

1.1.5 Finance



YOUR ORGANIZATION
STANDARD OPERATING PROCEDURES/GUIDELINES

TITLE: Finance

SECTION/TOPIC: General Administration

NUMBER: 1.1.5

ISSUE DATE:

REVISED DATE:

PREPARED BY:

APPROVED BY:

X

Preparer

X

Approver

These SOPs/SOGs are based on FEMA guidelines FA-197

1.0 POLICY REFERENCE

CFR	
NFPA	
NIMS	

2.0 PURPOSE

This standard operating procedure/guideline addresses budgeting, procurement and purchasing, out-of-town travel, and expense reimbursement.

3.0 SCOPE

This SOP/SOG pertains to all personnel in this organization.

4.0 DEFINITIONS

These definitions are pertinent to this SOP/SOG.

5.0 PROCEDURES/GUIDELINES & INFORMATION

5.1 Budgeting:

ASSUMPTIONS FOR PLANNING (for more detail see 1.3.1 Strategic-Master Planning)

City is a highly urbanized, landlocked city of 40 square miles.

City will continue to in-fill in terms of new construction and population. The City was considered 98% developed at the end of 2003.

The City's 2005 census population was 100,000 and is expected to reach 125,000 by the year 2010.

Continued improvements in the fire-related provisions of our Building and Fire Codes will have a positive impact on new construction. Adoption of the 2003 International Fire Code and 2003 International Building Code with their amendments in the past year are clear examples of this initiative.

The extensive amount of high tech industry, development of the Rio Salado Project, protection of the nation's largest university, and the new and profound condition of terrorism present unique challenges for the Fire Department. Additionally, in-fill and redevelopment in the downtown area, particularly in terms of high rise living and work units will significantly increase the number of people in the area and the calls for service.

Service delivery to people is the hallmark of the City Fire Department. Demands on the Department continue to increase, most notably in the areas of Medical Services, Special Operations, and Special Events services. This results in programmatic impacts on training development and maintenance, equipment and supplies, and time management.

In 2005, 76% of the 18,188 emergency responses were for medical services with 12% of the responses being fire related. It is anticipated that this medical service percentage will continue to be high due to the continued aging of the baby boom generation.

The increased use of smoke detectors and automatic fire sprinkler systems will result in earlier detection and control of structure fires, thus resulting in fewer fire fatalities, fire related injuries, and lowered structural fire loss.

Commitment to the concept of continuous improvement and unrelenting devotion to customer service will be required to maintain and enhance the positive image of the Department in the community.

Fire station location and fire company deployment assumes continued City emphasis on traffic management, the continued implementation of the emergency vehicle traffic preemption system and management of vehicle capacity on arterial streets.

The need for an additional fire company has reached the critical stage. The Fire Department has not had an increase in response capability since 1995, despite a 54% increase in yearly emergency responses. Without a new fire company, more and more responses will be answered by units from districts adjacent to the incident, thereby increasing emergency response times to fires and emergency medical incidents.

As a destination City, it is host to an ever increasing number of special events. Many of these events require additional staffing and equipment in order to safely manage the event without adversely affecting normal service delivery capability for the balance of the community.

The Department's positive relationship with other City departments and other valley fire departments will be maintained and enhanced in an effort to provide highly effective emergency services to City residents.

Automatic Aid (dispatch of the closest fire companies to an emergency incident regardless of political jurisdiction) with the surrounding Cities continues to serve our communities well. Enhancing Automatic Aid with neighboring cities, with the Computer Aided Dispatch Interconnect has served to significantly strengthen each of our respective departments to provide high quality emergency services in an efficient manner.

The City Fire Department is an "All Hazards" type emergency service delivery organization. One that is highly involved in incident prevention and highly effective responses to incidents that do occur. City Fire Department's involvement in emergency management has paid significant dividends for the City and we will continue to work with partners at the county, state and federal levels to further strengthen this critical mitigation, response capability, and recovery.

In the event of a major community health emergency, i.e. pandemic flu outbreak, it is expected that the City Fire Department will play a major role in terms of preventative measures such as mass immunizations and emergency medical response to the critically ill.

The March 2005 bond election played a critical role in the continued development of the City Fire Department as we make preparations for strengthening our service delivery capability in the early years of the 21st Century.

The greatly increased emphasis being placed on terrorism prevention and response will continue to challenge the Department and the City. An organization that develops a high capacity to respond to a terrorist incident becomes part of the overall deterrent to terrorism itself. The Department has accomplished a great deal in this regard in the past five years and much more will be done.

Valley Metro Light Rail is expected to be fully operational by 2008 with 20 miles of rail, and 6 of those miles running through City. Annual ridership for the entire line is anticipated to be 9.5 million.

The Department's involvement in wildland fire response, both in state and out of state, has positioned us to be of assistance to other communities during large scale events.

The economic climate of the past five years has placed a strain on the Department in terms of administrative support, workload distribution, reduced ability to adapt to workload increases and an inability to be supported financially by the City in areas previously addressed by this plan. This issue has been addressed by a combination of lowered expectations and a plan to increase staff and operating accounts as our economic condition improves. A critical position of Senior Management Assistant was added in 2006-2007.

The City Fire Department remains critically short of support staff needed to operate a modern fire department, as evidenced by the personnel section of this plan. Failure to address organizational support will continue to result in unusually heavy workloads for Department members, with some members performing the work of others, which interferes with their ability to complete their own work assignments.

In 1999, the City Fire Department was the first agency in the world granted accredited agency status by the Commission on Fire Accreditation International. This accredited agency status was renewed in 2002 when the commission re-accredited the City Fire Department following a full-scale assessment of our operation. The maintenance of this status and participation in the accreditation program will serve as an additional force in our Department's commitment to continuous improvement. The Department will once again seek reaccreditation in 2007.

Areas to be Considered:

Section 1 – Personnel Requirements

Section 2 – Health and Safety

Section 3 – Recruitment

Section 4 – Working Environment – Labor/Management - Member Relations – Diversity Action Plan

Section 5 – Training

Section 6 – Emergency Response

Section 7 – Medical Services

Section 8 – Emergency Management

Section 9 – Special Operations – Hazardous Materials

Section 10 – Special Operations – Weapons of Mass Destruction

Section 11 – Special Operations – Technical Rescue

Section 12 – Special Events

Section 13 – Fire Prevention and Inspection

Section 14 – Public Safety Education

Section 15 – Community Relations and Involvement

Section 16 – Fire Maintenance

Section 17 – Apparatus

Section 18 – Staff Vehicles

Section 19 - Computer Equipment & Information Systems

Section 20 – Equipment

Section 21 – Facilities

Section 22 – Cost Savings, Cost Recovery, and Revenue Generation

Section 23 – Continuous Improvement through Performance Measurement, Quality Management, and Assurance – Quarterly Management

Section 24 – Fire Service Accreditation

5.2 Procurement and Purchasing:

5.3 Out-of-Town Travel:

5.4 Expense Reimbursement:

