

Procedure Manual

Oregon

Fire Service

Office Administrators

Updated May 2017

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The procedures and guidelines within this document apply to all persons directly or indirectly associated with the Oregon Fire Service Office Administrators.

I. ORGANIZATIONAL

A. Mission Statement

To support Oregon's fire service office personnel through education and networking.

B. Motto

Sharing a Standard of Excellence.

C. Statement of Values

1. Relationships
 - a) We value developing and maintaining relationships that are supportive and encouraging.
2. Image
 - a) We value the professional image of our organization as an integral part of the fire service.
3. Communications
 - a) We value timely communication that supports the needs of our members.
4. Training
 - a) We value progressive education and training that is pertinent to the professional and personal growth of our members.

D. Vision Statements

1. The premier organization that office personnel want to join.
2. Recognized by the fire service as the leading administrative resource and a valuable partner.
3. An organization that empowers members to succeed in their jobs.
4. The leading education and training resource for all fire service office personnel.
5. An organization that continually inspires our members' personal and professional growth.

E. Goals, Objectives, Performance Measures and Targets

1. Provide timely and effective communication to association membership.
2. Deliver quality education and training that encourages and supports professional and personal development.
3. Create a highly effective and efficient organization.
4. Provide comprehensive, up-to-date, and reliable information and assistance to the fire service.
5. Develop effective partnerships with other fire service organizations.

F. Code of Ethics

The Fire Service Office Administrator is a noble calling. To ensure the continuing integrity of the Fire Service, the highest standard of ethical conduct must be maintained at all times. As members of the Fire Service, we expect our members to

project an ethical character of professionalism, integrity, compassion, loyalty and honesty in all that we do. As public officials, we have a responsibility to uphold the provision of the Oregon Ethics Law and the Oregon State Statues.

By accepting this code of ethics as our standard, we create a legacy that validates and sustains the distinguished Fire Service institution, and at the same time ensures that we leave the Fire Service in better condition than when we arrived.

G. Association Meetings

1. Quarterly Board Meetings
 - a) Four board meetings will be held during each calendar year.
 - b) First and third quarterly meeting dates and locations will be set by Board.
 - c) Second and fourth quarterly meetings will be held in conjunction with workshop or conference dates and locations.
2. Board meetings may be conducted in person or by electronic means including telephone, or other appropriate mechanisms subject to the following:
 - a) A majority of the Board members shall have access to the appropriate electronic meeting media, as verified by their response to a call for any particular meeting.
 - b) This majority shall constitute the quorum for the meeting and, once established, shall be assumed present until the meeting adjourns.
 - c) The technology used for the electronic meetings shall allow the members full access to, and full participation in, all meeting transactions either continuously or intermittently throughout the specified time of the meeting.
 - d) The affirmative vote of a majority of the quorum shall be the minimum vote requirement for the adoption of any motion.
3. Annual Meeting Dates
 - a) The annual meeting of the Oregon Fire Service Office Administrators shall be held during OFSOA Annual Conference.
 - b) The OFSOA annual meeting shall be scheduled, whenever possible, on a date that does not conflict with the annual meetings or conferences of other fire service organizations.

H. Governing Body

1. The Executive Board shall consist of the President, Past President, Vice President, Secretary, Treasurer, and the five Regional Representatives.
 - a) Election of officers will be held during the annual conference.
 - 1) President, Secretary, and Region Representatives 1, 2, & 3 are elected in even-numbered years for a two-year term.
 - 2) Vice President, Treasurer, and Region Representatives 4 & 5 are elected in odd-numbered years for a two-year term.
 - 3) Newly elected officers will be given the oath of office for their position during the annual conference.
 - 4) New officers will assume their duties at the beginning of the month following their election.

- b) In the case of a vacancy in any Board position, except the Past President, the vacancy will be filled by a majority vote of the Board of Directors, such position to be held until the next general election of officers, at which time the vacancy will be filled in the regular manner for the unexpired term only.
 - 1) The Past President serves until the current President leaves office and becomes the next Past President.
 - 2) The Past President position shall remain unfilled unless the position can be filled by appointment with a former President of the Organization.
2. The Board of Directors, herein after referred to as “Board”, shall consist of the Executive Board and Standing Committee chairs as follows: Communication, Education, Membership, and Protocol.
3. All members of the Executive Board and Standing Committee Chairs shall be qualified active members of the organization.
4. All members of the Executive Board and Standing Committee Chairs are voting positions. Subcommittee Chairs do not have a voting position although they are encouraged to come and participate in discussion.

I. Membership

1. Membership Levels
 - a) Active Member – Any person serving or employed in the fire service or an organization developed to promote and support the fire service within the state may be an active member of the organization and upon payment of annual dues shall become a member in good standing with full voting privileges.
 - b) Retired Member – Membership shall also be available to retired fire service office personnel. They shall be voting members, but shall not be eligible to hold an elective office. Retired members shall pay annual dues as established by the organization.
 - c) Life Member – Members shall be eligible for consideration for life membership but must meet one of the following requirements:
 - 1) Any member who if upon retirement, has or will have maintained an active membership since inception of the organization or a total of 10 years. Candidates who meet this requirement shall be made known to the Executive Board no later than the last regularly scheduled board meeting prior to the annual business meeting.
 - 2) Members, who in the opinion of the Executive Board, have given outstanding service to the organization.
 - 3) The Executive Board shall submit the names of qualified persons for life membership to the Board of Directors who shall confirm these memberships. Recognition will be made following Board approval.
 - 4) A life member shall not be required to pay annual dues, but shall be entitled to all the privileges and benefits of active members. They shall be voting members, but shall not be eligible to hold an elective office.
 - d) Associate Member – Individuals interested in the goals and objectives of the organization who do not qualify as an active or life member. Associate

members shall be entitled to participate in the organization, except they are not eligible to hold an elective office, or have voting privileges. Associate members shall pay annual dues as established by the organization.

2. Processing New Members, Renewals, Transfers, Lapsed Memberships
 - a) New member completes application form.
 - 1) When possible download the current application directly from the website.
 - b) New member submits application with payment to the current OFSOA business office address.
 - c) OFSOA Treasurer verifies receipt of check with application and forwards to Membership Chair.
 - 1) If payment is not received applicant is invoiced and application held until payment received.
 - d) When application and payment is received, the OFSOA Treasurer will record date of payment as membership date; then forwards the original documentation to the Membership Chair.
 - 1) In lieu of membership cards, the new members' membership number will be included in their welcome packets for Regional Representatives to present to the new member.
3. Orientation of new members
 - a) At the beginning of each conference a brief orientation for those members attending their first OFSOA conference will be held. Included in the orientation packet and presentation may be:
 - 1) Welcome and introduction of Board and officers
 - 2) Brief history of OFSOA
 - 3) Board and committee structure explanation
 - 4) Membership opportunities
 - 5) Bylaws & Procedure manual overview
 - 6) Accreditation levels and process to achieve
 - 7) Overview of OFSOA Strategic Plan
 - 8) Overview of conference schedule
 - b) Additional orientation packets will be assembled at the same time and disbursed to each Regional Representative to be distributed to any new member joining before the next conference.
4. Renewal Process
 - a) Treasurer, at the beginning of each fiscal year, will send out dues invoices and include the most recent member information page for updating.
 - 1) Members will return dues payment and revised information page.
 - 2) Treasurer verifies payments and forwards information to Membership Chair and Website Coordinator.
 - 3) Additional dues reminders and member information page may be processed as required.
 - b) In the case of a lapsed membership several attempts including at least one letter to contact will be made and if dues are still not received all privileges

will be withdrawn from that member.

1) Lapsed membership would begin three months into the fiscal year.

5. Transfer of Membership

- a) Active and Associate memberships may be transferred during the membership year to another representative of the same organization / employer via a letter requesting the transfer sent to OFSOA Treasurer on the organization/employer letterhead.
- b) The transfer letter should state the date of transfer, the name of the person who currently holds the membership and the classification of membership held, and the name of the person to whom the membership is to be transferred.
- c) A new membership number will be assigned at the time transfer is processed.
- d) Lifetime membership shall not be transferable.

6. Updated Roster

- a) Membership Chair will maintain the most current member roster on the website in the members' corner.
- b) Membership Chair will include membership roster as part of their report at each quarterly board meeting.

J. Communications with Members

- 1. Newsletters will be distributed to members at least twice annually, well before workshop and conference dates.
- 2. Newsletter will be sent electronically to all members.
 - a) Newsletter will be physically mailed to any member not able to receive electronically.
 - b) Use available resources such as DPSST mail distribution system to reach all fire service levels state wide.
- 3. Website
 - a) Website has been developed and will be maintained to provide information and documents to all members and anyone interested.
 - 1) Timely information on OFSOA training, news regarding OFSOA events, and links beneficial to its members.
 - 2) Using security measures on the member's corner will allow a place to make available for reference the member roster and other organizational materials.
 - b) Those members with assigned duties and privileges by the Website Chair will be able to upload their information and documents directly onto the OFSOA website.
- 4. Group Email or News blast
 - a) Used by members on behalf of their agency or other fire service related agencies to solicit information that will benefit them or their district and assist them in their duties.
 - b) All members should obtain approval from their agency to receive OFSOA group emails and verify virus protection on their agency computers.
 - c) Positions permitted to forward group emails on behalf of OFSOA are the current:

- President
 - Vice President
 - Communications Chair
- d) News blast Procedure and Guidelines
- 1) OFSOA email list will not be shared with any other organization.
 - 2) Members draft email and submit to one of the appointed positions.
 - Only submit emails related to your fire service job or OFSOA business.
 - 3) Be professional in your wording and use.
 - Proof requests for grammar, spelling and appropriate content.
 - Request further or more detailed information if needed.
 - 4) Remember to thank all who respond to your request.
 - 5) Send out the group email in a timely manner.
 - 6) Include reply email address for members to respond and set up option in email software to direct replies to the member requesting the information.

K. Awards Given to Members

1. President's Award
 - a) Selection is the responsibility of the current president.
 - b) The President has the right to forego the presentation of an award if he or she so chooses.
 - c) Recipient may be an individual who was elected, appointed, or employed by OFSOA, or the recipient may be a friend of the fire service.
 - d) Recipient must have made a significant contribution to OFSOA.
 - e) Recipient must be an individual who is still living.
 - f) One President's Award may be presented each year.
2. Lifetime Achievement Award
 - a) Award will be given when consideration warrants.
 - b) Recipient must be or have been an OFSOA member.
 - c) Selection is the responsibility of the Board of Directors.
 - d) Selection is based upon commitment to all aspects of the fire service.
 - e) Award will be given as a result of truly unique circumstances.
 - f) Award will be presented during the OFSOA Annual Conference.
3. Length of Service recognition may be given based on criteria to be established.

L. Acknowledgment of Service

1. Establishing a procedure for OFSOA to show appreciation to members who have served on the Board of Directors and Standing Committees.
2. Certificates or plaques shall be awarded during the OFSOA Annual Conference to those elected members completing their designated duties or leaving the Board of Directors.

M. Accreditation Program

1. OFSOA has created three levels of accreditation to demonstrate professional knowledge and achievement.
2. Each level is independent and the levels need not be earned in sequential order.
3. The Accreditation Committee will review all documented applications and award

certifications based on the evaluation.

4. Level Certificates will be acknowledged during the Annual Conference. A plaque will be presented upon completion of all three levels.

N. Procedure and Guidelines Review, Dating, and Numbering

1. All procedures and guidelines shall be dated, numbered, and retained in notebook fashion.
2. Procedures and guidelines shall be dated as approved and reviewed annually by the protocol committee.
3. Recommendations will be forwarded to the Board of Directors no later than the third-quarter board meeting.

O. Participation among Oregon Fire Service Organizations

1. When OFSOA is invited to have a representative at other fire service organizational board meetings, a representative will be appointed by the President.
2. OFSOA will reciprocate by inviting that organization to have a representative present at our board meetings.

P. Participation on Oregon Fire Service Committees

1. OFSOA will provide a representative to serve on Oregon statewide fire service committees as appropriate for the organization.
2. The President will appoint the representative from among those members interested and able to participate.

II. FINANCIAL

A. Fiscal Year

1. The fiscal year shall begin on July 1 of each year and shall end on June 30 of the following year.
2. All budgeting, accounting, and business functions of the organization shall be conducted on a fiscal-year basis.

B. Procedure Committing OFSOA Funds

1. OFSOA will maintain one interest-bearing checking account.
2. The different funds (General Fund and Scholarship Fund) will be tracked separately through financial software.
3. Authorized signers are the President, Vice President, Treasurer, and Secretary.
 - a) Threshold for one/two check signatures set as:
 - 1) Check amount up to \$500 requires one signature.
 - 2) Check amount over \$500 would require two signatures.
4. Treasurer is authorized to make transfers between established funds as required.

C. Commitment of Funds by OFSOA Board Members

1. This guideline does not preclude the Board of Directors or the Executive Board, during regular or special meetings, from directing Board members to contact or work with professionals or other individuals that may result in a commitment of funds.
2. Board members may not contact any professional service on behalf of OFSOA without the prior approval of the Executive Board when such contact could result in a commitment of OFSOA funds.

D. Reimbursement of Expenses

1. Expenses incurred by Board members, officers, committee chairs and members while performing their duties are expected to be borne by those members.
2. Exceptions may be made by the Board of Directors subject to the following:
 - a) Only those expenses not covered by the member's district may be eligible for reimbursement. Meal and lodging expenses must be verified by receipts.
 - b) Members who wish to receive reimbursement must submit a reimbursement request to the Treasurer in a timely manner after incurring the expense(s).
3. The Treasurer, President or designee will review the reimbursement requests and authorize payment for those requests that meet the qualifications outlined in this procedure.
4. The Board of Directors may grant an exception to this procedure if it determines that special or emergency conditions warrant said exception.

E. Conference/Workshop/Event Expenditures

1. All conferences, workshops, and committee-sponsored programs and seminars are expected to be self-financed. They are expected to produce sufficient revenue to pay for the expenses incurred.
2. It is not expected, nor is it necessary, for a conference, workshop, seminar, special training event, or any other function sponsored by OFSOA to produce a large profit, but it is expected that no deficit will be incurred.

3. The Treasurer or the Registrar are authorized to prepare and send invoices as needed to the responsible fire districts for registration and other related obligations prior to each event.
4. A budget outlining all expected revenue and expenditures must be submitted to the Executive Board prior to the conference or workshop, and a final revenue and expenditure reconciliation must be submitted within 45 days following the close of the function.
5. Conference/Workshop/Event Committee Chairs can authorize payment of event expenditures within their event budget without prior Board of Directors approval.
6. The Executive Board may elect to waive conference or workshop registration, excluding meals, to certain individuals for a variety of reasons, such as event preparation and participation, recognition of service, etc. By Board action, the following organizations or individuals have been approved:
 - a) All individuals awarded partial or full registration, or complimentary waivers must complete the registration process.
 - b) All waivers shall be approved prior to the event.
 - 1) Past Presidents of OFSOA – Complimentary registration, excluding meals.
 - 2) Life Members – Complimentary registration, excluding meals.
 - 3) Current other Fire Service Association Presidents-Complimentary registration, excluding meals.
 - 4) Any other person by majority vote of the full Executive Board may be extended complimentary registration, including or excluding meals.
7. At a quarterly board meeting, prior to any event, approval may be given for a designated number of complimentary registrations to those hosting/producing an event.
 - a) The Board will determine the number of complimentary registrations prior to each event.
 - b) This procedure is not intended to include a waiver of meals, lodging, or other expenses that may be incurred while attending the function.
8. A Registrar will be appointed by the Board of Directors to assist the Treasurer by processing registrations and maintaining each event database.

F. Cash Advance for Conference/Workshop/Event Expenditures

Conference/Workshop/Event hostess/host (hereinafter referred to as hostess/host) will have the option to seek a cash advance for the purpose of purchasing event supplies. OFSOA does not expect the member to pay for event supplies out of their personal or agency funds. However, if the individual chooses to utilize personal or agency funds, they may seek reimbursement as outlined in Section II, Subsection D of the OFSOA *Procedure Manual*.

- 1) How to obtain and maintain record of an advance:
 - a) Complete and email the Cash Advance Request Form to the current OFSOA Treasurer. The request form will be accompanied by a list and an estimated cost of the supplies requested (maximum amount per request, \$500).
 - b) The OFSOA Treasurer will forward a copy of the authorization to the Vice President (for accountability). The applicant will be mailed a check and

provided with a Cash Advance Expenditure Log to record expenditures.

- c) Once received, it is the hostess/host's responsibility to place the funds in a secure location.
 - d) Provide original, itemized receipts, and a written record for all expenses on the Cash Expenditure Log to the OFSOA Treasurer within 20 days
 - e) Any remaining balance of the advance will be returned promptly to the OFSOA Treasurer at the conclusion of the event.
 - f) All cash advances are subject to the scrutiny and approval of the Treasurer and Vice President.
- 2) Example of appropriate event items to purchase with cash advance funds:
- Administrative items to print, copy, produce
 - Event decorations
 - Hospitality room supplies
 - Event snack food items
 - Hostess/Host gifts for attendees
 - Speaker gifts
- 3) Items prohibited:
- Alcohol
 - Personal Items
 - Fuel for vehicles
 - Speaker expense reimbursements (honoraria, reimbursable travel expenses)
 - Facility expenses (e.g., room rental, A/V charges, food, lodging)
 - Any item that would be damaging to the professional image of the organization

In the event the Cash Advance Funds are the subject of theft while in the hostess/host's possession, the hostess/host shall formally report the theft to the local law enforcement authorities as soon as possible. The hostess/host shall subsequently provide a written statement to the OFSOA Treasurer along with a copy of the formal police report to the OFSOA Treasurer before any replacement of funds can be considered by the OFSOA Board.

OFSOA Cash Advance Request Form

Consult with the OFSOA Procedure Manual for comprehensive instruction with regard to requesting a cash advance. This form needs to be completed when requesting a cash advance for expenses related to a specific Conference/Workshop/Event. It is the responsibility of the event hostess/host to complete and submit this form in a timely manner so as to allow appropriate consideration by OFSOA Board—a minimum of 10 days is suggested.

Today's Date: _____

Requested by: _____

Address to send funds: _____

Amount Requested: _____
(\$500 maximum per request)

Date the funds are needed: _____

Event funds for which
funds are needed: _____

To be completed by OFSOA Treasurer:

Date Request Received: _____

Date Submitted to Board
for Consideration: _____

Date Board Authorized/
Did Not Authorize Advance: _____

If Authorized,
Check # and Amount: _____

If Not Authorized,
Date Requestor Notified: _____

G. Refund Procedure for Conference/Workshop/Event Fees

1. Written request by individual (or by their district) for refund/or waiver of payment will be accepted only in the case of illness, medical issues, or family emergency.
 - a) Request must clearly state the reason for the cancellation after the registration closing date.
 - b) Request must state responsible party for refund, either individual or district.
2. Written request for refund must be submitted to the conference/workshop/event committee before the event begins.
3. Conference/Workshop/Event Committee will receive individual requests and work with Treasurer to make refund/waiver recommendation to the Board.
 - a) All refunds/waivers will be reduced by the amount of event meals and other set fees.
 - b) Refunds will be considered, action taken, and individual notified.
4. With approval of the Conference Committee and Treasurer an alternate may attend in the canceled participant's place.
5. Those canceling due to work requirements should not expect a refund/waiver as the employee and employer were informed of the cancellation deadlines.
6. The Board of Directors may grant an exception to this procedure if it determines that special or emergency conditions warrant said exception.

H. Non-sufficient funds/Returned Check procedure (4-6-16)

1. If OFSOA is in receipt of a NSF check, a written collection request of the amount due, including any bank charges incurred by OFSOA's bank, will be sent to the check writer. Note: This is separate from any charges or penalties the check writer's bank may petition from them.
2. OFSOA may exercise the option of charging up to an additional \$25 if the fees and original check amount balance due are not submitted to OFSOA within 30 days of the written collection request.
3. The OFSOA Board has the discretion to waive any fees and penalties if the violation was a result of unwarranted fraud, economic hardship, or circumstances beyond the check writer's control. The check writer will then only be responsible for the original amount of the check and fees directly incurred by OFSOA to be paid as directed by the OFSOA Board. The check writer will make reimbursement by cashier's check.
4. The Treasurer will handle recordkeeping of the returned check and fees in the organization's accounting software.
5. All NSF transactions will be handled in a confidential manner by the OFSOA Board.

I. Guidelines Concerning Catered Meetings

1. The President may authorize the expenditure of funds for guests who are attending meetings at which meals are served.
2. Board members are expected to use discretion when ordering meals obligating OFSOA funds.

III. OFFICERS

Officer General Guidelines

Board members act as representatives of the membership of OFSOA, therefore, Board members shall adhere to the highest ethical standards in the conduct of OFSOA business. The Board has the right to enforce its rules and expect ethical and honorable conduct from its members.

1. Members seeking election to an executive board position must be an active member of OFSOA, in good standing for at least one (1) year, participating in meetings, workshops, and conferences whenever possible.
2. Members seeking election to the office of President shall have previously served at least one (1) year as a member of the OFSOA Board of Directors.

In addition to the duties and responsibilities covered in the OFSOA Bylaws or specific protocols, each Board member and committee chair shall:

1. Read, understand, and follow OFSOA Bylaws and applicable policies.
2. Keep President and Committee Liaison informed of all activities, providing courtesy copies of all correspondence, bulletins, newsletter articles, changes in committee membership, and protocol.
3. Serve as ex-officio member of any standing or special committees as directed by the President.
4. Officers newly elected during the annual conference will assume their duties at the beginning of the month following their election.
5. If, at any time an officer, Board member or committee chair does not meet the guidelines, duties or responsibilities set forth by the OFSOA Bylaws and Procedure Guidelines, he or she may be counseled, disciplined or removed from their position by the Executive Board.
 - a) Appeals to any counseling, discipline or removal from office may be made by submitting a formal "letter of appeal" to the Executive Board for review.
6. All Officers and Committee Chairs shall maintain a permanent record of their position by tracking and documenting general correspondence, reports, tasks, activities, and responsibilities of their position. These records shall be passed on to their successor in order to ensure an effective transition for incoming Officers. Outgoing Officers will schedule time with their successor to review the information, and provide one-on-one training and orientation before the incoming Officer officially takes office. Outgoing Officers are encouraged to stay in contact for a time to offer support if needed.

A. President

1. In addition to the duties and responsibilities of the President as set forth in the OFSOA Bylaws and procedures, the President shall be responsible for the following:
 - b) Sign all resolutions and determine that any actions set forth in the resolutions have been performed.
 - c) Appoint committees, with the approval of the Board of Directors, using the following criteria when possible:

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- 1) Chair should be an existing committee member when possible.
 - d) Establish quarterly meeting dates, meeting locations, and meeting agendas.
 - 1) Review agenda with the Secretary two weeks prior to the meeting.
 - 2) Agenda will list topics and topic sponsors.
 - e) Send copies of all correspondence to the Secretary for inclusion in the file.
 - f) Ensure that all Board meetings and Executive Board meetings are organized and begin on time.
 - g) Represent OFSOA at all statewide meetings of fire-related organizations whenever possible.
 - h) Represent OFSOA at out-of-state fire-related meetings, if possible.
 - i) May appoint a selected member to represent OFSOA at statewide meetings or out-of-state meetings.
 - j) Serve as the official liaison to the Conference Committee.
 - k) Ensure that the procedures and guidelines are followed.
 - l) Oversee the finances of OFSOA.
 - m) Conduct or arrange for the installation ceremony of new officers.
2. Policy concerning succession to the Chair
- a) In the event the President is not in attendance at a meeting or caucus at which it is necessary that a member of the Executive Board chair the meeting or be the spokesperson for the Oregon delegation, the following sequence shall be followed:
 - 1) Vice President
 - 2) Treasurer
 - 3) Past President
 - 4) Secretary

B. Vice President

1. In addition to the duties and responsibilities of the Vice President as set forth in the OFSOA Bylaws or specific protocols, the Vice President shall be responsible for the following:
 - a) Serve as official liaison to the Education Committee.
 - b) Chair the Scholarship Committee, serving with Education Chair and Treasurer.
 - c) Work with the Education Committee, and the Conference Committee in preparation of topics and presenters for conferences and workshops.

C. Secretary

1. In addition to the duties and responsibilities of the Secretary as set forth in the OFSOA Bylaws or specific protocols, the Secretary shall be responsible for the following:
 - a) Serve as the official liaison to the Communications Committee.
 - b) Prepare reports and maintain necessary records as directed by the President.
 - c) Distribute quarterly draft minutes to the Board members within 30 days of the board meetings.

- d) Arrange facilities for board meetings as requested by the President.

D. Treasurer

1. In addition to the duties and responsibilities of the Treasurer as set forth in the OFSOA Bylaws or specific protocols, the Treasurer shall be responsible for the following:
 - a) Must be familiar with QuickBooks accounting software.
 - b) Maintain a current accounting of the budgetary status of OFSOA.
 - 1) Process all monies received from membership dues, workshop dues, conference fees, and any other source of revenue.
 - 2) The treasurer is responsible for ensuring that all payments are met timely after approval.
 - 3) Ascertain that all signature cards and related bank forms have been properly administered.
 - 4) Receive and deposit all OFSOA monies and pay all approved bills in a timely manner.
 - 5) Reconcile bank statements on a monthly basis.
 - 6) Provide current financial status at each quarterly board meeting and the annual meeting, or upon the request of any Board member.
 - c) Submit budget document for next fiscal year to the Board of Directors for approval at second-quarter board meeting.
 - d) Reports
 - 1) Prepare end-of-year status of organization from information obtained from the Treasurer's records.
 - 2) Propose recommendations for the following year.
 - 3) Propose any change in the annual dues at first-quarter board meeting each year.
 - e) The Registrar (appointed by the Board of Directors) will assist the Treasurer by processing registration, building and maintaining event database for both conference and workshops.
 - f) Conferences and Regional Workshops
 - 1) Treasurer and Event Registrar will work with and assist event host with preparation of a workshop/conference financial report.
 - 2) Information will be provided by the Education/Conference/Workshop Chairs.'
 - g) Fiscal Records Audit
 - 1) Monthly the Treasurer will forward to the Vice President and Audit Committee Chair any bank statements and related QuickBooks reports for review.
 - 2) Each year a special committee, appointed by the President, and headed by the Audit Committee Chair will audit the fiscal records during the annual conference.
 - 3) The committee will report its findings following the audit.
 - 4) The committee may make recommendations to improve future fiscal recordkeeping.

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5) Serve as the official liaison to the Membership Committee.

E. Past President

1. In addition to the duties and responsibilities of the Past President as set forth in the OFSOA Bylaws or specific protocols, the Past President shall be responsible for the following:
 - a) Serve as the official liaison to the Protocol Committee, Budget Committee and to all regional representatives.
 - b) Serve as chair of the Nominating Committee.
 - c) Purchase a gift for the President, which is to be presented at the OFSOA Annual Conference.
 - d) Attend all Executive Board meetings and actively take part in all organization business transacted by the Executive Board.
 - e) Represent the organization as requested by the President.

F. Regional Representatives

1. In addition to the duties and responsibilities of the regional representatives as set forth in the OFSOA Bylaws or specific procedures, the Regional Representatives shall be responsible for the following:
 - a) Attend board meetings and actively take part in organization business transacted by the Board of Directors.
 - 1) Meet at an agreed upon time annually with other Region Reps, Membership Chair, Website Chair, and Region Rep Liaison to develop quarterly email topics to disperse to members and share ideas for better communications.
 - b) Meet first-time members at the conferences, workshops, and other OFSOA events, introduce them to the membership, and outline the assistance OFSOA can provide to its members.
 - 1) Provide event check-in “welcome” to members of their region (consistent across all regions)
 - 2) Make a follow-up phone call to new members after an event and after new member packet is sent out
 - c) Work with the Conference Committee to provide adequate time for networking opportunities.
 - d) Help promote programs that are in the interest of the organization.
 - e) Serve as a liaison to the office administrators in their respective districts, and correlate and disburse information.
 - 1) Sending out reminders to members regarding upcoming events
 - 2) Emailing the minutes with link to website.
 - f) Coordinate regional training activities with the Education Committee.
 - g) Ensure the Region Representative Liaison and all other Region Representatives are included in all communications that are applicable to all Region Representatives.

G. Board Liaisons

1. In addition to the duties and responsibilities of the Board Liaisons as set forth in the OFSOA Bylaws or specific protocols, the Board Liaisons shall be responsible for the following:
 - a) Contact assigned committee chair prior to each quarterly board meeting.
 - b) Call OFSOA President if there is a problem.
 - c) Help stimulate committee activities.
 - 1) Be aware of committee projects.
 - 2) Attend committee meetings.
 - 3) Be aware of committee goals and projects, and ensure committee chair follows through on these goals.
 - d) Advise the Board members if the committee becomes non-functioning.
 - e) Serve as the committee chair, in the event the assigned committee chair resigns, until the position is filled.
 - f) Officer-to-Committee assignments.
 - 1) President to the Conference Committee.
 - 2) Past President to the Protocol Committee, Nominating Committee, Budget Committee, and to all Regional Representatives.
 - 3) Vice President to the Education Committee.
 - 4) Secretary to the Communication Committee.
 - 5) Treasurer to the Membership Committee.

IV. COMMITTEES

A. Committee Chair General Guidelines

1. Committee chairs and the committee members shall be appointed by the President, with the approval of the Board of Directors, to represent different geographical areas of the state, whenever possible.
2. Committee chairs term of office shall be a minimum of two (2) years, with the option to renew for an additional two (2) years. The two (2) year cycle shall coincide with the President's term of office and become effective at the Fall Conference.
3. An announcement of Committee chairs about to expire will be presented to the members by the President. Those interested in being considered for a chair position will submit a letter of interest to the President for consideration.
4. In addition to the duties and responsibilities as set forth in the OFSOA Bylaws or specific protocols, each committee chair is expected to:
 - a) Be an active member of OFSOA; attend board meetings, workshops, and conferences.
 - b) Read, understand, and follow all OFSOA Bylaws and applicable procedures.
 - c) Inform the President and the Committee Liaison of all activities, providing courtesy copies of all correspondence, bulletins, newsletter articles, and changes in committee membership and procedures.
 - d) Appoint members of the committee, as required, and advise the President of any additions or resignations.
 - 1) Appoint subcommittees and additional members as deemed necessary.
 - 2) Set goals and completion dates, formulate committee tasks and operating procedures.
 - 3) Distribute all materials outlining committee procedures in effect to the committee members.
 - 4) Keep committee members informed and encourage participation, acknowledging committee members' accomplishments.
 - 5) Maintain an up-to-date list of committee members including addresses and phone numbers. Prepare and distribute list to all committee members, Board members, and committee liaisons.
 - 6) Send copies of all special bulletins to the chair of the Communications Committee for inclusion in newsletters.
 - 7) Maintain a permanent record of the committee's activities by filing all general correspondence, minutes of meetings, and committee reports in committee notebook with sections for each topic, with the most current report at the front of each section. The notebook shall be passed to the successor when the office is vacated.

B. Committee Chair Reports

1. Each committee chair shall provide a written or oral report of the committee's activities during the past year at the annual meeting.

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2. This report shall include an outline of the committees on which they served, as well as other organizations, agencies and associations to which they were assigned liaison activities, and any accomplishments since the committee chair's last report.
 - a) The President shall provide time during the business session for questions pertaining to committee chair reports.
3. Expenses incurred by committee chairs or members in the fulfillment of their duties are expected to be borne by the committee member. Exceptions may be made by the Board of Directors at their discretion.

C. Communications Committee - Standing Committee

1. Duties of the Communication Chair
 - a) Work with Membership Chair to coordinate information collected for the Resource Guide.
 - b) Member Resource Pages shall be made available to each new member through the website.
 - c) Prepare and distribute to the general membership a newsletter or other communication on a regular basis, or as directed by the Board of Directors.
2. Website Subcommittee
 - a) This subcommittee will function under the Communications Committee.
 - b) The committee's primary duty is to maintain the OFSOA website.
 - c) The committee shall ensure that the OFSOA domain name is renewed as necessary.
 - d) Committee Chair will be considered the Webmaster.
 - 1) Shall be an active member or a life member of OFSOA who is familiar with managing websites.
 - 2) All organizational information must go through the Webmaster to ensure that the website has the latest current information.
 - e) Webmaster Duties include:
 - 1) Responsible for all information on the website and the accuracy of that information.
 - 2) Webmaster will create website login and password, add member to roster database and add them to email & News blast list.
 - 3) Webmaster may appoint one or more persons to assist in the performance of official responsibilities, as needed.
 - 4) Dictate the order of work on the website and monitor completion of work.
 - 5) Be able to make timely and regular routine updates and ensure site is maintained.
 - 6) Be familiar with the OFSOA organization, its officers, committees, and members.

D. Education Committee - Standing Committee

1. Duties of the Education Chair
 - a) Work with the Conference Chair to determine registration fees for

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- workshops and conferences.
2. Duties of the Education Committee
 - a) Research possible educational topics for conferences and workshops.
 - b) Develop resource file and make recommendations for potential instructors.
 - c) Develop classes for different skill levels by utilizing a tracking system when attendance warrants.
 - d) Act as a resource to the Regional Workshop Coordinators and the Conference Chair in planning topics and providing possible instructors or presenters.
 - e) As needed, assist Conference Chair in developing registration materials for Annual Conference.
 3. Accreditation Subcommittee
 - a) This subcommittee will function under the Education Committee.
 - b) Pursue and maintain accreditation of OFSOA training and establish levels of training achievement.
 - c) Investigate possible accreditation scenarios and develop a plan of action for achieving and maintaining accreditation levels.
 - d) Develop methods to measure professional development by consistently documenting and tracking OFSOA training based on Continuing Education Units (CEUs).
 - e) Develop and maintain a curriculum outline, with the development of courses and the establishment of various levels of accreditation.
 4. Conference/Workshop Subcommittee
 - a) This subcommittee shall ensure that the OFSOA conference needs are met and the programs are meaningful.
 - b) This subcommittee will function under the Education Committee.
 - c) Subcommittee Duties
 - 1) Consider all requests received from organizations interested in hosting a conference and determine if adequate facilities are available to meet the criteria established for hosting a conference/workshop. The committee will then report its findings to the Executive Board.
 - 2) Plan activities and budget development so the conference/workshop will be financially sound.
 - 3) Be responsible for the enforcement of the conference/workshop agreements and submit an income/expense reconciliation to the Board of Directors within 45 days following the close of the conference/workshop.
 - 4) In connection with the Education Committee, determine the educational program and special events to be presented at the conferences and workshops.
 - 5) Work with equipment dealers exhibiting at the conference to ensure their needs are met.
 5. An Event Resource Contact will be appointed by the Board of Directors to serve as a knowledge base for any conference/workshop committees.
 - a) Their purpose will be to assist the committee to find good answers to their questions and inquiries in a timely manner.

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- b) This person will be a member of the committee, will not have assigned duties and will be kept as a resource.
6. Scholarship Subcommittee
 - a) This subcommittee will function under the Education Committee.
 - b) Establish a procedure by which to allocate OFSOA funds to be awarded to individuals requesting assistance to attend an OFSOA event.
 - c) The subcommittee will include the Education Chair, or their appointed representative, the Vice President, and the Treasurer.
 - 1) Decisions of the Scholarship Subcommittee are kept confidential.
 - 2) A confidential history of recipients and payments will be maintained by the Vice President.
7. Scholarship Guidelines

The following statements are guidelines and not absolute rules for scholarship subcommittee decisions.

 - a) There is no monetary limit placed on how much OFSOA can/would commit toward scholarships, either by event or fiscal year.
 - b) Determine financial amount available for scholarship funds prior to any OFSOA training activity, workshop, or conference.
 - c) Determine the associated actual participant cost for each event.
 - 1) The number of granted awards will be based upon the amount of money available for each event.
 - 2) Scholarship funds are only available for OFSOA training.
 - 3) Scholarship may be applied to:
 - Event registration
 - Lodging expense
 - Event Meals
 - d) Application Form
 - 1) Link to application is available on the website www.ofsoa.com.
 - 2) Selection criteria and submission information is available on the website.
8. Awarding of Scholarship
 - a) The subcommittee communicates and makes a decision on each scholarship request by consensus.
 - b) Scholarships will be prioritized by established criteria, such as reason for need, first-time participant, district size, or situation, (more criteria could be developed).
 - 1) Only one scholarship per agency, per event may be awarded.
 - c) Prior recipients may be considered for scholarships if funds are available.
 - d) Requests by Life Members shall be evaluated based on availability of funds once active member requests have been decided.
 - 1) Decision may be based on Life Member's current active participation or special consideration in the organization.
 - e) Notification to recipient will be timely by the subcommittee regarding the status of their scholarship (awarded, denied, or pending).
 - f) If pending, establish time frame for notification and follow-up, i.e. alternate

award.

- g) OFSOA expectations of scholarship recipients will be established and communicated to all recipients on the application.
- h) Financial consideration
 - a) Event will receive offset of awarded scholarships for registration.
 - 1) Scholarship recipient shall be responsible for all meal expenses outside of those included for all event attendees.
 - b) Treasurer will arrange all financial matters relating to any scholarships.
 - c) Reimbursement Basis for Lodging
 - 1) A lodging rate based on the group rate will be set before each event to cover the amount the organization will cover for lodging per night per recipient.
 - 2) Recipient will make their own reservations.
 - 3) OFSOA will arrange payment for recipient lodging as authorized.

E. Membership Committee - Standing Committee

- 1. Duties of the Membership Chair
 - a) Distribute to the Regional Representatives, committee members' links to all material, application forms, and committee procedures in effect at the time.
 - b) Assist in the development and distribution of material designed to encourage membership.
 - c) Distribute a welcome letter that provides guidelines to the www.ofsoa.com website where the member can access rosters, current OFSOA Bylaws, procedures of the organization, and other resource materials.
 - d) Establish and maintain a resource guide in a format that is easily accessed by all members.
- 2. Duties of the Membership Committee
 - a) Each committee member shall be supplied with access to OFSOA application forms and membership materials as available on the website.
- 3. Hospitality Subcommittee
 - a) This subcommittee will function under the Membership Committee.
 - b) Assist in arranging 'social' activities or an area for networking, as requested.
 - c) Be familiar with the geography of meeting places and be available to provide directions and/or assistance to attendees.
 - d) Provide assistance for the comfort, enjoyment, and well-being of attendees and guests at OFSOA events.
- 4. Goodwill Representative
 - a) This position will function under the Membership Committee.
 - b) Will send appropriate card, plant or flowers, as follows unless otherwise directed by the President.
 - 1) Card to members who are ill, having surgery, new babies, promotions, etc
 - 2) Card and plant/flowers to members who experienced death of a close family member (spouse, child, parents)

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- 3) Card and plant/flowers to a district who experienced death of an Admin or a Fire Chief
 - 4) Approved spending limit for plants and flowers up to \$75 without President's approval.
 - c) Will keep a log of all activities and correspondence with members.
 - d) Will prepare an activity report for the Hospitality Chairman to present at each board meeting.
 - e) When notified of a need for goodwill they will:
 - 1) Contact the President for approval and then;
 - 2) Send the appropriate item or make contact. (Board practice has been to send flowers if activity involves the member; send a card and/or make personal contact with member when activity involves their family).
 - f) Reimbursement
 - 1) Goodwill representative will be reimbursed for cards, postage, and flowers or other items purchased to carry out the duties of position.
 - 2) Goodwill representative should keep stock of cards (get well, thinking of you, sympathy, etc.) and have available during OFSOA events.
5. Merchandising Subcommittee
- a) This subcommittee will function under the Membership Committee
 - b) Merchandise Coordinator will be responsible for all duties of this committee.
 - 1) Coordinator may appoint a member to assist with merchandise during events.
 - Merchandise may include, but is not limited to, clothing garments, clothing accessories, and office-related items.
 - Merchandise will be on display and available for purchase or order at workshops, conferences, or direct from the Coordinator.
 - Between events, inventory will be stored with the Coordinator or their designee.
 - c) Containers and equipment necessary for merchandise storage and/or Transport to events to be provided by OFSOA as needed and requested.
 - 1) Supplies needed to price and tag clothing to be provided by OFSOA as needed and requested.
 - d) Event Ordering
 - 1) Merchandise Coordinator is responsible for purchase of items prior to events as needed.
 - 2) Coordinator shall choose vendors based on quality, price, prior work history, and needs of group.
 - 3) Any items ordered should not be specific to dates or events.
 - 4) Coordinator may survey Board or members for input before making purchases.
 - e) Special orders or orders placed during events will be made directly through the Coordinator on the merchandise order form.
 - 1) The purchaser will be responsible for all related costs of the order, including any shipping charges.

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- 2) Following each event, the Coordinator will place orders and disburse to members with the appropriate invoicing.
- f) Orders placed between events
 - 1) The Coordinator will place order upon receiving member request.
 - 2) The purchaser will be responsible for all related costs of the order, including any shipping charges, whether ordered at event or through coordinator.
 - 3) The Treasurer will handle invoicing for special orders. The Merchandise Coordinator will provide any related or additional charges.
- g) Fiscal Guidelines
 - 1) All purchases of merchandise (due to initial cost expenditure) must have authorization from the President or their designee.
 - 2) At the conclusion of each workshop or conference, all revenue will be totaled and verified with receipt copies.
 - 3) The Treasurer or designee will confirm receiving funds and documentation.
 - 4) \$100 cash to be maintained in the cash box by the coordinator.
- h) Inventory
 - 1) An inventory of all merchandise available will be completed prior to each annual conference (preferably at the end of each fiscal year).
 - 2) The report will include the prior year ending value total. The report will include general description, quantity in each group, selling cost, and total value.
 - 3) This inventory worksheet is to be filed with the Treasurer and the Audit Committee each year at fall conference for audit review.
 - 4) The Board of Directors, at the Coordinator's request, may declare outdated inventory surplus.
 - 5) Surplus items may be discounted to members and disposed of through the membership. Merchandise items may be disposed of as deemed appropriate by the Board.
- i) Handling non-purchase use of logo items
 - 1) When an item is used as speaker or guest thank-you gift, the item's selling cost will be recorded as event expense and merchandise revenue.
 - 2) When used as a raffle item during any event, the item's selling cost will be recorded as event expense and merchandise revenue.
 - 3) Merchandise transfer form will be completed between Merchandise Coordinator, Event Chair, and Treasurer for any non-purchase logo items used during event for proper reclassification within the budget.
6. New To You
 - a) This subcommittee will function under the Membership Committee
 - b) A place will be made available to display items at events.
 - c) A place to allow members to bring logo items in good condition they no longer use for other members to purchase.
 - d) Items may be donated to OFSOA and the money received go into the general

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fund or members can consign the items and receive 50% of the money received back. This fee will be determined by the New to You or merchandising coordinator.

7. Registrar
 - a) This position will function under the Membership Committee
 - b) Utilize Board appointed Registrar (not Treasurer) to assist Treasurer by gathering and inputting registration information before each event.
 - c) Build event worksheet for Treasurer, Event Chair, and Board of Directors.

F. Protocol Committee – Standing Committee

1. Duties of the Protocol Chair
 - a) Review the current OFSOA Bylaws and Procedure Manual of OFSOA and make recommendations to the Board of Directors for improvements and/or changes.
 - b) Review proposed changes in the OFSOA Bylaws and Procedure Manual of OFSOA and submit them to the Board of Directors prior to disbursement to the membership.
 - c) Review the revisions prepared by various committee chairs and make recommendations to the Board of Directors concerning these proposals.
 - d) Recommend approval or disapproval of proposed changes in the OFSOA Bylaws before submission to the general membership.
 - e) Distribute any proposed improvements and/or changes to the general membership at least 30 days prior to a general meeting.
 - f) Provide the Membership Committee with an up-to-date copy of the OFSOA Bylaws for distribution to the general membership and the website.
 - g) Prepare and make available by mail or electronic notification any changes approved at a general meeting to the general membership through the newsletter or any other publication.
 - h) The Protocol committee shall consist of at least the Past President and the Protocol Chair as appointed by the President.
 - i) Review the minutes of the business sessions of OFSOA to determine if any motions were made or business transacted that would result in a revision of an existing guidelines or the adoption of a new procedures.
 - j) Be constantly alert for actions that would be in violation of adopted guidelines or procedures, bringing them to the attention of the President.
2. Parliamentarian
 - a) This position will function under the Protocol Committee
 - b) Set guidelines for use of a parliamentarian by the OFSOA.
 - c) Shall be appointed by the President with the approval of the Board of Directors.
 - d) Shall be an active member or a life member of OFSOA who is familiar with the OFSOA Bylaws and parliamentary procedures.
 - e) Duties of the Parliamentarian:
 - 1) May appoint one or more persons to assist in the performance of official responsibilities, as needed.

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- 2) Be familiar with the content of the OFSOA Bylaws and the procedures and guidelines of OFSOA, parliamentary procedures, precedence of motions, and the Summary of Rules governing them.
 - 3) Assist the President in conducting meetings by interpreting the meaning of the OFSOA Bylaws, and ensuring that appropriate parliamentary procedures are maintained throughout the meeting.
3. Audit Subcommittee
- a) This position will function under the Protocol Committee
 - b) A monthly review of financial statements will be completed by Audit Chair and Vice President from bank statement and QuickBooks reports from the Treasurer.
 - c) During the annual conference, with other members, review all fiscal records of the organization, including bank statements, QuickBooks reports and merchandising inventory. The Audit Chair will report back to the membership following completion of the formal audit.

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Procedure Manual Change Log

Procedure	Section -Revision Location	Date Approved
Distributing minutes	III Officers, Secretary	Jan 2016
Reps meet annually	III Officers, Reg Rep	Jan 2016
Reps provide consistent welcome gift to conference attendees	III Officers, Reg Rep	Jan 2016
Reps follow up call to new members	III Officers, Reg Rep	Jan 2016
Reps email reminders and minutes	III Officers, Reg Rep	Jan 2016
Reps ensure to cc each other in pertinent emails	III Officers, Reg Rep	Jan 2016
Non-sufficient funds policy	II Financial, H	Apr 2016
Cash advance for events	II Financial, F	Apr 2016
Changed executive board to read Board of Directors	III Officers, 1	Jul 2016
Group emails / email blasts	I Organizational, I, 4	Jul 2016
Good Will Rep has its own section under Membership	III Officers, IV, E	Oct 2016
New to You has its own section under Membership	III Officers, IV, E	Oct 2016
Moved Registrar from Educ. Section to Membership	III Officers, IV, E	Oct 2016
Added Code of Ethics	I Organizational, F	Oct 2016
Goodwill Rep duties, section b	IV Committees, E.4.b	Jan 2017
Officers to maintain record of position to pass on	III Officers, General	Apr 2017