



# MILWAUKEE POLICE DEPARTMENT

## STANDARD OPERATING PROCEDURE

### 200 – PROJECT MANAGEMENT

**GENERAL ORDER:** 2025-44  
**ISSUED:** October 2, 2025

**EFFECTIVE:** October 2, 2025

**REVIEW/APPROVED BY:**  
Assistant Chief Craig Sarnow  
**DATE:** August 19, 2025

**ACTION:** Amends General Order 2023-09 (February 13, 2023)

**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 GRANT / ALTERNATIVE-FUNDING REQUESTS**

- A. In an effort to meet or exceed service expectations while providing service within budgetary constraints, the department shall actively seek local, state, federal, and private grants or alternative sources of funding that may be available to the department. All grant or alternative-funding requests shall be made in accordance section 200.10 of this policy.
1. Due to the competitive nature of grant or alternative-funding requests, it is imperative that these types of projects be submitted for consideration in a timely manner.
  2. All applications, reports, and required documentation required by a grant or alternative

funding is the responsibility of Budget and Finance, or their designee. All applications are due one week prior to the official deadline of the grantor or alternative funding source. If designated, project or managers/directors for grant or alternative-funding requests shall ensure that all applications, reports, and required documentation are provided to Budget and Finance for final review and submission no later than two-weeks prior to the deadline of the requested source of funding.

B. The following are step-by-step procedures that shall be adhered to for all grant applications:

1. The member may identify a new grant or an existing grant he/she is planning to renew.
2. The member must then receive approval from his/her commanding officer, an assistant chief or police, or designee, or chief of staff before contacting Budget and Finance for grant assistance.
3. If a new grant or alternative funding request is approved, the Budget and Finance grant compliance manager will work with the member to review program and funding materials before beginning the application. For grant renewals, advise Budget and Finance that you wish to conduct a grant renewal so that Budget and Finance can obtain the recommendation from the chief of staff.
4. During the grant writing process, the Budget and Finance grant compliance manager will work with the member for assistance with the application. In certain cases, the Budget and Finance Division may delegate the grant writing responsibility to the member.
5. Budget and Finance will conduct the final submission of all grant applications.
6. If, after submission, the grant request is denied, Budget and Finance will inform department stakeholders of the denial.
7. If the grant request is approved, the director of Budget and Finance, or designee, will hand-deliver any documentation received from the grantor that requires the signature of the Chief of Police, his/her designee, or any other city official.
8. All signed documents will be forwarded to the grantor directly from Budget and Finance, and copies distributed to project directors.
9. During the grant period, forward all correspondent grant information received, or submitted to the grantor, directly to Budget and Finance.

C. Procedures for managing equipment (including replacement equipment) whether acquired in whole or in part under a federal award, until disposition takes place shall, as a minimum, meet the following requirements:

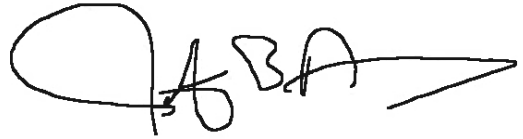
1. Each work location assigned property acquired under a federal award shall submit a copy of such list on an annual basis at the beginning of each calendar year to their respective bureau commander.

2. Budget and Finance shall maintain property records that include a description of the property, a serial number or other identification number, the source of funding for the property (including the Federal Award Identification Number (FAIN)), who holds title, the acquisition date, and cost of the property, percentage of federal participation in the project costs for the federal award under which the property was acquired, the location, use and condition of the property, and any ultimate disposition data including the date of disposal and sale price of the property.
3. Each location shall conduct a complete and accurate physical inventory of property acquired under a federal award at least once every 2 years.
4. Work locations shall establish proper control systems (e.g., sign in and out logs, storage of property in a secure area of the work location as designated by the commanding officer) to ensure adequate safeguards to prevent loss, damage, or theft of the property. Any loss, damage, or theft must be investigated in accordance with SOP 340 Uniforms / Equipment / Appearance.
5. Work locations shall follow all required maintenance requirements and procedures to maintain the property in good condition.
6. Property obtained shall be purchased, retained, sold, replaced, and/or disposed of in accordance with the requirements of the federal award. If the department is authorized or required to sell the property, proper sales procedures must be established by Budget and Finance to ensure the highest possible return.

#### **200.25 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 stylized flourish extending to the right.

JEFFREY B. NORMAN  
CHIEF OF POLICE

JBN:mfk