	SALISBURY POLICE DEPARTMENT
	Written Directive: Fiscal Management
	Publication Date: March 21, 2018
	Approved: Barbara Duncan, Chief of Police
Related CALEA Standards: 17.1.1, 17.2.1, 17.2.2, 17.3.1, 17.4.1, 17.4.2, 17.4.3, 17.5.1, 17.5.2	**Fiscal Management** Section #120

Fiscal Management

1. Purpose:

The purpose of this directive is to establish guidelines for the fiscal management of the Salisbury Police Department to include administrative, budgeting, purchasing, accounting, and procedures for the inventory and control of agency owned property. This policy shall also establish authorized procedures for the receipt and disbursement of monies within the department.

2. Policy:

It shall be the policy of the department to comply with all applicable sections of the City of Salisbury charter and city policy pertaining to purchasing, budgeting, accounting and fiscal control.

3. Fiscal Management Responsibilities:

A. The chief of police has the authority and responsibility for fiscal management and fiscal matters for the Salisbury Police Department and must comply with financial requirements established in the city charter and city policy.

   a) The chief of police will be personally involved in departmental financial management;
   b) The office manager is responsible for a variety of administrative, budgetary, and personnel actions of a financial nature; and
   c) The quartermaster has specified responsibilities in the areas of acquisition, receipt, inspection, storage, and issue of departmental property and equipment and the police building which have financial implications.

4. Recommendations for use In Budget Development:

A. Annually all division and squad commanders, along with other selected personnel, will work on the budget and be initially involved in the budget preparation.

B. This will include documented recommendations and justification for budget lines, particularly those dealing with requests for additional personnel, operating needs or major new capital item acquisitions. The recommendations will be based on detailed operational and activity analysis which clearly demonstrate a need and operational capability to be enhanced, etc. Recommendations are based, in part, on the department's goals and objectives, and the goals contained in the department's current multiyear plan. All recommendations become an integral part of the chief's budget.

C. As part of the annual budget process, the number, types, and grades of positions are established for the department.

D. The office manager will submit employee action forms to the mayor's office on any employee's change in status and ensure proper position accounting for budget development.

E. In certain situations, such as a pending retirement or resignation, the chief of police may request from, and be authorized by, the mayor to "piggy-back" hire, or to hire a new employee against a particular position vacancy before the actual termination of the employee in that position provided sufficient funds are available.

5. <u>Requisition And Purchase Of Departmental Equipment And Supplies:</u>

A. All purchasing of department supplies and equipment will be in compliance with the administrative manual and charter of the City of Salisbury and shall be authorized by the assistant chief or his/her designee prior to the purchase. The quartermaster will cooperate with and assist the purchasing agent for the City of Salisbury in the development of specifications for items requiring standardized purchases, bidding procedures, and criteria for selection of vendors and bidders.

B. When emergency situations arise involving any circumstances that could not have been anticipated by prior fiscal planning, the chief of police must request additional funding from the mayor's office, which may, in turn, seek city council approval and authorization. Rental agreements will be made in accordance with city policy.

C. City procedures exist which provide adjustment mechanisms which the chief of police may use to request approval of the transfer funds from one account to another as shortages and/or overages are respectively identified. Such requests are made to the director of finance and mayor's office depending on the amounts and reasons therefore.

6. <u>Departmental Accounting System:</u>

A. Central accounting system of the City of Salisbury is accessible from the in-house computer, making review of accounts readily available to ensure an orderly, accurate,

and complete documentation of the flow of funds.

B. The city's director of finance is responsible for maintaining a record reflecting all departmental financial transactions on a fiscal year basis.

C. The accounting system used by the director of finance will be reviewed by the chief or the assistant chief, for any errors, omissions, or unexplainable transactions.

D. The accounts will include the following information concerning each budget line:

a) initial appropriation for each line;

b) balances at the commencement of the monthly period;

c) expenditures, credits and encumbrances made during the period; and
d) unencumbered balance.

7. **Departmental Procedures for Collecting, Safeguarding and Distributing Cash:**

A. All cash funds in the department will be properly collected, safeguarded, and disbursed. Appropriate personnel will maintain a balance sheet that identifies initial balance, credits, debits and current balance on hand.

a) Departmental Petty Cash

i. The departmental petty cash fund is authorized by the director of finance to provide a ready source of cash to reimburse personnel for small purchases, meal/travel expenses, postage or shipping fees, etc. Reimbursement for expenses will be requested through the director of finance.

ii. All requests for reimbursement from petty cash must be accompanied by written evidence of expenditure (cash receipts or statement of expenditure signed by the employee requesting reimbursement).

iii. The resource manager is responsible for the administration and maintenance of the departmental petty cash fund. All transactions will be properly accounted for in the departmental ledger account book. All written evidence of expenditure will be turned into the director of finance at the time replenishment of petty cash is requested (using check request and purchase requisition showing allocation of expenditures to specific departmental budget lines).

iv. Quarterly, this fund will be audited by the administrative commander or a division commander as assigned by the chief of police.

b) Departmental Covert Funds

i. Special expenses provide for the establishment of a covert fund to support operation of vice and organized crime control functions such as, but not limited to, paying informants, purchasing contraband as evidence, and expenses for surveillance activities and equipment.

ii. The CID commander is responsible for administration and maintenance of such covert funds and will maintain a financial record of all transactions which must have corresponding receipts and/or other documentation. The fund will be audited by the administrative commander on a quarterly basis.

iii. Requests for covert funds may be made to the commander of CID or in his absence, a CID supervisor. When such requests are approved, the CID commander or supervisor will issue funds which will be receipted for by the requesting officer. Subsequently, the requesting officer is responsible for the funds and accounting for them. Disbursement in excess of $500.00 must be approved by the chief of police.

iv. To request additional funds for covert investigations, the CID commander shall make a request to the assistant chief for the amount needed. The chief shall forward the request to the department of finance through normal channels. If circumstances exist where funds are needed as soon as possible, the CID commander may contact the department of finance directly, with verbal approval from the chief of police.

c) Sale Of Copies of Reports

i. Records management technicians, during normal office hours, may sell copies of departmental reports, as authorized by law, and collect money from public purchases. Such funds collected will be turned into the department of finance on or near the 15th and 30th of each month. This fund will be audited quarterly by the administrative commander.

d) Salisbury Police Personnel Committee Fund

i. A completely separate, non-city, department personnel fund will be maintained, in which proceeds from candy sales will be deposited and expenditures made as appropriate.

ii. Annually, the Salisbury Police Department designates a personnel committee, appointed by the squads, to administer and manage this fund. The committee will maintain an account, audit the account, receive and disburse funds as deemed appropriate.

8. Independent Audit for Departmental Fiscal Activities:

The financial books and accounts of the city shall be audited as of the 30th day of June in each year by a competent person or persons appointed by the council, as outlined in the Salisbury charter/municipal code. The audit shall be presented to the council and to the mayor prior to being submitted to the state of Maryland in accordance with the deadline set forth in the annotated code of Maryland. The council and the mayor will be informed if any extension requests of the deadline are made to the state of Maryland. The council or the mayor may order an audit of the financial books and accounts of the city by a competent person or persons appointed by it or him at any time it or he may deem it proper so to do.

9. Inventory Control of Agency Property and Equipment:

A. The quartermaster is responsible for compliance with the City of Salisbury inventory control procedures and will ensure that a semi-annual physical inventory is completed of all weapons (lethal and less lethal), ammunition and physical items the agency has on hand. In addition, the quartermaster or his/her designee will ensure that:

a) A proper assessment of all capital or other major items of equipment on the city inventory is accounted for;

b) A thorough and complete inventory verification report is submitted to the finance department;

c) All Physical items of inventory that are authorized for disposal, or surplus are disposed of and documented in accordance with city policy;

d) A complete record for all department property, equipment and other assets is maintained in accordance with city policy; and

e) Reporting of any discrepancies or problems related to the inventory to the administrative commander or his designee

10. Procurement/Requisitioning Of Agency-Owned Property:

A. The department will equip each employee with high quality uniforms and equipment (new or reissued) so that they can perform more effectively and to project

professionalism.

B. The quartermaster shall have the responsibility of issuing and reissuing agency-owned property to authorized personnel and users.

C. All personnel are responsible for all items that have been issued to them and they are to promptly report to the quartermaster through the chain of command any lost, damaged or equipment needed for replacement.

a) If clothing or equipment needs to be replaced the quartermaster will determine if the clothing or equipment can be replaced from stock. If not, new clothing or equipment will be issued. The damaged or torn clothing or equipment must be turned in to obtain a replacement. Personnel are required to sign for clothing, equipment or any weapons that are issued to them, whether they are newly issued or replaced items. Each employee has their own file, with respect to what has been issued and returned by them.

b) Through staff inspections and uniform line inspections, equipment and uniforms will be inspected and replaced if needed.

D. Agency owned property, (i.e., expendable items, installed property, uninstalled property, equipment, vehicles, munitions, and personal wear) shall be requisitioned for or procured according to the Salisbury City Charter. Any purchasing or order of merchandise for the Salisbury Police Department must be approved by the chief, assistant chief or administrative commander and must be purchased in accordance with the Salisbury City Charter governing purchasing.

E. Department owned equipment or property shall not be loaned to any person or agency without the consent of the chief of police.

F. The quartermaster shall be accountable for agency-owned property, expendable items, installed property, uninstalled property, equipment, vehicles, munitions, and personal wear items.

11. Operational Readiness of Agency-Owned Property:

It is the policy of the Salisbury police department that the quartermaster as designated by the chief of police, maintain stored items of agency-owned property in a state of operational readiness. The condition and readiness status of equipment should be inspected at regular intervals by personnel designated by the chief of police. Commanders and/or supervisors of the tactical team, negotiating unit, and bicycle patrol are accountable for the operational readiness of assigned agency property.