I. **FSM Mission Statement:** The Fire and Homeland Security program will be designed to meet the needs of the fire service professional. The increased demand for a highly educated professional fuels the demand for this program not only from current and former students but also the industry itself. The International Association of Fire Chiefs (IAFC) has developed a Chief Officer Designation (CFOD) and professional model matrix. These two programs along with a higher demand for fire personnel to have a master’s degree to hold the fire chief’s position make this program in high demand among the fire service. Currently there are only 7 programs in the country that afford fire personnel this opportunity. The academic setting of this program will foster creative thinking and communication skills in our pursuit of excellence.

II. **Course Description:** This advanced introduction to fundamentals of financial management emphasizes analysis of financial statements, organizational-departmental-divisional cash flows, taxes, the financial environment, bonds, budgeting, pensions and public sector procurement and contracting.

III. **Prerequisite:** Enrollment in program and proficiency or aptitude in Microsoft Excel or similar financial spreadsheet.

IV. **Text, Reference Material, and Supplies:**


V. **Course Outcomes/Objectives:**

   **Outcome #1**

   **Cognitive Objective:** Students will be able to define the various levels of government, their constitutional authority, and the role and authority of each in the area of public safety.
Outcome #2 5%

Cognitive Objective: Students will be able to identify the impact that sprawl and other population patterns have on the ability of government to raise revenue for vital public services.

Outcome #3 10%

Cognitive Objective: Students will be able to demonstrate knowledge of the theoretical need for federal grants and the practical management of such grants.

Outcome #4 10%

Cognitive Objective: Students will be able to demonstrate competent knowledge of the fiscal role of government and its ability to raise revenue and allocate assets for appropriate expenses.

Outcome #5 10%

Cognitive Objective: Students will understand the fiscal and accounting context of budgeting and gain familiarity with the practical types of budget systems.

Outcome #6 10%

Cognitive Objective: Students will understand the specific advantages and disadvantages of common revenue sources and their impact on concerns other than funding governmental services, such as population growth and economic development.

Outcome #7 10%

Cognitive Objective: Students will demonstrate knowledge of the tools and techniques of cash and investment management and the opportunity to produce funds for public services at no additional cost to taxpayers.

Outcome #8 10%

Cognitive Objective: Students will demonstrate knowledge of the importance of economic development and the framework of programs that balance the goals, scope and scale of economic development projects.
Outcome #9 10%

Cognitive Objective: Students will understand how local government raises funds for capital projects, specifically from the debt markets and the techniques that help a city or fire district reduce debt costs...

Outcome #10 10%

Cognitive Objective: Students will demonstrate knowledge of the legal and operational aspects of fair, honest and efficient procurement of goods and services used by local governments.

Outcome #11 10%

Cognitive Objective: Students will demonstrate competency, at the fiduciary level, of the nature and operation of public pension systems and related retirement issues including public insurance systems and tax-deferred public employee savings opportunities.

VI. Topical Outline

I Introduction to the Finance Function
   a. Population patterns
   b. Government structure
   c. Finance Department

II The Federal System
   d. Federalism
   e. Federal grants to cities and fire districts

III Revenues and Expenses
   a. Allocation and Distribution Functions
   b. Budgeting Revenue and Expenses
   c. Revenue System Criterion

IV Management of the Finance Function
   a. Cash and Investments
   b. Debt Management
   c. Financial Reporting

V Finance and Policy Intertwined
   a. Economic Development
   b. Pensions and Retirement Policy