



GENERAL ORDER ADM-37 BUDGET AND FISCAL PROCEDURES

EFFECTIVE JANUARY 29, 2018

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I. POLICY

It is the policy of the Howard County Department of Police (HCPD) to efficiently and effectively manage its fiscal affairs. This General Order establishes the responsibilities and guidelines for managing the Department's budget and fiscal affairs.

II. DEFINITIONS

- A. Fixed assets: Those items of a tangible nature that are not expendable and can be depreciated in value over a pre-determined period. Fixed assets include land, buildings, improvements other than buildings, furniture, equipment, machinery, and vehicles.
- B. SAP Asset Master Record (SAP AMR): A system used to account for Howard County's fixed assets with a value of at least \$5,000 and a useful life of one year or more. All weapons also receive a SAP AMR.

III. FISCAL MANAGEMENT RESPONSIBILITY

- A. It is the responsibility of the County Council to authorize funds; the County Department of Finance to account for funds; the County Auditor to conduct audits of funds; and the County Office of Purchasing to process purchases in accordance with County Purchasing procedures.
- B. The Chief of Police is responsible for the overall fiscal management of the Department of Police including the approval of budget recommendations, agency accounts, and purchase requests.¹
- C. To efficiently manage the Department's fiscal responsibilities, the Chief of Police has designated the responsibility for final budget preparation and management to the Budget Fiscal Section, under the oversight of the Deputy Chief of Police for Administration.
- D. Fiscal management functions assigned to the Budget Fiscal Section shall include but not be limited to:

¹ CALEA 17.1.1

1. Annual budget development with input from all major components;²
2. Expenditure monitoring and control;
3. Fiscal liaison with other governmental fiscal employees and Departments; and
4. Prepare and process County payment documents.

IV. BUDGET PROCESS³

- A. The Budget Fiscal Section shall announce the timeline for submissions each year, following the receipt of the County Office of Budget's timeline.
- B. Each Bureau, District, and Division Commander will participate in the development of the Department's budget and submit appropriate justification for the continuation of existing programs or adequate documentation for proposed changes and additions to expenditures. Departmental goals and objectives shall be considered during budget development.⁴
- C. Upon receipt of all recommendations, the Budget Fiscal Section will compile the requests, in collaboration with the Deputy Chiefs of Police, for presentation to the Chief of Police.
- D. Budget recommendations concerning personnel, contractual services, supplies and materials, business and education, capital outlay, and other expenses shall be submitted in writing to the Chief of Police via the chain of command.
 1. The recommendations will be submitted in a format prescribed by the Budget Fiscal Section. These recommendations shall include a justification and an assessment of both present and future needs.
 2. Documentation should include sufficient detail to justify funding of additional or continued resources.
- E. Following approval of budget recommendations by the Chief of Police, the Budget Fiscal Section will electronically submit the budget through the County Budget System. The County Budget Office will collaborate with the County Executive to make any modifications before presentation to the County Council.
- F. Following County Council vote, the County Budget Office will distribute approved budgets to all departments. A copy will be retained by the Budget Fiscal Section.
 1. The Budget Fiscal Section will distribute a full copy of the approved budget to the Chief of Police, each Deputy Chief of Police, and the Quartermaster.
 2. Bureau Commanders will receive a copy of the budget that pertains to their respective commands.

V. DEPARTMENT ACCOUNTING SYSTEM

- A. The Department of Police accounting system will be monitored by the Budget Fiscal Section Supervisor.
- B. Utilizing the County's Accounting System, the Budget Fiscal Section will provide monthly status reports on the following (this information is also available in real-time via SAP):

² CALEA 17.2.1

³ CALEA 17.2.1

⁴ CALEA 17.2.2

1. Initial appropriations for each account or program;⁵
2. Balances at the beginning of each month;⁶
3. Expenditures and encumbrances made during the month;⁷
4. The unencumbered balance of the budget at the end of each month;⁸ and
5. Transfers among interdepartmental accounts.

VI. NON-CASH FISCAL ACTIVITIES

- A. The supervisor of the Budget Fiscal Section shall be responsible for monitoring the Department's non-cash fiscal activities, including:
 1. Processing requests for purchases of services, supplies, and materials;
 2. Coordinating the development of specifications for services, supplies, and materials;
 3. Preparing payment documents for services, materials, and supplies;
 4. Transferring funds between accounts as needed; and
 5. Monitoring grant expenditures and completion of grant financial reports.
- B. The supervisor of the Budget Fiscal Section shall advise the Chief of Police, via the Deputy Chief for Administration, of any unusual circumstances or fiscal concerns.
- C. Commissions from independent vending machines within HCPD facilities will be received by the Office of Purchasing via check and deposited via the County Cashier's office into the HCPD's donations account.
 1. All disbursements and payments involving the use of these funds shall be made using standard County procedures after documented approval from the Chief of Police.
 2. These funds shall only be utilized for Department-wide member-appreciation events and functions (i.e. the HCPD picnic, holiday party, etc.).

VII. CASH CONTROL FISCAL ACTIVITIES

- A. The Division Commanders shall be responsible for general fiscal oversight of cash funds. Additional guidance on the use and maintenance of those funds may be found in written directives specific to those accounts.
- B. Components and units that maintain cash funds include:⁹
 1. The Animal Control Division (SOP AC-01, Cash Control Procedures);
 2. The Criminal Investigations Bureau, including the Vice and Narcotics Division, the Investigative Support Division, and the Criminal Investigations Division (OPS-55, Covert Operating Funds); and
 3. The Liquor Inspector (SOP OCP-01, Liquor Inspector Petty Cash).

⁵ CALEA 17.4.1a

⁶ CALEA 17.4.1b

⁷ CALEA 17.4.1c

⁸ CALEA 17.4.1d

⁹ CALEA 17.4.2

- C. The Chief of Police may request additional cash fund accounts through the Department of Finance as the need arises.
- D. At a minimum, each authorized cash fund shall maintain:
 - 1. A balance sheet, ledger, or other system that clearly identifies the initial balance, credits (cash received), debits (cash disbursed), and the balance on hand;¹⁰
 - 2. Receipts or other approved documentation for cash received;¹¹
 - 3. Specific authorization for cash disbursement;¹²
 - 4. Detailed records, documentation, or invoice requirements for cash expenditures;¹³
 - 5. Persons or positions authorized to disburse or accept cash;¹⁴ and
 - 6. Quarterly requirement for accounting of cash activities.¹⁵

VIII. POSITION CONTROL

- A. New positions will be indicated on the official Department Budget. A copy will be forwarded to the Human Resources Bureau.
- B. The responsibility for maintaining accurate personnel counts rests with the Human Resources Bureau.
- C. When new positions are created through the budget process, the Budget Fiscal Section is responsible for ensuring that the needs of new personnel are addressed in the budget (i.e. uniforms, vehicles, salaries, computer equipment, etc.).
- D. When new positions are created outside of the annual budget process (e.g. grant funded or 305), the Human Resources Bureau shall notify the Budget Fiscal Section. The Budget Fiscal Section supervisor will work with the appropriate Bureau Commander or his designee to fund any budget considerations created by the new position.

IX. INDEPENDENT AUDIT¹⁶

The County Charter requires that the County Auditor shall, not later than four months after the close of each fiscal year, prepare and submit to the County Council and County Executive a complete financial audit for the preceding fiscal year of all offices, departments, institutions, Boards, commissions, corporations, courts, and other agencies of the County Government (County Charter Art. II Sec. 212).

X. REQUISITION PROCEDURES¹⁷

- A. Requisition forms (HCPD Form 1120) for routine items may be signed by a Lieutenant within the requesting chain of command. Such items may include routine office supplies, the receipt or return of uniforms, and the replacement of exhausted or expired supplies such as OC spray, fire extinguishers, toner cartridges, etc.

¹⁰ CALEA 17.4.2a

¹¹ CALEA 17.4.2b

¹² CALEA 17.4.2c

¹³ CALEA 17.4.2d

¹⁴ CALEA 17.4.2e

¹⁵ CALEA 17.4.2f

¹⁶ CALEA 17.4.3

¹⁷ CALEA 17.3.1a & 17.5.2

- B. Requisitions for Departmental supplies, equipment, and services that are not routine will be forwarded on Form 1120 through the chain of command for approval.
1. The authorizing signature must be provided by a Captain, preferably the Commander of the requester, or the Chief of Staff for members of the Office of the Chief of Police.
 2. In the absence of the appropriate Commander, requisitions for immediate operational needs may be approved by the Commander of the Support Services Division. The member would then be responsible for ensuring that the appropriate Supervisor or Commander is aware of the requisition for tracking and management purposes.
 3. In the absence of the appropriate Commander, authorization may be obtained from a Deputy Chief or the Chief of Police.
- C. The Budget Fiscal Section Supervisor may authorize requisition forms in the absence of an appropriate Commander. The member would then be responsible for ensuring that the appropriate Supervisor or Commander is aware of the requisition for tracking and management purposes.
- D. All approved requisitions for supplies, equipment, and services shall be submitted to the Quartermaster. Requisitions for items that are to be ordered via a county purchase order (i.e. a fixed asset, any non-inventory item that costs over \$10,000) shall be submitted, after approval, to the Budget Fiscal Section.
- E. For non-routine items, a potential vendor and estimated cost shall be submitted with the requisition whenever possible. All non-budgeted requests must be accompanied by the proper justification through the chain of command and include the source of funds.
- F. County Credit Cards
1. Recipients of County credit cards shall be determined by the Chief of Police based on need, not by rank. Issuance of a credit card will be coordinated by the Office of Purchasing.
 2. Spending limits on Departmental credit cards are established by County procurement policy guidelines.
 3. All purchases made using County credit cards are subject to supervisor approval, the guidelines established in this General Order, other applicable written directives, and the policies of the Howard County Office of Purchasing.
 4. Personnel making purchases must ensure that sales tax is not charged by providing the Tax Exempt number when making purchases. In the event personnel cause sales tax to be billed to the County, the purchaser may be subject to reimbursing those unauthorized charges to the County.
 5. All purchases for the Department shall be made pursuant to the regulations contained in County Code Title 4 Subtitle 1.
 6. Members with assigned credit cards must submit a monthly accounting/verification of charges by the third day following distribution of monthly statements by the Budget Fiscal supervisor.
- G. All individual-use Departmental items requested (i.e. uniforms, weapons, handcuffs, etc.) and significant sized orders must be submitted to the Quartermaster on requisition Form 1120.

XI. TRAVEL AND TRAINING PROCEDURES

- A. When a Deputy Chief approves a member for posted training opportunities, he will designate the individual responsible for submitting the necessary paperwork.

- B. All requests for travel and training must be submitted to the Budget Fiscal Section at least 30 days prior to the registration deadline. Budget Fiscal may not be able to process requests without this advanced notice. All travel outside of Howard County must be approved by the Chief Administrative Officer (CAO).
1. All requests for travel or training must be approved through the chain of command on HCPD Form 1502, Request for School or Seminar.
 2. If travel or training will be outside Howard County, the completed Request for School or Seminar Form, the Request for Approval of Official Leave Form, and all materials pertaining to the official leave request (i.e. training flyer, information on the training, registration forms - completed but not submitted, etc.) shall be attached to the form.
 - a. The Request for Approval of Official Leave Form must be completed in its entirety, including:
 - i. Names of all employees requesting official leave.
 - ii. Actual dates of departure and return.
 - iii. Total cost for all employees requesting official leave.
 - iv. If using a personal or departmental vehicle include estimates for mileage, fuel costs and tolls.
 - v. If a County vehicle will be driven, it must be noted on this form.
 3. If out-of-state travel is involved, the member requesting the travel must submit a memo addressed to the CAO from the Chief of Police detailing the reason for the travel and requesting approval. This memo and the paperwork described in XI.B.2. of this General Order must then be submitted to the CAO after approval by the Chief of Police or his designee.
 - a. Out-of-state use of a County vehicle must be approved by the Chief of Police and authorized by the County's Chief Administrative Officer prior to the date of travel.
 - b. Exceptions will be made for non-scheduled police operations, emergencies, and pre-approved on-call personnel who must maintain communication in the event of an emergency.
 - c. In the rare instance when a rental vehicle will be necessary, the need must be indicated and approved on the Request for Official Leave.
- C. When no expense is associated with the travel/training, a Deputy Chief of Police shall approve the Request for Approval of Official Leave. The forms will then be forwarded to the Personnel Section who will send them to the CAO for approval.
1. After the CAO has approved the request for official leave, the Personnel Section will create the necessary Personnel Order; and
 2. Forward the Request for Approval of Official Leave and Request for School or Seminar with attached documentation to the appropriate Bureau Commander, who will designate personnel to make the necessary arrangements for registration, etc.
- D. When expenses will be incurred, the Request for Approval of Official Leave will be submitted to the Chief of Police for his approval. The forms will be forwarded to the Budget Fiscal Section who shall submit them to the CAO for final approval. If approved by the CAO, the Budget Fiscal Section will:

1. Forward a copy to the Personnel Section for the creation of a Personnel Order.
 2. Forward a copy of the approved request to the named personnel and the travel card keeper for the component area.
 3. Individuals are required to use travel cards or the departmental credit card of a commander to pay registration fees, air fare, secure and pay for hotel reservations, etc.
- E. No registrations, reservations, air fare, etc. will be scheduled until these approvals have been secured.
- F. No more than one member may utilize a hotel room.
- G. Costs incurred for investigative or fugitive retrieval travel or training will generally be charged to a Departmental credit card as approved by the Bureau Commander. In such cases, those involved will generally make their own travel arrangements.
- H. For additional travel and training guidelines, employees should refer to the Travel Guidelines available in the Howard County Employee Manual.

XII. EMERGENCY PURCHASES¹⁸

- A. If an emergency occurs during regular business hours that requires a greater amount of expenditures than authorized on Department credit cards, the Deputy Chief of Police for Administration or his designee shall immediately notify the County Purchasing Agent who will
1. Temporarily increase the limit on the credit card; or
 2. Purchase the required supplies or services from a responsible vendor or authorize the Department to do so.
- B. If an emergency occurs at times other than regular business hours, the Department may purchase the required supplies or services directly.
1. Whenever practical, the Department shall first secure at least three competitive bids from responsible vendors and purchase the required supplies or services from the lowest bidder meeting the necessary specifications.
 2. Competitive bids may be made via telephone, email, a vendor line in a catalog, or through a vendor's website.
- C. Personnel making emergency purchases must submit justifications to the Budget Fiscal Section through their Chain of Command by the next working day.
- D. Charges over the transaction or monthly credit limit on any HCPD credit card should generally be declined by the bank. If a purchase is made over the credit card limit at times other than regular business hours, the Deputy Chief for Administration shall provide written justification to the County Purchasing Agent on the next regular County business day following the purchase (County Code Sec. 4.106).
- E. Emergency purchases of less than the County's established credit card limit may be made using the County credit card.
1. These purchases should be made by authorized personnel following the County credit card guidelines.

¹⁸ CALEA 17.3.1d

2. The transactions should be identified on the monthly credit card statement as being made for emergency reasons. The date and nature of the emergency should be included.

XIII. INVENTORY CONTROL OF FIXED ASSETS¹⁹

- A. The County's Department of Finance is responsible for all County fixed assets. The Department of Finance shall maintain the official County records for fixed assets in the SAP Master Asset Records.
- B. The Deputy Chief of Police, Administration Command will designate one individual to act as a SAP AMR coordinator. Generally, the SAP AMR coordinator will be the Quartermaster.
- C. The SAP AMR coordinator will:
 1. Maintain a database of all SAP AMR tags issued by the Office of Purchasing.
 2. Attach the SAP AMR tag number to an item before issuance.
 3. Report all adjustments (e.g. theft, surplus, transfers) to the Department of Finance or Central Fleet, as appropriate.
- D. The Computer Operations Section will:
 1. Maintain a database of all computer equipment FAICS-tagged by the HCPD Computer Operation Section.
 2. Report all adjustments (theft, surplus, transfers) to DTCS, as appropriate.
- E. The Budget Fiscal Section will contact repair agencies when needed for office equipment. The Computer Operations Sections will schedule repair requests for all computers, printers, scanners, etc.

XIV. TRANSFER OF FUNDS²⁰

- A. Transfer of appropriations between general classifications of expenditures within the Department and within the same fund may be authorized by the County Administrator at the request of the Chief of Police or his designee as mandated by Howard County Code.
- B. Transfer of appropriations between County Departments within the same fund may take place during the last quarter of the fiscal year. These may only be done by the County Executive with the approval of the County Council per Howard County Code.

XV. SUPPLEMENTAL AND EMERGENCY APPROPRIATIONS²¹

- A. During the fiscal year, the County Council, upon the recommendation of the County Executive, may make additional or supplemental appropriations from unexpended and unencumbered funds set aside for contingencies in the County budget, as allowed by Howard County Code.
- B. To meet a public emergency affecting life, health, or property, the County Council may, by ordinance, upon recommendation of the County Executive, make emergency appropriations from contingent funds (County Charter, Article VI, § 610).

¹⁹ CALEA 17.5.1

²⁰ CALEA 17.3.1e

²¹ CALEA 17.3.1e

XVI. CANCELLATION

This General Order cancels and replaces ADM-37, Budget and Fiscal Procedures, dated June 12, 2014.

AUTHORITY:



Gary L. Gardner
Chief of Police