to keep an accurate account of expenses through receipts, credit slips, hotel expense accounts, and transportation stubs. Reimbursement shall not be authorized without receipts.
- Within 30 calendar days of return, an Expense Statement shall be completed and submitted to the Treasurer for reimbursement.

- While traveling, members are required to use good judgment in the expenditure of funds. All expenses may be subject to review by the Executive Board which may disallow any expenditure for due cause.
- Unbudgeted travel may be approved by the Executive Board on a case-by-case basis. Requests for unbudgeted travel will be made to the President a minimum of two (2) weeks prior to the intended travel. In no case will reimbursement for travel be made after the fact without prior approval of by the Executive Board.
- In no case will members be reimbursed for travel expenses that are provided or paid for by their own agency. Other people (i.e. family, friends, etc.) traveling with members shall travel at their own expense.

Members submitting for approval travel reimbursement expenses can expect to receive reimbursement within 30 calendar days.

## **Guideline 8: Memorial, Recognition, and Charitable Contributions**

The Executive Board shall make decisions on a case-by-case basis on the type and amount of each memorial, recognition, and charitable contribution requested. All requests must be submitted on the Recognition/Charitable Donation Request form. If request is made at a quarterly meeting, it will be voted on by the general membership in attendance.

### **Quarterly Training Opportunity Drawing Charitable Donation**

All proceeds, ticket sales less expenses, from the Quarterly General Membership Trainings held in March, June, and September will be donated to a designated charity/organization. Annually the Executive Board will accept nominations from the General Membership for these donations and will select 3 charities/organizations from the list of nominees.

All proceeds, ticket sales less expenses, from the December Quarterly General Membership Training will be contributed to the Carol Abraham Memorial Scholarship fund.

## Guideline 9: Communication

Any communication, written or verbal, presented under the authority or on behalf of the association shall be approved by the Executive Board prior to dissemination. Written correspondence shall be in correct format and shall be typed utilizing approved letterhead.

- Violation of this guideline may result in action taken by the Executive Board.
- The Corresponding Secretary shall forward all original correspondence that will be disseminated outside the Division general membership to the Historical Committee for archival.
- Email may be used as formal or informal communication.

## **Guideline 10: Reports of the President, Executive Board Officers and Committee Coordinators**

- The President, in cooperation with the First Vice President, shall prepare a report for the CalChiefs annual report. The submitted report should include information from each Division.
- The Presidents of each Division shall together compile an AFSS Strategic Plan for presentation at the CalChiefs Strategic Planning Workshop.
- Committee Coordinators shall submit a written activity report to their Executive Board liaison prior to each Executive Board meeting.
- The Treasurer shall present a written monthly report to the Executive Board and Communications Committee Coordinator, responsible for the website, to be posted to the website.



## **Guideline 11: Name Badges**

- Name badges may be ordered by members through the Membership Committee. Members will be billed for the cost of the name badge.
- Each member is encouraged to maintain and wear their official AFSS name badge at each meeting or official function of the Division.
- General membership badges shall be white; Life and Honorary member badges shall be gold.

## Guideline 12: Professional Recognition Program (PRP)

Soon after the inception of AFSS in 1989, its members decided that one of their primary goals and objectives was going to be the establishment of a program of education specifically tailored to meet the needs of the administrative support personnel working in the fire service field. Knowing that a successful two-year degree program had been established in the State of Washington, members worked diligently to establish an Associate Degree and/or a Fire Secretarial Certificate for AFSS members.

In the fall of 1991, a "Fire Technology - Administrative Fire Services Degree" was put into place at Rancho Santiago College (Southern California) with the support of the California State Fire Marshal's Office and the California Fire Chiefs Association. This program was also placed into effect at Oxnard College in Ventura County (Southern California). During the mid-1990s, AFSS Northern Division members tried, unsuccessfully, to incorporate this curriculum into their colleges. By this time, however, budget crunches had hit the school system, and administrators were unable to justify a "new" program. The program was eventually dropped by both Rancho Santiago College and Oxnard College.

In 1996, members of the Northern Division met with then California State Fire Marshal (SFM), Ronny J. Coleman, to see if the SFM would assist them in developing a program of instruction for AFSS. The result was a three-day "Administrative Fire Services Support Workshop" held in Sacramento in May of 1997. Exceptional instructors presented valuable information to an overflow group. The workshop was so successful that it was repeated in Sacramento as well as conducted in Southern California. Through on-going surveys, AFSS members have clearly indicated that they are interested in continuing educational instruction specific to their profession.

By the end of the 1990s, with no further educational programs for AFSS in sight, members once again approached now former California State Fire Marshal Ronny J. Coleman for help in continuing educational possibilities for the group. With his expert help and guidance, a program based on the Career Development Guide for the California Fire Service Training and Education System (CFSTES) was developed for AFSS use. After much refinement, a **Professional Recognition Program (PRP)** was created exclusively for AFSS members and has the full support of CalChiefs. The program consists of a "position task book" for each of the two levels of performance requirements. Upon completion of the task book, which must be signed off by each department/district fire chief, certificates will be issued by CalChiefs. The cost is a flat fee set by CalChiefs at \$100.00 for both Levels I and II. This fee is submitted with the Level I task book and there is no additional fee when submitting the Level II task book.

### **Guideline 13: Proxy Voting**

- Proxy Voting at Quarterly Meetings  
Prior to any quarterly meeting, a member in good standing may give her/his proxy, in writing, to the Recording Secretary.
- Proxy Voting at Executive Board Meetings  
Prior to any Executive Board meeting, any member of the Executive Board may give her/his proxy, in writing, to the Recording Secretary. If the Recording Secretary is unable to attend the meeting, the proxy may be given to the First or Second Vice-President.

## Guideline 14: Host Agency Guidelines – General Membership Business Meetings/Trainings

Host shall comply with the expense limits outlined in the guidelines. When a guarantee is required, make arrangements only for those members who have confirmed their attendance to the Treasurer 72 hours in advance of the training. Host agency to be aware that trainings may be cancelled due to low registration 72 hours in advance of training. All Host Agencies should use the following guide:

- Obtain a facility capable of seating 25 to 50 persons that will be provided voluntarily without cost to the AFSS. Separate rooms for the meeting and the meal are desirable, but not mandatory.

Hours: 8:00 a.m. – 5:00 p.m.

- Room setup 8:00 a.m. – 8:30 a.m.
- Registration 8:30 a.m. – 9:00 a.m.
- Training/Meeting 9:00 a.m. – 3:30 p.m. (typically)
- Cleanup 3:30 p.m. – (typically) – 5:00 p.m.

Items to be included at the facility are:

- A dependable public address system and audio/visual equipment (computer, projector and screen). Education and Training Committee Coordinator will contact Host Agency if other requirements are necessary.
- A head table for Executive Board and dignitaries (seven officers, plus official guests).
  - Locate the head table near an electrical outlet for the Recording Secretary's laptop computer.
  - Arrange the remainder of the room in a U-shape, if possible.
- Two tables at side or back wall for refreshments, handouts and opportunity drawing items.

Have water available.

- The Education & Training committee will make arrangements for the training sessions. If you have any training subject suggestions, please contact the Education & Training Coordinator.
- FORWARD TO THE CORRESPONDING SECRETARY as early as possible, but no later than five weeks prior to your meeting:
  - Map (clear and legible) with address of and directions to the meeting site.
  - Emergency phone number(s) at the meeting site.
  - Catering deadline.

The Corresponding Secretary will then prepare the meeting announcement, which will be mailed to the members one month prior to the meeting.

- The total expense of food and beverages shall not exceed \$23.00 (effective 9/1/2019) per attendee. If it is anticipated that the costs will exceed the \$23.00 per person allowance Host must contact the Treasurer for approval at least two weeks in advance of the meeting date.
- Host should consult with the Treasurer PRIOR to securing meals. Treasurer will calculate food and beverage budget based on reservations received and complimentary meals as previously established.
- Cancellations will not be refunded. No shows will be billed at their respective rate.  
NOTE: The Treasurer shall handle all registrations and refunds.
- You may request an advance of funds up to \$100 or payment of a vendor(s) bill from the Treasurer prior to the meeting. Upon request or presentation of a bill and subject to approval by the Treasurer. All advances and prepaid bills must be included in the Host Agency Expense Report form submitted by host.
- Complete the Host Agency Expense Report Form for all reimbursable expenses, attach receipts (original preferred) and submit to the Treasurer for reimbursement.
- Arrange for the purchase or donation of opportunity drawing items. Present the purchase receipts to the Treasurer for reimbursement, not to exceed \$50.

If you have any questions, or should you need any help, please contact the Meeting Host Coordinator. Thank you for agreeing to host our next quarterly meeting.

## Guideline 15: Vendor Sponsorship

VENDOR SPONSORSHIP and displays at meetings, workshops, and/or conferences should be arranged through the Conference Committee under the following rate schedule. Quotations are based on an individual meeting day basis and the basic daily rate may be waived or reduced by twenty (20%) percent per day. The rates shown are in addition to any separate floor or space rates, which may be charged to the Division by private facilities management for room or space rental to accommodate the General Membership meeting or Annual Conference.

Rates may be different at Conference.

AGGREGATE SPACE (table display or floor space)	RATE
UP TO 35 SQ. FT.	\$ 50/day
40-80 SQ. FT.	\$75/day
90-150 SQ. FT.	\$100/day
OVER 150 SQ. FT.	\$125 minimum up to a negotiated maximum day

Advertising published in each Division's newsletter shall be arranged through the Communications Committee by members within any membership classification. The annual rates shall be as follows, or may be prorated to the end of the fiscal year on a monthly rate basis as indicated. (NO EXCEPTIONS.)

Business Card	\$50/year or \$5/month
One-Fourth Page	\$75/year or \$10/month
One-Half Page	\$150/year or \$15/month
One Full Page	\$200/year or \$20/month

## **Guideline 16: Annual Financial Review**

A comprehensive financial review of the California Fire Chiefs Association, Administrative Fire Service Section - Northern Division will be performed annually. This internal audit is a formal examination of the financial books and records to determine their accuracy and completeness, to detect and recommend correction of errors, and assure the Board and membership that the records are correct.

The Budget Committee will assign a Financial Review Auditor to examine all the Division's financial records at the end of each fiscal year. The Financial Review Auditor assignment can be filled from the Budget Committee, general membership, or volunteer. Any such person taking the assignment must be a current paid member of AFSS Northern Division. The Financial Review Auditor shall perform the annual financial review in accordance with the procedure. The auditor is responsible for presenting the findings to the Executive Board as instructed in the procedure.

The Executive Board can request a special audit at any time, if deemed necessary, and any such audit should be performed by an independent, third-party licensed auditor. No special audit shall be performed by persons related to the President, First Vice President, Treasurer, or any person handling funds or financial transactions for, or on behalf of, AFSS.

### **Annual Financial Review Procedure**

- Start the review of the records at the end of the fiscal year.
- Verify the fiscal year ending bank balance.
- Reconcile each month's bank statement with the cancelled checks and/or credit card charges.
- Verify that all income and expenditures are allocated in the same categories of the approved budget.
- Reconcile each deposit slip with bank statement and checkbook register.
- Check receipts, invoices, and bills and verify that each are accompanied by the appropriate expense or reimbursement request form.
- Crosscheck checkbook register with payments made on posted receipts, invoices, and bills.
- Check that Treasurer's monthly reports are accurate.
- Verify all income and expenses with the budget account year-to-date summary ledger.
- Complete the Annual Financial Review form.

## **Guideline 17: Annual Conference Attendee Scholarship Programs**

The Northern Division has three programs that assist members in attending the Annual AFSS Conference. One is a scholarship for a first time attendee, the second is for a general member awarded by raffle for those who have attended quarterly meetings during the year, and the third (as long as funds are available) is a non-budgeted scholarship open to all Active and Associate members.

### **First Time Attendee Carol Abraham Memorial Conference Scholarship**

The AFSS North awards any member who has never attended an AFSS Annual Conference an opportunity to have the cost of registration paid under a scholarship. All members who have never attended the annual conference are eligible for the Carol Abraham Memorial Conference Scholarship. The scholarship pays for conference registration only and must be used during the current fiscal year. Each eligible member may submit his/her completed Carol Abraham Memorial Conference Scholarship form to the Treasurer 10 days before the December quarterly meeting.

The recipient will be selected by random drawing at the December quarterly meeting. At the meeting, the Treasurer will draw three names which will be labeled 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> in the order drawn. The scholarship is offered to the member whose name is drawn first. If the member named in the 1<sup>st</sup> position cannot attend, the scholarship will automatically go to the 2<sup>nd</sup> and so on.

The member in the 1<sup>st</sup> position will have until January 5<sup>th</sup> to notify the Treasurer if s/he will attend the conference. In the event the scholarship is awarded to the member in either the 2<sup>nd</sup> or 3<sup>rd</sup> positions s/he will be given until January 15<sup>th</sup> to notify the Treasurer if s/he will attend.

### **General Membership Carol Abraham Memorial Conference Scholarship**

Any member who has attended one of the regularly scheduled quarterly meetings is eligible for the opportunity to have the cost of annual conference registration paid under scholarship. The recipient will be selected by random drawing at the December quarterly meeting. At the meeting, the Treasurer will draw one name from the list of members, who have attended the previous March, June, and September quarterly meetings, and the current December quarterly meeting. The scholarship is offered to the member whose name is drawn. The member will have until January 15<sup>th</sup> to notify the Treasurer if s/he will attend the conference. If the recipient is unable to attend, the scholarship will be forfeited.

All scholarships must be used in the current fiscal year and cannot be carried over to the next conference.

If the selected, and confirmed, scholarship recipient has already paid for conference registration, AFSS will reimburse the member or his/her agency.

### **Non-Budgeted Carol Abraham Memorial Conference Scholarship**

All members are eligible for the Non-Budgeted Carol Abraham Memorial Conference Scholarship. The scholarship pays for conference registration only and must be used during the



current fiscal year. The Treasurer will announce after the December quarterly training if the funds allow any scholarships. Each eligible member may submit his/her completed Non-Budgeted Carol Abraham Memorial Conference Scholarship form to the Treasurer by January 1<sup>st</sup>.

The recipient will be selected by random drawing at the January Executive Board meeting. At the meeting, the Treasurer will draw three names which will be labeled 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> in the order drawn. The scholarship is offered to the member whose name is drawn first. If the member named in the 1<sup>st</sup> position cannot attend, the scholarship will automatically go to the 2<sup>nd</sup> and so on.

The member in the 1<sup>st</sup> position will have until February 1<sup>st</sup> to notify the Treasurer if s/he will attend the conference. In the event the scholarship is awarded to the member in either the 2<sup>nd</sup> or 3<sup>rd</sup> positions s/he will be given until February 15<sup>th</sup> to notify the Treasurer if s/he will attend.

### **Cancellation of Awarded Scholarship**

If the awarded recipient cancels after the scholarship is paid but before the cancellation deadline and a transfer of funds is allowed it will be offered to the next in line. If the list is exhausted and the registration fee is refunded it will be added to the non-budgeted scholarship account to be used for the next conference.

## Guideline 18: Request for AFSS Services

On occasion, sections of the California Fire Chiefs Association will make requests for AFSS assistance at events. The most common request is for AFSS to assist with registration at various workshops and conferences.

As a non-profit organization, donations to our Education & Training fund, although optional, are requested to offset expenses not provided.

- In order to be consistent in making requests, the following protocol shall be followed:
  - AFSS Northern and Southern Division Presidents (“Presidents”) will be the liaison between AFSS and the Sections.
  - The requesting Section shall submit a written request for assistance to both Presidents of AFSS.
  - The request shall include:
    - Name of section
    - Contact name/phone number/e-mail address
    - Type of event
    - Date(s) of event
    - Services requested and expectations, i.e.: processing of registration paperwork prior to event, working registration table at the event, assistance in publications and productions, maintaining fees, vendor coordination, etc..
    - Number of persons requested
    - Travel/housing arrangements (if necessary)
    - Both Presidents will review the request, ask for any clarification/additional information, and present it to their respective Executive Board for approval/denial.
  - If approved, the Presidents will send a message through the list server to the membership asking for volunteers for the event, and asking for someone to be the event liaison.
  - The Presidents will send a letter of acceptance to the requesting Section, including the name and contact information of the event liaison. A list of authorized services will be included.
  - Any changes in the scope of services must be approved by the Presidents.
  - If denied, the Presidents will send a rejection letter to the requesting section with reason for denial clearly stated.

- Expenses and Travel
  - AFSS members may incur expenses. These expenses may include telephone calls, copy service, postage, office supplies, etc., which are required to complete the event. Prior to the agreement with the section, the reimbursement process must be determined and agreed to by both parties.
  - The requesting section is expected to pay for, or reimburse, members for their travel. If member(s) incur cost of travel, they shall submit their receipts to the requesting section. This arrangement shall be determined at the origination of the agreement.
  - If a hotel is required, the requesting section will determine location, number of nights, and if double occupancy is required.

## Guideline 19: Committee Duties and Responsibilities

Standing committees of CalChiefs, Administrative Fire Services Section have been formed in an effort to promote active participation of the members, and to act as support and a reference resource to the Executive Board in its administration of Division business, and to fulfill Section/Division objectives and goals. Committee Coordinators shall be appointed by the Executive Board.

Members are encouraged to participate on one of these committees to whatever extent they are able. Committee participation is also an excellent means of keeping abreast of Section/Division activities, as communications are often filtered down through Committee Coordinators for further distribution to their own committee members.

It is desired that there be a minimum of three (3) members per committee.

### Committee Responsibilities

The responsibilities of each Committee are described and included in this document and are representative of Committee assignments. All Committee Coordinators and members should actively pursue opportunities for growth in their individual Committees by sharing ideas and learning from each other. Additional responsibilities may be assigned by the Executive Board or undertaken by the Committee Coordinator.

Coordinators of these Committees have additional responsibilities that are described here.

### Committee Coordinators

The Coordinator of each Committee shall have the responsibility to ensure the following tasks are performed. This may be accomplished by assigning a Committee member to complete a task. Additional duties would be specific to the Committee and would further the goals of said Committee for the benefit of CalChiefs, AFSS, and the Division.

- Committee Coordinators shall submit a written activity report to their Executive Board liaison prior to each Executive Board meeting.
- Provide the Communications Committee with current Committee Coordinator contact information to be posted on the website and included in the newsletter.
- Set goals and objectives for the Committee and formulate Committee tasks and operating procedures.
- Produce a calendar of assignments, quarterly Committee report, and relevant topics for articles in the Division newsletter or e-mail message. Oversee and approve Committee member articles written for the newsletter.
- Obtain approval of the President and/or First Vice President on all news releases and web postings prior to release.

- Each committee coordinator is responsible for administering the funds allocated to the committee under the annual budget. Committee Coordinators must submit an annual budget request on the Committee Budget & Funds Request form to the Treasurer by March 31<sup>st</sup> each year. Any requests for funds in addition to the approved budget must be submitted on a Committee Budget & Funds Request form and presented to the Executive Board for review. All requests are subject to approval. Any and all purchase of goods or services, contracted on behalf of AFSS, in an amount over \$1,000.00 must be approved by the Executive Board prior to purchase or signing of a contract.
- Maintain an up-to-date list of Committee members with addresses, telephone numbers, fax numbers, and e-mail addresses. Distribute said list to all Committee members and the Executive Board.
- Maintain active communications with the membership on Committee activities.
- Maintain active communications with counterpart Division Committee Coordinator as needed to assure continuity between the Divisions and unity throughout the Section.
- Assure that minutes are taken at each Committee meeting and forwarded to the First Vice President within two weeks following each committee meeting. Meetings may be held in person or by teleconference.
- Send copies of all Committee documents relating to Committee activities to the Executive Board Liaison. The Liaison will, after review, forward materials to the Historical Committee for inclusion in the AFSS historical archives.
- Maintain a permanent record of Committee's current fiscal year activities by filing all general correspondence, newsletters, special bulletins, and documents in a notebook with the most current information to the front.
- In order to minimize the needed storage for Committees, every year at least one notebook may be forwarded to the Historical Committee for archiving. The Committee Coordinator may keep notebooks for reference while creating the current year notebook. Each Committee shall decide the number of notebooks to be kept on hand.
- Keep Committee members informed and encourage participation. Acknowledge their group and individual accomplishments.
- Submit Committee report and/or relative articles to the editor of the quarterly newsletter.

### **Budget Committee**

The Treasurer shall serve as budget committee coordinator and liaison to the Executive Board.

The purpose of this committee shall be to:

- Assist in ensuring the Association adheres to best practices regarding financial policies and procedures.
- Assist the Treasurer in preparing preliminary budgets.

- Make recommendations to the Executive Board regarding budgets, financial policies, and reports for the Association.
- Perform the Annual Financial Review.
- Perform as Conference Treasurer when the Northern Division hosts the Annual Conference.
- Assist the Conference Coordinator in preparing and executing the conference budget.
- Assist Conference Coordinator with financial policies, maintaining records, and preparing a monthly Treasurer's report on the conference budget.
- Provide assistance to Committee Coordinators on matters regarding finances and the committees' fiscal responsibility to the Association.

### **Bylaws/SOG Committee**

The Second Vice-President shall be liaison to the Executive Board.

The purpose of this committee shall be to:

- Amend bylaws as needed.
- Amend Standard Operating Guidelines as requested by Executive Board.
- Serve as advisor on inquiries regarding bylaws and Standard Operating Guidelines.

This committee shall accomplish these goals by:

- Reviewing Bylaws and all Guidelines periodically to ensure they are up to date.
- Advising the Executive Board and assuring conformance with current operating procedures.
- Developing and/or accepting proposals for changes to either the Joint Bylaws or Northern Division Guidelines as needed.
- Forwarding proposals for Bylaws and/or Standard Operating Guidelines changes to Executive Board.
- Furnishing Historical Committee with copies of all documents relative to committee activities for inclusion in AFSS historical files.

## Conference Committee

The First Vice-President shall be liaison to the Executive Board.

The purpose of this committee shall be to:

Assist Conference Coordinator in coordinating Annual AFSS Conference:

- Research site
- Coordinate details of arrangements
- Coordinate with appropriate AFSS committees
- Prepare budget for membership approval
- Contact Executive Board
- Negotiate contracts
- Coordinate with counterpart Conference Committee
- Maintain minutes of Conference Committee meetings

This committee shall accomplish these goals by:

- Researching at least three sites centrally located within the State for presentation to the Executive Board of Hosting Division. Confirm with counterpart Conference Committee.
- Coordinating details of the arrangements such as: room accommodations, classroom, food costs, opening ceremonies, banquet arrangements, menus, vendors, etc.
- Coordinating with other AFSS committees as necessary.
- Obtaining proposed contracts and prices for presentation to Executive Board. This shall include a draft registration invoice and supporting criteria.
- Upon Executive Board approval of proposal, negotiating appropriate contracts.
- Advising counterpart Committee of all plans.
- Appointing necessary working committees as needed from general membership.
- Advising Communications Committee, within the required deadline, of noteworthy dates, events, and progress for inclusion in Division newsletter. Coordinate publicity/advertising responsibilities.
- Providing and maintain registration table at Conference.
- Receiving all registrations fees, invoices, receipts, and revenues and submit to Conference Treasurer. The Conference Treasurer shall complete a monthly Treasurer's report and final financial report within thirty (30) days of the end of conference.
- Furnishing Historical Committee with copies of all fliers, handouts, and pertinent data for inclusion in historical files.

- Ensuring that any Conference fees for members be set at a rate lower than for non-members.





- Provide ideas
- Day 2 - Morning opening remarks
  - Will you have a keynote speaker?
  - Will you have a table-top exercise?
  - Will you just take care of housekeeping items and go right into breakout sessions?
- Day 2 afternoon breakout sessions
  - Conference Coordinator may decide not to have this session due to evening banquet
    - Attendees may be on overload
- Installation Banquet
  - See separate page
- Day 3 Morning Closing Ceremony
  - Will you have a keynote speaker?
  - Will you have a table-top exercise?
  - Have everyone fill out an evaluation - consider an incentive for completion















## Nominating Committee

The President shall be liaison to the Executive Board.

The purpose of this committee shall be to:

- Encourage nominees for Executive Board positions available for election
- Present slate of officers at December quarterly meeting
- Take nominations from the floor
  - If no additional names are nominated from the floor, a vote will be taken for the new officers at this meeting (March).
  - If there are additional names nominated from the floor for an office, all nominees for each office will be presented online following the March meeting for a vote. Votes are to be cast by April 1<sup>st</sup>.
    - Announce Officers-Elect by eBlast.
- Officers will be installed at the AFSS annual conference

This committee shall accomplish these goals by:

- Including nomination flyer with officer responsibilities in the September quarterly meeting packet.
- Placing Nominating Committee as an Action Item on the September quarterly meeting agenda.
- Bringing additional flyers to September quarterly meeting so attendees can review officer responsibilities.
- Asking for volunteers at September quarterly meeting for Nominating Committee (the most recent past president, on Committee Coordinator and one member of the general membership)
- Indicating offices that will be vacant and up for election:
  - Odd Year: Treasurer and Corresponding Secretary
  - Even Year: Recording Secretary
  - Every year: 2<sup>nd</sup> Vice President (three year term; advancing to 1<sup>st</sup> Vice President then to President)

### Sunshine Committee

The Recording Secretary shall be liaison to the Executive Board.

The purpose of this committee shall be to:

- Extend a personal touch to our membership.
- Acknowledge and celebrate accomplishments of members.
- Encourage communication between members.
- Show support in times of need.
- Encourage member participation.

This committee shall accomplish these goals by:

- Utilizing e-mail to recognize member birthdays.
- Mail greeting cards to members in time of triumphs as well as sorrow.
- Random giving of small gifts for meeting attendees to encourage attendance, in coordination with meeting hostess.

### Ways and Means Committee

The Treasurer shall be liaison to the Executive Board.

The purpose of this committee shall be to:

- Formulate fund-raising ideas and items.
- Maintain an inventory of all logo goods.
- Provide storage for all AFSS Ways and Means items.
- Provide a list of all items sold and monies collected

This committee shall accomplish these goals by:

- Maintaining an inventory of all AFSS Ways and Means items, which shall be available to any member upon request.
- Researching and providing fund-raising events and ideas with costs and projected revenues to be presented to the Executive Board for approval.
- Coordinating fund-raising projects to coincide with conferences or events with Executive Board approval.

- Obtaining Executive Board approval before sending out any information regarding an upcoming fund-raising event.
- Reading all contracts thoroughly and obtain Executive Board approval prior to signing contracts. Any contract approved by the Board will require the signatures of two Executive Board members.
- Working with the Conference Committee in supplying Ways and Means ideas for the annual conference.
- Being available to staff and maintain the Ways and Means table at the annual conference, upon the request of the Conference Committee.
- Providing Treasurer, in a timely manner, with a current list of all items sold and monies collected.
- Furnishing Historical Committee with copies of documents relative to committee activities for inclusion in AFSS historical files.

### Communications Committee

The First Vice-President shall be liaison to the Executive Board.

The purpose of this committee shall be to:

- Maintain and function as a network system for the sharing of information through various channels of communication.
- Initiate and coordinate special projects as deemed necessary by the Executive Board.
- Publish a quarterly newsletter to be distributed to all Division members.
- Maintain AFSS Northern Division information for the AFSS/CalChiefs website.

This committee shall accomplish these goals by:

- Maintaining current Northern Division information on the AFSS/CalChiefs website.
- Interfacing with Membership Committee to maintain current list of members.
- Contacting Southern Division Communications Committee to exchange ideas.
- Ensuring content on the website, including the Message Board, is appropriate and fire-related.
- Acting as point-of-contact for disseminating information to AFSS Northern Division members.

- Making membership directory available for members to download from the website's Document Library.
- Upon receipt of new member information from the Membership Coordinator, sending a welcome message to the new members making them aware of the website, the need to create a User Name and Password, and the usefulness of the online forum.
- Providing current members access to secure locations on the website.
- Manage social media pages for the Northern Division.
- Manage a communication Question and Answer forum on the website.
- Upload all past meeting agendas and minutes from quarterly meetings and Executive Board meetings.
- Providing current members access to secure locations on the website.
- Manage social media pages for the Northern Division

## Appendix

Adoption / Amendment of Guidelines Form  
Travel Authorization Form  
Expense Statement Form  
Treasurer's Report  
AFSS Northern Division Annual Financial Review Form  
Committee Budget & Funds Request Form  
Host Agency Expense Report Form  
Member of the Year Nomination Form  
Carol Abraham First Time Attendee Annual Conference Scholarship Form  
Carol Abraham General Membership Annual Conference Scholarship Form  
Request for AFSS Services Form  
Recognition/Charitable Donation Request Form  
Quarterly Training Charitable Donation Request Form