



MILWAUKEE POLICE DEPARTMENT

STANDARD OPERATING PROCEDURE

200 – PROJECT MANAGEMENT

GENERAL ORDER: 2026-26
ISSUED: June 18, 2026

EFFECTIVE: June 18, 2026

REVIEW/APPROVED BY:
Assistant Chief Craig Sarnow
DATE: May 7, 2026

ACTION: Amends General Order 2025-44 (October 2, 2025)

WILEAG STANDARD(S): NONE

200.00 PURPOSE

Projects, such as studies, pilot programs, grant requests, alternative funding sources (including private foundations) and the like are initiated at various levels and locations within the department. Project coordination is necessary to reduce fragmented and varied results of these undertakings by ensuring timely, efficient, and uniform implementation. The effectiveness of this policy depends upon regular communication between the project manager and the point of contact in the Office of Management Analysis and Planning (OMAP) for all new and ongoing projects and Budget and Finance for all grant requests.

200.05 DEFINITIONS

A. PROJECT

For purposes of this policy, a project is defined as any study, pilot program, grant request, alternative funding request, or other undertaking that involves significant research, testing, planning, or manpower, or involves the creation of or modification to any department standard operating procedures or position responsibilities.

B. PROJECT MANAGEMENT

The application of knowledge, skills, tools, and techniques to plan, schedule, and control project activities in order to meet or exceed stakeholder needs and expectations from a project.

C. STAKEHOLDER

Anyone who will be affected by a project. For purposes of this policy, a stakeholder may be an individual department member, an entire unit, section, division, or bureau, or the entire department itself.

200.10 PROJECT INITIATION

A. Requests for any project meeting the above-defined criteria may be made to an assistant chief of police or designee, to the commanding officer of OMAP or chief of staff for consideration. If approved, the commanding officer of OMAP, or designee, shall define the scope of the undertaking and assign a project manager/director and point of contact within OMAP. The commanding officer of OMAP, or designee, shall provide a copy of all project requests as well as any approved project scope and assigned project manager/director to the director of the Budget and Finance Division.

- B. All grant requests must be approved one month prior, when practicable, to the application deadline by the assistant chief of police or designee, director of Budget and Finance, or chief of staff for consideration. If approved, the grant compliance manager shall define the scope of the undertaking, assign a project manager/director, and work with the project manager/director to submit the grant one week prior to the grant application deadline.

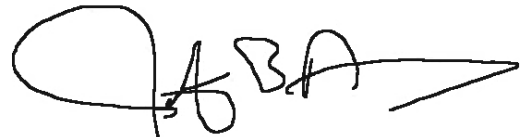
200.15 PROJECT MANAGER/DIRECTOR

- A. An assistant chief of police, inspector or chief of staff may recommend a project manager/director subject to the approval of the Chief.
- B. The project manager's/director's functions shall include, but not be limited to, the following responsibilities:
1. Coordinate the project with an assistant chief of police, the commanding officer of OMAP, or designee, or grant compliance manager (for grants) consistent with the chain of command.
 2. Develop a time-line implementation schedule, if applicable.
 3. Identify stakeholders and, if necessary, establish a project committee subject to the approval of an assistant chief of police, commanding officer of OMAP, or designee, or Budget and Finance director, or designee (for grants).
 4. Ensure ongoing participation by stakeholders and/or the project committee to meet or exceed the established time-line.
 5. Receive input (communications and correspondence) from stakeholders and/or the project committee as needed.
 6. Provide recommendations for any policy, procedural, or operational guidelines to the commanding officer of OMAP and director of Budget and Finance.
 7. Evaluate the successes and/or failures of the project and provide the evaluation to the commanding officer of OMAP and director of Budget and Finance.
 8. Regularly communicate with the point of contact within OMAP or Budget and Finance as needed.

200.20 OMAP / BUDGET AND FINANCE RESPONSIBILITIES FOR PROJECT MANAGEMENT

- A. Maintain files on all new and ongoing projects.
- B. Provide assistance to the assistant chiefs of police, commanding officers and/or project managers/directors as needed.
- C. Report on the status of ongoing projects to the Chief of Police, commanding officer of OMAP, and director of Budget and Finance as needed.
- D. Coordinate correspondence to outside agencies for the Chief of Police as needed.

- E. The OMAP or Budget and Finance point of contact shall maintain liaison with and assist the project manager/director in the following areas:
1. Source for outside agency contact.
 2. Prepare fiscal notes and resolutions as needed.
 3. Determine conformity with all existing procedures, labor contracts, laws, etc.
 4. Receive and review project manager/director progress reports and other grantor-required filings, if applicable.
 5. Assist in the evaluation of projects.

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

JEFFREY B. NORMAN
CHIEF OF POLICE

JBN:mfk