



MILWAUKEE POLICE DEPARTMENT

STANDARD OPERATING PROCEDURE

267 – BUDGET AND FINANCE

GENERAL ORDER: 2025-35
ISSUED: July 24, 2025

EFFECTIVE: July 24, 2025

REVIEWED/APPROVED BY:
Assistant Chief Craig Sarnow
DATE: June 23, 2025

ACTION: Amends General Order 2023-31 (May 29, 2023)

WILEAG STANDARD(S): 1.5.1, 1.5.2, 1.5.3, 1.5.4, 1.5.5

267.00 PURPOSE (WILEAG 1.5.1)

The purpose of this standard operating instruction is to establish the following:

- A. Procedures for the requisition and purchase of equipment, supplies, and services.
- B. Written directive that governs all financial records and documentation of all cash transactions or accounts involving agency personnel who receive, disburse, or maintain cash.
- C. Written directive requires that the fiscal activities of the agency are monitored and subject to periodic audit.
- D. Written directive governs the systems and procedures for control of agency property, equipment, and other assets.

267.05 POLICY

It is the policy of the Milwaukee Police Department that sound business practices are followed within the fiscal management of the department. Therefore, to ensure the financial integrity and accountability of the department's financial operations, all personnel shall follow the protocols set forth in this standard operating policy and procedure.

267.10 DEFINITIONS

A. APPROPRIATION

Money allotted for a specific purpose.

B. ENCUMBRANCE

A commitment in the form of a purchase order, contract, or similar item that will become payable when goods are delivered or services are rendered.

C. PRE-ENCUMBRANCE

Money reserved on a requisition for the purchase of goods or services. Once purchase is complete, it becomes an encumbrance.

D. REMAINING BUDGET

Part of an appropriation that has not been committed and is thus available for expenditure.

E. PROJECT MANAGER

Police department supervisor authorizing a purchase or goods or services.

267.15 PROCEDURES (WILEAG 1.5.1, 1.5.2, 1.5.3, 1.5.4, 1.5.5)

A. The following procedures shall be followed for the requisition and purchase of equipment, supplies, and services:

1. All purchases are to be made in accordance with [Chapter 16](#) of the Milwaukee City Charter, [Chapter 310](#) of the Milwaukee Code of Ordinances, and the Department of Administration (DOA) - [Purchasing Liaison Manual](#).
2. When any single or related group purchase is \$5,000 or less, the project manager may authorize the purchase without DOA - Purchasing approval. If available, the project manager shall use their department-issued procurement card for such purchase. Otherwise, vendor invoice is to be approved and submitted to Budget and Finance for processing. When possible, a city-certified SBE vendor should be used.
3. When any single or related group purchase is between \$5,001 and \$10,000, the project manager shall obtain 3 quotes (if possible) using DOA - Purchasing's "Jumpstart" *Request for Pricing* form. The project manager should attempt to receive a quote from a city of Milwaukee certified SBE vendor when possible. Forms should be submitted to Budget and Finance where a requisition will be completed and submitted to DOA - Purchasing for processing.
4. When any single or related group purchase exceeds \$10,000, the project manager will communicate their needs to Budget and Finance. Budget and Finance will create all necessary forms and submit them to DOA - Purchasing for processing. Necessary forms include a requisition, [Request for Exception to Bid](#) form (sole and single source procurements), specifications, [IT Procurement Questionnaire](#) (IT purchases), [Contract Amendment Request](#) form, vendor quotations, and any other information required by DOA - Purchasing.
5. All professional services contracts, regardless of dollar amount, must be processed through DOA - Purchasing. For any purchase of service contracts, the project manager will communicate their needs to Budget and Finance. Budget and Finance will create all necessary forms and submit them to DOA - Purchasing for processing. The required forms include the same as referenced above in subsection 4.
6. A City of Milwaukee – Contractor Scorecard must be completed six months prior to the expiration of the contract term for all service and commodity contracts in

excess of \$50,000. The form must be provided to DOA – Purchasing for their review. In addition, although not required by DOA - Purchasing, the Contractor Scorecard should be completed at the time a contract is requested to be extended when the contract is below \$50,000.

7. When the need for immediate (emergency) purchase is needed, department personnel shall follow all applicable policies contained in the DOA - Purchasing Liaison Manual.

B. ACCOUNTING SYSTEM AND STATUS REPORTS

1. The city of Milwaukee's financial management information system is used to record and process financial transactions for the Milwaukee Police Department. Appropriate accounts and program numbers are to be charged for salaries, operating expenditures, equipment, special funds, and capital projects to ensure accurate reporting and tracking of budget.

Valid account and program numbers are available through the city's financial management information system or upon request from Budget and Finance.

2. Appropriations and expenditures are entered into the city's financial management information system by the city of Milwaukee Comptroller's Office for all expenditures and encumbrances as they are incurred.
3. Reports are available as needed to review beginning and ending balances and expenditure/encumbrance activity. Any additional summaries, quarterly reports, and periodic reports, as requested by the city's Mayor, Department of Administration, Comptroller's Office, or auditors will be prepared in an accurate and timely fashion. Any necessary status reports will be maintained by Budget and Finance (e.g., salaries, operating budget, overtime).
(WILEAG 1.5.2.1, 1.5.2.2, 1.5.2.3, 1.5.2.4)

C. FINANCIAL RECORDS AND DOCUMENTATION OF CASH TRANSACTIONS

1. Reconciliation of permit sales and other miscellaneous revenues received by the district stations.
 - a. Budget and Finance shall receive and audit all cash deposit forms related to the sale of parking permits, witness fees, bails, and fingerprint services by district stations. Only sworn work location supervisors, the desk sergeant, or acting desk sergeant shall be allowed to disburse or accept cash at district stations. Forms that are to be submitted by the districts include:
 1. *Daily Departmental Report - Cash Receipts* (form PD-5)
 2. *Deposit Transmittal to the City Treasurer's Office* (form PD-23)
 3. *Cash Disbursement Report* (form PC-19)

4. *Summary of Cash Disbursements to the Municipal Court* (form PC-19a)
 5. *Bails for Other Jurisdictions* (form PB-14)
 6. Yellow copies of receipts completed by members when receiving payments.
(WILEAG 1.5.3.5)
- b. Forms are to be submitted every Tuesday and Thursday unless otherwise instructed by Budget and Finance.
2. Reconciliation of record and copying fees and other miscellaneous revenues received by Open Records.
 - a. Budget and Finance shall receive and audit all cash deposit forms related to record and copying fees. Any member assigned to Open Records shall be allowed to disburse or accept cash. Forms that are to be submitted by Open Records include:
 1. *Daily Departmental Report - Cash Receipts* (form PD-5)
 2. *Deposit Transmittal to the City Treasurer's Office* (form PD-23)
(WILEAG 1.5.3.5)
 3. Milwaukee Police Department Draw Fund
 - a. The Special Investigations Division police lieutenant shall authorize all transactions and maintain the cash fund for the purposes of investigating drug and gang-related crimes.
 - b. An *Expense Voucher* form (form PE-12), which includes the following information: type of investigation, date and amount of money received, amount spent, and the date and amount of money returned shall be completed upon conclusion of the investigation. This form shall be signed by the person who received the money and the person who the money was returned to.
 - c. At the time a cash draw is given for an investigation, a receipt (form PC-2) shall be completed, which includes the date, amount given, and draw number. This form shall be signed by the authorizing supervisor, the person who gave out the money, and the person receiving the money.
 - d. Reconciliation reports shall be submitted to Budget and Finance when these draw funds need to be replenished.
 4. Authorization of Petty Cash Disbursements
 - a. All petty cash disbursements shall go through Budget and Finance and will be processed and reviewed as requested by the Budget and Finance Division Petty Cash Custodian. Petty cash requests can be processed up to \$100.00.

- b. Upon receipt of a petty cash request, staff of the Budget and Finance Division shall:
1. Receive the receipt from an individual.
 2. Petty cash custodian reviews the receipt for:
 - a. Date of the transaction.
 - b. Specific description of item(s) purchased.
 - c. Dollar amount to be reimbursed (not to include sales tax).
 - d. Any written information is legible and only blue or black ink is used.
 3. Complete a *Petty Cash Sub-Voucher* form. The form should include:
 - a. Purpose of expense that is clearly documented (e.g., it should be clear that the expense was for city of Milwaukee business).
 - b. If the reimbursement is for a service, a *Statement of Expenses Incurred* form (form C-211) is to be completed. This form can be found on the city's MINT on the "Employee Resources" site.
 - c. If the items purchased were for a meeting or community event, the following items must be documented:
 - i. Date of meeting or event.
 - ii. Place of meeting or event.
 - iii. Purpose of meeting or event.
 - iv. List of individuals in attendance where possible.
 - v. Title/department or corporate representative for each individual in attendance.
 - vi. Copy of brochure and/or meeting invitational flyer (if applicable).
 - d. The accounts to be charged are added to the *Petty Cash Sub-Voucher* form.
 - e. Form shall be signed by the individual being reimbursed. Individual is then reimbursed.
 - f. Petty Cash Custodian signs the form and retains for reconciliation.
(WILEAG 1.5.3.1, 1.5.3.2, 1.5.3.3, 1.5.3.4, 1.5.3.5)

D. MONITORING AND AUDIT OF DEPARTMENT'S FISCAL ACTIVITIES

1. Monthly financial reports are to be created by Budget and Finance to monitor all expenditures of the department.
2. All fiscal activities shall be monitored by the managing personnel responsible for such activity. All fiscal activities shall be audited annually by an external accounting firm through the city of Milwaukee's Comptroller Office (per city policy). (WILEAG 1.5.3.6)

E. The systems and procedures for control of agency property, equipment, and other assets are as follows:

1. Department-wide equipment – All locations shall maintain a complete list of all city property purchased with equipment funds valued over \$5,000 (threshold for fixed asset designation) that are under their care and custody and with which they are chargeable. Each location is to submit a copy of such list on an annual basis at the beginning of each calendar year to their respective bureau commander.
2. Each officer shall be responsible for the safe return in good condition or a proper and satisfactory accounting therefore at the expiration of his term of office.
3. Each location shall conduct a complete and accurate physical inventory of fixed assets at least once every 7 years. Any fixed assets purchased with federal grants/monies shall be inventoried biannually. The purpose of the physical inventory would be to verify the *Fixed Asset Report* accurately identifies fixed assets in the field.
4. Each work location shall annually conduct a complete and accurate physical inventory of items requiring a high degree of control assigned to the respective work location. This inventory shall include, but is not limited to, an inventory of all handguns, shotguns, rifles, and electronic control devices assigned to the respective work location. Members shall refer to the Compliance Management Section Inspection Areas, Standards, and Tools SharePoint page for a complete list of inventories that shall be conducted on an annual basis. Commanding officers of each work location shall document the results of the inventory and submit the report to their respective bureau commander for review.

F. MONEY BAGS AND RECEIPTS

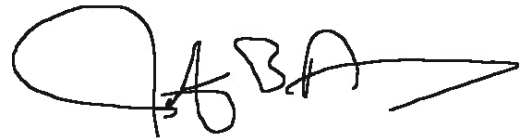
1. Work locations that receive payments will receive locked money bags and pads of receipts from Budget and Finance.
2. Work locations shall ensure their cash bag contains \$200 in cash to be used for making change and that this amount stays in the cash bag.
3. If a work location loses keys that were issued with their money bag, they shall contact Budget and Finance for assistance.

4. Work locations shall notify Budget and Finance when they are down to one (1) pad of receipts to ensure a new supply can be sent to the work location.

G. ANNUAL BUDGET PROCESS AND FINANCIAL PLAN

1. City departments are required to submit an annual budget request to the Mayor by the second Tuesday of May (legal deadline established in Wisconsin State Statutes). The Mayor will review submitted requests and submit a Proposed Executive Budget to the Milwaukee Common Council by September 28 (legal deadline established in Wisconsin State Statutes). After review and action on possible amendments, the Common Council must adopt the annual budget by November 14 of each year (legal deadline established in Wisconsin State Statutes).
2. The Milwaukee Police Department's adopted annual budget reflects its operational and financial plan for the year. Requests for changes in funding levels, including new program initiatives, position changes, supplies, information technology requests, equipment and capital requests will be reviewed and approved by the Chief of Police for inclusion in the department's annual budget request.
3. The Budget and Finance Division is responsible for working with department commanders to evaluate, recommend changes, and assemble budget documents for review by the Chief of Police.
4. The Budget and Finance Division is required to provide reports on prior year spending and other historical data as requested to department sworn and civilian managers by March 1 of each year.
5. Commanders and civilian managers, through their chain of command, are required to submit budget requests for the ensuing budget year to the Budget and Finance Division by April 1 of each year. These requests will include any changes in staffing, supplies, equipment or capital needs. Managers are responsible for reviewing their equipment inventory to determine replacement needs and replacement cycles and submitting requests for funding as necessary.
6. The Budget and Finance Division will provide the divisions of Human Resources and Information Technology with information of any requests for new staffing or information technology project or software as appropriate.
7. Any requests for new staff, supplies, equipment must be considered as part of this process. Should an exigent circumstance arise outside of the annual budget process, commanders and civilian managers, through their chain of command, are required to submit the request to the Budget and Finance Division for review. This submission will be made after review and approval by the manager's commanding officer or manager.
8. The Budget and Finance Division will submit a recommendation to the Chief of Police who has sole authority to approve or reject the request for new spending

outside the annual budget process.

A handwritten signature in black ink, appearing to read 'J.B.N.' with a stylized flourish extending to the right.

JEFFREY B. NORMAN
CHIEF OF POLICE

JBN:mfk