

FLAGSTAFF RANCH FIRE DISTRICT

FIRE BOARD HANDBOOK AND BYLAWS

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CONTENTS

HANDBOOK

Introduction - 2
Mission - 2
First Official Acts - 2
Orientation - 2
Code of Conduct - 3
Legal Responsibilities - 4
Additional Duties - 5
Conflict of Interest - 5
Officer Descriptions - 6
Delegation to Chair - 7
Board to Staff Linkage - 7
Agendas - 8
Board Packets - 9
Minutes - 9
Fire Board Committees - 9
Board Participation on Staff Committees - 10
Appointment Process - 10

BYLAWS

Article I Name - 12
Article II Purpose - 12
Article III Board of the District - 12
1. Members - 12
2. Meetings - 13
3. Quorum - 14
4. Motions and Voting - 14
5. Powers - 14
6. Renumeration - 15
Article IV Officers of the Board - 15
Article V Chief Officers and Board - 16
Article VI District Financial Reports - 16
Article VII Reserve Policy - 17
Article VIII Amendments - 17

APPENDIX

Contact Information Form - 19
Oath of Office Form - 20
Guideline Acknowledgement - 21
Conflict of Interest Disclosure - 22
Declaration of Qualifications - 23
Open Mtg Law Statement of Compliance - 24
Board Travel Reimbursement Request - 25
Board Member Application - 26

Introduction

This handbook has been established as a guide to assist members of the Flagstaff Ranch Fire District Board of Directors to understand their roles and expectations relating to their performance and participation on the Fire Board. Many sources such as the *Arizona Revised Statutes* (A.R.S.), Arizona Fire District Association (AFDA) publications and educational seminars, and other related sources were consulted to establish these guidelines.

Mission

Flagstaff Ranch Fire District protects lives and property through professional fire protective services and initial response to medical emergencies within Flagstaff Ranch for its residents and guests.

First Official Acts

Arizona Revised Statutes identifies requirements to qualify directors to serve on the fire board. Directors shall take an *Oath of Office* at or before the commencement of their term of office and entering the duties of the office pursuant to A.R.S. § 38-231 & 38-232. Directors shall review open meeting law (OML) materials at least one day before taking office and sign a Statement of Compliance pursuant to A.R.S. § 38-431.01(G). Director's shall become authorized signers on District warrants and shall provide their signature for the Coconino County Treasurer.

In addition, Directors shall complete a *Director Contact Information* form; sign a *Conflict of Interest Disclosure* form to declare any potential conflicts of interest; and sign an *Acknowledgement of Fire Board Guidelines* form to confirm understanding of the guidelines presented in this handbook. All of the aforementioned forms are available in the Appendix of this handbook.

Directors are also required to attend professional development training provided by Arizona Fire District Association (AFDA) within one year of election or appointment to office pursuant to A.R.S. § 48-803(I).

Orientation

Directors will be invited to go through an orientation session to provide them with a basic understanding of the Fire District. The orientation session will be administered by the Fire Chief and include the following:

- Familiarization and introduction of staff
- Chain of command
- Explanation of Arizona Revised Statutes
- Review of the Fire District Strategic Plan
- Whom the Fire District serves and response areas
- Tour of the Fire District and fire stations
- Introduction to various apparatus and equipment
- Explanation of the Arizona Fire District Association
- Instructions for registering on the AFDA website at www.azfiredistricts.org to access the AFDA Handbook (The Red Book)
- Training requirements

Code of Conduct

Directors should have a broad perspective and possess a willingness to search out effective solutions to complex problems. It is not in the best interests of the Fire District for Directors to focus on a single issue or have a biased point of view. Directors shall always place the Fire District’s best interest above their own personal interests.

Directors should keep on task and not be unduly influenced by those who have more dominant personalities. Every Director represents the interests of the Fire District equally. Directors are obligated to operate within the parameters that the Fire Board sets for itself.

Directors should not interpret opposing votes to the majority as a personal issue. In turn, all Directors need to realize that the will of the majority prevails.

The “prudent person” legal doctrine applies to individual Directors as well as the Fire Board as a collective body. The level of the Fire Board competency will be compared to what a similar prudent Fire Board or Director should do. Directors are expected to act and conduct themselves professionally when representing the Fire District.

Directors shall not use their position, or information obtained as a Fire Board member, for personal gain or for the financial benefit of themselves or members of their family.

The focus of the Fire Board should be policy decisions, its implementation, and the finances of the Fire District. Directors should not become involved in the day to day operations of the Fire District.

Directors and staff shall maintain professional conduct towards each other that includes refraining from teasing, insulting, being overly critical, badgering, intimidating, assigning burdensome tasks, making demeaning statements, and other forms of bullying and harassment.

Furthermore, Directors are expected to:

- Work to accomplish the mission of the Fire District; unite for a common cause; respect the opinions of fellow Directors and Fire District staff; refrain from being publicly critical of fellow Director’s opinions
- Exercise independent judgment on decisions that come before the Fire Board
- Be loyal to the Fire District, its staff, and other Directors
- Not discuss confidential proceedings of the Fire Board outside the Fire Board meetings
- Accept, respect, and support majority decisions of the Fire Board; recognize authority is vested in the Fire Board as a group and not in individuals
- Recognize that the Fire Board’s job is to ensure that the Fire District is well managed, not to manage the Fire District
- Avoid interfering with the duties of the Fire Chief or undermining the Chief’s authority; recognize chain of command
- Declare conflicts of interest between the member’s personal life and their Fire Board position; avoid voting on issues that are or are perceived to be a conflict of interest
- Not use one’s Fire Board position for personal advantage or the advantage of family or friends

Legal Responsibilities

Directors are legally and ethically accountable for the operation of the Fire District and are responsible for acting on behalf of the Fire District's service recipients, taxpayers, and staff to ensure smooth and efficient operation of the Fire District.

There are a multitude of state laws that substantially affect the manner in which the Fire District must conduct business. An explanation of what a Fire District SHALL do, MAY do and SHALL NOT do is listed below.

The Fire District **SHALL**:

- Submit an annual report per A.R.S. § 48-251(A)
- Prepare, post, publish, adopt, certify, and submit an annual budget per A.R.S. §§ 48-252 & 48-805.02(A), (B), and (D)
- Perform, accept, and submit an audit or financial review of the annual report per A.R.S. §§ 48-253.A.1 & 48-805.02(G)
- Fill vacancies on the Fire Board within 90 days per A.R.S. § 48-803(B)
- Elect from its members a Chairperson and Clerk per A.R.S. § 48-803(F)
- Hold a public meeting in July and at least every two months thereafter per A.R.S. § 48-805(A)(1)
- Produce, review, and reconcile monthly financial reports and cash flow projection reports; report any indication of statutory violations related thereto per A.R.S. A.R.S. § 48-807(O) &(P)

Pursuant to A.R.S. § 48-805(B), the Fire District **MAY**:

- Employ personnel and provide services deemed necessary for fire protection, for preservation of life, and for carrying out its other powers and duties
- Acquire apparatus, equipment, lands, buildings, and furnishings to house equipment and personnel necessary to carry out the Fire District's mission
- Issue bonds to finance the acquisition of property
- Adopt, enforce, and amend a fire code approved by the Fire District's qualified electors
- Procure fire protection services from a private fire protection company or fire department of a neighboring city, town, or district
- Retain a certified public accountant to perform an annual audit of the Fire District books
- Retain private legal counsel
- Accept gifts, contributions, bequests, and grants and comply with any requirement of such
- Pay membership dues to Arizona Fire District Association
- Adopt fee schedules for fire protection services
- Adopt schedules for financial reimbursement to taxpayers for installment of certain fire protection systems
- Change the Fire District's name
- Enter into intergovernmental agreements or contracts per regulations established

Pursuant to A.R.S. § 48-805(D), the Fire District **SHALL NOT** incur debt or liability in excess of taxes levied and to be collected and the money actually available and unencumbered at the time on the fund, except as provided by law.

Additional Duties

In addition to responsibilities required by statute, the following duties have been adopted by past Fire District Boards:

- Adopt and maintain Bylaws
- Establish the mission and vision of the Fire District; ensure an effective organizational strategic plan
- Set goals and objectives for the Fire District
- Provide support and guidance for the Fire Chief; evaluate the Chief's performance annually
- Ensure the organization produces economically justifiable decisions; ensure financial solvency, integrity, and performance of the Fire District
- Enhance public image and be an advocate for the Fire District
- Establish the tax rate annually to ensure adequate funding
- Approve contracts and agreements necessary to the Fire District's mission
- Approve the disposition/disposal of surplus property
- Co-sign warrants
- Approve an insurance policy to cover the Fire District's assets, personnel, and Fire Board. Directors are covered under the Fire District's General Liability, Management Liability, and Umbrella Liability Insurance policies as "insureds" while they are acting on the Fire District's behalf
- Consult legal counsel as deemed necessary; determine procedures to follow and approve final disposition of legal issues
- Attend and actively participate at Fire Board meetings, work sessions, public hearings, and special events
- Review Fire Board Packets prior to each meeting in order to arrive prepared; ensure adequate and current information is obtained to make informed decisions; keep informed of developments relevant to issues before the Fire Board
- Regularly attend AFDA conferences to learn more about the position and responsibilities
- Work with Fire District staff, the Fire Board, and the community to ensure smooth, efficient, and responsible operation of the Fire District
- Call to the attention of the Fire Board any issues that will have an adverse effect on the organization
- Refer constituent and staff complaints to the proper level on the chain of command
- Self-evaluate; the Fire Board should evaluate its own effectiveness to assure fulfillment of responsibilities and to maintain a strong organization

Conflict of Interest

The Fire Board of Directors occupy positions of public trust. They shall strictly adhere to the spirit and letter of the laws of the State of Arizona, including situations pertaining to conflicts of interest. A conflict of interest,

actual or perceived, may be potentially damaging to the Fire District. Conflict of interest relates to ethical behavior as well as personal gain. A conflict of interest exists when a personal or professional concern of a Director affects his/her ability to put the welfare of the organization before personal benefit. Directors shall conduct their personal affairs in such a manner as to avoid any possible conflict of interest with their duties and responsibilities as Directors of the Fire Board.

Conflict of interest guidelines shall be applied to transactions between the Fire District and interested persons and shall apply to the sale, lease, or exchange of property to or from interested persons and the Fire District, the lending or borrowing of monies to or from interested persons by the Fire District or the payment of compensation by the Fire District for services provided by interested persons. A potential conflict of interest arises when a Director holds a financial interest in or may receive any personal benefit from a business entity furnishing services, materials, or supplies to the Fire District.

Financial interest shall include, but not be limited to, any position of a Director or a member of his or her family (including spouses, parents, siblings, children and their spouses), as an owner, officer, board member, partner, trustee, controlling shareholder, member, employee or beneficiary. If the amount of business transacted with any publicly-held company has no material effect on the total results of such company, ownership of shares in such company shall not be deemed a financial interest by any Director.

Directors shall be required to file a statement with the Fire Board stating that the disclosure guidelines have been reviewed, which shall include a list of all potential conflicts of interest (see attached form at the Appendix of this handbook). Any actual or potential conflict of interest on the part of any Director that arises subsequent to the filing of such a statement shall be disclosed promptly to the Fire Board by such member. The disclosure statement shall be filed unless it is determined for good cause that such disclosure statement should be kept confidential. Any decision to keep confidential any such disclosure statement shall be approved by legal counsel for the Fire Board.

Directors who have an actual or potential conflict of interest shall not participate in consideration or discussion of a proposed matter in which such Director has a potential or actual financial or personal interest (unless for special reasons the Fire Board by a vote of a majority of its disinterested members requests information or interpretation) or vote on the matter.

A Director with a potential or actual conflict of interest in a matter before the Fire Board may be counted in determining the presence of a quorum at any meeting during which such matter may or will be considered by the Fire Board. The provisions of A.R.S. § 10-2550, or any successor statute, shall apply to any situation, contract, or transaction in which a Director may have an actual or potential interest.

A Director shall not use or disclose confidential information received while serving the Fire District, especially if the personal use of such information would be detrimental to the Fire District.

Officer Descriptions

The function of the Fire Board Officers is to assist the Fire Board in doing its job, and not as powers unto themselves. Officers are responsible for the integrity and functioning of the Fire Board and for ensuring the integrity of related documentation.

Officers of the Fire Board are in the service of the Fire Board and are bound by Fire Board's desires and by the limits of their authority. Officers may not act in place of the Fire Board except when specifically delegated by the Fire Board as a whole.

BOARD CHAIRPERSON

- Leads meetings of the Fire Board
- Assist staff in developing agendas for Fire Board meetings
- Co-sign warrants
- Provides signature on contracts or other instruments pertaining to Fire District business
- Creates and maintains a spirit of unity amongst diverse people on the Fire Board
- Facilitates the group process
- Ensures the Fire Board works effectively and ethically with the Fire Chief and staff
- Maintains Fire Board discipline by adhering to Fire Board agreed upon conduct
- Contact and consult legal counsel and insurance representatives as deemed necessary

BOARD CLERK

- Performs the duties of the Chairperson in his or her absence
- Co-sign warrants
- Participate as a vital part of the Fire Board's leadership

Delegation to Chair

At times it may be necessary for certain tasks and decisions to be delegated to the Fire Board Chairperson. This may only be done for specific items that cannot wait until the next Fire Board meeting for a decision. The Chairperson will authorize the final decision, and the decision will be promptly communicated at the next Fire Board meeting for action by the Fire Board.

Board to Staff Linkage

The Fire Board shall hire a Fire Chief or contract for fire protection services that include the services of a fire chief who shall be the Chief Operations Officer responsible for all emergency services. The Fire Board may contract for administrative services with an individual or company that will designate a chief administrator who will be responsible for all administrative functions. The Fire Chief shall make hiring recommendations for Chief Officer positions subject to the approval by the Fire Board. The Fire Board should be careful not to micromanage the Fire District themselves but should ensure that acceptable standards of prudence and ethics of operations are being met. The Fire Board should be sure to avoid usurping the Fire Chief's and chief administrator responsibilities for management decisions as this could impede progress rather than enhance it. The Fire Board should set limits rather than becoming directly involved. They must believe in the Fire Chief and his staff and trust that day to day decisions will be consistent with the mission of the organization.

The Fire Board's challenge is to be reasonably certain that nothing goes awry and at the same time, to grant as much unimpeded latitude as possible to staff members with the skills and talents to get the work done. Staff members need freedom from the Fire Board's friendly intrusions to do their work efficiently. The Fire

Board should oversee the general performance and fulfillment of the mission by doing their job, not the job of staff.

The Fire Board should realize that staff members will be stronger knowing that the Fire Board supports them and understands their needs. A good working relationship between the Fire Board and staff will produce the desired results. The relationship between the Fire Board and the Fire Chief is one of the most important in the Fire District.

An effective Fire Board is absolutely essential to effective organization. The enthusiasm and participation of the Fire Board contributes to the effectiveness of the whole organization.

The Fire Chief is accountable to the Fire Board as a whole for the Fire District’s performance and not to the officers, board committees, or individual members. Only the Fire Board, by majority vote, has authority over the Fire Chief. This does not prevent interaction between these entities as long as the Fire Chief is instructed by the Fire Board as a whole. Information may be requested by a Director or member of a committee. If in the Fire Chief’s judgment the request requires a substantial amount of staff time, it may be refused.

The Fire Chief has the right to expect the Fire Board to be clear about the rules and then play by them, to speak with one voice, and to get their job done. The Fire Board has the right to expect the Fire Chief to keep them informed by presenting a report at each regular Fire Board meeting and corresponding with them when necessary. The insights of the Fire Chief on the day-to-day operations of the Fire District are essential to Fire Board decision making.

Here is a simplified, but effective explanation of the Board vs. Chief responsibilities—The Board makes Policy (What and Why) and the Chief implements Policy (What When and How).

Agendas

State law requires that public notice of the time, date and place of Fire Board meetings be posted and agendas are available at least 24 hours in advance of a meeting in the Flagstaff Ranch Mailroom and on the Flagstaff Ranch Fire District website.

Law also requires that the agenda list the specific matters to be discussed, considered and/or decided at the meeting. The agenda must significantly describe information reasonably necessary to inform the public of the matters to be discussed and/or decided. This does not permit agenda non-specific items to be discussed.

Directors who wish to have an item included on an agenda shall submit the item to staff as early as possible, but at least 1 week prior to the scheduled meeting. Staff shall prepare a draft agenda for the Chairperson’s approval. This schedule will ensure that agendas will be posted and available to the public and the Fire Board as required by law.

The following guidelines will be used when creating agendas:

- Flagstaff Ranch Fire District meeting agendas are to be prepared by staff
- The agendas will include items requested by all Board Members
- Chairperson’s approval of the agendas will not involve deletions of all or part of agenda items requested by Board Members and staff (Fire Chief, Controller, Administrative Specialist, Community Manger, and Director of Safety & Compliance).
- No agenda item will explicitly preclude discussion and/or action on a topic

- The Board authorizes the Chairman to make the final decision related to the following agenda item edit questions:
 - a. Typos, errors, or blunders in the staff's draft agenda
 - b. Agenda item order or re-order
 - c. Title clarifications of any staff generated discussion item
 - d. Resolution of a staff/Chairman impasse on draft agenda edits
 - e. Chairman's approval statement shall appear on all final Board Meeting Agendas

- Board Member requested discussion item titles are not subject to change without prior approval.

Board Packets

Board packets will consist of an agenda and information pertaining to the items to be addressed at the meeting. The information is made available prior to the meeting so Directors and staff have the time to review the data prior the meeting. PDF versions of the board packet will be made available to the public upon request, or posted on the Flagstaff Ranch Fire District website.

Minutes

Pursuant to A.R.S. § 38-431.01(B), the District shall provide for the taking of written minutes or a recording of all their meetings, including work sessions, emergency meetings, and executive sessions. All minutes shall include: 1) the date, time, and place of the meeting; 2) attendance of the members; and 3) a general description of the matters considered. Public meeting minutes shall also include an accurate description of all legal actions proposed, discussed, or taken, and the names of members who propose each motion.

Fire Board Committees

Fire Board committees may be established to review issues and make constructive recommendations to facilitate Fire Board decisions. Board committees are to be established to help carry out the Fire Board's responsibilities, not to help with staff level issues. They should aid in the process of governance, not management. Board committees will only be used when other methods have been deemed inadequate as they may interfere with the wholeness of the Fire Board's job. If these committees are not handled properly, the one voice governance and integrity of the Fire Board/Fire Chief delegation process may be threatened. Care should be taken to preserve the Fire Chief's role and the holism of the Fire Board.

Board committees should only be established when absolutely necessary and clearly needed to assist the Fire Board in their decision making. Written statements of the committee's responsibilities, guidelines, goals, and an established time line should be prepared by the Fire Board prior to the committee's establishment. Board committees will be responsible for reporting to the Fire Board at regular monthly board meetings, or more frequently if needed, on their progress and findings.

Each member of a committee must make a serious commitment to actively participate in the work of the committee. If necessary, an appropriate staff member may be assigned to work with a committee as well.

All committees will be responsible for adhering to legal requirements. State Open Meeting Law requires the posting of agendas and the production of appropriate minutes.

Board committees may not speak or act for the Fire Board except when formally given such authority for specific and time related purposes.

Board Participation on Staff Committees

Staff committees may be established to assist with staff work and issues. When Directors join staff work/issue related committees, the question as to who staff members are working for may arise and confuse the Fire Board/Fire Chief role. The Fire Board may then be delegating through more than one channel. Director's advice to these committees should not be confused with Fire Board authority. Directors should only participate on staff committees when they are working on board level issues.

Appointment Process

In accordance with A.R.S. §38-291, Fire Board position shall be deemed vacant before the expiration of a term of office after the occurrence of any of the following events:

- Death of the person holding the office.
- Insanity of the person holding the office, when judicially determined.
- Resignation of the person holding the office and the lawful acceptance of the resignation.
- Removal from office of the person holding the office.
- The person holding the office ceases to be a resident of the Fire District.
- Absence from the state by the person holding the office beyond the period of three consecutive months.
- The person holding the office ceasing to discharge the duties of office for a period of three consecutive months.
- Conviction of the person holding the office of a felony or an offense involving a violation of official duties.
- Failure of the person elected or appointed to such office to file the official oath of office at least one day prior to the commencement of office.
- Decision of a competent tribunal declaring void the election or appointment of the person elected or appointed to the office.
- Failure of the person to be elected or appointed to the office.
- Violation of A.R.S. § 38-296 by the person holding the office.

Pursuant to A.R.S. § 48-803(B), when a vacancy occurs Directors shall attempt to fill the position with the best qualified candidate within 90 days. If the Board does not appoint a member within that 90 day period, the County Board of Supervisors shall appoint a member within 60 days after expiration of the 90 day period. A member must be over the age of 18 and be a registered voter living within the Fire District. Candidates should have the ability to make significant contributions to the work of the Fire Board and the organization.

Characteristics to consider will be their ability to listen, analyze, think clearly and creatively, and work well with people individually and in a group. They should be willing to prepare for and attend Fire Board meetings, ask questions, take responsibility, and follow through on given assignments, and evaluate themselves. They should possess honesty, sensitivity, and tolerance to differing views, community building skills, personal integrity, and a sense of humor.

To search for the best qualified candidate to fill the position the Fire Board may send out a Fire District wide mailing to the registered voters, post announcements on the website, place an ad in the local paper, etc., informing them of the vacancy and encouraging them to apply. After the closing date, the applications will be reviewed by the Fire Board. The top candidates will be asked to attend a work session of the Fire Board for the purpose of conducting interviews. Directors will appoint, by majority vote, a candidate to fill the remainder of the vacant term. The Chairperson shall notify the candidate of their appointment.

BYLAWS
of the
Flagstaff Ranch Fire District
Board of Directors

The Board of the Flagstaff Ranch Fire District, considering the provision of Title 48, Chapter 5 of the Arizona Revised Statutes, hereby adopts the following bylaws for the regulation and governing of the Fire District. These bylaws shall not supersede the Arizona Revised Statutes governing Fire Districts.

ARTICLE I - NAME

The name of the District shall be the Flagstaff Ranch Fire District, providing service in compliance with Arizona Revised Statutes.

ARTICLE II - PURPOSE

The purpose of the Flagstaff Ranch Fire District shall be to provide emergency services for the protection of persons, property, and values within the defined boundaries of the Fire District.

ARTICLE III - BOARD OF THE DISTRICT

SECTION 1. MEMBERS

Members of the Fire District Board shall be those individuals elected or appointed in accordance with A.R.S. §§ 48-802, 48-803, and 48-805. The number of such members shall be three and each shall serve four-year terms per A.R.S. § 48-803(G). Upon expiration of a member's term, they shall continue to discharge the duties of the office until a successor is either elected or appointed and qualified per A.R.S. § 38-295. If a vacancy occurs on the Board other than from the expiration of a term as defined by A.R.S. § 38-291, the remaining board members shall fill the vacancy by appointment of an interim member to serve out the term within ninety days after the date the vacancy occurs per A.R.S. § 48-803(B).

An employee of a fire district or the spouse of an employee of a fire district shall not hold membership on the governing board of the fire district that employs that employee in accordance with A.R.S. § 48-805.03(B).

SECTION 2. MEETINGS

Regular public meetings shall be conducted openly and all persons so desiring shall be permitted to attend. The meetings shall normally be held every other month on the last Thursday beginning in July at 2:00 pm, but may occasionally be scheduled for other days or times when necessary, such as to ensure a quorum or to accommodate other required attendees. Notification of changes will be given to all Board members in a timely manner. Special Meetings, Executive Sessions, and Work Sessions shall be held at the call of the Chairperson or upon the request of two members of the Board. The Chairperson shall give at least two days of notice of all meetings to all members of the Board. Action by the Board shall be by majority vote of those members present.

Notices of ALL meetings listing agenda items shall be posted in the community mail room and on the Flagstaff Ranch website at least twenty-four hours in advance of the time scheduled for said meeting, excluding weekends and holidays.

In case of an actual emergency, a meeting, including an executive session, may be held on such notice as is appropriate to the circumstances per A.R.S. § 38-431.02 (D). If an emergency meeting is held, a public notice describing specific matters to be discussed, considered, or decided must be posted within 24 hours of the meeting.

Robert’s Rules of Order shall be used as a guide to the conduct of Board meetings.

In accordance with A.R.S. 38-431.01, all meetings are to be conducted openly and all persons so desiring shall be permitted to attend. In addition, communication between Board members shall take place in public. To ensure compliance with the Open Meeting Law, Board members shall not discuss, propose or take legal action, including any deliberations by a quorum with respect to that action, outside of a public meeting.

Chapter 7 of the Arizona Agency Handbook covers OML, and it is available on the Clerk of the Board of Supervisors website: <http://coconino.az.gov/index.aspx?NID=105>

The order of business at the Board meeting is generally as follows; however, it may be changed at the discretion of the Board Chairperson:

- (a) Call to Order
- (b) Roll Call
- (c) Welcome Visitors
- (d) Call to the Public

- (e) Approval of Minutes
- (f) Financial Reports
- (g) Summary Reports for, Chief Officers, Board Chairperson & Staff
- (h) Topics of Discussion & Possible Action
- (i) Board Member Comments
- (j) Set Next Meeting Time
- (k) Adjournment

SECTION 3. QUORUM

The presence (in person, by phone, or video meeting) of at least two members of the Board shall constitute a quorum for the transaction of any business at any meeting of the Board. The act of a majority of such quorum shall be deemed an act of the Board.

SECTION 4. MOTIONS AND VOTING

The individual that submitted the agenda item may briefly present why the item is on the agenda. To make a motion, a Board member states, "I move that..." and then clearly describes the proposal. It is important to say precisely what the words of the motion are to be. The group votes on exact language, not on a vague idea. When a motion is made, it must be seconded in order to be considered by the group. Once a motion is seconded, it is then before the Board for debate and action. After the discussion is complete, the Chairperson shall call for a vote. Each Board member, including the chairperson, has one vote.

The vote on any question shall be taken by ayes and nays. If the Chairperson is unable to accurately determine the result of a voice vote, he/she may, or at the request of any Board member shall, call for a roll call vote. It shall be out of order for member to explain their vote during a roll call.

A majority vote is considered as the majority of votes cast, disregarding abstentions. A majority vote is required for the adoption of any motion.

Board members who have an actual or potential conflict of interest shall not participate in discussion or vote on these matters.

SECTION 5. POWERS

The public business, property, and affairs of the Flagstaff Ranch Fire District shall be managed by the Board which shall have and may exercise all the powers of the District as provided by Arizona Law,

and to do all such lawful acts and things that are not defined by law or by these bylaws that may be directed or required to be done by the electorate.

SECTION 6. REMUNERATION

Members of the Board shall serve without compensation but may be reimbursed for actual expenses incurred in the performance of duties required by law per A.R.S. § 48-803(D) and as described in the Handbook.

Directors traveling off-district for training or business purposes shall be reimbursed their actual cost for travel expenses. When a Director uses their personal vehicle, mileage will be paid at the IRS approved mileage rate or the amount paid per fuel receipts. Upon returning from an event, Directors shall complete a Board Travel Reimbursement Request form and attach itemized receipts for meals and lodging. Costs must be reasonable and within the budget. Directors shall not be reimbursed for alcohol or extraneous expenses on lodging and meal receipts.

ARTICLE IV - OFFICERS OF THE BOARD

SECTION 1. BOARD OFFICERS

The officers of the District Board shall be the Chairperson, who shall be the Executive Officer, and the Clerk, who shall be the Executive Officer in the absence of the Chairperson. All such officers shall have general authority to perform within the policies set by the Board and to perform all acts necessary or advisable in connection with the activities and responsibilities of the Board for the operations of the District.

SECTION 2. ELECTION AND TERMS OF OFFICE

The election of the Chairperson and Clerk shall occur at its first regular Board meeting following each general election in accordance with 48-803(F). At the meeting, interested candidates will be announced, nominations will be made and accepted, and elections will be held. The newly elected officers shall take office immediately.

An officer of the board may be removed if a Board member proposes the removal of the officer and a quorum of members of the Board vote for such removal. An officer may resign at any time by giving the Board written notice of his/her resignation. Upon the death of an officer the office shall be deemed to be vacant as of the date of death.

When a vacancy occurs there shall be an election to fill the vacant office on the board, following established procedures to place this item on the agenda. This election shall be held at the meeting where the officer was successfully removed, when a written notice of resignation is accepted, or in the case of an officer's death, at the next meeting of the Board. The newly elected officer will serve the remainder of the one-year term.

ARTICLE V - CHIEF OFFICERS AND BOARD

SECTION 1. CHIEF OFFICERS

The Board shall hire a fire chief or contract for emergency services that include a Fire Chief who shall be the Chief Operations Officer responsible for all emergency services. The Board may hire or contract with an administrative individual or company who shall designate a chief administrator responsible for all administrative functions.

SECTION 2. DUTIES OF THE BOARD AND FIRE CHIEF

The Board and the Fire Chief shall perform duties and exercise powers in compliance with their positions. The Board shall develop a mission for the District and the Fire Chief shall be responsible for carrying out this mission by managing the District's resources.

ARTICLE VI - DISTRICT FINANCIAL REPORTS

SECTION 1. FISCAL YEAR

The fiscal year of the District shall be a twelve month period beginning on July 1 and ending on June 30 of the following year.

SECTION 2. DISTRICT ANNUAL REPORT

In accordance with A.R.S. § 48-251, the District shall submit an annual report in the form prescribed by the State Auditor General, 240 days of the close of the District's fiscal year. The report will be sent to the County Board of Supervisors, County Treasurer, and associated financial institutions.

SECTION 3. DISTRICT BUDGET

In accordance with A.R.S. §§ 48-252 & 48-805.02, the District shall submit the annual budget most recently adopted by the District to the County Board of Supervisors and the County Treasurer no later than August 1 of each year. The annual budget shall contain detailed estimated expenditures for each

fiscal year. The budget summary shall be posted in three public places and a complete copy of the budget shall be published on the District's official website for twenty days before a public hearing at a meeting called by the Board to adopt the budget. Following the public hearing, the District Board shall adopt the budget.

SECTION 4. DISTRICT ANNUAL FINANCIAL AUDIT

In accordance with A.R.S. §§ 48-253, the District shall have its annual reports audited in accordance with generally accepted government auditing standards by a certified public accountant.

ARTICLE VII - EMERGENCY & OPERATING RESERVE POLICY

The purpose of the emergency reserve is to have the funds available if needed due to an emergency situation that is not foreseen as part of normal operations. The amount of the reserve is 50% of annual budgeted expenditures. The emergency reserve can only be used with the approval of the board and is to be adjusted to the 50% amount needed by increasing or decreasing the reserve by up to \$50,000 per year with the tax rate which is set on an annual basis.

In addition, between \$1250,000 and \$150,000 should be kept in operational carry-over funds in order to accommodate the county property tax disbursements to the fire district due to the fact that the majority of those disbursements are made at two times around October and April.

ARTICLE VIII - AMENDMENTS

Amendments to the bylaws may be proposed in writing at any regular meeting of the Board. Such proposed amendments shall be acted upon at the next regular meeting of the Board or at a special meeting called for that purpose. An affirmative vote of the majority of Board members present shall constitute adoption of the amendments. Notice of intent to present amendments to the Bylaws for adoption shall be contained in the notice of the meeting.

All bylaws adopted shall conform to Arizona State law. Any bylaws not in such conformity shall be invalid and State Law shall replace same.

Adopted by the Board of Directors on September 28, 2023: Ted Vanderlaan, Chair; Brad Thomas, Clerk; Rebecca Peterson, Board Member
Amendments approved: [future]

APPENDIX

FLAGSTAFF RANCH FIRE DISTRICT DIRECTOR CONTACT INFORMATION

Form date June 29, 2023

DATE COMPLETED: _____

NAME: _____

ADDRESS: _____

DAYTIME PHONE: _____ EVENING PHONE: _____

OTHER PHONE NUMBERS (please specify what they are): _____

EMAIL : _____

BEST TIME TO BE REACHED: _____ HOW? _____

EMPLOYER'S NAME: _____

EMPLOYER'S ADDRESS: _____

EMERGENCY CONTACT:

NAME: _____

ADDRESS: _____

DAYTIME PHONE: _____ EVENING PHONE: _____

RELATIONSHIP: _____

OTHER BOARD MEMBERSHIPS: _____

SPECIAL INTERESTS: _____

SIGNATURE: _____ DATE: _____

OATH OF OFFICE

Form date Sep 13, 2023

STATE OF ARIZONA

COUNTY OF COCONINO

I, _____, do solemnly swear (or affirm) that I will support the Constitution of the United States and the Constitution and laws of the State of Arizona; that I will bear true faith and allegiance to the same, and defend them against all enemies, foreign and domestic, and that I will faithfully and impartially discharge the duties of the office as a member of the Fire Board of the Flagstaff Ranch Fire District according to the best of my ability, so help me God (so I do affirm).

Signature

Scribed and sworn to before me this _____ day of _____, _____
Month Year

Notary Public

My Commission expires: _____

FLAGSTAFF RANCH FIRE DISTRICT

ACKNOWLEDGMENT OF FIRE BOARD GUIDELINES

Form date: July 10, 2023

I, _____, acknowledge that I have read and become familiar with the Flagstaff Ranch Fire District Board Member Handbook.

I understand that the guidelines are intended to provide me with general information concerning my position on the Highlands Fire District Board. I understand that this Handbook is not an employment contract.

I understand that in order to maintain flexibility in the administration of policies, a majority vote of Fire District Board Members can change, revise, or eliminate any of the guidelines described in the Handbook, or can add supplemental information as needed. A majority vote of the Fire District Board Members, may also, in the event of a financial catastrophe, eliminate any financial obligations expressed even if budget appropriations have been made.

I further understand that in the event the actual terms and provisions of policies and procedures appear to be in conflict with any information given in the Handbook, the majority of the Fire District Board Member’s interpretation thereof, will govern.

By signing this form I acknowledge the above information and agree to adhere to the terms and conditions of the Handbook.

Signature

Date

CONFLICT OF INTEREST DISCLOSURE

Form date June 30, 2022

Each Member of the Board of Directors of the Flagstaff Ranch Fire District is required to disclose any outside activities or interests that present a potential or actual conflict with the interests of the Flagstaff Ranch Fire District.

I have read the guidelines on conflicts of interest adopted by the Flagstaff Ranch Fire District Board of Directors and agree to comply with the terms. I affirm that to the best of my knowledge and belief I am not involved in any activity and have no interest or relationship that conflicts or suggests a potential conflict with the interests of the Fire District, as defined in the guidelines, except as disclosed below.

During my term as a member of the Board of Directors of the Flagstaff Ranch Fire District, I agree to disclose promptly to the Board of Directors of the Flagstaff Ranch Fire District any future situation that might involve or appear to involve me in any conflict of interest with the Flagstaff Ranch Fire District. Disclosure may be made to the Chairperson of the Board of Directors of the Flagstaff Ranch Fire District.

Signature

Date

Printed Name

Please list and describe any interests or relationships that may present a potential or actual conflict of interest or from which you may derive a potential or actual benefit:

Flagstaff Ranch Fire District

Declaration of Qualifications

Form date June 30, 2022

You are hereby notified that I, the undersigned, a qualified elector, am a candidate for appointment to the office of Flagstaff Ranch Fire District Board Member at the discretion of the current Fire District Board.

I will have been a citizen of the United States for ___ years before my appointment, will have been a citizen of Arizona for ___ years before my appointment, and will be at least 18 years of age upon taking said office. I have resided in Coconino County for ___ years and in Flagstaff Ranch Fire District, Precinct 84 - Ranches South, for ___ years before my appointment.

Actual residence address

Print or type your name on the following lines in the exact manner you wish it to appear in the Fire District records, last name first.

 Last Name First Name

I declare under penalty of perjury, that the information in this Application and Qualification Declaration is true and correct, and that at the time of submittal I am a resident of Flagstaff Ranch Fire District, Precinct 84 – Ranches South, which I propose to represent, and as to all other qualification, I will be qualified at the time of appointment to hold the office that I seek.

Signature

Date

Statement of Compliance of A.R.S. § 38-431.01 (G)

Arizona Open Meeting Law

Form date June 30, 2022

“The secretary of state for state public bodies, the city or town clerk for municipal public bodies and the county clerk for all other local public bodies shall conspicuously post open meeting law materials prepared and approved by the attorney general on their website. A person elected or appointed to a public body shall review the open meeting law materials at least one day before the day that person takes office.”

I, _____ have been elected or appointed to the
Print name
Flagstaff Ranch Fire District Board of Directors, and hereby acknowledge that I have reviewed the open meeting law materials posted on the Coconino County Clerk of the Board website at least one day before taking office pursuant to A.R.S. § 38-431.01(G).

Signature

Date

FLAGSTAFF RANCH FIRE DISTRICT BOARD TRAVEL REIMBURSEMENT REQUEST

Form date September 13, 2022

MEMBER'S NAME: _____

DATE: _____

PURPOSE OF TRAVEL:

LOCATION:

TRAVEL DATES FROM: _____ TO: _____

DID YOU UTILIZE A DEPARTMENT VEHICLE? YES _____ NO _____

REIMBURSEMENT REQUEST:

PERSONAL VEHICLE USE:

MILEAGE _____ x MILEAGE RATE \$ _____ OR FUEL RECEIPTS.

TOTAL \$ _____

MEALS

Actual costs for meals will be reimbursed, please provide receipts.

TOTAL \$ _____

LODGING

Actual costs for lodging will be reimbursed, please provide receipts.

TOTAL \$ _____

GRAND TOTAL \$ _____



**FLAGSTAFF RANCH
FIRE DISTRICT
BOARD MEMBER
APPLICATION PACKET**

28Sep23

GENERAL INFORMATION

The Flagstaff Ranch Fire District covers all of the Flagstaff Ranch Golf Club Community.

The Fire District is a political subdivision of the State of Arizona subject to the Arizona Revised Statutes. It is funded by property taxes and governed by a three-person Board of Directors made up of registered voters who reside within the Fire District boundaries of Flagstaff Ranch. The term of office is four years, and elections are held every even numbered year.

Members of the Board shall not receive any salary or other compensation for services.

When a vacancy occurs on the Board, the Board appoints an individual to fill the remainder of the vacant term. This process is accomplished by advertising the position and having prospective members fill out an application and be interviewed by current Board Members.

Minimum Qualifications:

1. Must be a registered voter in the fire district, a resident of the district for at least one year before election or appointment, and not be directly related to another board member or employee of the district. (A.R.S. §§ 48-802.D.2)
2. Must not be absent from the state for more than three consecutive months (A.R.S. §§ 38-291)

BOARD RESPONSIBILITIES

Board members are legally and ethically accountable for the operation of the Fire District and are responsible for acting on behalf of the District's service recipients, taxpayers, and District members to ensure efficient and responsible operation of the Flagstaff Ranch Fire District. Board member responsibilities include the following:

- Compliance with relevant laws and regulations.
- Establishing the District's mission and purpose
- Securing fire protection and emergency medical services
- Providing ongoing support and guidance to the Fire Chief
- Ensuring the funding for adequate resources (personnel, apparatus, equipment) by annually establishing the District's tax rate
- Ensuring that the organization produces economically justifiable decisions
- Enhancing the District's public image; being a District advocate
- Reviewing and approving annual budgets; ensuring financial solvency of the District
- Approving all major contracts and agreements necessary to the District's mission and purpose
- Approving the disposition/disposal of surplus property
- Countersign warrants to pay the District's financial obligations
- Retaining an independent Certified Public Accounting firm to perform an annual audit to assure financial integrity and performance
- Approving an insurance policy to cover the District, its employees, and the Board
- Determining procedures to follow and approving final disposition of legal issues with the assistance of legal counsel
- Filling Board vacancies as needed

BOARD COMMITMENTS

To accomplish responsibilities to the best of their ability, Board members should be committed to the following actions:

- Attend and actively participate in Board meetings, work sessions, public hearings and special events
- Review Board packets prior to the meetings in order to arrive prepared; ensuring that they have adequate and current information to make informed decisions; keeping informed of developments relevant to issues before the Board
- Working as a group to accomplish the mission of the District; uniting for a common cause; listening carefully to the opinions of fellow Board members and paid staff and respecting those opinions; not be publicly critical of fellow Board member's opinions in or outside of Board meetings
- Exercise independent judgment on decisions that come before the Board
- Loyalty to the District, its staff, and other Board members
- Keep disagreements impersonal
- Not discuss confidential proceedings of the Board outside the Board meeting
- Accepting, respecting and supporting majority decisions of the Board; recognizing that all authority is vested in the Board as a group and not in individuals
- Recognizing that the Board's job is to ensure that the District is well managed, not to manage the District
- Shall not interfere with the duties of the Chief or undermine the Chief's authority
- Declare any conflicts of interest between the member's personal life and their Board position; avoid voting on issues that are or are perceived to be a conflict of interest
- Not use the Board or the District for personal advantage or the advantage of family or friends
- Complete Statutory Arizona Fire District Training within one year of the start of one's term.
- Work with all members of the Fire Department, Fire Board, and the community to ensure smooth, efficient and responsible operation of the Flagstaff Ranch Fire District
- Call to the attention of the Board any issues that will have an adverse effect on the organization
- Refer constituent and staff complaints to the proper level on the chain of command
- Self-evaluation; the Board should evaluate its own effectiveness to assure fulfillment of responsibilities and to maintain a strong organization.

CODE OF CONDUCT

See The District Handbook for a more comprehensive code.

- Board members should have a broad perspective and possess a willingness to search out effective solutions to complex problems. Being single issue focused or adopting a biased point of view is not in the best interest of the District.
- Board members should keep on task and not be unduly influenced by those who have more dominant personalities. Every Board member represents the interests of the District equally.
- Board members are obligated to operate within the parameters that the Board sets for itself.
- Board members who vote in opposition to the majority of the Board should not interpret it as a personal issue. In turn, all Board members need to realize that the will of the majority prevails.
- Board members always place the District's best interest above their own personal interests.
- The "prudent person" legal doctrine applies to individual Board members as well as the Board as a collective body. The level of Board competency will be compared to what a similar prudent Board or Board member should do.
- Board members are required to act and behave professionally when representing the District.
- Board members may not use their position, or information obtained as a Board member, for personal gain or for the financial benefit of themselves or members of their family.
- The focus of the Board is on policy, its implementation, and the finances of the District. Board members should not become involved in the day-to-day operations of the Department.

FLAGSTAFF RANCH FIRE DISTRICT

3850 S. LARIAT LOOP

Flagstaff, AZ 86005

(928) 226-3100

BOARD MEMBER APPLICATION

NAME: [Click here to enter text.](#)

PHONE/CELL: [Click here to enter text.](#)

ADDRESS: [Click here to enter text.](#)

EMAIL: [Click here to enter text.](#)

PRECINCT: 84 – Ranches
South

RESIDENCY REQUIREMENT

HAVE YOU LIVED IN THE FLAGSTAFF RANCH FIRE DISTRICT FOR MORE THAN ONE YEAR? yes no

DATE REGISTERED: [Click here to enter text.](#)

QUALIFIED ELECTOR REQUIREMENT

VOTER IDENTIFICATION NUMBER: [Click here to enter text.](#)

ARE YOU RELATED TO ANYONE EMPLOYED WITH THE FLAGSTAFF RANCH FIRE DISTRICT yes no

WHY WOULD YOU LIKE TO BECOME A FLAGSTAFF RANCH FIRE DISTRICT BOARD MEMBER?

[Click here to enter text.](#)

WHAT TYPES OF EXPERIENCE DO YOU HAVE THAT WOULD BE AN ASSET TO THE FLAGSTAFF RANCH FIRE DISTRICT?

[Click here to enter text.](#)

OTHER BOARD MEMBERSHIPS:

[Click here to enter text.](#)

Please complete, sign and return the following Flagstaff Ranch Fire District Board Qualifications Declaration page with your completed Board Member Application to the Flagstaff Ranch Fire District, 3850 S Lariat Loop, Flagstaff, AZ 86005.