

FISCAL MANAGEMENT AND AGENCY-OWNED PROPERTY

7.1 FISCAL MANAGEMENT

PHILOSOPHY: Taxpayers expect their public agencies to exercise sound fiscal management and to be accountable for fiscal decisions. An important element in gaining the community's trust and respect is the demonstration of the efficient use of resources and the careful expenditure of public funds. The City of Lakewood has exemplified professional fiscal management at a municipal level, largely due to standards and controls that have been instituted for all city departments. The Police Department supports the efforts of the Finance Department by adhering to the practices provided by that department.

7.1.1 Authority and Responsibility for Fiscal Management

Principle: The Chief of Police has the ultimate departmental authority and responsibility for the fiscal management activities of the City of Lakewood Police Department. The primary areas of fiscal management responsibility bestowed upon the Chief of Police include fiscal planning, budget preparation and presentation, and fiscal control. The Chief of Police may delegate various duties as appropriate. Delegated duties include annual budget development and coordination, maintenance of a liaison with the department leadership and the City Finance Department, the supervision of internal expenditures and related controls including status reports, and the familiarization with recent developments in fiscal affairs management within the City government.

7.2 BUDGET

7.2.1 Budget Process

Principle: The Police Department participates in the City of Lakewood annual budgeting process. The Finance Department develops a budget calendar that outlines scheduled activities, types and use of forms, and instructions for preparing new budgets. Senior Police Leadership are responsible for coordinating the budget process for the Police Department, coordinating all internal activities, and keeping staff informed.

7.2.2 Budget Recommendations

Principle: Police Department supervisors and/or managers shall prepare written budgetary recommendations for their respective sections/units based on annual research regarding staffing levels (refer to Standard 6.1.2), levels of service, expenditures, and forecasts.

7.3 PURCHASING

7.3.1 Purchasing Procedures

Principle: All purchases of agency equipment and supplies will be made in accordance with the City of Lakewood purchasing procedures, as contained in City of Lakewood Policy 400.079.1. This policy is available for review on the city intranet.

Practices:

A. Items Requiring Standardized Purchases:

1. Not to Exceed \$25,000: In general, purchases which do not exceed \$25,000 are conducted in the below described manner. Refer to the Purchasing Procedures for a list of services that are an exception.

- a. Approval: Purchases must be approved by a lieutenant or his/her designee prior to initiating a requisition.
 - b. Not to exceed \$9,999.99: Items that will not exceed \$9,999.99 per procurement may be purchased without the need to solicit multiple quotes, although the solicitation of quotes is encouraged. All purchases for \$5,000 and over must be approved by the City Manager.
 - c. Between \$9,999.99 and \$25,000.00: The Competitive Bid (Informal) process shall be followed. Refer to the Purchasing Procedures for further requirements regarding the solicitation of quotes and awarding of the purchase.
- B. Competitive Bidding Procedures: The Purchasing Procedures, Section 6.03 provide a detailed description of the competitive bidding procedures to be followed when making a purchase when the cost thereof exceeds \$25,000. A purchase shall not be split and/or broken into segments to avoid any of the provisions provided by the Purchasing Procedures.
- 1. Sole Source Procurement: A contract may be awarded for materials, supplies, and equipment without competition when the City Manager or designee determines, in writing, based on justification provided by requesting department, that there is only one source for the required purchase. Refer to Section 6.04 of the Purchasing Procedures.
- C. Selection of Vendors or Bidders: The Purchasing Policy and Procedures provides procedures for the evaluation and rejection of bids, and the award of contracts. Refer to sections 2.4, 2.5 and 2.6 of the Purchasing Procedures Guidelines.
- 1. Purchases and proposal to vendors and bidders located in the City of Lakewood are encouraged.
- D. Emergency Procurement: Section 6.7 of the Purchasing Policy and Procedures provides guidelines and procedures for making emergency purchases. All emergency purchases made by the Police Department must have prior approval of the assistant chief and must be reported, in writing, through the chain of command to the Chief of Police within eight (8) hours.
- E. Supplemental or Emergency Fund Transfers: The Chief of Police shall make any supplemental appropriation or fund transfer request to the City Manager. Supplemental requests, if approved the City Manager will forward the request to the Finance Department for processing. The department will provide Finance with proper coding. The final request must be approved by the City Council. Emergency requests for funds transfers may be approved by the City Manager, flowed by Council notification.
- F. City Credit Card Purchase Procedures:
- 1. The City finance department will distribute credit cards to those employees who, in the opinion of the Chief of Police or designee, have job responsibilities which would benefit or otherwise be facilitated by the use of a credit card. Personal charges may not be made with a City credit card. Any charges that cannot be properly identified or which are not appropriate to City policies or regulations shall be paid immediately by the user of the card by cash, check or payroll deduction. Charges to be reimbursed shall include any interest and all other related charges made by the credit card company, until paid in full.
 - 2. Any charges against the purchasing charge card not properly identified on the credit card report or not properly allowed charges shall be paid by the employee (RCW 43.24.080).
 - 3. Disallowed charges, or charges not properly identified, will be paid by the employee before the charge card billing is due. Failure to do so will render the employee personally liable for the unpaid amount, plus interest and/or any fees at the rate charged by the bank which issued the card.

4. The City shall have unlimited authority to revoke use of any charge card issued, and upon such revocation order being delivered to the charge card company, shall not be liable for any costs.
5. No single purchase by credit card shall exceed the purchase limit or the credit card limit for an individual.
6. The employee shall return all City credit cards at the request of the City Manager or designee, or upon separation of employment.
7. Employees will code receipts and forward them within three (3) working days to the department head or designee.
8. Department head will approve coded receipts and forward them within five (5) working days.
9. Accounts Payable will pay all properly coded and submitted charges on a monthly basis.

7.4 ACCOUNTING

7.4.1 Accounting System

Refer to Lakewood Finance Manual.

7.4.2 Cash Funds

Principle: The City of Lakewood Police Department maintains cash funds for specific purposes. The custodian of each fund is responsible to receive, maintain, or disburse cash from these funds. The existing cash funds are listed below:

Fund	Position Authorized as Custodian
Special Operations Narcotics Fund	Special Operations Supervisor
Special Operations Investigative Fund	Special Operations Supervisor

Practice: Documentation: The custodian of the fund must maintain the below listed information:

- A. A balance sheet, ledger, or other system that identifies initial balances, credits, debits, and the balance on hand.
- B. Receipts or documentation for cash received.
- C. Who provided authorization for cash disbursement.
 1. Only the Chief of Police or designee may authorize any cash disbursement in excess of \$1,000 dollars.
- D. Records, documentation, or invoice requirements for cash expenditures.
- E. Person or positions authorized to disburse or accept cash.
- F. The CIU Lieutenant shall prepare quarterly reports regarding the fund's activity. The reports shall be forwarded to the Chief of Police via the chain of command.

7.5 AGENCY-OWNED PROPERTY

7.5.1 Inventory and Control

Principle: The Lakewood Police Department conducts scheduled inventories of equipment and assets to ensure its operational readiness and that appropriate use and care is practiced. The below practices also assist in the annual budget process to determine what items need replacing.

Practices: The Quartermaster or designee is responsible for the Quartermaster function and the following inventories of

agency owned property. The Quartermaster function maintains a record of all issued uniforms and equipment.

- A. Equipment Issued: All department issued and authorized equipment shall be inspected as described in Chapter 53 of this Manual of Standards.
- B. Non-Assigned Items of Value: In coordination with the City's Finance Department, a periodic inventory of all asset tagged items will be conducted.
- C. Sensitive/Specialty Equipment: Specialized investigative equipment shall be inspected annually.
- D. Non-Assigned Weapons: All non-assigned weapons shall be inventoried and inspected annually.

7.5.2 Issuing/Reissuing Agency-Owned Property

Principle: The Quartermaster or designee is responsible for the issuing and reissuing of authorized equipment and apparel. The Fleet Coordinator is responsible for the issuing and reissuing of authorized vehicle equipment. Individual responsibility for department owned property rests with the person who is assigned the property. Lost or damaged property will be reported in writing immediately to an employee's immediate supervisor. Also refer to Standard 7.3.4 of this manual.

Practice: Agency owned property will be issued/ reissued using the following practices:

- A. The quartermaster or designee will ensure the property to be issued is accounted for in the quartermaster equipment/apparel inventory, including any applicable serial numbers/ City of Lakewood identification numbers.
- B. The quartermaster or designee will fill out the Lakewood Police Department Hand Receipt for Property Form. The item, quantity, description, serial number (if applicable) asset tag number (if applicable) will be listed.
- C. The employee receiving the property will verify all the information listed on the form and on the equipment (if applicable) match and will print and sign their name on the form.
- D. The quartermaster or designee maintains the form in the employee's file until the property is turned in.
- E. The quartermaster or designee will inspect the property per MOS 7.5.3, update the inventory and secure the property.
- F. Vehicles: An initial inspection will be conducted jointly by the Fleet Coordinator and the employee being issued the vehicle. The inspection form will be maintained by the Professional Standards Section.

7.5.3 Operational Readiness

Principle: The quartermaster function is responsible for ensuring all non-issued or stored equipment are in a state of operational readiness. Items will generally be categorized as 'serviceable', 'serviceable in need of upkeep', or 'unserviceable'. Items that are considered serviceable will be maintained by the quartermaster. Items that are serviceable in need of upkeep will be cleaned, repaired, or otherwise brought up to the standard of serviceable equipment, and then maintained by the quartermaster. Unserviceable equipment will be disposed of according to city and/or department policy.

- A. Operational Readiness: Shall mean that such equipment receives the appropriate care, cleaning, preventative maintenance, and repair required to be immediately available and functioning properly.