



Alexandria Police Department
Directive 1.7



FISCAL MANAGEMENT

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1.7.01 POLICY/PURPOSE

- A. It is the policy of the Department to acquire and responsibly manage adequate resources to accomplish its mission.
- B. The purpose of this Directive is to provide guidance for budget preparation, expenditure and revenue monitoring, and procurement procedures for continuous oversight of the Department's fiscal activities.

1.7.02 FISCAL MANAGEMENT RESPONSIBILITY

- A. City Administrative Regulation 4-2 places the responsibility for the administration of departmental budgets with the respective department heads. The Chief of Police has the authority and responsibility for the fiscal management of the Department. [17.1.1]
- B. The Division Chief of Fiscal/Fleet Management, under the direction of the Chief of Police, has the responsibility for delegated fiscal management functions. These responsibilities include, but are not limited to: [17.2.1]
 - 1. Annual budget preparation;
 - 2. Development and implementation of internal expenditure procedures, monitoring and controls;

3. Approval of expenditures and other actions that obligate the Department to expend City monies;
4. Supervision of Fiscal/Fleet Management staff and related Departmental fiscal policies;
5. Procurement and oversight of the vehicle fleet in conjunction with the Uniformed Division;
6. Grants coordination for the Department, and
7. Other duties as requested by the Chief of Police.

C. Each Assistant Chief, under the direction of the Chief of Police, has the responsibility for the following delegated fiscal management functions:

1. Approval of general fund, non-personnel expenditures up to \$4,999.99; and

a. General Fund Non-Personnel Expenditures include all non-personnel expenditures (apart from telecommunications, uniforms, office space leases, depreciation, and capital outlay) purchased out of the Department's operating budget. This excludes purchases from the special revenue; and vehicle and information technology equipment replacement funds.

2. Approval of regional travel, which includes travel within the District of Columbia, Virginia, or Maryland.

D. Each Assistant Chief, under the direction of the Chief of Police, may delegate this fiscal management authority to one designee.

1.7.03 BUDGET PREPARATION AND ADMINISTRATION

- A.** Commanders of major organizational units within the Department are required to participate in the preparation of the department's budget. The Department's budget is developed in cooperation with all major organizational units, and is consistent with guidelines and directives issued by the Office of Management and Budget. **[17.2.2]**
- B.** Each commander of a major organizational unit will be assigned one or more budget account(s), as appropriate, and will monitor the unit's account(s) in accordance with guidelines transmitted by the Division Chief of Fiscal/Fleet Management. The employee performing this function is called the account administrator.
- C.** To increase the value of input and to enhance coordination in the budget process, the Division Chief of Fiscal/Fleet Management will inform commanders and designated staff of the essential tasks and procedures relating to the budget

preparation process. These guidelines will include instructions for preparing budget request documents and for providing adequate justification for major continuing expenditures or changes in continuing expenditures of budget items. [17.2.2]

- D. All requests for adjustments in staffing levels will be submitted to the Fiscal/Fleet Management Commander for consideration in the upcoming budget process. *Appropriate guidance will be provided by the Division Chief of Fiscal Management.* Such requests include staff reclassifications, additions, reductions or reallocations that have a fiscal impact.

1.7.04 PROCUREMENT

- A. All purchases shall be conducted in accordance with the procedures issued by the City's central Procurement Department, which governs specifications, bids, procurement and expenditure procedures. The Division Chief of Fiscal/Fleet Management is responsible for ensuring these procedures are followed within the Police Department. Accordingly the related Fiscal /Fleet Management SOP is attached as an Appendix to this directive. [17.3.1.a-e]
- B. All purchase requests for budgeted items will be submitted through the chain of command on *a memo*, Purchase Card Request form, *or email request* to:
1. *The Assistant Chief or their designee for purchases up to \$4,999.99; or*
 - a. *The Assistant Chief may establish delegated approval limits in writing to account administrators within their bureau for P-card purchases associated with day-to-day operational needs.*
 - b. *Delegated approval limits may vary and are set at the discretion of the Assistant Chief.*
 2. The Division Chief of Fiscal/Fleet Management.
- C. Unbudgeted expenditures require prior approval from the Chief of Police or the Chief's designee. In some cases the Office of Management and Budget must also approve such expenditures. The initiating supervisor(s) of the section or division will generally conduct the review of expenditure requests and proposed contracts. The Chief of Police or Division Chief of Fiscal/Fleet Management Division shall make the approval of Department funding.
- D. No employee is to commit the Department to the receipt of services, make purchases, schedule training, or make any other fiscal commitment on behalf of the Department without first obtaining prior written *or email* approval from:
1. *Their Assistant Chief or their designee for expenditures up to \$4,999.99 and regional travel requests; or*

2. The Division Chief of Fiscal/Fleet Management.

Employees making or authorizing unapproved expenditures will be held accountable for their actions and may be held financially responsible.

- E. The Chief of Police or the Chief's designee must approve emergency purchases requiring immediate delivery due to unforeseen circumstances, or to ensure public safety. These expenditures must be in accordance with Alexandria City Code section 3-3 and AR 5.1 (*Purchasing Policy: Purchasing Manual*) and shall be approved by the City Procurement Agent or City Manager, depending on the circumstances.

[17.3.1,d. 17.4.2,c]

- F. Supplemental funds are normally requested in the Department's annual budget submission, which is prepared each fall. Expenditures requiring transfers of funds within the approved budget shall be requested from the Division Chief of Fiscal/Fleet Management, who will prepare a request for transfer of funds if necessary. *These procedures have been outlined in AR 4.2.*

[17.3.1,e]

1.7.05 ACCOUNTING

- A. The Division Chief of Fiscal/Fleet Management is responsible for internal monitoring of the agency's fiscal activities on a monthly basis. This monitoring will include, but is not limited to:

1. Reviewing of expenditure requests for compliance with all applicable laws, regulations and appropriations;
2. Reviewing for accuracy expenditures posted on City financial reports;
3. Monitoring financial trends and account balances to maintain informed judgment regarding the need to recommend denial or deferral of expenditures; and
4. Supplying account administrators with account statements to include account appropriation (*from the budget as revised*), balances, expenditures and encumbrances.

[17.4.1,a-d]

- B. The account administrators will review MUNIS and notify the Division Chief of Fiscal/Fleet Management of *any errors in their accounts*.

1. *The Division Chief of Fiscal/Fleet Management, or designee, will research the reported error and provide resolution within 10 business days. If, for any reason, the 10 business day response cannot be accomplished, the Division Chief of Fiscal/Fleet Management will notify the account administrator of the delay, status, and anticipated completion.*

2. The account administrators will review the available balances in their accounts prior to requesting expenditures.

C. The account administrators will prepare *monthly* expenditure reports for the Chief of Police through the Fiscal/Fleet Management office. *Each month, the Division Chief of Fiscal/Fleet Management will send a template by email to account administrators providing instructions, target percentages, and the submission deadline.* The reports, generally due on the last *Friday* of the month (reporting on the previous months), include: [17.4.1]

1. *Completed Monthly Expenditure Template, and*

2. *Munis reports.*

D. *The Fiscal/Fleet Management Division Chief will meet monthly with the Chief of Police and Assistant Chiefs to discuss budget issues highlighted by the reports.*

E. *If non-personnel overages occur for two consecutive months in a particular account without acceptable justification, approval authority for that account will return to the Division Chief of Fiscal/Fleet Management.*

Acceptable justifications include, but are not limited to, cyclical spending or overages that are not within the control of an account administrator.

1.7.06	CASH FUNDS OR ACCOUNTS	[17.4.2]
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A. All units that handle cash funds or accounts shall follow the procedures in City A.R. 4-8, Collection and Deposit of City Monies, which requires deposits when the cash on hand exceeds \$1,000.00, or weekly, whichever is first.

B. *Responsibility for the Department cash account rests with the Fiscal/Fleet Management Division, in accordance with City AR 4-3. A custodian and alternate custodian may be designated for each account.* [17.4.2c,e]

1. *The cash custodians will keep a ledger of all transactions and will keep the cash ledger and cash in a locked, secure area.* [17.4.2a]

2. *Receipts will be issued for cash received.* [17.4.2b]

3. *All petty cash expenditures must be approved in advance by the Division Chief of Fiscal/Fleet Management.* [17.4.2c]

4. *All petty cash expenditures must be accompanied by a receipt or official documentation for cash expenditures.* [17.4.2d]

5. The Division Chief of Fiscal/Fleet Management will ensure that all regulations and procedures in the current Administrative Regulation regarding petty cash accounts are followed.
 6. The Division Chief of Fiscal/Fleet Management will conduct an accounting of agency cash activities at least quarterly. **[17.4.2.f]**
 7. Fiscal/Fleet Management staff will prepare financial statements of all cash deposits in accordance with *City ARs. 4-3 and 4-8*. The Division Chief of Fiscal/Fleet Management will forward these reports to the Finance Department after approval.
- C. Information Services Section personnel are responsible for collecting fees and shall follow the handling and documentation procedures in City AR 4-8. Collections are delivered to Fiscal/Fleet Management for verification and deposit. **[17.4.2,e]**
- D. *Staff of the Volunteer Unit will provide fingerprint cards to all applicants who will then take these cards to the Information Services Section and pay the application fee. The applicant will then proceed to the Volunteer Unit and provide proof of payment to the Volunteer staff and only then will the fingerprints be processed. ISS will be responsible for collecting payments and providing a receipt to the citizen prior to any services provided for fingerprint cards.*
- E. The *Special Investigative Fund* (“buy”) money is annually budgeted and appropriated, then transferred by City check to the designated custodian for deposit in a separate account. The custodian, a Vice/Narcotics supervisor, is responsible for the written procedures, accounting, disbursement, and scheduling of quarterly internal audits for the fund. **[17.4.2,e]**

1.7.07**INDEPENDENT AUDITS****[17.4.3]**

An independent audit of the Department's fiscal activities will be conducted annually or as arranged by the Internal Auditor. Responsibility for scheduling the audits rests with the City Internal Auditor and the Finance Department.

1.7.08**APPENDIX**

Fiscal/Fleet Management Division [SOP 01-Purchasing](#).

By Authority of:

Michael L. Brown
Chief of Police



FISCAL/FLEET MANAGEMENT DIVISION

Standard Operating Procedure



S.O.P. 01-PURCHASING

Effective Date: 01-08-2018

Expiration: Remains in effect until revised or rescinded.

Distribution: Police Department Account Administrators, Chief, Assistant Chiefs. Division Chiefs, Captains, Fiscal Management

Cancellations: All Prior Memorandums, SOPs on Topic.

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- I. PURPOSE / POLICY
- II. AUTHORITY
- III. PROCEDURES
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SOP-01 I. PURPOSE / POLICY

A. It is the responsibility of the Division Chief, Fiscal and Fleet Management, to issue Police Department procedures for Procurement policies as outlined in Administrative Regulation 5-1 (7/1/01), the City Procurement Procedures Manual (2/26/02), and associated memoranda, under authority delegated by the Chief of Police.

No commitment to spend City funds shall be made by any employee without the prior written approval from:

- The Chief of Police;
- The Division Chief of Fiscal/Fleet Management; or
- *Their Assistant Chief or designee for expenditures up to \$4,999.99 or regional travel.*

The exception to this policy is for defined emergencies, when the City's Emergency Purchase policy and procedures shall apply.

B. The purpose of this SOP is to provide guidance for purchases in accordance with City A.R. 5-1 and the Procurement Agent's Procurement Procedures Manual.

SOP-01 II. AUTHORITY

Authority - A.R. 5-1 assigns the following responsibilities to Department Heads:

- Assuring compliance with AR. 5-1;

Establish written internal procedures and controls to assure that goods, services, insurance or construction are procured through the Purchasing Agent;

- Assuring that purchases are made for authorized purposes and within the budgetary limits approved by City Council;
Exercising delegated purchasing responsibility within the limits and procedures established by A.R. 5-1 and the City's Purchasing Agent; and
- Assuring that appropriate personnel are trained and possess copies of A.R. 5-1 and the Purchasing Procedures Manual.

Authority — The Purchasing Procedures Manual is a handbook with specific instructions for procurement for City departments.

SOP-01 III. PROCEDURES

A. GENERAL PROCEDURES:

1. Employees generally will submit written requests for purchases through their designated chain of command, including the Account Administrator (AA). Written requests may be in the form of a memo, email, note, authorized form, (PO), *Purchase Card form* or Purchase Requisition. The AA will verify the availability of funds or recommend a transfer. The AA also should then prepare or direct the preparation of a procurement document for the purchase. In routine cases such as office supplies purchased off the City contract, *approval is required from Assistant Chief or designee* to initiate a normal purchase.
2. *Purchases up to \$4,999.99 - Written requests for purchases will be forwarded to the Assistant Chief or their Designee for consideration. Upon approval, the request should be forwarded to the Fiscal Management Office. The requesting employee will receive a copy and the order will be processed. In some cases (i.e., routine supplies), the requesting employee will be authorized to directly submit the order to the vendor.*
3. *Purchases over \$4,999.99 - The written request for purchase will be forwarded to the Fiscal Management Office. Upon approval, the purchase will be processed by the Fiscal Management Unit or guidance will be provided to the employee regarding processing the purchase.*
4. The Fiscal Officer (sworn or civilian) generally is responsible for assisting staff to obtain quotes, seek vendors and review proposed contracts. This position is currently certified as the department's contract administrator. The supervisor of an employee requesting a purchase is responsible for verifying its completion.
5. The Department Head (Chief of Police) or the Fiscal/Fleet Management Division Chief is generally responsible for overall management and oversight of resources and for final approval of payments.

6. Depending on cost and the commodity, prior approval of ITS, OMB and/or Procurement may be required before the department makes a purchase. Fiscal/Fleet Management staff is to ensure that appropriate approval is obtained prior to making a purchase for the Department.
7. Upon receipt of services or goods ordered, the employee who receives and verifies the order shall *either deliver or scan* (within 3 days) to Fiscal Management the original invoice, packing slip, receipt, or other proof of procurement. This documentation is required to close the order.

B. **SMALL PURCHASES**: Those purchases with a value of less than \$49,999. Such purchases may be made with an Agency Purchase Order (APO), a Purchasing Card, or a Purchase Requisition, as described below.

1. Small purchases valued at less than \$5,000 generally do not require competition, but if appropriate,
2. The employee may be directed to obtain 3 quotes.
3. Small purchases valued between \$5,000 and \$29,999 require verbal or written quotations from 3 vendors as documented on an *Informal* Telephone Quote form, unless purchased from an existing contract.
4. Small purchases valued between \$30,000 and \$49,999 require written quotes from 4 vendors, unless purchased from an existing contract. Such purchases require the prior approval of Procurement.
5. The following procurement rules apply to Small Purchases.
 - a. When possible, an existing State or other contract shall be used to purchase goods, services, or commodities.
 - b. Purchases shall not be split to fall below a threshold.
 - c. Petty Cash may be issued for very small purchases in accordance with A.R. 4-3. Employees requesting petty cash up to *\$29.99* may submit a note to Fiscal Management for approval prior to incurring the expense.
 - d. Procurement of unbudgeted services, goods, and capital items (useful life over 3 years) generally must be approved by OMB in advance. To expedite consideration of the request, employees should attach a memo of justification that identifies funds to be reallocated and the critical need for the item.
 - e. All unbudgeted requests for computer equipment, software, computer services, computer training or maintenance over \$5,000 requires ITS approval.
 - f. *MUNIS transactions* should be used for the following purchases regardless of value: utilities, subscriptions, publications, expenses associated with travel and training, and purchases from the State Penitentiary or State Purchasing Warehouse (an APO may also be used for Warehouse purchases).

- g. An APO generally is to be used for other purchases not specified above: items that are available from State or other contracts; items available on Unit Price Agreements; and items for which quotes have been obtained.
 - h. A Purchasing Card may be used for purchases. These cards are issued with the concurrence of the department head and the Procurement Agent. They may not be used for capital property, most IT items, cash advances or entertainment. Additional restrictions on the cards may be reviewed in AR. 5-1 (Section IX, 1, h) and the Procurement Procedures Manual.
- C. **FORMAL PURCHASES**: Those estimated to cost \$50,000 or more. Such purchases require the use of competitive sealed bidding or competitive negotiation. A Purchase Requisition and a memo of explanation, to include identification of funds, initiate such purchases. Guidance and assistance will be provided by Fiscal Management staff for such purchases.
- D. **CONTRACT OR UPA RENEWAL**: When a contract or a Unit Price Agreement is to be developed or renewed, a Purchase Requisition shall be completed and forwarded to Fiscal/Fleet Management for processing. Generally only the Procurement Agent is authorized to sign contracts for the provision of goods, services, construction or insurance.
- E. **SOLE SOURCE PROCUREMENT**: Grants an exemption from competitive procurement when a determination is made that only one source is available to provide the good or service. The Procurement Agent must approve sole source procurement in advance. The following criteria are used for sole source determination:
 - 1. Vendor is original equipment manufacturer and there are no regional distributors.
 - 2. The parts or equipment are not interchangeable with similar parts or equipment made by another company;
 - 3. No other equipment or service provider is available that will meet the specialized needs of the department or perform the intended function.
- F. **EMERGENCY PURCHASES**: Emergency purchases are discussed in A.R. 5-1, Section XIII, and occur when there is a pressing need to protect the public health, safety or welfare. Such purchases shall be documented and submitted to Procurement within one working day if they occur after hours. During normal hours verbal approval for emergency purchases is to be sought from the Fiscal/Fleet Division Chief, or the Chief's designated representative.
- G. **ETHICS**: City Code governs ethical considerations for public procurement, Sections 3-3-12 1 through 3-3-130. No employee shall participate in a procurement transaction when that person knowingly has a personal financial or familial relationship to the potential awardee.
- H. **PROPERTY MANAGEMENT**: The Procurement Agent prescribes the method of disposal for supplies and equipment for which a Department no longer has a valid use. These methods include transferring surplus property to other using Departments, prescribing auctions or sales of surplus property, and storage.

1. No employee may grant or transfer use or ownership of City Property to a non-City entity without consideration by the City Council.
2. Department Heads shall implement procedures to protect and account for non-capital goods that are sensitive or pilferable, in addition to the Fixed Asset inventories required by City Finance. In the Police Department, the Property and Facility Management Section, *Administrative* Support Services Division generally handles property management functions.

I. SPECIFIC GUIDELINES FOR FISCAL MANAGEMENT STAFF

1. *No requests for purchases up to \$4,999.99 or regional travel are to be processed without the written approval of the Assistant Chief, Division Chief of Fiscal/Fleet Management, or the Chief of Police (or their designees).*
2. No requests for purchases over \$4,999.99 or long-distance travel are to be processed without the written approval of the Division Chief of Fiscal/Fleet Management or the Chief of Police (or their designees).
3. APOs up to \$29,999 are to be processed as follows: Staff places the order and Procurement receives the Division Copy of the APO, with Telephone Quote (and ITS approval if necessary). After receipt of the purchase, Accounting is sent the invoices and receiving reports with copy of the APO. Fiscal staff keeps a copy of the APO. *All these transactions are done through the MUNIS software system.*
4. Purchase Requisitions of \$30,000 or more are to be processed as follows: Following internal approval, the original package with necessary quotes attached is routed to Procurement. Procurement will place the order after verifying funds availability with Accounting.
5. *All vehicle or capital purchases must be sent to OMB for approval prior to purchase.*

SOP-01 IV. REVIEW/AUTHENTICATION

Brenda A. D'Sylva, Division Chief
Fiscal/Fleet Management

Alfreda Jackson, Commander
Planning, Accreditation, and Directives Section