

100 BOARD POLICY MANUAL PURPOSE

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

A policy is a declared intent or objective that is used as a basis for district governance, decision-making and action. Policies provide direction for the entire organization not only for the Board of Directors. Formulation of policy is not an individual responsibility. It is the responsibility of the Board as a legal entity. The authority and areas of responsibility are generally defined in state law. Policies are generally written to address issues of mission, scope and scale of service, and legal duty.

It is often said that the Board makes policy and the staff of the organization administers the policy. While this is true in one sense, effective boards recognize that the need for policy determination often originates with the staff. The general scenario is that the staff identifies a problem, the Board considers the problem and the relative information, the Board makes a decision, and policy is adopted.

Once a policy is adopted it is the responsibility of the staff to administer it. The Board must remain interested in how it is working and whether or not it is accomplishing the intended results. If not, the policy should be revised. This process implies a teamwork approach of reporting, reviewing, and revision between the Board and the staff.

The following definitions shall apply to these Board policies:

Board – Board shall mean the governing body of the Central Arizona Fire and Medical Authority.

Agency – Agency shall refer to the Central Arizona Fire and Medical Authority.

Staff – Staff refers to the executive management team (Senior Staff) consisting of the Fire Chief and the Operations, Administration, and Planning and Logistics Chiefs.

POLICY STATEMENT:

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to develop and maintain a Board Policy Manual that provides direction for the administration of the Agency.

CROSS REFERENCES:

Arizona Revised Statutes	A.R.S. §48-805 Fire district; powers and duties
Arizona Revised Statutes	A.R.S. §48-805.01 Joint Powers Authority
CAFMA Policy Manual	120 Purpose and Scope

101 SCOPE AND APPLICATION

Effective Date: 10/22/2018

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RELATIVE INFORMATION:

This Manual is intended to serve as the primary resource for all matters relative to Agency policy. It is prepared, reviewed and approved by the Board of Directors to assist individual members in the conduct of their responsibilities as elected public officials.

No policy manual can anticipate the full range of topics and situations that may arise. As new issues arise new policy is established and/or existing policy modified. While these policies are intended to provide clear and consistent direction, the Board may, at their discretion, deviate from these policies if the current policy is found to be inappropriate. In such cases the decision should be documented and a determination made if the current policy requires modification.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to recognize this Manual as a reference source for District policy and that in order to remain a useful reference source it must be constantly reviewed and updated to reflect changes in service delivery needs, laws and regulations, and District operations.

It shall further be the policy of the Board to authorize the Fire Chief to interpret and apply these policies within their written and stated intent, and to deviate from these policies in an emergency or to avoid a hardship for the District. It is the responsibility of the Fire Chief to seek clarification of any policy issues directly with the Board.

CROSS REFERENCES

Board Policy Manual	Policy 100 Board Policy Manual Purpose
	Policy 102 Preparation of Policies
CAFMA Policy Manual	120 Purpose and Scope

102 PREPARATION OF POLICIES

Effective Date: 10/22/2018

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RELATIVE INFORMATION:

The purpose of this policy is to provide guidelines for the formatting, approval, and distribution of Board Policy Manual policies. The intent is to establish a consistent format to simplify reader usability.

The main sections of this manual are:

1. Introduction
2. Organization
3. Board of Directors Responsibilities
4. Board of Director Meetings
5. Personnel System
6. Financial Management
7. Administrative Services
8. Planning and Logistical Services
9. Fire Prevention and Education
10. Emergency Operations

The general layout of policies may vary depending on the nature of the material included. Generally, board policies will contain the following main sections:

Relative Information: Provides background information necessary for a clear understanding of reason for the policy.

Policy Statement: A policy as adopted by the Board of Directors.

Cross References: Other sources containing related information.

All new or revised policies are subject to review, approval or modification by the Board of Directors. Following approval by the Board, the Fire Chief will forward the draft to the Administration Office for final formatting and distribution.

POLICY STATEMENT:

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority that the Board approves all new and/or revised policies.

CROSS REFERENCES

CAFMA Board Policy Manual

Policy 100 Board Policy Manual Purpose

200 HISTORY OF CAFMA

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



PURPOSE:

To document the history of the Central Arizona Fire and Medical Authority.

SCOPE:

This policy contains the official history of the Agency.

AUTHORITY:

This policy will be updated by the Fire Chief as necessary to document significant events in the history of the Agency.

STANDARDS:

The official history of the Agency is as follows:

Throughout the history of the fire service, the ability to meet the needs of the communities we serve has led us to consistently pursue more efficient and effective operational, administrative and preventative methodologies. The Great Recession of 2007 through 2010 had a significant impact, not only on the economic landscape of the nation, but specifically relating to the devaluation of property in the local areas of Prescott, Prescott Valley, Chino Valley and Dewey - Humboldt. As Fire Districts are primarily funded by property taxes, the impact of having property values plummet by over 50% as a result of the Recession forced many fire districts to look at alternative options to maintain continued services to the citizens.

Most agencies had to cut budget items, reduce training as well as “non-essential” services that included public education. Some had to go so far as to enact hiring freezes and layoffs. While these methods helped with immediate budget short falls, they left agencies struggling to deal with ever increasing demands for service. Though community populations diminished as families relocated for employment opportunities, the remaining citizens seemed to rely more heavily on services offered by community healthcare and the 911 system. Local organizations saw annual increases in call volume of 3-6% per year. This simple analysis posed a significant question for the future, how to provide “All Hazards” response and services to the community with significantly limited revenues. As many fire districts in the state struggled with their new fiscal reality, they were encouraged by a slow economic recovery starting in 2012 as a result of some new construction and a leveling of the declining property values. However, the citizens of Arizona approved a voter initiative, Proposition 117 – which caused additional limitations to Special Districts. Effective for Tax Year 2015, all special districts were moved to the Limited Property Valuation (LPV) system from a Full Cash Valuation (FCV) system and no existing property would be allowed to increase in value greater than 5%. The impact of this legislation resulted in property values being “reset” due to the Recession and only being able to recover at a rate of around 4% per annum.

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With a restrictive financial picture, coupled with an increase in service demand and ever increasing maintenance and operating expenses, fire districts began to look for more innovative ways to meet these needs while remaining financially viable. Though there were many ideas for generating additional revenue, none were quite as effective as "shared services". The concept of shared service is nothing new as the Fire Service has embraced the concept of "Automatic" and "Mutual" aid agreements. These agreements allow neighboring organizations to provide services to their communities by utilizing resources and workforce – regardless of jurisdictional boundaries. In the Prescott Area the Prescott Fire Department, Central Yavapai Fire and Chino Valley Fire Districts have benefited from these emergency response agreements. And, at times, the shared services agreements have also expanded into Fire Prevention, Fleet Maintenance, Joint Dispatching, the Hazardous Material Team and Training. These concepts became the catalyst for the Central Yavapai and Chino Valley Fire Districts to look at a Joint Management Agreement and eventually at a Joint Powers Authority.

In 2013, the Central Yavapai Fire District had a vacancy at the Fire Chief position. The organization recognized the significant amount of time and money that would be needed to replace this position and understood the on-going expense should they once again hire their own Chief. At the time, the Chief of Chino Valley and the Interim Chief of Central Yavapai had been exploring options to bring the two agencies together in some way. After much research and dialogue by the staffs of both organizations, Central Yavapai Fire District approached the Chino Valley Fire District about developing a Joint Management Agreement (JMA). Under the JMA the Chino Valley Fire Chief, Scott Freitag, would oversee both districts (saving the CYFD funds and the effort of an employment process). In return, the Chino Valley Fire District would gain the use of three Assistant Chiefs to assist with the operations and administration of the organization. After additional research and due diligence by both boards and their management teams to include a review of operational logistics, state statutes and model intergovernmental agency agreements, the Central Yavapai and Chino Valley Fire Districts entered into a Joint Management Agreement effective July, 2014.

Both elected bodies and the staff recognized the efficiencies realized through the JMA and concluded that additional efficiencies as well as financial savings could be realized if they were able to blend more than just administration. With the goal of more effectively meeting the service needs of the community while improving long term financial stability, the agency's made the decision to explore three options for blending organizations under Arizona State Law e.g. merger, consolidation or Joint Powers Authority (JPA). After presenting the concept to the two boards, staff was given the task of studying each option under the law for its viability. Working closely with the boards' legal counsel, the Staff researched other agencies both inside and outside the State of Arizona, who had merged, consolidated or created JPAs. The process of analysis included four points: a full legal review of applicable statutes, a complete financial and operational analysis as well as an assessment of the political climate. Based on those four analysis points it was determined that a JPA was the most favorable option

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especially given the disparity in the tax rates between the two organizations. Throughout the process we presented to and had dialogue with local businesses, local, County and State political leaders, as well as citizen groups throughout the communities we serve. At the same time, staff formed committees to review and bring together all policies, Standard Operation Guidelines, Training procedures, staffing, etc. Labor and management worked together to align wages and benefits. The two boards met in joint meetings over many months to discuss the finer points of the agreement to include the finances and governance of the Authority. Recognizing the importance of what they were working towards, they opted for a governance structure that they felt represented a true regional effort and partnership.

Ultimately, the Central Yavapai and Chino Valley Fire District Boards of Directors unanimously approved the Joint Powers Authority agreement creating the Central Arizona Fire and Medical Authority on October 20, 2015 with an implementation date of July 1, 2016.

The Central Arizona Fire and Medical Authority is the first JPA for fire agencies in Arizona. It serves approximately 90,000 residents who reside in Chino Valley, Dewey-Humboldt, Prescott Valley and Prescott Areas with 10 full time stations, 2 reserve stations. The agency employs 146 full-time Operational, Administrative and Support Staff.

201 MISSION STATEMENT

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

A mission statement is a broad general expression of why an organization exists. The strategic goals, organizational objectives, and action plans implemented by the Agency should be designed to accomplish this desired outcome.

An effective mission statement should be no longer than one sentence, easily remembered, and clearly stated. It should serve as a guide for the members of the organization and a statement of organizational purpose for the public.

POLICY STATEMENT:

The mission statement as adopted by the Board of Directors of Central Arizona Fire and Medical Authority is:

Protecting life and property through prevention and response.

CROSS REFERENCES:

CAFMA Policy Manual

100 Mission, Vision and Values

202 ORGANIZATION STRUCTURE

Effective Date: 10/22/2018

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RELATIVE INFORMATION:

The purpose of an organizational chart is to illustrate graphically the reporting relationships within an organization and to provide a thumbnail sketch of the division of labor between job classifications. The organization chart also depicts the levels of management within an organization.

The organization structure for the Agency is divided into three sections: Operations, Planning and Logistics, and Administration. The Operations Section encompasses Shift Operations and Training. The Planning and Logistics Section encompasses the Warehouse (Purchasing), Fleet Services, Technical Services, and Facilities Maintenance. The Administration Section encompasses Finance, Human Resources, and Administration. The Prevention Division is overseen by the Fire Chief. The Board of Directors adopts the organizational structure. It is designed to facilitate the accomplishment of the goals and objectives of the District. The organizational structure should not be viewed as something that cannot be changed. The organization should view the structure as a method to promote efficient and effective operations. If changing circumstances indicate a different organizational structure would be more effective, it should be changed.

POLICY STATEMENT:

The Board of Directors of the Central Arizona Fire and Medical Authority adopts the Organization Chart per CAFMA Policy.

CROSS REFERENCES:

CAFMA Policy Manual

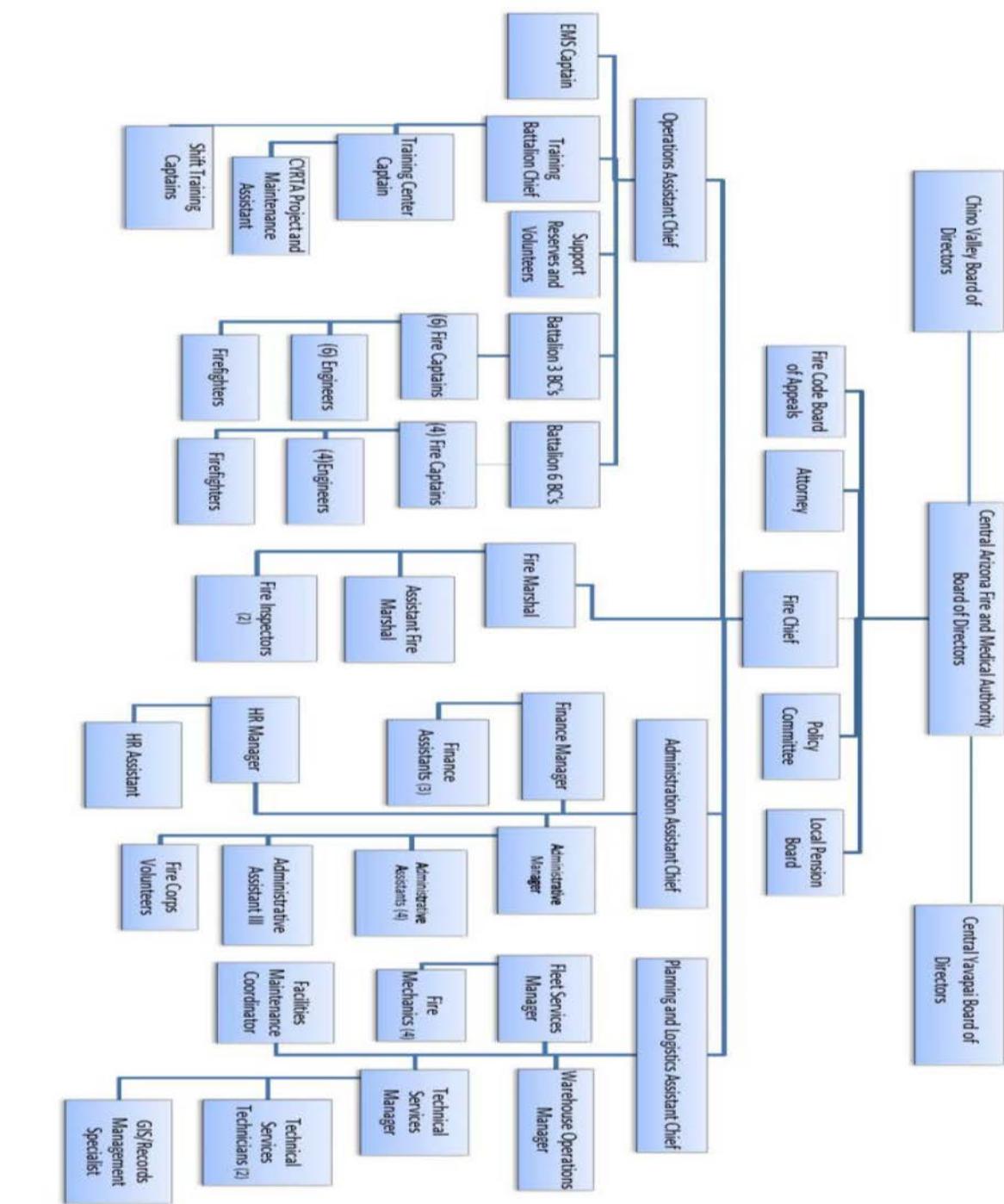
Policy 110 Organizational Chart

202 ORGANIZATION STRUCTURE

Effective Date: 10/22/2018

Effective Date:
Revised Date:

Reviewed Date:



203 FIRE AUTHORITY MANAGEMENT

Effective Date: 10/22/2018

Revised Date:

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RELATIVE INFORMATION:

The Board is permitted by state law to appoint a Fire Chief and other officers necessary for the management and operation of the Agency. The Fire Chief operates under the direction of the CAFMA Board.

The Agency management structure must be clearly defined to ensure efficient operations under all conditions. Unity of command is established through the adoption of a formal organizational chart and position classifications (job descriptions). Decision making authority and reporting responsibility (unity of command) must be maintained under normal and emergency conditions.

Agency policies should establish a plan of temporary succession in the event of an unexpected or extended absence of the Fire Chief. Temporary succession of command should be based on predetermined procedures until the Board of Directors can meet to address the issue and determine the most appropriate course of action.

POLICY STATEMENT:

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to adopt and maintain a fire agency management structure that will maintain unity of command under both normal and unexpected circumstances.

CROSS REFERENCES:

Arizona Revised Statutes

A.R.S. §48-803(D), §48-805

CAFMA Policy Manual

Policy 110 Organizational Chart

300 GOVERNING BOARD MEMBER QUALIFICATIONS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Arizona Revised Statutes §48-802(D)(2) states, "Candidates must be, and during incumbency must remain, qualified electors of the Fire District".

The CAFMA Board shall consist of five (5) members. Those appointed shall have been duly elected in accordance with State Statute to serve on the CYFD and CVFD boards. Therefore, the members will have had to meet the minimum requirements to have been elected: Board members shall be a resident of their respective District who is a qualified elector at least 18 years of age. The election of the Board members shall be conducted as provided by Arizona Revised Statutes. All Fire District Board members are elected at-large. CYFD and CVFD board directors will appoint members to serve on the CAFMA board pursuant to the Joint Powers Authority Intergovernmental Agency Agreement.

These statutory requirements should be viewed as minimum qualifications for service on the CAFMA Board of Directors and are in line with the statutory requirements of the elected members of each Fire Board. Board members should also ensure they have sufficient time and commitment to perform the duties of a Board as described in state law and necessary for the orderly governance of the Agency.

Pursuant to Arizona Revised Statute (A.R.S. §38-291) a vacancy shall occur if any member ceases to discharge the duty of his/her office for the following reasons:

1. The death of the incumbent.
2. Insanity of the incumbent when judicially determined.
3. Resignation and the lawful acceptance of the resignation of the incumbent.
4. Removal from office of the incumbent.
5. If the office is elective and the incumbent ceases to be a resident of the District.
6. Absence from the state by the incumbent without the permission of the legislature beyond the period of three (3) consecutive months.
7. The incumbent ceasing to discharge the duties of office for the period of three (3) consecutive months.
8. A conviction of the incumbent of a felony or an offense involving a violation of his/her official duties.
9. Failure of the person elected to file his/her required oath within the time prescribed by law.
10. The decision of a competent tribunal declaring void the election or appointment of the person elected or appointed to the office.
11. Failure of a person to be elected or appointed to the office.
12. A CAFMA Board Member may be removed as per the JPA Agreement.

300 GOVERNING BOARD MEMBER QUALIFICATIONS

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POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority that all Board members continuously meet the requirements of A.R.S. §48-801

CROSS REFERENCES

Board Policy Manual	Policy 301 Board Member Responsibilities Policy 304 Board Officer Duties
Arizona Revised Statutes	A.R.S. §16-101 Qualifications of registrant A.R.S. §48-802 Elections A.R.S. §48-803(B) Vacancy A.R.S. §48-803(F) Terms A.R.S. §48-803 Governing board size A.R.S. §38-291 Vacancy defined

301 BOARD MEMBER RESPONSIBILITIES

Effective Date: 09/24/2018

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Reviewed Date:



RELATIVE INFORMATION:

Arizona Revised Statutes, §48-805.01, etc. addresses the duties, power, and authority of separate legal entities that will have a joint exercise of powers through an agreement.. A.R.S. §11-952 provides that a Joint Powers Authority (JPA), through its agreement and contracting parties shall **adhere to the terms and conditions of the agreement:**

Therefore:

1. Hold public meetings at least once each calendar month;
2. Prepare an annual budget;
3. Determine the compensation payable to firefighters;

Adhere to A.R.S. §48-805(B) A Joint Powers Authority, through its board, **may:**

1. Employ personnel deemed necessary for fire protection and preservation of life (a board member may not be an employee of the district);
2. Construct, purchase, lease, lease-purchase, or otherwise acquire apparatus, water and rescue equipment, ambulances, and equipment relating to the foregoing; land and buildings and equipment and furnishings to house equipment and personnel necessary for fire protection and preservation of life;
4. Assist the State Fire Marshal's office in the enforcement of fire protection standards within the Fire District;
5. Adopt a nationally recognized fire code;
6. Amend or revise the adopted fire code (with the approval of the State Fire Marshal's office);
7. Enter into an agreement procuring the services of an organized private fire protection company or a fire department of a neighboring city, town, district or settlement;
8. Contract with the city or town for fire protection services;
9. Retain a certified public accountant to perform an annual audit;
10. Retain legal counsel;
11. Accept gifts, contributions, bequests and grants; and to comply with the requirements of the same;
12. Enter into contracts and execute any agreements or instruments necessary or appropriate to carry out the purposes of the Agency;
13. Pay dues to the Arizona Fire District Association on behalf of the agency;
14. Adopt a resolution to establish a fee schedule for providing fire protection services and emergency medical services, plan reviews, standby charges, fire

301 BOARD MEMBER RESPONSIBILITIES

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cause determination, users' fees, facility benefit assessments, or any other fee schedule that may be required;

The key responsibility of a board member is to make policy and budgeting decisions. The law requires that all decisions be made as a quorum. The Board is the governing authority within the Agency. Apart from his/her normal function as a part of this governing body, a Board Member has no individual authority. As individuals, Board Members may not commit the Agency to any policy, act or expenditure, unless directed to do so by the governing board, as a whole.

In order to function effectively as a member of a board, each Board Member **should**:

1. Become familiar with the Arizona Revised Statutes, Arizona Administrative Rules and other regulations and Attorney General Opinions related to the routine and emergency activities of the Agency.
2. Subordinate their personal interests for the good of the overall board and public interest.
3. Support board decisions and actions.
4. Suspend judgment until sufficient information is available to make informed and supportable decisions.
5. Recognize the difference between policy issues that should be addressed by the board and administrative and operational issues that should be addressed by the Agency's Administrative Staff.
6. Understand the need for teamwork with other board members and administrative staff personnel.
7. Accept responsibility for total board operation. While board officers are elected, all board members should prepare to function in any elected board officer position.
8. Commit sufficient time to prepare for each meeting by reading all materials provided and spending any additional time which may be necessary to develop an understanding of the issues to be considered.
9. Be open to effectively deal with all forms of public input regardless of the form in which it is delivered.
10. Deal effectively with controversy, differences of opinion, and criticism in a manner that neither the board nor individual board member becomes the center of acrimony.
11. Ensuring accurate accounting and financial records are maintained by the Agency. Reviewing the Agency's financial audit.
12. Conduct all business with the highest moral and ethical standards and in accordance with Arizona law.

301 BOARD MEMBER RESPONSIBILITIES

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13. Board Members may volunteer or be called upon to participate in the approval and signing of checks according to established procedures.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority that an orientation session will be provided for each new Board member and each Board member will be briefed on what the expectations are in terms of responsibility and decorum.

CROSS REFERENCES

Arizona Revised Statues	A.R.S. §48-805 Fire district; powers and duties A.R.S. §48-805.01 Separate legal entities, joint Exercise of powers A.R.S. Title 38 Public Officers and Employees A.R.S. Title 35 Public Finances
CAFMA Policy Manual	Policy 302 Board Member Code of Ethics Policy 303 Board Member Conflict of Interest Policy 304 Board Officer Duties

302 CODE OF ETHICS

Effective Date: 10/22/2018

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RELATIVE INFORMATION:

The term “Ethics” used in its broadest form refers to a set of moral principles. Not every individual within an organization has the same perception of ethical conduct. People base their decisions on experience, personal values, and learned behavior. A “Code of Ethics,” as used in this policy, refers to the general rules of conduct the Board recognizes in respect to governance of the Agency. This Code of Ethics is intended to serve as a guide that everyone can follow.

The Board is committed to excellence in leadership and decision-making that results in the highest quality of service to its residents and taxpayers.

It is the Board of Director's intent to periodically review and re-adopt this policy as needed:

1. The Board will follow all regulations and laws related to the conduct of District, Joint Powers Authority, and contractual business. It will also honor its own adopted policies and procedures. Knowing the law is the starting point of effective governance.
2. The Board recognizes the dignity, values, and opinions of one another, staff members, employees, and the general public. It will encourage responsiveness and effective participation in all its communications.
3. The Board recognizes its primary responsibility is the formulation and evaluation of policy and the employment of a Chief Executive Officer (Fire Chief) to administer Agency business under the direction of the Board.
4. The Board recognizes that operational matters of the Agency are the responsibility of the Fire Chief and Senior Staff of the Agency.
5. The Board commits itself to conduct all meetings in accordance with the Arizona Public Open Meeting laws. It recognizes that all Agency business shall be conducted in public with the exception of specific topics that meet the criteria for Executive Session.
6. The Board will focus on issues and seek solutions that are in the best interest of the public and avoid issues of personality and/or special interest.
7. The Board both as a body and as a group of individual members will support decisions made by the Board. Individual members may disagree with a certain decision but should support the position as the considered opinion of the Board. This position is not intended to restrict further consideration based on additional information but to provide for the effective continuation of Agency business.
8. The Board will work directly with the Fire Chief and the professional staff to obtain information and/or an enhanced understanding to improve effective decision making.

302 CODE OF ETHICS

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9. The Board should direct any complaint and/or issue directly to the Fire Chief. It is the responsibility of the Fire Chief and the Senior Staff of the Agency to resolve the issues as may be necessary.
 10. The Board, to the greatest extent possible, will forward items to either the Board Chairperson or the Fire Chief for inclusion in a Fire Authority Board meeting agenda and board packet in a timely fashion – at least three (3) business days prior to BoardPaq delivery unless deemed a true emergency. The goal is to provide public notification of the issue and to allow time for the Staff and other Board members to research/consider the topic.
 11. The Board recognizes that it operates as a single unit and that Board member authority exists as a member of the whole.
 12. The Board acknowledges that policy decisions require Board action. When an individual Board member receives a policy related question, the response must be based on established law, policy, or practice. The question may be brought to the full Board for further consideration. When such questions arise, the topic should be forwarded to the Board Chairperson and/or Fire Chief for inclusion in a Fire Authority Board meeting agenda and Board packet.
 13. The Board recognizes the value of long-term planning and interaction with other agencies and will constantly maintain a focus on the long-term stability of the Agency and service to its residents and taxpayers.
 14. The Board will be courteous and responsive to citizen requests and will generally direct their concerns and interest to the Senior Staff as necessary.
 15. The Board as a body, and as a group of individuals, acknowledges that information and study foster good decision making and will commit the necessary effort to develop a working understanding of all issues that come before the Board.
 16. The Board acknowledges that conflict could arise between members and will seek effective remedies that are in the best interest of the Board and the Agency.
 17. The Board will seek legal counsel as may be necessary and will be guided by the recommendations provided.

The Board acknowledges that conflicts of interest may occasionally arise and that each Board member is responsible to declare such actual or potential conflicts as specified in state law, and shall refrain from voting upon or otherwise participating in any manner in an item constituting a conflict of interest, as more fully set forth in A.R.S. §38-502 and §38-503.

302 CODE OF ETHICS

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POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to annually review and adopt the Code of Ethics contained in this policy.

CROSS REFERENCES

Arizona Revised Statues

A.R.S. §38-502 and §38-503 Conflict of Interest

Board Policy Manual

Policy 303 Board Member Conflict of Interest
Policy 311 Conflict Resolution / Complaint Process

303 CONFLICT OF INTEREST

Effective Date: 10/22/2018

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RELATIVE INFORMATION:

The state laws related to conflicts of interest were established in 1968. They are included in A.R.S. §38-502 and §38-503.

Public officers must disclose any potential or actual conflict of interest and exclude themselves from participation in those matters. A **substantial interest** may arise when a public official takes official action that **would** financially impact the official, a relative, or an associated business. A **remote interest** arises when a public official's financial interest is so far removed from the issue at hand that it is not likely to effect the official's action. However, those items constituting a "remote interest" are few, and are limited to those items defined by statute:

1. That of a non-salaried officer of a nonprofit corporation;
2. That of a landlord or tenant of the contracting party;
3. That of an attorney of the contracting party;
4. That of a member of a nonprofit cooperative marketing association;
5. The ownership of less than three percent of the shares of a corporation for profit, provided the total annual income from dividends, including the value of stock dividends, from the corporation does not exceed five percent of the total annual income of such officer or employee and any other payments made to him by the corporation do not exceed five percent of his total annual income;
6. That of a public officer or employee in being reimbursed for his actual and necessary expenses incurred in the performance of official duty;
7. That of a recipient of public services generally provided by the incorporated city or town, political subdivision or state department, commission, agency, body, or board of which he is a public officer or employee, on the same terms and conditions as if he were not an officer or employee;
8. That of a public school board member when the relative involved is not a dependent, as defined in section 41-1101, or a spouse;
9. That of a public officer or employee, or that of a relative of a public officer or employee, unless the contract or decision involved would confer a direct economic benefit or detriment upon the officer, employee or his relative, of any of the following:
 - i) Another political subdivision;
 - ii) A public agency of another political subdivision;
 - iii) A public agency except if it is the same governmental entity;
10. That of a member of a trade, business, occupation, profession, or class of persons consisting of at least ten members which is no greater than the interest

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of the other members of that trade, business, occupation, profession, or class of persons.

In addition, no Board member or employee of the Agency is permitted to supply to the Agency any equipment, materials, supplies, or services unless pursuant to an award or contract let after public competitive bid; provided, however, the Agency, without using public competitive bid procedures, may purchase supplies, materials, and equipment not exceeding \$300 in cost in any single transaction, not to exceed a total of \$1,000 annually, from a member of the governing body of the Agency if the policy for such purchases is approved annually.

The law requires Board members to submit a written Conflict of Interest Disclosure concerning any substantial conflicts of interest. In addition, the Fire Authority Governing Board believes it important to disclose those matters which might give rise to an appearance of impropriety, even if not a formal conflict

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority that each Board member submits a Conflict of Interest Disclosure addressing any known or anticipated conflicts of interest that may exist

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §38-502; §38-503 Conflict of interest of officers and employees

CAFMA Policy Manual

Tab 600 Personnel Management - Conduct

304 BOARD OFFICER DUTIES

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RELATIVE INFORMATION:

All Board members are eligible for election and should view the election to office as a routine and expected responsibility of Board membership. Arizona Revised Statutes require each Board to elect a Chairperson and a Clerk. While the term of office is one (1) year, there is no limitation on the number of sequential terms an individual may serve.

Board officers are generally elected during the month of December, depending on ranges of Board terms; officers may begin their term in January of the following year. Each elected officer takes office immediately and serves until the first Board meeting of the following year, or until a successor is elected.

The duties of the Chairperson include:

1. Presiding at meetings of the Board of Directors. The Chairperson shall perform all of the duties prescribed by the Arizona Revised Statutes. The Chairperson is responsible for ensuring that that business of the public meetings is transacted in the proper order and is reasonably expedited observing appropriate procedure and decorum.
2. Consulting with the Fire Chief regarding the preparation of each Board meeting agenda.
3. Participating, along with other Board members, with all the rights of a member to discuss issues, make motions, nominate candidates, and to vote.
4. Calling Special Meetings (study sessions, executive sessions, and/or additional regular sessions) of the Board as described by the Arizona Open Meeting Law.
5. Signing official District documents on behalf of the Board when authorized by the Board.
6. Making appointments as may be required by law and/or for the orderly representation of the Board.

The duties of the Clerk include:

1. Serving as Chairperson in the absence of the Chairperson with all the powers and duties as described above. The Clerk shall have such other powers and duties as a majority of the Board may determine.
2. Serving on such committees and/or as representative as appointed by the Board Chairperson.
3. Ensuring accurate minutes of each Board meeting are taken, transcribed, and distributed. Ensuring official minutes are properly authenticated and maintained in chronological order. These duties are delegated to staff members under the supervision of the Clerk.

304 BOARD OFFICER DUTIES

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



Signing on behalf of the District such documents that require two (2) signatures or as requested by the Chairperson.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority that election to Board office is an accepted obligation of Board membership and that the Board may annually elect a Chairperson and a Clerk as required by State Law.

CROSS REFERENCES

Arizona Revised Statutes	A.R.S. §48-805 Fire district; powers and duties
	A.R.S. §48-803(E) District administered by a district board
CAFMA Board Policy Manual	Policy 301 Board Member Responsibilities
	Policy 306 Filling Board Vacancies

305 BOARD APPOINTMENTS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The appointment of committees and/or representatives is a routine function of a board. Ordinarily the Board Chairperson will make the appointments with the concurrence of the full Board. The appointees may be Board, Staff, and/or citizen appointments, depending on the position and required composition of the boards or committees.

Appointments may be made due to study specific issues (Salary & Benefits Committee, Budget Committee, Bond Committee, etc.), or to represent the Agency in associations or other interagency activities (Arizona Fire District Association, etc.).

The particular authority and duties of all appointees whether a Board or Staff member, or citizen are either specified by statutory requirements or will be set by the Board Chairperson at the time of appointment.

Board appointments may be ad hoc or ongoing. Current ongoing appointments include the following:

1. Fire Code Appeals Board – Five (5) citizen members.
2. Public Safety Personnel Retirement System Board (PSPRS)– Five (5) members (the Fire Board Chairperson (or designee), two (2) active pension members, two (2) citizens at large) with alternating four-year terms for the active and citizen members.
3. Arizona Fire District Association – One (1) Board or Staff member at the Chairperson's discretion.

While the committees required by state law may have some specific selection criteria, the Board generally has broad discretionary authority in the process.

The following process is generally used when making citizen appointments to committees:

1. Advertise the vacancy to identify qualified applicants.
2. Review applicants for qualifications.
3. Interview qualified applicants as may be necessary.
4. Make selection and appointment in a manner selected by the Board.
5. Conduct orientation and/or training as may be necessary.

An appointment of a Board or Staff member to represent the Agency or the Board should be based on discussion of who is the best qualified and has the time to commit. The Board Chairperson has the responsibility to make the final appointment.

305 BOARD APPOINTMENTS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to make Board appointments to various committees and commissions in accordance with the provisions of this policy.

CROSS REFERENCES

Arizona Revised Statutes	A.R.S. §48-805(B)(5) Fire code adoption A.R.S. §38-847 PSPRS local boards A.R.S. §9-981 Alternative pension and benefit plan
CAFMA Fire Board Policy Manual	Policy 301 Board Member Responsibilities Policy 304 Board Officer Duties Policy 306 Filling Board Vacancies
International Fire Code	Appendix A, Section A101 Board of Appeals (as amended)

306 FILLING BOARD VACANCIES

Effective Date: 09/24/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

When vacancies on the CAFMA Board occur mid-term a new director will be appointed as dictated by the Joint Powers Authority Agreement.. If the entire CAFMA board resigns or for any reason cannot fulfill its duties, each respective governing body of the participating agencies shall elect new directors to the CAFMA Board, as dictated by the JPA Agreement.

The person elected by their respective board, or in compliance with the JPA Agreement, to fill the vacated position will complete the unexpired term of the board member whose position was vacated. Upon completion of this term, a successor will be elected in accordance with the JPA Agreement.

Selection Process: Each respective governing board may select the process it determines is in the best interest of the District to identify and screen applicants, and make appointments to the Authority board. The following process is generally followed:

1. Make the vacancy known through announcement, agenda or other method.
2. Selection is based on a majority vote of the board.
3. Officially appoint the successful candidate. The newly appointed Board member will execute the Oath of Office. The official appointment will take one day following the administration of the oath of office.

Selection Considerations: In general the Board may give consideration to, but not be limited to, the following qualifications:

1. Past local government experience.
2. Understanding of Arizona Open Meeting and Public Records laws.
3. Prior budget committee experience, especially with the District.
4. Prior Board of Director experience with other special taxing districts.
5. Background and understanding of Fire and Life Safety and Emergency Medical Services.
6. Availability of time and willingness to participate.
7. Decision making and group consensus skills.
8. Length of residency in Yavapai County.
9. Absence of known conflicts of interest.

306 FILLING BOARD VACANCIES

Effective Date: 09/24/2018

Revised Date:

Reviewed Date:



POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority that Board vacancies be filled as specified in the JPA agreement and state law and in accordance with the general guidelines described in this policy.

CROSS REFERENCES

Arizona Revised Statutes	A.R.S. §38-101 Public meetings and proceedings
CAFMA Board Policy Manual	A.R.S. §48-803(B) District administered by a district board
Joint Powers Authority Agreement	Policy 3.9 District Elections
	Section II Governance

307 BOARD MEMBER EXPENSES AND REIMBURSEMENT

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

State law does not allow for compensation for board member services, but does permit reimbursement for actual out-of-pocket expenses.

From time to time Board members participate in activities that require direct out-of-pocket expenses. Two of the most common activities in which this may occur include:

1. Travel, meals, and lodging to attend training seminars, workshops, conferences, or other educational events.
2. Representing the Agency as a member of another Board, Association, or committee.

The Agency's Administrative Staff normally arranges registration, lodging, and transportation for training events. The Agency normally pays these expenses in full. Any additional expenses for spouses, guests, or entertainment are the responsibility of the attending member and are not reimbursable by the Agency. Meal or travel allowances are not permitted but actual expenses can be reimbursed.

The Agency may provide a vehicle and fuel credit card for transportation to out-of-area events. If an Agency vehicle cannot be provided, the driver will be reimbursed mileage for the use of a private vehicle to and from the event at the GSA mileage rate.

District insurance provides a deductible offset when private vehicles are used for Agency business. The vehicle owner's insurance is the primary coverage.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to pay or reimburse Board members' authorized expenses as described in this policy and that general services as an elected Board member will be performed without compensation.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §48-803(C) Board member compensation

CAFMA Policy Manual

409 Educational Assistance Benefit

308 JPA DIRECTOR APPOINTMENT

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The County Elections Director has complete responsibility for the conduct and administration of all District elections. State law establishes election dates, filing deadlines, and requirements. It is the responsibility of each District to ensure that all District elections comply with these standards.

For the purpose of the appointment/ election of Directors to the Joint Powers Authority (Agency), refer to JPA Agreement Section II, A. Items 1-6:

1. The Agency Governing Board will consist of 5 Directors (as amended by the JPA Agreement)
2. Each Agency Director will be allowed to cast one vote on items of action before the Governing Board of the Agency.
3. Each respective participating District (or municipality) will elect and appoint 2 members of their District Board (council) to the Agency Governing Board.
4. The appointed members of the Authority Governing Board will vote and appoint the final member of the governing board from any remaining board member of either District Board (or council).
5. If the members of the Agency Board are unable to elect and appoint a final () member, the organization with the largest fiscal contribution to the Agency will select the final member from any remaining eligible board members from either District (council).
6. Any Agency Director may be removed by its respective District (council) as noted in JPA Agreement Section II. A. 3.
- 7.

Procedural requirements are specified for each different type of election and are outlined in the District Elections manual available from the County Clerk. The cost of an election is established by the County Elections Director, based on the number of registered voters, ballot measures, candidate races, and agencies involved in the election. Each agency is billed for its portion accordingly. These costs should be anticipated and included in each District budget.

Immediately following each election in which the District has a ballot measure and/or candidate race on the ballot, the District will receive an election abstract from the County Elections Director detailing the results of the election for each precinct. The Board must review and certify the results back to the County Clerk who will then issue a Certificate of Election finalizing the results.

308 JPA DIRECTOR APPOINTMENT

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to evaluate and plan for the budget and filings for each respective District elections consistent with the continued operation of the District and to certify election abstracts in a timely manner.

And subsequent to the respective District elections (and canvass procedure), establish the Board of Directors for the Agency as noted in the JPA Agreement between all participating parties.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §16-101 Qualifications for registration

A.R.S. §48-802 Election procedures

A.R.S. §48-803 Districts administered by a district board

309 ORDINANCES AND RESOLUTIONS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The general form for taking action on business items involves the passing of motions. In certain situations the Board may find the need to adopt a resolution.

Certain ordinances may be approved by resolution. An ordinance is an authoritative rule or law adopted by the Board in conjunction with State Law. As an example the Agency has the authority to adopt, by resolution, ordinances related to the adoption of a fire code. Resolutions are required for the collection of fees, formation of certain boards, and requirements for insurance. Arizona Law provides procedures that must be followed in the advertisement and adoption of ordinances. Ordinances stay in effect until repealed.

A resolution is a formal motion that expresses formal opinion. Resolutions are adopted in the same manner as all main motions. Resolutions are generally used when required by law or when the proposal is lengthy and/or highly important. Resolutions are usually prefaced with *whereas* statements, that state the reasons for the resolution. Resolutions remain in force until rescinded or for the length of time specified in the resolution.

POLICY STATEMENT

It shall be the policy of the Board of Directors to utilize ordinances and resolutions in accordance with their intended purpose and to ensure they are adopted as required by law.

CROSS REFERENCES

Arizona Revised Statutes	A.R.S. §48-805(B) Fire code adoption
	A.R.S. §48-802 Election procedures
	A.R.S. §48-803 Districts administrated by a district board
CAFMA Board Policy Manual	Policy 404 Parliamentary Procedures

310 SELECTION OF FIRE CHIEF

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The JPA Agreement states that the Board of the Central Arizona Fire and Medical Authority shall appoint or hire a Fire Chief for the management and operation of the Agency. The board should utilize Standard Operating Guideline AJ1000 Job Description: Fire Chief. The Fire Chief operates under the direction of the Governing Board.

- A. The Board of Directors shall initiate the recruitment process six months in advance of a planned vacancy.
- B. In the event that the Board appoints an Interim Fire Chief, the term of that appointment shall be limited to six months without further action by the Board.
- C. The Board shall confer on the following:
 1. The timeline for the recruitment process.
 2. The process to retain a search firm, recruiter or contract with an HR consultant to recruit and test.
 3. The desired management skills and leadership characteristics, including but not limited to:
 - Industry experience and expertise
 - Operational and strategic planning, and implementation experience and abilities.
 - Labor relations management, including union, non-union, and volunteer
 - Public policy development and proven ability to influence local, state, and national outcomes
 - Long-range fiscal planning and management
 - Involvement and good relations with the community
 - Moral character
 4. Consideration should also be given to:
 - Education and continued professional development
 - Professional accomplishments
 - Organizational complexity
 - Professional credentials and affiliations
 5. Analysis of compensation parameters

310 SELECTION OF FIRE CHIEF

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



-
- D. Candidates for Fire Chief shall be solicited preferably internally, and if the Board determines that there are no qualified internal candidates, then recruitment and testing shall be done externally.
 - E. The Board shall utilize a process which solicits input from:
 - 1. CAFMA's management team
 - 2. Union membership
 - 3. Non-represented CAFMA employees
 - F. Ultimately, the selection of the Fire Chief shall be the exclusive decision of the Board of Directors.
 - G. If the successful candidate for the position of Fire Chief is an external candidate, they will be expected to pass a drug screen, fingerprinting and background check as well as physical and psychological examinations.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to adopt and maintain a fire management structure that will maintain unity of command under both normal and unexpected circumstances.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §48-803(D), §48-805(B)

CAFMA Policy Manual

110 Organizational Chart

311 CONFLICT RESOLUTION / COMPLAINT PROCESS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Agency prohibits discrimination, harassment, intimidation, or illegal practices by any member or appointed official. It is the Agency's policy to maintain an environment free of discrimination, harassment, intimidation, or illegal activities. All members should be aware that the Agency, by adopting this policy, will take action to prevent and correct such behavior. Individuals who engage in such behavior are subject to disciplinary action (including criminal and civil actions).

The Board is committed to excellence in leadership, amicable conflict resolution and a complaint process that results in a fair and considerate treatment of the board members and employees.

Definitions:

Complainant - An Agency member, group of members, citizen or elected officer who has lodged an informal concern, issue or complaint seeking resolution; or lodged a formal discrimination, harassment, intimidation or illegal activity complaint.

Discrimination - To make, directly or indirectly, any distinction on the basis of race, color, religion, ancestry, national origin, marital status, sex, age, handicap, or disability, or to differ in treatment of, or impact on, any person or persons based upon their protected status. This may be intentional or unintentional.

Formal Complaint - A written charge of discrimination, harassment, intimidation or illegal activities by an employee(s), the Fire Chief, citizen(s) or elected officer(s).

Formal Resolution Procedure (FRP) - The procedures the Fire Chief, citizen or elected official shall use to file a formal complaint of discrimination, harassment, intimidation or illegal activities with the Agency.

Informal Resolution Procedure (IRP) - The procedures the Fire Chief, citizen or elected official may use as a first step to resolve a complaint of discrimination, harassment, intimidation, or illegal activities. These procedures allow the complainant to notify any or all of the following persons of the complaint, and attempt to resolve the issue prior to utilizing the Formal Resolution Procedure. The offending person(s), the respective Fire Board Chairperson, or Agency's Board Chairperson may be contacted in an attempt to resolve the issue or complaint. The complaint may be communicated either verbally or in writing at the option of the complainant.

Respondent - The person(s) to which the complaint is directed.

311 CONFLICT RESOLUTION / COMPLAINT PROCESS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



Retaliation - Any unwarranted action or change in the terms of employment taken or implemented because of, or in response to, the filing of a complaint, instituting proceedings, assisting in an investigation, or informally or formally objecting to discriminatory, harassing, intimidating or illegal practices.

Confidentiality - Except as required by law or this policy, all written or verbal contacts between the Agency and any employee, citizen or elected official relating to an official complaint will be treated as confidential during the investigation or resolution. It will be necessary to reveal the name of the complainant and the nature of the complaint to the respondent or appropriate board of director(s) if an investigation is started and action is taken. To the extent possible, supervisors will maintain the confidentiality of the complainant's name and the nature of the complaint. Because the process may involve a number of people, it may be necessary to share information with those involved, including the respondent.

It is the recommendation of the Board that if there is a concern, issue or complaint, that the complainant(s) approach the respondent(s) and utilize the Informal Resolution Procedure (IRP) to attain an amicable and beneficial outcome. This may require multiple attempts of open and honest dialogue with a genuine interest in resolution of the concern, issue or complaint.

If the complainant(s) feel that the IRP did not address the concern, issue or complaint, they may choose to file the concern, issue or complaint with the respondent(s) and their supervisor(s) utilizing the Formal Resolution Procedure (FRP). This process would be expressly used in the case of discrimination, harassment, intimidation, or allegations of illegal activities of the Staff, the Fire Chief, or any Board Member.

The Board recognizes that Formal Complaints are of a serious nature that may place the Agency at risk, involve civil and/ or criminal proceedings, or result in disciplinary actions. As such, these matters should include legal counsel, may require informal or formal investigations to substantiate the complaint, and be held under Executive Session for board meetings.

It is expected that if there is a Formal Complaint of Staff, this would be reported to the Fire Chief. If there is a Formal Complaint of the Fire Chief, this would be reported to the CAFMA Board of Directors. If there is a Formal Complaint of any Director, this would be reported to the Board of Directors as a whole.

311 CONFLICT RESOLUTION / COMPLAINT PROCESS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to adopt and maintain a conflict resolution and complaint process that will maintain unity of command, equitable fairness in investigations and the ability to address complaints in a timely manner.

CROSS REFERENCES

Arizona Revised Statutes	A.R.S. §48-803(D), §48-805(B)
CAFMA Policy Manual	Policy 110 Organizational Chart
CAFMA Board Policy Manual	Policy 302 Code of Ethics

312 BOARD MANDATORY TRAINING

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

It is the recommendation of the Board that Board Members familiarize themselves with statutory requirements, board policy and the daily operations of the Agency by attending mandatory training sessions and participating in ride-along activities with both Operations and Non-Operations staff. It is further recommended Board Members acquaint themselves with our community partners by attending meetings held by the Chamber of Commerce, Town Council, Economic Development Foundation, and similar organizations.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority that each Board Member will attend mandatory training related to 1) Statutory Requirements including Open Meeting Law; 2) Board Policy including Ethics, and 3) Sexual Harassment; such training shall be completed within 180 days of appointment to this Board. It shall further be the policy of this Board to review and maintain these training requirements in accordance with A.R.S. §48-803(H), and the needs of the Agency.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §48-803(H) District
administered by a district board;
report

A.R.S. §38-431.01(G) Meetings
shall be open to the public

400 MEETING AGENDAS

Effective Date: 09/24/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

An agenda is a list of specific items under each division of the order of business that the Board plans to discuss at a meeting. An agenda adds order to the conduct of regular business. The agenda is flexible in advance of the meeting and items may be added or omitted or changed at the discretion of the presiding officer and in accordance with A.R.S. § 38-431.02(C).

While all meetings are open to the public, it is important to note that the meeting is a meeting of the Board of Directors. Members of the public wishing to address the board about items not listed on the agenda may use Call to the Public as their platform to be heard within the parameters set by the board. Refer to Policy *405 Public Participation* for guidelines and parameters.

The Fire Chief, in consultation with the Board Chairperson, directs staff in the preparation of the Board meeting agendas. To avoid the possibility of any Open Meeting Law violation by means of creation of an inadvertent quorum, agenda items shall be forwarded to the Fire Chief at least three (3) business days prior to the publishing of the agenda; the Fire Chief will forward it to the Board Chair and legal counsel immediately upon receipt. Three board members, or a majority of the board, may remove any item(s) from the agenda. Regular monthly Board meeting agendas are prepared for the Board members prior to the meeting and should be sent to the board by staff one week in advance of the meeting. The format of agendas for special, emergency, or executive meetings is dependent on the scope and order of business to be conducted.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to prepare agendas and board packets for all regular meetings and for special and emergency meetings as necessary for the orderly conduct of business.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §38-431 - §38-431.09

401 MEETING MINUTES

Effective Date: 09/24/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Arizona Open Meeting Law requires that minutes be taken for all public meetings. Minutes for regular and special sessions must be written. Executive session minutes may be kept in the form of a tape recording.

Minutes for public meetings must include the following:

1. The date, time, and place of the meeting;
2. The members of the public body recorded as either present or absent;
3. A general description of the matters considered;
4. An accurate description of all legal action proposed, discussed, or taken, and the names of members who proposed each motion. The minutes shall also include the name of the person(s), as given, making statements or presenting materials to the public body, and a reference to the legal action about which they made statements or presented material.

Minutes of the executive session shall include those items set forth in 1, 2, and 3 above, as well as an accurate description of all instructions given pursuant to A.R.S. §38-431.03 (paragraphs 4, 5, and 7), and such other matters as may be deemed appropriate by the public body.

Minutes of executive sessions are kept separately from minutes of public meetings and may be kept either in writing, in the same manner as minutes of public sessions, or by tape recording. If minutes of an executive session are kept by tape recording, written minutes are not required. If the disclosure of material in executive session minutes would be inconsistent with the purpose for which the executive session was held, the material may be withheld from disclosure. Executive session minutes may not be removed from the premises in accordance with State requirements.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to tape record public and executive session meetings, until written minutes can be prepared. Tape recordings will be maintained in the District records for a minimum of three (3) months, or until the official minutes have been approved by the District governing board, whichever occurs first. No executive session minutes may be disclosed without prior authorization of the Board.

401 MEETING MINUTES

Effective Date: 09/24/2018

Revised Date:

Reviewed Date:



CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §38-431.01 Public meetings and proceedings

CAFMA Board Policy Manual

Policy 403 Executive Sessions

Policy 407 Public Meetings

Policy 603 Obtaining Public Records

402 MEETING NOTICES

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Arizona Opening Meetings Law requires that public notice be given of the time and place of all public meetings, including regular, special, and emergency meetings. This requirement applies to all meetings for which a quorum is required even if the meeting is for the sole purpose of gathering information to serve as the basis for a subsequent decision or recommendation by the Board.

It is recommended that notice be given to the media and to those who have stated in writing that they wish to be notified of every meeting.

The Open Meetings Law provides specific detail related to content, timing, and distribution of required notices depending on the nature and type of meeting. The Board and Administrative Staff must be aware of and ensure notices comply with these standards. The State Attorney General's Office publishes and makes available through the Internet the "Arizona Agency Handbook".

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority that all meetings are properly advertised in accordance with the Public Meetings Law and that, if notice cannot be or was not properly given, no business of the Board will be conducted.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §38-431.01 Meetings shall be open to the public

Arizona Attorney General Agency Handbook

403 EXECUTIVE SESSIONS

Effective Date: 09/24/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

"Executive Session" is defined by Arizona Law as any meeting or part of a meeting of a governing body, which is *closed* to certain persons for deliberation on certain matters. An executive session is a type of public meeting and must conform to all applicable provisions of the Open Meetings Law.

The meeting notice requirements for executive sessions are the same as for other public meetings. However there is an additional requirement that the statutory authority and reason for the session must be set forth. An executive session may be called during a regular, special, or emergency meeting for which notice has already been given.

The Board may not make any final decisions during any executive session. Except for directions to the Board attorney or representative for labor negotiations, a final vote must be made during the public portion of a meeting. The purpose of this requirement is to allow the public to know the result of the discussions.

Generally, an executive session is closed to all except members of the governing body, persons reporting to it on the subject of the executive session and persons deemed necessary by the Board Chairperson. The Chairperson must declare that the subject of the executive session is not to be disclosed.

Arizona Revised Statutes identify seven purposes for which an executive session may be conducted. The specific law should be reviewed in each instance to ensure the statutory restrictions and conditions are being met.

1. Employment
2. Exempt records
3. Legal advice
4. Instructions to attorney regarding contracts for litigation
5. Instructions to attorney or representative regarding union negotiations
6. International and interstate negotiations
7. Consultation with representatives and instructions regarding purchase, sale, or lease of real property.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to call, conduct, and record executive sessions in accordance with the Arizona Open Meetings Law.

It shall further be the policy of the Board that Board members, Staff, and other persons present shall not discuss or disclose executive session proceedings outside of the

403 EXECUTIVE SESSIONS

Effective Date: 09/24/2018

Revised Date:

Reviewed Date:



executive session without prior authorization of the Board as a whole, except in the case of investigations by the Attorney General's office or County Attorney.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §38-431.01 Meetings shall be open to the public

A.R.S. §38-431.03 Executive sessions

CAFMA Board Policy Manual

Policy 407 Public Meetings

Policy 603 Obtaining Public Records

Appendix A Opening Meeting Procedures

404 PARLIAMENTARY PROCEDURE

Effective Date: xx/xx/yyyy

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Rules of parliamentary procedure provide the means for orderly and expeditious disposition of matters before the Board. They govern the way members interact with each other. To facilitate decision-making, a simplified and flexible approach to parliamentary procedure is helpful. The author of one text, Sturgis Standard Code of Parliamentary Procedure, states, "Technical rules should be used only to the extent necessary to observe the law, to expedite business, to avoid confusion, and to protect the rights of members."

The basic principles of parliamentary procedure that apply include:

1. All members have equal rights, privileges, and obligations.
2. The majority vote decides all issues.
3. The rights of the minority are protected.
4. Each member has the right to understand every proposition presented for decision, and to engage in full and free discussion of the proposition's advantages and disadvantages before taking action.
5. The simplest and most direct procedure for accomplishing a purpose shall be observed, as long as it does not violate the rights of members or the laws.
6. Members shall be protected from abuse by visitors, spectators, and other participating in the Board's activities, by use and enforcement of orderly processes.
7. All meetings shall be characterized by fairness and good faith.

Several different model guides are available.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to use a standard code of parliamentary procedure as its primary rules of order.

CROSS REFERENCES

The A-B-C's of Parliamentary Procedure

405 PUBLIC PARTICIPATION

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

All Board meetings, except executive sessions, are open to the public. Although State Law only requires the Board to permit public to attend Public Hearings, it is the practice of the Board to accept comments from the public on items not included on the agenda. The Board Chairperson may ask someone from the public to opine as part of the agenda item only if they have something relative to the topic. This is not the time for public pontification.

In accordance with Arizona law, the board may include a Call to the Public section on their agenda. Individuals wishing to speak are given the opportunity to introduce themselves and state the topic they wish to address within the time and other limits set forth under Call to the Public on the agenda. The presiding officer will then determine when and/or if the concern will be addressed. Any particular topic may be added to a later meeting agenda to allow time to gather necessary information and/or to ensure adequate public notice of the topic. The board is not required to submit a response to the public at a future meeting.

The Board Chairman has inherent authority to keep order and to impose any reasonable restrictions necessary for the efficient and orderly conduct of a meeting. The Board Chairman may regulate the order and length of appearances and limit appearances to presentations of relevant points. Any person who fails to comply with reasonable rules of conduct or who causes a disturbance may be asked or required to leave.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Fire Authority to accept public comment from District citizens on issues of concern in accordance with the rules of parliamentary procedures and the guidelines established by the Board and the presiding officer of the meeting.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §38-431.01 Meetings shall be open to the public

CAFMA Board Policy Manual

Policy 407 Public Meetings

406 NONDISCRIMINATION AND PUBLIC ACCESS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Arizona and Federal Law requires all governmental bodies to ensure public meetings are held in locations accessible to the disabled, or, upon request of a hearing impaired person, to provide an interpreter.

A person must give the governing body notice of a need to be accommodated.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to ensure that all public meetings are conducted in locations accessible to the disabled and to make a good faith effort to accommodate the disabled in accordance with State Law.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §41-1461

407 PUBLIC MEETINGS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Arizona form of government requires an informed public aware of the deliberations and decisions of governing bodies and the information upon which such decisions are made. The key requirements of the Open Meetings Law apply to all meetings of a governing body for which a quorum is required to make decisions or to deliberate toward a decision. Key requirements of the Law require that all meetings are open to the public, unless an executive session is authorized, to give notice of the meeting, and to take minutes of the meeting.

The Open Meetings Law applies to all meetings and gatherings in which a quorum of the board members is present. Board members must be cautious to avoid any discussions of official business outside of official meetings. Conference calls and other forms of electronic communications, including social media, are specifically subject to Open Meeting Law. Notice for such meetings is required and the public must be given at least one location where its members may listen to the meeting. Notice of all such meetings is required.

The Law also requires that the District recognize and provide reasonable accommodations as may be necessary to provide accessibility for persons with disabilities.

The Law does not require that the public be present and/or be given the opportunity to participate in Board deliberations but the public must be given notice and meetings must be conducted in locations that afford attendance by the public. The Board and Administrative Staff must be aware of these standards and ensure all meetings comply.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to observe the provisions of the Arizona Open Meetings Law and to ensure public notice, access, and special accommodations are provided.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §431.01 Meetings shall be open to the public

500 EMPLOYMENT STANDARDS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Agency Personnel Policies and Procedures are maintained in the Central Arizona Fire and Medical Authority Policy Manual. The Policy Manual delineates conditions of employment including hiring, compensation, hours of work, leave, and other matters related to employment and standards of work. The purposes of these standards are to:

1. Inform all employees of the working guidelines for supervisory and staff personnel in the day-to-day administration of the Agency.
2. Inform employees of work standards, expectations, and how personnel matters are to be addressed.
3. Ensure consistent, fair, and uniform treatment of Agency employees in accordance with applicable regulations and Agency guidelines.

The employment standards apply to all employees of the Agency. The Fire Chief maintains and makes recommendations on the employment standards. Additions, deletions, and/or revisions are reviewed and adopted by the Board of Directors.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to formally adopt Agency employment standards and to delegate their maintenance and administration to the Fire Chief.

CROSS REFERENCES

CAFMA Policy Manual

130 Equal Employment Opportunity

200 Hiring and Promotional

400 Wages and Benefits

403 Leave Policy

600 Personnel Management

501 POLICIES AND PROCEDURES

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Organizational Policies and Procedures and Standard Operating Guidelines are designed to promote efficiency, effectiveness, and discipline through the establishment of guidelines for the conduct of business and behavior of Agency members.

Policies and Procedures and Standard Operating Guidelines are not intended to cover all possible situations that may arise, but serve as functional guidelines so members of the organization will know what constitutes acceptable behavior.

All members of the Agency are expected to conduct themselves in accordance with the Central Arizona Fire and Medical Authority Policies and all supervisory personnel are expected to enforce and make personnel related decisions accordingly.

The Policies and Procedures are contained in CAFMA's Policy Manual. Policies will be initiated and/or modified from time to time through the Policy Committee of which the Fire Chief serves as the Chair. All new Policies will be brought to the board via the consent agenda for approval. A board member may remove the item for further discussion at the board meeting should they require additional information.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to formally adopt Policies and Procedures for the Agency and to delegate their administration and maintenance to the Fire Chief.

CROSS REFERENCES

CAFMA Board Policy Manual

Policy 500 Employment Standards

CAFMA Policy Manual

CAFMA Standard Operating Guidelines

502 JOB CLASSIFICATIONS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Board has approved a job classification system to document the various job functions within the Agency. A specific written job description is maintained for each job classification that shows the respective responsibilities, duties, standards, and qualifications of each position.

Job classifications and their associated duties may change and/or be eliminated as the needs of the Agency change. New job classifications may be created. It is the job of the Fire Chief to monitor and ensure all written job descriptions accurately reflect the duties of each approved job classification. The Board approves all new job classifications and/or the deletion of existing job classifications.

Each job classification must be classified as either exempt or non-exempt in accordance with the Fair Labor Standards Act. If the FLSA classification change occurs in any job description, or a change in the wage scale, there will need to be Board approval.

Job descriptions for each job classification are contained in the Agency's Standard Operating Guideline (SOG) Manual.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to maintain a current written job classification for each position within the Agency. The Directors shall also determine whether new classifications should be approved and old classifications deleted.

CROSS REFERENCES

Fair Labor Standards Act	29 C.F.R. §541.602
	29 C.F.R. §541.600
	29 C.R.F. §553.210
CAFMA SOG Manual	Job Descriptions

503 PERFORMANCE APPRAISAL SYSTEM

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The performance appraisal system is an important element of the Agency's personnel system. In order for the organization to be successful, the Agency must:

1. Employ competent people who develop a personal commitment to the success of the organization,
2. Motivate its employees to perform well in their jobs in order to assist themselves and the organization to achieve their respective objectives,
3. Monitor and appraise employee performance on a continuing basis and use the results to help employees improve, and it must,
4. Recognize and reward employees for good performance.

The Agency's performance appraisal system is designed to accomplish these goals by emphasizing the following objectives:

1. Identify the strengths and weaknesses of each employee's on-the-job performance.
2. Provide feedback to each employee concerning job performance.
3. Improve communication between employees and their supervisors through discussion of employee performance.
4. Provide a basis for counseling and assistance to help employees improve their performance in the future.
5. Provide a system in which to reward employees for performance that satisfies the step/ merit increase requirements.

Provide guidance and a vehicle to determine the appropriate time for training, transfer, promotion, discipline, or termination of employees.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to adopt a formal employee performance appraisal system. The Fire Chief is responsible for developing, administering, and recommending revisions of the appraisal system.

CROSS REFERENCES

CAFMA Policy Manual

610 Performance Appraisal System

504 DISCRIMINATION AND HARASSMENT

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

There are three basic forms of employment discrimination: disparate treatment, disparate impact, and failure to make reasonable accommodation.

1. *Disparate treatment* refers to the intentional different treatment of similarly situated individuals because of their membership in one or more protected classes.
2. *Disparate Impact* refers to the unintentional discrimination involving an employment policy which may be neutral or nondiscriminatory on its face but which has a disparate impact on a protected class.
3. *Reasonable accommodation* discrimination may occur when an individual is disqualified due to a specific job requirement if a "reasonable accommodation" could have been made to remedy the concern.

Harassment is another form of discrimination in which a hostile work environment is allowed to exist. The Equal Employment Opportunity Commission (EEOC) defines harassment as, "Verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his/her race, religion, gender, disability, age, color, or national origin". Harassment has the purpose or effect of creating an intimidating, hostile, or offensive environment that unreasonably interferes with an individual's performance and/or adversely affects an individual's employment opportunities.

There are a variety of federal and state laws that prohibit harassment in the workplace. These regulations address personal and organizational behavior and remedial actions that may be taken by an individual against another individual and/or the organization.

All employees have the right to expect that they will not be harassed. If an incident occurs or situation exists, employees have the right to expect that the organization will take a course of action to correct the problem and prevent further problems in the future.

POLICY STATEMENT

It shall be the policy of the Board of Directors of the Central Arizona Fire and Medical Authority that:

1. No employee will be unlawfully discriminated against and/or harassed by another employee, supervisor, the organization, or any outside third party.
2. The Agency will maintain a counseling and complaint procedure for all employees.

504 DISCRIMINATION AND HARASSMENT

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



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3. No employee will be placed at risk or suffer retaliation as a result of filing a harassment complaint.
 4. The Agency will maintain reasonable confidentiality and privacy during any investigation of any allegation of which the Agency may become aware.

The Agency will provide periodic discrimination and harassment training for all supervisory, staff, and line personnel.

CROSS REFERENCES

CAFMA Policy Manual

130 Equal Employment Opportunity

505 AMERICANS WITH DISABILITIES ACT

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Americans with Disabilities Act (ADA) was enacted in 1990. The purpose of the ADA is to provide a clear and comprehensive mandate for the elimination of discrimination against individuals with disabilities, to dispel stereotypes and assumptions about disabilities, and to assure equality of opportunity, full participation, independent living, and economic self-sufficiency for disabled persons.

As a result of the ADA, local governments must make programs, services, facilities, and activities equally available to disabled individuals as defined by the ADA. Facilities must be made accessible to the disabled. Employers must provide equal employment opportunities for qualified individuals with disabilities provided they can perform the essential functions of the job. Employers are required to make "reasonable accommodations" for the known physical and mental limitations of qualified disabled applicants and employees and for public access to services and facilities.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to adhere to all applicable laws, regulations, and guidelines of the ADA related to employment, facilities, access, and the delivery of services and programs.

CROSS REFERENCES

CAFMA Policy Manual

Policy 180 Americans with Disabilities Act

Civil Rights Act

506 EMPLOYEE PAY AND BENEFITS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

It is essential to hire and retain employees who will be committed to the effective operation of the Central Arizona Fire and Medical Authority. In order to achieve this goal, the Agency should:

1. When possible, complete a wage study every three years to ascertain that our personnel are appropriately compensated.
2. Consider an annual Cost of Living Adjustment, when financially feasible, in order to sustain a pre-determined wage level and utilize the CPI-U (Urban) West Region compound annual rate for the third quarter of each year to determine an appropriate cost of living adjustment.

When possible, offer our retirees an opportunity to stay on CAFMA's group health insurance plan, with the retirees reimbursing the Agency the cost of their insurance, plus a two percent administrative fee. Once they reach Medicare age they are no longer eligible to stay on the group policy. Retirees must remit payment by the first day of each month.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to maintain competitive wages and benefits for Agency employees.

It shall further be the policy of the Board to consider recommendations and proposals of the Wage and Benefit Committee and the Labor group for approval.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §48-805 Fire district, powers and duties

U.S. Department of Labor Website

www.bls.gov/cpi

507 PREVENTION OF WORKPLACE VIOLENCE

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Employers have a legal responsibility to prevent all forms of workplace violence. The term “workplace” includes all Agency premises and any other location where an individual is acting as an official Agency member. The Agency prohibits violent acts or threats of violence, and any employee who commits or threatens to commit a violent act will be subject to disciplinary action and/or civil or criminal prosecution as appropriate. Violence includes physical harm to another, shoving, pushing, harassing, intimidating, coercing, brandishing a weapon, to destroy or damage property, or threatening to engage in any of these activities.

Violence in the workplace could involve acts between Agency members or between an Agency member and a non-member. The Agency is responsible for providing safety in the workplace under all reasonable circumstances.

The elements of an effective workplace violence prevention program include:

1. The establishment of effective policies.
2. Education of District members.
3. The establishment of reporting and investigation procedures.
4. The training of supervisors.
5. Documentation and follow through.

The term “zero tolerance” implies that violence of any kind will not be tolerated and that any violence or threat of violence directed toward any other person will be considered cause for immediate disciplinary action up to and including termination.

POLICY STATEMENT

It shall be the policy of the Board of Directors of the Central Arizona Fire and Medical Authority to adopt a “zero tolerance” policy for violence of any kind in the workplace.

It shall further be the policy of the Board that the Agency maintains standards for the prevention of workplace violence, education, and procedures for the investigation and correction of all reported and/or potential incidents of violence.

CROSS REFERENCES

CAFMA Policy Manual

150 Workplace Violence Policy

508 FIRE CHIEF PERFORMANCE APPRAISAL

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The employment and performance appraisal of the Fire Chief is one of the key functions of the Board of Directors. The Fire Chief is the Chief Executive Officer of the Agency and is charged with the responsibility of administering the affairs of the Agency and carrying out the directives of the Board of Directors.

The purpose of the performance appraisal process is to:

1. Identify the strengths and weaknesses of job performance.
2. Provide feedback concerning job performance.
3. Improve communication between the Fire Chief and the Board of Directors.
4. Provide a basis for counseling and assistance to improve and/or direct future job performance.

State law allows the Fire Chief's performance appraisal to be conducted in executive session if the Fire Chief does not request that the appraisal be conducted in public session.

Performance appraisals may be conducted in the same manner and frequency as prescribed in the CAFMA Policy Manual. The Board may elect to conduct additional performance appraisals during the year at its discretion.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to conduct performance appraisals of the Fire Chief in accordance with CAFMA Policies and that the criteria used for the appraisal will include the following items:

1. Ability to cooperate with the Board, Staff, community citizens and leaders, peer organizations, and neighboring cities, districts, and the County.
2. Ability to communicate effectively orally and in writing.
3. Ability to effectively lead Agency employees.
4. Exemplary work habits.
5. Full and efficient use of Agency services.
6. Management skills necessary to maximize services and minimize the cost to taxpayers.
7. Successful progress as measured against the Agency's Strategic Plan, including any additional specific objectives as set forth by the Board of Directors.

508 FIRE CHIEF PERFORMANCE APPRAISAL

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



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8. To evaluate the Fire Chief against those items set forth in the Fire Chief job description, and those duties assigned by the governing board, as modified from time to time.

CROSS REFERENCES

Arizona Revised Statutes	A.R.S. §48-803 District administered by a district board
CAFMA Board Policy Manual	A.R.S. §48-805 Fire district, powers and duties
CAFMA Policy Manual	Policy 503 Performance Appraisal System 300 Job Descriptions 710 Performance Evaluations

600 COMPLIANCE WITH STATE BUDGET LAW

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Arizona Law requires that budgets are prepared, adopted, and administered in accordance with a specific set of laws. These laws and the associated administrative rules cover the full range of budgeting and budget administration including:

1. The structure and format of budget forms and documents.
2. Advertising and publication requirements.
3. Meeting procedures with accompanying financial document disclosures.
4. Adoption procedures of annual budget, audit and reported financial documents.
5. Supplemental budget procedures.
6. Budget administration and documentation procedures.

The adoption of an annual budget along with the appropriation of taxes is a critical function of the Board of Directors. The Department of Revenue and the County Board of Supervisors provides written materials and periodic training sessions to ensure that all local governments are aware of the various regulations.

The Board generally provides direction to the Fire Chief and Senior Staff with regards to budget development. The Central Arizona Fire and Medical Authority will follow the same budget, reporting and compliance as required of Fire Districts.

POLICY STATEMENT

It shall be the policy of the Board of Directors of the Central Arizona Fire and Medical Authority to comply with and be guided by the State of Arizona budget law in all aspects of budget preparation, adoption, administration, and reporting requirements.

It shall further be the policy of the Board that the District's Administrative Staff receives routine training and education to ensure a full understanding of the State budget laws.

600 COMPLIANCE WITH STATE BUDGET LAW

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



CROSS REFERENCES

Arizona Revised Statues	A.R.S. §48-805 Fire district powers and duties A.R.S. §48-805.02 Fire district annual budget; levy; requirements A.R.S. §48-807 Fire district assistance tax; annual budget
CAFMA Board Policy Manual	Policy 601 Funds and financial policies Policy 602 District audits Policy 605 Annual budget & Financial Policies

601 FUNDS AND FINANCIAL POLICIES

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Board of Directors adopts a Budget Resolution at the first regular Board meeting in June of each fiscal year. The Board of Directors also adopts fiscal policies by Resolution and addresses the funds to be established and the policies to be followed for the administration of the budget for the fiscal year.

The following policies and practices are generally considered routine and included:

1. Funds authorized in the annual budget.
2. Banks, types of accounts and authorized signatories.
3. Process in which taxes will be collected.
4. Process in which tax receipts will be invested.
5. Method of accounting.
6. Management of inter-fund transfers.
7. Management of petty cash, and credit cards.
8. Identification of District Auditor and District Legal Counsel.
9. Identification of retirement system.
10. Annual Budget Certification by Board Chairperson and Clerk.
11. Other topics as may be necessary.

The purpose of adopting these items by resolution annually is to officially adopt and ensure full public disclosure of the Agency's budget administration policies and procedures. Monthly reports of Payroll, Check Registers, Balance Sheets, Income Statements, Cash Flow Report and accompanying graphs will be presented to the Authority Board no later than 30 days from the end of the prior month.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to annually adopt a Budget Resolution describing the various policies and procedure as herein described.

It shall further be the policy of the Board to acknowledge that it may be necessary to amend certain fiscal policies and that such amendments will be adopted by subsequent resolution of the Board.

601 FUNDS AND FINANCIAL POLICIES

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



CROSS REFERENCES

Board Policy Manual

Policy 600 Compliance with State Budget Law

Arizona Revised Statutes

A.R.S. §48-805.02 Fire district annual budget; levy; requirements

A.R.S. §48-807 Fire district assistance tax; annual budget; override

602 AUDITS

Effective Date: 09/24/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

State political subdivisions in Arizona must comply with Audit Laws. Minimum standards for audits of Arizona State political subdivisions are addressed in the Arizona Revised Statutes.

An "audit," as defined by Arizona Revised Statutes, is "An independent, objective examination of the accounts, financial affairs, and performance of a government for the purpose of determining the results of operation for the period under review and the financial position at the end of the period. The examination includes an evaluation of the system of internal control, a review of the accounting records and procedures and a gathering of appropriate evidence from external sources".

The Agency contracts with an accountant who is authorized to conduct audits in Arizona in accordance with State law. The audit is conducted annually for the preceding fiscal year in accordance with generally accepted auditing standards, Government Auditing Standards prescribed by the United States General Accounting Office.

The Auditor formally expresses an "opinion" on the fairness and accuracy with which the Agency's financial statements present its financial position, compliance with law and accepted accounting principles and practices.

The Agency audit is normally conducted in the late summer/early fall following the conclusion of the previous fiscal year. The Administrative Staff works with the Auditor to collect information and data. The Assistant Chief of Administration is generally appointed to meet with the Auditor to review the finding of the audit prior to formal presentation to the Board. The Auditor shall present a draft of the audit to the Board for its formal approval.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to annually complete an audit, in accordance with A.R.S. §48-253, and to appoint the Assistant Chief of Administration to schedule a review with the Auditor of the draft audit and that Auditor shall make a formal presentation to the Board of Directors. The audit report shall contain a certification as outlined in A.R.S. §48-805.02.

It shall further be the policy of the Board to work with the Assistant Chief of Administration and auditor on the implementation of any recommendations that are necessary or advisable to improve the Agency's financial management systems and procedures.

602 AUDITS

Effective Date: 09/24/2018

Revised Date:

Reviewed Date:



CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §48-805.02 Fire district annual budget; levy; requirements

A.R.S. §48-253 District audits and financial reviews

603 OBTAINING PUBLIC RECORDS

Effective Date: 09/24/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The first Public Records statute was enacted by the Arizona Legislature in 1901, and has undergone many revisions since. These laws underscore the State's policy that the public is entitled to know how the public's business is conducted. Thus, the written record of the conduct of the public's business, with some important exceptions, is available to any citizen.

It is important to note that the laws, restrictions, and procedures adopted by the Agency also apply to all individuals including Agency members, Board members, and law enforcement officers.

The law gives agencies the right, within certain parameters, to write specific policies and procedures for the administration of the public records law within their organizations. Procedures may be established that address the specificity and timing of requests, examination of records, fees, and forms.

Not all records and documents of the Agency are public. The law provides a description of those records and documentation that are exempt and/or conditionally exempt from public disclosure.

Arizona state law allows for the recovery of costs of obtaining or reviewing public records and photographs. The law has distinguished between commercial and noncommercial requests for public records. Commercial purpose means the use of a public record for the purpose of sale or resale, for the purpose of solicitation, or for any purpose in which the purchaser can reasonably anticipate the receipt of monetary gain from the direct or indirect use of the public records. If the requester obtains records for a commercial purpose without indicating the commercial purpose, or if he or she obtains the records for a non-commercial purpose, and then uses or allows the use of the records for a commercial purpose, he or she will be liable for damages in the amount of three times what the Agency would have charged had it known, plus costs and attorney fees. If a false statement is given, the requester can also be guilty of a felony.

The Agency has adopted a resolution that authorizes the Agency to charge for such services and to establish an appropriate fee schedule. The fee schedule was originally adopted by resolution and is reviewed and updated as necessary.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to comply with the Arizona Public Records laws and regulations, and unless expressly protected by statute, allow proper and reasonable opportunity for inspection, examination, and reproduction of District records.

It shall further be the policy of the Board to establish fees reasonably calculated to recover the cost of making such records available.

603 OBTAINING PUBLIC RECORDS

Effective Date: 09/24/2018

Revised Date:

Reviewed Date:



CROSS REFERENCES

Arizona Revised Statutes	A.R.S. §48-805(B)(14) Fee Schedules
	A.R.S. §39-121 Public Records
	A.R.S. §39-161 Presentment of false instrument for filing
CAFMA Policy Manual	Policy 190 Public Records Access
CAFMA Resolution(s)	Resolution No 2017-01 - Fee Schedule

Exhibit A
CENTRAL ARIZONA FIRE & MEDICAL AUTHORITY
FEE SCHEDULE
(Effective February 21, 2017)

Pursuant to Arizona Revised Statute § 48-805(B)(13) the following is the fee schedule for services provided by Central Arizona Fire and Medical Authority.

ADMINISTRATION

Incident/EMS Reports -----	\$ 20
Photo discs-----	\$ 10
Public Records-----	\$ 0.10 page
Staff Time -----	actual cost (\$ 10 minimum)
An additional charge to all mail requests-----	\$ 2.00
Fire Protection Contract	District's current tax rate times Yavapai County Net Assessed Value plus \$50 administration fee per year.
Out-of-District Responses	Based on rates of current State Forester's Cooperative Fire Rate Agreement

FIRE PREVENTION

Plan Review Fees

Fire Alarm Systems	
Commercial (minimum \$ 250)-----	\$.02 per square foot
Modifications-----	\$ 100
Sprinkler Systems	
Commercial (minimum \$ 300)-----	\$.02 per square foot
Modifications-----	\$ 150
Residential 13D-----	\$ 150
Alternative Fire Extinguishing Systems-----	\$ 200
Underground Fire Mains, Remote Fire Dept Connections -----	\$ 120
Commercial Cooking Equipment, Spray Booths, Spray Rooms -----	\$ 150
Fire Pumps-----	\$ 250

Permit Fees

Blasting (\$ 1,000,000 insurance required)-----	\$ 50
Fireworks (\$ 1,000,000 insurance required)	
Plan Review -----	\$ 100
Personnel Standby (per person) -----	\$ 50 per hour
Above Ground Fuel Storage-Flammable and Combustible Liquids	\$ 100
LPG Tanks Greater Than 500 Gallons -----	\$ 100
Amusement Buildings-----	\$ 150
Special Events	
Plan Review and pre event inspection -----	\$ 100
Personnel Standby (per person) -----	\$ 50 per hour

Other Fees

Fire Investigation Reports -----	\$ 20
Photo Discs -----	\$ 10
After Hours Inspections (per person, two hour minimum) -----	\$ 50
Fire Watch Standby personnel (per person, two hour minimum) -----	\$ 50
Out-of-District Fire Investigations (Monday-Thursday 7am-5pm) Hourly wage plus Employee related expenses	
Out-of-District Fire Investigations (All other hours/holidays) Overtime wage plus Employee related expenses	

FLEET MAINTENANCE

Light Duty Vehicle Repair -----	\$ 85 per hour
Includes small cars through 1 ton trucks	

Heavy Duty Vehicle Repair -----	\$ 106.75 per hour
Includes vehicles over 1 ton and All Pump Work	

MISCELLANEOUS

Heartsaver CPR with AED and First Aid -----	\$ 50
Health Care Provider -----	\$ 50
Babysitting Class -----	\$ 40
Paramedic Refresher Course (5 day)-----	\$450
EMT Basic Challenge Course----- (must have current EMT-B certification)	\$125

ADMINISTRATION CLASSROOM

Facility Fee Type	Occasional User Costs	Regular User Costs	Partnership
Classroom Includes AV equipment	\$25 (for use up to 4 hrs.) or \$50 per day If food or beverages are allowed an additional \$100 non refundable deposit will be required	\$25 (for use up to 4 hrs.) or \$50 per day If food or beverages are allowed an additional \$100 non refundable deposit will be required	\$25 flat rate for the day
Instructor	\$55 / hr 4 hr minimum	\$55 / hr 4 hr minimum	\$55 / hr unless provided by user

TRAINING CENTER

Facility Fee Type	Occasional User Costs	Regular User Costs	Partnership
Classroom #1 or #2 Includes AV equipment	\$50 / hr 4 hr minimum. \$40 / hr after first 4 hrs \$500 deposit may be required	\$42.50 / hr 4 hr minimum. \$40 / hr after first 4 hrs \$500.00 deposit may be required.	\$37.50 / hr 4 hr minimum
Instructor	\$55 / hr 4 hr minimum	\$55 / hr 4 hr minimum	\$55 / hr unless provided by user
Burn tower Note #1	\$75 / hr 4 hr minimum, plus metered gas usage	\$63.75 / hr 4 hr minimum, plus metered gas usage	\$56.25 / hr 4 hr minimum, plus metered gas usage
Class A Burn Building Note #1	\$75 / hr 4 hr minimum, plus metered gas usage	\$63.75 / hr 4 hr minimum, plus metered gas usage	\$56.25 / hr 4 hr minimum, plus metered gas usage
Prop Technician	\$55 / hr (if required by Risk Management Agreement)	\$55 / hr (if required by Risk Management Agreement)	\$55 / hr (if required by Risk Management Agreement)
Safety Officer	\$55 / Hour (if required by Risk Management Agreement)	\$55 / Hour (if required by Risk Management Agreement)	\$55 / Hour (if required by Risk Management Agreement)
Flashover Chamber Note #1	\$75 / hr 4 hr minimum plus materials	\$63.75 / hr 4 hr minimum plus materials	\$56.25 / hr 4 hr minimum plus materials
Driver training area general outside usage	\$50 / hr 4 hr minimum plus materials	\$42.50 / hr 4 hr minimum plus materials	\$37.50/ hr 4 hr minimum plus materials
Confined Space Prop	\$35 / hr 4 hr minimum	\$29.75 / hr 4 hr minimum	\$26.25 / hr 4 hr minimum
Apparatus (engine, truck, utility or water tender)	\$75.00 / hr 4 hr minimum	\$63.75 / hr 4 hr minimum	\$56.25 / hr 4 hr minimum
Outdoor Covered Classroom	\$35 / hr 4 hr minimum	\$29.75 / hr 4 hr minimum	\$26.25 / hr 4 hr minimum
SCBA Compressor	\$150 / Day	\$127.50 / Day	\$112.50 / Day

Facility Fee Type	Occasional User Costs	Regular User Costs	Partnership
Burn props – car fire, flammable liquid fire, dumpster fire, etc. Note #1	\$35 / hr 4 hr minimum, plus metered gas usage	\$29.75 / hr 4 hr minimum, plus metered gas usage	\$26.25 / hr 4 hr minimum, plus metered gas usage
Forcible entry prop (will adjust based on market costs)	\$35 / hr plus lock replacement fee	\$29.75 / hr plus lock replacement fee	\$26.25 / hr plus lock replacement fee
Salvage cars (will adjust based on market costs)	\$150 / Car	\$127.50 / Car Note #3	\$112.50 / Car Note #3
Equipment rental (extrication equip., chain saws , TICs)	\$60 / hr 4 hr minimum	\$51 / hr 4 hr minimum	\$45 / hr 4 hr minimum
Propane Gas (will adjust based on market costs)	\$3 / gal	\$3 / gal	\$3 / gal
Plywood, particle board sheeting, (will adjust based on market costs)	\$22 / 4' X 8' sheet	\$22 / 4' X 8' sheet	\$22 / 4' X 8' sheet
Sheetrock (will adjust based on market costs)	\$15 / 4' x 8' sheet	\$15 / 4' x 8' sheet	\$15 / 4' x 8' sheet
Liquid smoke (per CYFD specifications)	\$60 / gal Note #2	\$51 / gal Note #2	\$48 / gal Note #2
CPAT Orientation, Practice, and Test	\$200 / student includes orientation and one practice run		
CPAT Building	\$75.00 / hr 4 hr minimum	\$63.75/ hr 4 hr minimum	\$56.25 / hr 4 hr minimum

Note #1 - These props must be operated by a qualified Prop technician as recognized by CAFMA.

Note #2 – Liquid smoke brought in by other agencies must meet CAFMA specifications for prop use.

Note #3 – Vehicles purchased or brought in by other agencies for extrication training must meet CAFMA standards for extrication.

604 FIXED ASSETS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Agency has developed cost basis fixed asset records and a system to account for additions and dispositions as required under generally accepted accounting principles Governmental Accounting Standards Board Summary of Statement 34 (GASB-34).

Capital assets are defined by the Agency as assets with an initial, individual cost in excess of \$5,000 and an estimated useful life of more than one year. The one exception is that computer software must have a value of at least \$50,000 and a useful life of more than three (3) years. Such assets are recorded at historical cost, or estimated historical cost if actual historical cost is not available. Donated capital assets are recorded at the estimated fair market value at the date of donation. The dollar value of fixed assets is defined dependent upon when the Board adopts its fiscal year Funds and Financial Policies.

All assets are inventoried with asset additions and dispositions being tracked and recorded monthly in the District's fixed asset database.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority that the Agency maintains an ongoing fixed asset inventory and accounting systems in accordance with generally accepted accounting principles.

CROSS REFERENCES

Governmental Accounting Standards

Board (GASB) Statement No. 34

Basic Financial Statements-and Management's Discussion and Analysis-for State and Local Governments

Infrastructure Reporting Requirements

Arizona Revised Statues

A.R.S. §48-805 Fire district; powers and duties

A.R.S. §48-805.02 Fire district annual budget; levy; requirements

CAFMA Board Policy Manual

Policy 601 Funds and Financial Policies

Policy 602 Agency Audit

CAFMA Policy Manual

Policy 742 Fixed Assets

605 ANNUAL BUDGET & FINANCIAL POLICIES

Effective Date: 09/24/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Board of Directors develops and approves an annual Budget each fiscal year. The purpose of this Policy is to delineate the detailed financial policies used to direct the development of the Budget for that specific fiscal year. The Policy includes the following nine (9) topics.

1. The Agency will adopt and maintain a balanced budget in which revenues equal expenditures. This budget will be consistent with an acceptable level of community risk by preserving a cost effective balance of expected services and the community economy. One-time revenue sources will only be used to fund one-time expenditures in order to prevent potential shortfalls.
2. The Agency will continue to budget revenues based on historical trends, economic and demographic conditions, inflation, and projections that are realistic.
3. The Agency will pursue revenue diversification by actively pursuing non-levy revenue sources, and local, state, and federal grants and/or partnerships with other agencies and jurisdictions to improve funding opportunities and promote cost effectiveness.
4. The Agency will continue to budget a sufficient Operating Contingency of no less than 5 percent for unforeseen circumstances. Operating Contingency expenditures will only be made by transfer to line item accounts through Board Resolution.
5. The individual Districts will continue to budget for debt service payments until all debt is obligated (the Agency does not have statutory ability to issue bonds).
6. The Agency will continue to budget transfers from the General Fund to the Reserve Funds based on the Apparatus Replacement Schedule and Capital Improvement plan, which are both reviewed and modified by the Board of Directors and Administrative Staff at the annual Planning Session.
7. The Agency will continue long-range financial planning by reviewing and annually updating the Financial Planning documents which include a long-term capital replacement and acquisition schedule, a long-term staffing plan, and a five year expenditure and revenue projection, and adjusting for economic, social, demographic, operational, and/or legislative changes that may affect financial stability.
8. The Agency will invest available funds with the Yavapai County Treasurer's Office.

605 ANNUAL BUDGET & FINANCIAL POLICIES

Effective Date: 09/24/2018

Revised Date:

Reviewed Date:



-
9. The Agency will prioritize debt reduction by utilizing unexpended funds for additional principal payments on existing Agency loans thus reducing interest expenditures (as approved by the Board of Directors).
 10. The Agency shall abide by all adoption, posting, submittal and records retention requirements as dictated in A.R.S. §48-805.02

POLICY STATEMENT

It shall be the policy of the Board of Directors of the Central Arizona Fire and Medical Authority to adopt a Budget and Financial Policy outlining the direction of the Authority finances as herein described. The Policy shall be supported in the Budget Document as presented to the Board of Directors.

It shall further be the policy of the Board to acknowledge that it may be necessary to amend certain policies and that such amendments will be presented to the Board to be adopted.

CROSS REFERENCES

Arizona Revised Statutes	A.R.S. §48-805.02 Fire district annual budget; levy; requirements
Board Policy Manual	Policy 601 Funds and Financial Policies
Annual Financial/Planning Report	Budget and Financial Policies Section

606 INVESTMENT POLICY

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The purpose of this policy is to describe the financial investment practices of the Agency. The primary objectives of investment activities are:

Safety – Investments shall be undertaken in a manner that seeks to ensure the preservation of Agency funds. The Agency will minimize credit risk by investing in the safest types of securities and those that are short-term.

Liquidity – Investments shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated.

Yield – Return on investment is of secondary importance compared to the safety and liquidity objectives. Investments are limited to highly rated/low risk securities in anticipation of earning a fair return relative to the risk assumed.

Special Taxing Districts in Arizona are required to comply with A.R.S. §35-323, the Investment of Surplus Funds of Political Subdivisions. The Agency invests all surplus funds with the Yavapai County Treasury in a pooled account called the Local Government Investment Pool (LGIP), which conforms to these objectives. The investments are regulated by A.R.S. §35-323 and consistent with the Yavapai County Treasurer's Investment Policy.

The Agency's bank deposits are held in qualified Arizona depositories in accordance with A.R.S. §35-323 and A.R.S. §35-325, which requires collateralization of funds in excess of FDIC insured amount. Such deposits are designated cash management tools and not considered investments under this policy.

The Agency does not directly administer the investments of employees' retirement funds, nor their deferred compensation plans.

The Agency's investment practices are reviewed periodically by the Board, Administrative Staff, and the auditor. Compliance to investment practices is evaluated and addressed in the annual financial audit.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire & Medical Authority to invest all surplus funds with the Yavapai County Treasury in a pooled account called the Local Government Investment Pool (LGIP). Any deviation from this investment practice shall be brought before the Board of Directors prior to investment obligation.

It shall further be the policy of the Board to maintain and periodically review Agency investment practices and this policy.

606 INVESTMENT POLICY

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §35-323 Investing public monies

A.R.S. §35-325 Servicing bank of public monies

Yavapai County Policy

Investment Policy

CAFMA Annual Budget

Budget and Financial Policies Section

700 USE OF AGENCY VEHICLES

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Staff and support vehicles are provided to support Agency operations. Vehicles are assigned to an individual or to a station to support specific functions. The Fire Chief and the Division Chiefs are assigned vehicles individually. Other vehicles are assigned to the on-duty Battalion Chief, Prevention, Training, Maintenance, or to a specific fire station.

The Fire Chief has the responsibility of ensuring that vehicles are assigned and used in the most effective and efficient method possible. Specific procedures detailing the administration of the utilization of vehicles are contained in the Agency Policy Manual. The standards are designed to protect Agency liability and ensure cost effectiveness and operational efficiency. All vehicles are included in the Agency's preventative maintenance programs and are replaced in accordance with an established replacement schedule reviewed through the budget process.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to provide staff and utility vehicles necessary for the efficient and effective operation of the Agency and that the Fire Chief shall establish and maintain standards that govern their use.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §48-805(B) Fire district; powers and duties

CAFMA Policy Manual

810 District Vehicles

701 AGREEMENTS; IGAs

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Consideration should be given to various provisions and issues for each agreement entered into by the Agency. Certain provisions should be included in every agreement. The Authority District Board shall review and consider the following provisions for each contract.

Provisions to Include in Each Agreement: Purpose and scope; term; termination (including a reference to A.R.S. §38-511); indemnification; hold harmless; insurance; workers' compensation coverage; limitation of remedies; non-discrimination; binding effect; EEOC compliance; Federal and State law compliance; waiver of jury trial; severability; jurisdiction; mediation; and applicable law. Agreements for small projects shall be in compliance with the requirements of A.R.S. §41-4401 and A.R.S. §23-214(A) (together the state and federal immigration laws).

POLICY STATEMENT

and federal immigration laws).

Policy Statement: It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority that agreements be entered into in accordance with the general guidelines described in this policy. The following base provisions shall be used when forming Intergovernmental Agreements:

See Exhibit "A" attached hereto.

Selection Considerations: In general the Board should give consideration to, but not be limited to, the following provisions and language when drafting Intergovernmental Agreements:

See Exhibit "B" attached hereto.

Addendum to Agreement: Every agreement for small projects that the Agency enters into shall include language stating compliance with the federal and state immigration laws:

See Exhibit "C" attached hereto.

CROSS REFERENCES

Arizona Revised Statutes	A.R.S. §48-805
	A.R.S. §11-952
	A.R.S. §41-4401
	A.R.S. §23-214(A)

701 AGREEMENTS; IGAs

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:

***~Exhibit "A"~***

RECORDED AT THE REQUEST OF
AND WHEN RECORDED, RETURN TO:
FOLDER:

Central Arizona Fire and Medical Authority
8603 E. Eastridge Road
Prescott Valley, AZ 86314

**INTERGOVERNMENTAL AGREEMENT
BETWEEN CENTRAL ARIZONA FIRE & MEDICAL AUTHORITY
AND _____**

Preamble

This Intergovernmental Agreement (IGA) is made and entered into this _____
day of _____, 200_____, by _____ and _____ between
the _____ ("AGENCY"),
and CENTRAL ARIZONA FIRE & MEDICAL AUTHORITY, a political subdivision of the
state of Arizona ("CAFMA" or "Authority," as the context requires).

Recitals

WHEREAS, the Agency and CAFMA are both empowered pursuant to A.R.S. §11-952, etc., and A.R.S. §48-805, etc., to enter into this Agreement for purposes of carrying out their mutual responsibility; and

WHEREAS, the Agency and CAFMA wish to cooperate with each other in order to more effectively and economically provide the following services:

NOW THEREFORE, in consideration of mutual promises and covenants contained herein, the Parties agree as follows:

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Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



Covenants

SECTION 1 – PURPOSE

1. The purpose of this Intergovernmental Agreement ("Agreement") is to provide the following service ("Services Provided"): _____

SECTION 2 - SCOPE

CAFMA's responsibilities and obligations:

1.

CAFMA shall:

Agency's responsibilities and obligations:

1. The Agency shall: _____

SECTION 3 - FINANCING

In consideration of the Services Provided, Agency shall compensate CAFMA as follows: _____

SECTION 4 - GENERAL PROVISIONS

1. Each party shall be responsible for the safety and supervision of their own personnel while using each other's facilities; while engaging in the services provided, and other activities, involving the parties. Each party recognizes the inherent risks and dangerous nature of such activities and agrees to participate in this Agreement at their own risk.

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Effective Date: 10/22/2018

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2. Nothing contained in this Agreement shall create any partnership or joint venture between the parties. Except as specifically provided hereunder, each party shall be an independent operator and shall not at any time purport to act as an agent of any other part, or any of its officers or agents.

3. CAFMA shall be excused for delay or failure to perform its obligations under this IGA, in whole or part, when and to the extent that such delay or failure is a result of scheduling conflicts or causes beyond the control and without the fault or negligence of the party unable to perform. Such causes include, without limitation, acts of God, acts of the public enemy, acts of the United States government, fire, floods, epidemics, quarantine restrictions or embargo.

4. CAFMA reserves the right to contract with other agencies or service providers to deliver the Services Provided.

SECTION 5 - SEVERABILITY

If any provision of this Intergovernmental Agreement shall be held to be unconstitutional, invalid, or unenforceable, it shall be deemed severable; however, the remainder of the Intergovernmental Agreement shall not be affected and shall remain in full force and effect.

SECTION 6 - LIABILITY INSURANCE

Each party shall maintain, during the life of this Agreement, a policy of liability insurance naming the other party as an additional insured party in the amount of _____ per occurrence with aggregate liability coverage of _____. In the alternative, a party may self-insure in accordance with the above-referenced liability amounts.

The Agency shall make available its insurance information, including, but not limited to verification of coverage, to CAFMA upon the request of the Governing Board or Fire Chief.

SECTION 7 - TERM

The term of this Agreement shall be effective from _____, through _____, provided that it shall not be effective until it is recorded with the _____ County Recorder. This Agreement, upon mutual consent of the parties may be extended for successive additional periods of time.

SECTION 8 - TERMINATION

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Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



This Intergovernmental Agreement will terminate automatically should the governing body of either party fail to allocate funds for its continued implementation. Should termination occur due to said non-allocation, the non-allocating party shall give ninety (90) days written notice to the other party prior to termination.

In addition, either party may terminate their participation in this Agreement, for any reason, effective _____ (____) days from the giving of written notice to the other party at the following addresses:

Central Arizona Fire and Medical Authority
Attn: Fire Chief
8603 E. Eastridge Drive
Prescott Valley, Arizona 86314

Either party may cancel this Agreement, pursuant to the terms of A.R.S. §38-511.

SECTION 9 - INDEMNIFICATION

The parties to this Agreement shall indemnify and hold harmless each other and their respective departments, boards, employees, and agents, from any and all claims, liabilities, expenses, or third-party actions resulting from the indemnifying party's negligence incurred in connection with the performance of its responsibilities under this Agreement, whether said claims, liabilities expenses, or third-party actions arise by act or omissions of that party, their agents or employees, or whether by the acts or omissions of that party's subcontractors, their agents or employees. Nothing herein shall be construed as a waiver by any party of the right to bring an action for contribution against the other or as against any third person or entity.

SECTION 10 - WORKERS' COMPENSATION COVERAGE

All other employees of a party to this Intergovernmental Agreement, who works under the jurisdiction or control of, or who works within the jurisdictional boundaries of another party pursuant to this particular Intergovernmental Agreement, shall be deemed to be an employee of the party who is his or her primary employer, as provided in A.R.S. §23-1022(D), and the primary employer/party of such an employee shall be solely liable for payment of workers' compensation benefits for the purposes of this section. Each party herein shall comply with provisions of A.R.S. §23-1022(E) by

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Reviewed Date:



posting the public notice required.

SECTION 11 - NON-DISCRIMINATION

The parties, with regard to this Intergovernmental Agreement, will not discriminate on the grounds of race, color, national origin, religion, sex, disability or familial status in the selection and retention of subcontractors, including procurement of materials and leases of equipment. The parties will not participate either directly or indirectly in the discrimination prohibited by or pursuant to Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Section 109 of the Housing and Community Development Act of 1974, the Age Discrimination Act of 1975, and Executive Orders 99-4 and 2000-4.

SECTION 12 - BINDING EFFECT

This Intergovernmental Agreement shall be binding upon the parties and any successor-in-interest. No provision herein is intended to create a third beneficiary interest in any person or entity, including but not limited to the respective employees or agents by either party.

SECTION 13 - WAIVER OF JURY TRIAL

The parties hereto expressly covenant and agree that in the event of litigation arising from this Intergovernmental Agreement, neither party shall be entitled to an award of attorney's fees, either pursuant to A.R.S. §12-341.01(A) and (E) or pursuant to any other state or federal statute.

SECTION 14 - WAIVER OF ATTORNEYS' FEES

The parties hereto expressly covenant and agree that in the event of litigation arising from this Agreement, neither party shall be entitled to an award of attorneys' fees, either pursuant to the Contract, pursuant to A.R.S. §12-341.01(A) and (E) or pursuant to any other state or federal statute.

SECTION 15 - WAIVER OF BREACH

The waiver by CAFMA of any breach by the Agency of any term, covenant, or condition of any permit shall not operate as a waiver of any subsequent breach of the same or any other term, covenant or condition of the Agreement. No term, covenant, or condition hereof can be waived except by the written consent of CAFMA and forbearance or indulgence by CAFMA in any regard whatsoever, shall not constitute a waiver of the term, covenant, or condition to be performed by the Agency.

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Effective Date: 10/22/2018

Revised Date:

Reviewed Date:

**SECTION 15 - AMENDMENT AND CONSTRUCTION**

This Agreement sets forth the entire understanding of the parties as to the matters set forth herein as of the date of this Agreement and cannot be altered or otherwise amended except pursuant to an instrument in writing signed by the authorized representatives of each of the parties hereto. This Agreement is intended to reflect the mutual intent of the parties with respect to the subject matter hereof, and no rule of strict construction shall be applied against any party.

IN WITNESS WHEREOF, the parties enter into this Intergovernmental Agreement on the date(s) set forth below.

APPROVALS

CENTRAL ARIZONA FIRE & MEDICAL
AUTHORITY AGENCY

Chairperson/Fire Board Date _____
 Date

Clerk/Fire Board Date _____
 Date

Fire Chief Date _____
 Date

The foregoing agreement has been reviewed by undersigned counsels, who have determined that the Agreement is in proper form and within the powers and authority granted under the laws of this state.

By: _____
(Central Arizona Fire Attorney) _____
 Date

By: _____
(Agency Attorney) _____
 Date

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Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



~Exhibit "B"~

1. A.R.S. §38-511 language
2. Adoption of resolutions (where appropriate)
3. Amendments
4. Applicable law
5. Attorney's fees
6. Binding effect
7. Certificate of insurance
8. Counterparts
9. CPI increase
10. Default and remedies
11. Detailed terms of responsibility
12. Effective date
13. Entire agreement
14. Exhibits
15. Federal and State regulations
16. Funding
17. Good standing
18. Governing law
19. Headings
20. Indemnification
21. Interpretations and definitions
22. Jurisdiction and severability
23. Limitation of liability
24. Limitation on warranties ("As Is" "Where Is")
25. Mediation provisions
26. Non-agents
27. Non-discrimination
28. Notices
29. Opportunity to cure
30. Ownership
31. Protocols
32. Rollover and automatic renewal
33. Successors and assigns
34. Termination at will
35. Termination for cause
36. Time of the essence
36. Waiver
37. Waiver of jury trial
38. Worker's compensation

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Effective Date: 10/22/2018

Revised Date:

Reviewed Date:

**CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY**

RESOLUTION NO. _____

A RESOLUTION OF THE CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY GOVERNING BOARD AUTHORIZING CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY TO APPROVE AND EXECUTE AN INTERGOVERNMENTAL AGREEMENT WITH _____ FOR THE PURPOSE OF _____

WHEREAS, the Central Arizona Fire and Medical Authority was formed pursuant to Title 48, Arizona Revised Statutes, as a political subdivision of the State of Arizona, to provide fire protection and emergency medical services within certain portions of Yavapai County, Arizona; and

WHEREAS, _____

WHEREAS, _____

NOW, THEREFORE, BE IT RESOLVED, by the governing body of the Central Arizona Fire and Medical Authority, that the proposed IGA by and between CAFMA and _____, as set forth in the attached Exhibit, is binding and approved;

FURTHER RESOLVED, that _____ is hereby authorized to execute the same; and

FURTHER RESOLVED, that the management and staff of CAFMA are hereby authorized to take such action necessary to implement the same.

RESOLVED and ADOPTED this _____ day of _____, 20____.

Board Chairperson

ATTEST:

Board Clerk

701 AGREEMENTS; IGAs

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:

***~Exhibit "C"~*****ADDENDUM TO AGREEMENT
(SMALL PROJECTS)**

This Addendum, made and entered into effective this ____ day of _____, 20____, is added to that Agreement between Central Arizona Fire and Medical Authority, a political subdivision of the state of Arizona (hereinafter "CYFD") and

_____ (hereinafter "____"), adding the following provisions, the same as if said provisions were contained in the body of the following document:

1. Termination: CAFMA may terminate this Agreement pursuant to the provisions of A.R.S. §38-511.
2. Indemnification: Each party (as "Indemnitor") agrees to indemnify, defend and hold harmless the other party, and any of its departments, agencies, officers or employees (as "Indemnitee") from and against any and all claims, losses, liability, costs, or expenses (including reasonable attorneys' fees)(hereinafter collectively referred to as "Claims") arising out of bodily injury of any person (including death) or property damages, but only to the extent that such Claims which result in vicarious/derivative liability to the Indemnitee are caused by the act, omission, negligence, misconduct, or other fault of the Indemnitor, its officers, officials, agents, employees, or volunteers.
3. Non-Discrimination: The parties shall comply with Executive Order 75-5 as modified by Executive Order 99-4, which mandates that all persons, regardless of race, color, religion, sex, age, national origin or political affiliation, shall have equal access to employment opportunities, and all other applicable state and federal employment laws, rules and regulations, including the Americans with Disabilities Act. The parties shall take affirmative action to ensure that applicants for employment and employees are not discriminated against due to race, creed, color, religion, sex, national origin or disability.
4. Legal Arizona Workers Act Compliance: Both parties are required to comply with A.R.S. §41-4401. The parties hereby warrant that they will, at all times during the terms of this Agreement, comply with all federal immigration laws applicable to the employment of their respective employees, the requirements of A.R.S. §41-4401, and with the e-verification requirements of A.R.S. §23-214(A) (together the "state and federal immigration laws"). Both parties further agree to

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Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



ensure that each subcontractor that performs any work under this Agreement likewise complies with the state and federal immigration laws.

A breach of a warranty regarding compliance with the state and federal immigration laws shall be deemed a material breach of the Agreement and the parties who breach may be subject to penalties up to and including termination of the Agreement.

CAFMA retains the legal right to inspect the papers of any contractor or subcontract employee working under the terms of the Agreement to ensure that the other party is complying with the warranties regarding compliance with the state and federal immigration laws.

5. Non-appropriation: This Agreement shall be subject to available funding for CAFMA, and nothing in this Agreement shall bind CAFMA to expenditures in excess of funds appropriated and allotted for the purposes outlined in this Agreement.
6. Records Inspection and Audit: Pursuant to A.R.S. §35-214, _____ shall retain and shall contractually require each subcontractor to retain all data, books and other records ("records") relating to this Agreement for a period of five (5) years after completion of this Agreement. All records shall be subject to inspection and audit by CAFMA at reasonable times. Upon request, _____ shall produce the original of any or all such records. *[This paragraph not needed for IGAs.]*
7. Third Party Antitrust Violations: _____ assigns to CAFMA any claim for overcharges resulting from antitrust violations to the extent that such violations concern materials or services supplied by third parties to _____ toward fulfillment of this Agreement.
8. Arbitration: To the extent required by A.R.S. §§12-1518(B) and 12-133, the parties agree to resolve any dispute arising out of this Agreement by arbitration.
9. Prohibited Investments: _____ agrees to meet the requirements of A.R.S. §35-393, including the certification that _____ does not have scrutinized business operations in Iran.
10. Other Agreements: This Agreement in no way restricts either party from participating in similar activities with other public or private agencies, organizations, and individuals.

701 AGREEMENTS; IGAs

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



-
11. **Limitations:** Nothing in this Agreement shall be construed as limiting or expanding the statutory responsibilities of the parties.
 12. **Construction:** this Agreement is the result of negotiations between and has been reviewed by each of the parties hereto and their respective counsel. Accordingly, this agreement shall be deemed to be the product of all of the parties hereto, and no ambiguity shall be construed in favor of or against any one of the parties hereto.
 13. **Interpretation:** This Agreement shall be interpreted in accordance with the plain meaning of its terms and not strictly for or against any of the parties hereto.

This Addendum shall be effective on and from the day and year first above written. To the extent this Addendum conflicts with or is inconsistent with any term of the original Promissory Note referenced above, this Addendum shall control. In all other respects and manner, the original Note entered into by and between the parties shall remain in full force and effect.

PASSED, APPROVED AND ADOPTED by the Board of Directors of the Central Arizona Fire and Medical Authority this _____ day of _____, 20_____.

CENTRAL ARIZONA FIRE AND MEDICAL AUTHORITY,
a political subdivision of the State of Arizona

By: _____
Board Chair

ATTEST:

Board Clerk

701 AGREEMENTS; IGAs

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



[Vendor Execution]:

By:

Its:

702 STRATEGIC AND LONG RANGE PLANNING

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Planning is a conscious, systematic process during which decisions are made about the goals and activities that an organization will pursue in the future. Planning occurs on many levels involving individuals, work groups, divisions, and the overall organization.

Short-term planning involves the development of annual goals and objectives, schedules, meeting agendas, and an annual budget. Long-term planning involves a process of forecasting and assessing potential changes in the community and environment in which the Agency must operate. Long-term strategies generally take multiple years to accomplish and serve as the basis for short-term planning activities.

Board and Agency policies and direction should be evaluated on a continuous basis. Much of the work is accomplished during regular monthly Board meetings. Board study sessions are scheduled on an as needed basis to discuss specific topics and/or situations that require special attention.

The Fire Chief is generally responsible for the establishment of objectives and the implementation of activities designed to carry out the direction established by the Board. The Board reviews progress and provides additional direction as necessary.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to maintain an ongoing process of policy and strategic goal evaluation and development and to hold study sessions dedicated to long-term planning as needed.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §48-805(B) Fire district powers and duties

CAFMA Board Policy Manual

Policy 201 Mission Statement

Policy 301 Board Member Responsibilities

703 AGENT OF RECORD SELECTION PROCESS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Agency appoints individuals as agent of record in a variety of technical areas:

1. Employee Benefits: Health insurances including medical, dental, vision, prescription, life and long term disability.
2. Property/Casualty Insurance: Liability, property, workers' compensation, auto, fidelity bond, boiler, and mechanical.
3. Legal Counsel: General legal counsel for Board and Agency business.
4. Auditor: Conducts annual audit and provides financial accounting advice.

The general duties of these individuals include solicitation of bids (insurance), representation of the Agency in technical matters (insurance, legal), performance of mandated duties (audit), and/or to make recommendations that represent the best interest of the Agency (insurance, legal, audit).

State law does not specify time frames and/or specific processes to be used for these appointments. It is the Board's and Fire Chief's responsibility to make such appointments in a fair and open process that best represents the interests of the Agency. The key in determining when and how such appointments are made should include:

1. Satisfaction with current quality of service.
2. Availability and interest of local vendors.
3. Changes in requirements and/or expectations.
4. Change in laws related to selection of agency representatives.

The Agency's Fire Chief and Staff review the performance of all appointed agents of record throughout the year and will provide informal review to the Board of Directors. The Board of Directors, at its discretion, may direct Staff to implement a formal process to seek bids before renewing any contract for service. In so doing, the Board may set the parameters and terms of an agreement, or may direct staff to do so.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to appoint individuals as agent of record in a variety of technical areas based on business necessity, service evaluation, and local interest by qualified vendors. If necessary, the Board will conduct reviews based on information provided by Staff.

703 AGENT OF RECORD SELECTION PROCESS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



CROSS REFERENCES

CAFMA Board Policy Manual

Policy 305 Board Appointments

704 UNIFORMS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

It is very important that Agency personnel are readily identifiable. Uniforms provide an important first impression of competence. A clean, neat, and uniform appearance provides esprit de corps and pride of association with each other and the Agency.

Emergency service agencies find that they are more readily accepted and looked upon as professionals when their appearance exhibits a professional image.

Upon election or appointment to the Board, Board Members will be issued a photo ID and will be provided with information for ordering agency shirts.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority that all emergency response and fire and life safety personnel are provided uniforms that the Agency implements policies and procedures for the replacement and maintenance of uniforms, and for the proper wearing of uniforms.

CROSS REFERENCES

CAFMA Policy Manual

Policy 602 Appearance: Uniform

705 ANNEXATION, MERGER AND CONSOLIDATION

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Annexations, mergers, and consolidation are three separate legal processes in which territory may be added to a district.

- Annexation is the process of adding new territory not already in a fire district to an existing fire district (A.R.S. §48-262)
- Merger is a process in which one district merges with another district to form a new district (A.R.S. §48-820)
- Consolidation is a process in which one district consolidates with another district. The consolidated district(s) are considered annexed by and absorbed into the surviving district (A.R.S. §48-822)

The procedural details for each process are prescribed in the Arizona Revised Statutes. While all three processes are similar in that additional territory is added to a district, the political, financial, and operational impacts vary widely.

The annexation process simply adds territory without impacting the existing governing body or current tax rate of the annexing district.

In a merger a new district is formed and a new Board of Directors is established from Board members of the two merging districts. All liabilities and assets are transferred to the new district. The tax rate for the new district is computed based on the assessed values of the districts.

In a consolidation the surviving district assumes all assets and liabilities from the merging district. The surviving district's Board of Directors remains while the governing body of the district(s) requesting consolidation into the receiving district is eliminated. A new tax rate is computed based on the assessed values of the newly expanded district.

The process for mergers and consolidations are similar. The difference is that a merger forms a new political entity (district) while in a consolidation one of the existing districts absorbs the other district.

Election requirements for each process vary with the particular scenario.

There are four key issues that should be considered with any expansion question:

1. The ability to provide an acceptable and defined level of service.
2. The cost of service compared to the projected revenues.
3. The feasibility of working through the required political processes.
4. The functionality of the projected administrative, managerial, and operational processes.

Annexations are by far the least complex process. Mergers and consolidations require a significantly higher level of collaboration between all parties, legal counsel, staff participation, and public involvement.

705 ANNEXATION, MERGER AND CONSOLIDATION

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



Annexations, merger, and/or consolidation questions should be given full consideration when they arise since they are generally motivated by a desire to obtain service, to improve service, and/or to reduce the cost of service.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to assist the districts in the Joint Powers Authority to ensure the approval of any annexation, merger, and/or consolidation is based on the following findings.

1. The stated service level goals can be provided throughout the new territory without diminishing existing service levels in existing areas.
2. Projected revenues are sufficient to support the on going operational plan for the expanded service area of the District(s).
3. The administrative, managerial, and operational structure of the District(s) remains highly functional.
4. The overall assessment combining all the general and specific impacts of the proposed expansion is in the best interest of the current taxpayers of the District(s).

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §48-262 Annexations

A.R.S. §48-820 Mergers

A.R.S. §48-822 Consolidations

706 DISPOSITION OF AGENCY PROPERTY

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Board must ensure that property no longer needed by the Agency is disposed of through a fair and open process. The concepts related to the disposition of property are similar to those related to the acquisition of property:

1. Openness,
2. Fair and competitive procedures,
3. Minimization of expense,
4. Compliance with law,
5. Best interest of the public.

These goals do not preclude the Board from donating and/or selling items to other fire departments and non-profit organizations if it finds, through public consideration, that such action is in the best interest of the Agency.

The Staff ordinarily brings real property and fixed asset items (individual value greater than \$5,000) to the Board to be declared surplus prior to disposition. The disposition of items of less value is generally presented to the Board as informational.

In all cases the method of disposition must be open and fair. Any item, regardless of value, that Staff recommends for donation and/or sale directly to another fire department or non-profit organization is brought to the Board for authorization.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority that all real and fixed asset property of the Agency be declared surplus and no longer needed for public purposes prior to its disposition.

It shall further be the policy of the Board that all property is disposed of in a fair and open process in a method authorized by law and in the best interest of the Agency.

CROSS REFERENCES

CAFMA Board Policy Manual

Policy 604 Fixed Assets

CAFMA Policy Manual

Policy 742 Fixed Assets

707 LEGAL COUNSEL

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Agency utilizes legal counsel for contract and document review, legal advice, and representation when necessary. The source for legal advice may vary depending on the nature of the topic. Property/casualty insurance carriers may maintain a pre-loss legal program that is accessible to its members. Such programs are particularly helpful with State and Federal issues such as civil rights, employment standards, disciplinary processes, and tort claims. Not all insurance carriers have formal programs of this type. The Agency also maintains a designated legal representative at the local level who is used for routine legal advice and representation related to contracts and legal interpretations, and for personnel matters.

The Board of Directors may elect to seek legal counsel at its discretion. In many cases this may take the form of a directive to the Fire Chief or Assistant Chief of Administration to investigate a particular topic and report back. In other circumstances, the Board may request its legal counsel to provide a written opinion. It has been standard practice of the Board to have its designated legal representative attend Board meetings to provide legal advice to the Fire Board.

At the Administrative Staff level, contact with legal counsel is coordinated and controlled by the Fire Chief or Assistant Chief of Administration. The Fire Chief or Assistant Chief of Administration will use legal counsel to review contract documents and other agreements as necessary to protect Agency interests and liabilities.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to maintain designated Agency legal counsel and to utilize such services as may be necessary to ensure proper review and oversight of legal documents, commitments, contracts, and legal processes.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §48-805.B(10) Legal counsel

800 ASSET MANAGEMENT

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Agency owns and maintains a number of facilities, vehicles, and equipment. The maintenance, use, and care of these items are critical to ensure service delivery reliability, and to maximize their cost effectiveness.

The Board strongly supports cost-effective maintenance programs designed to protect the taxpayers' investments. The primary emphasis of the Agency's internal effort has been preventative and predictive maintenance. Equipment and facilities are maintained and upgraded as necessary to ensure that they comply with current federal, state, and local building codes, safety standards, or other appropriate standards.

The responsibility to establish and maintain these programs and priorities is delegated to the Fire Chief. The Fire Chief develops programs and establishes procedures and expectations to carry out this policy.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to establish and maintain cost-effective preventative maintenance, repair, and replacement programs for all Agency assets.

It shall further be the policy of the Board to delegate this responsibility to the Fire Chief and ensure that the proper care and use of all Agency assets is the responsibility of all personnel.

CROSS REFERENCES

CAFMA Board Policy Manual

Policy 802 Vehicle and Apparatus Maintenance

Policy 803 Station and Facility Maintenance

CAFMA Policy Manual

Policy 800 Vehicle and Equipment Inspection

Policy 700 Station Management

Standard Operating Guidelines

SOG G111 Station Cleaning and Maintenance

801 TRAINING PROGRAMS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Fire service training is a very complex task. The range of emergency situations that the fire service finds itself involved with mandates a significant time and financial commitment on the part of the organization.

Coordinating a training program is further complicated by the need to deliver programs to three shifts, multiple stations, full-time personnel, and scheduling priorities with other agencies. Training standards and regulations are promulgated by agencies at the local, state, and federal levels. The Agency is committed to meet these standards to improve effectiveness, reduce losses, promote personal safety, and reduce liability.

Training programs fall into many categories including:

1. Administrative
2. Managerial
3. Fire suppression
4. Emergency medical treatment
5. Supervision
6. Safety
7. Vehicle operation
8. Maintenance
9. Public relations/education
10. Fire investigation
11. Construction/Code enforcement
12. Hazardous materials
13. Special operations
14. Technology/Computer

The Agency traditionally places a high priority on training. The Agency budgets to allow participation with professional associations and to attend outside technical and professional training programs.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to promote and require that all personnel participate in ongoing comprehensive training programs designed to comply with recognized training standards and to enhance individual and unit competency on a continual basis.

It shall further be the policy of the Board to encourage ongoing formal education, interagency training, and participation in professional associations to the extent it supports and enhances District effectiveness.

801 TRAINING PROGRAMS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §48-805 Fire district; powers and duties

CAFMA Policy Manual

409 Educational Assistance

802 VEHICLE AND APPARATUS MAINTENANCE

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Agency maintains an organized preventative maintenance program that includes daily, weekly, monthly, annual, and mileage controlled inspection and service checks. The program is designed to reduce the potential for unscheduled services and/or breakdowns and to improve fleet reliability.

The anticipated and expected results of the program include:

1. Improved in-service time of apparatus,
2. Extended useful life expectancy for each vehicle,
3. Improved cost control,
4. Improved safety,
5. Reduced liability,
6. Early detection and correction of problems,
7. Ability to plan for major repairs and/or replacement,
8. Improved operating procedures and driver/operator education.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to maintain and fund a vehicle and apparatus preventive maintenance program.

CROSS REFERENCES

CAFMA Policy Manual

800 Vehicle and Equipment Inspection

Standard Operating Guidelines

SOG O900 Truck Co Weekly Check

803 STATION AND FACILITY MAINTENANCE

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Fire stations provide the “home base” from which the Agency provides services to the community. Fire stations are recognized nationwide as places of help and shelter in both ordinary and emergency situations.

The basic functions of fire stations are to house apparatus, equipment, and people. Other functions may include administration, maintenance, storage, meeting area, classrooms, or emergency operation centers.

Stations and other Agency facilities represent the largest fiscal assets of the Agency and are critical for the reliable delivery of services. In addition to routine maintenance, issues of emergency power, earthquake standards, and infectious disease control and decontamination areas must also be addressed.

The Agency has both full-time staffed stations and reserve only stations. As development in the Agency continues, remodels, expansion, and/or the addition of stations is necessary. It is important to consider future service and staffing needs in the design of new stations. Existing stations may require modification to meet new staffing and/or service delivery needs.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to maintain and fund preventative maintenance programs sufficient to maintain the functionality of Agency facilities, working through the budget process to remodel and/or add new stations as justified by new service demands.

CROSS REFERENCES

CAFMA Policy Manual

Policy 700 Station Management

Standard Operating Guidelines

SOG G111 Station Cleaning and Maintenance

804 SAFETY AND LOSS PREVENTION

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Safety and loss prevention are the responsibility of all Agency members. The Agency's primary goal is to decrease and/or prevent safety and health related accidents, injuries, and other losses.

There are local, state, and federal regulations and standards addressing a cross section of operational issues within the fire service. Some of the topics addressed include emergency scene operations, driving, protective clothing, infectious disease control, equipment design and use, hearing and eye protection, incident command, community right to know, safety committees and accident reporting.

The Agency takes a proactive approach to safety and works with these agencies to develop safe procedures and employee training programs to ensure compliance. Failure to do so could result in fines, increased insurance costs, increased liability, and personal injury or death. The Agency views compliance with the various regulations as proper and efficient program planning that leads to improved safety and more effective delivery of services.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to provide and maintain a safe and healthy working environment for all members and visitors and to support loss prevention programs designed to promote safe working procedures, provide safe working equipment, provide effective personal protective equipment, and to comply with all applicable laws and regulations.

CROSS REFERENCES

CAFMA Policy Manual

Policy 900 - 980

900 FIRE CORPS PROGRAM

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

It is beneficial to the Agency to establish and maintain a citizen volunteer program to support the continued efficient operation of various department functions.

Fire Corps members are not intended as substitutes for fire and emergency service personnel. Members shall be utilized to support department functions and shall receive training appropriate to the duties that they may be called upon to perform.

It shall be the policy of the Central Arizona Fire and Medical Authority to maintain and operate the assignment of Fire Corps members to any duties as may be determined appropriate and necessary. The citizen advocates shall be utilized to assist emergency management and other related community service functions in non-operational roles as needed and determined by the Fire Chief or his/her designee.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to formally establish a Fire Corps volunteer program and to delegate the maintenance and operation of this program to the Fire Chief.

CROSS REFERENCES

CAFMA Policy Manual

Policy 209 Fire Corps Program

Arizona Revised Statutes

A.R.S. §48-805 Fire District; powers and duties

1000 RESPONSE INTO UNPROTECTED LANDS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

The Agency is bordered by cities, other fire districts, and "unprotected areas". Although the Arizona Division of Forestry and Fire Management provides wildland fire protection in the unprotected areas, it does not provide any type of structural fire protection or emergency medical services. Many property owners in unprotected areas have chosen to build and live in those areas with or without the understanding that structural fire protection and EMS services are not provided.

When a fire or need for medical assistance occurs in one of these areas the Agency may be requested to respond. The Agency has the authority to determine if it will respond. There are a variety of state laws that address such situations.

A.R.S. §48-805(B) authorizes a Board to give authority to the Fire Chief or designee to respond into unprotected areas to suppress fires when such fires cause or may cause undue jeopardy to life or property.

A.R.S. §48-805(B) authorizes a district to respond outside its border, upon request, to a fire or other public safety incident or to airplane and/or other incidents that may occur on transportation routes.

A.R.S. §48-805(B) provides for billing and collection of district response costs.

The Agency does not ordinarily respond out of its boundaries but may do so if deemed appropriate under the circumstances or has a contract in place for such services. The one exception is the Agency's policy to respond to vehicle accidents with injuries that occur on the highway within a 5 mile radius of the Agency's boundaries (IE: 6.5 miles on Highway 89A to the top of Mingus Mountain). The decision to respond is a judgment call requiring the approval of the Fire Chief or designee. Some of the criteria used to make the decision include:

1. Threat to life and property
2. Availability of resources
3. Nature of request
4. Mutual aid agreements
5. Contracts
6. Location/Distance
7. Time of year
8. Legal issues

1000 RESPONSE INTO UNPROTECTED LANDS

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to authorize the Fire Chief or his designee the discretion to send Agency resources into unprotected areas for the purpose of protecting life and property as long as protection capability within the Agency is not unreasonably reduced.

It shall further be the policy of the Agency to bill for such services when appropriate and in accordance with adopted Agency standards and the services consistent with the terms and conditions approved by the Board of Directors.

CROSS REFERENCES

Arizona Revised Statutes

A.R.S. §48-805(B) Fire district; powers and duties

1001 AUTOMATIC / MUTUAL and STATEWIDE MUTUAL AID

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Experience has shown that many emergency incidents have the potential to grow to proportions that may overwhelm the defenses of a single department. Disasters of this magnitude can cause not only a threat to life, but also property as well as impairment to the local and/or State's economy. Adequate response can be obtained only through a full understanding of and response by the State's fire services.

POLICY STATEMENT

It shall be the policy of the Board of Directors of the Central Arizona Fire and Medical Authority to endorse and participate in Automatic/Mutual Aid Agreements as well as to participate fully in the coordination of resources and response under the State wide mutual aid program. It shall further be the policy of the Board of Directors to compensate both FLSA exempt and nonexempt employees in accordance with the District's established pay scales for all hours worked and to request State reimbursement funds for appropriate incidents.

CROSS REFERENCES

Arizona Revised Statutes

ARS Title 26, Chapter 2

Fire Board Policy Manual

Policy 10.1 Response into Unprotected Lands

Policy 10.3 Automatic/Mutual Aid Agreements

Governor's Executive Order

Order 2003-21

State Wide Mutual Aid Agreement

Implemented June 1, 2004

1002 INFECTIOUS DISEASE CONTROL

Effective Date: 10/22/2018

Revised Date:

Reviewed Date:



RELATIVE INFORMATION:

Infectious and communicable disease exposure is an occupational health hazard. Disease transmission is possible during any aspect of emergency response, including in-station activities.

The health and welfare of each Agency member is a joint concern of the members and the Agency. While each member is ultimately responsible for his or her own health, the Agency recognizes a responsibility to provide as safe a workplace as possible.

Agency programs address three basic goals:

1. To provide all members with the necessary protection from infectious and communicable disease.
2. To protect patients from potential infection.
3. To protect the Agency from potential liability.

The Agency maintains specific standards and procedures that address these goals and comply with the various federal and state regulations. The overall system includes an exposure control plan, operating procedures, information management and reporting, training, and education, and program compliance and quality monitoring.

POLICY STATEMENT

It shall be the policy of the Board of Directors of Central Arizona Fire and Medical Authority to provide medical services to the public without regard to known or suspected diagnosis of communicable and/or infectious disease and to regard all patient contacts as potentially infectious.

It shall further be the policy of the Board to provide all Agency members with the necessary training, immunizations, and personal protective equipment needed for protection from infectious and communicable diseases and to recognize the need for certain work restrictions based on management and program control concerns.

CROSS REFERENCES

CAFMA Policy Manual
Standard Operating Guidelines

Policy 960 Infectious Control Protocol
SOG O800 Infectious Control Protocol