



MILWAUKEE POLICE DEPARTMENT

STANDARD OPERATING PROCEDURE

200 – PROJECT MANAGEMENT

GENERAL ORDER: 2014-32
ISSUED: July 15, 2014

EFFECTIVE: July 15, 2014

REVIEW/APPROVED BY:

Captain Regina Howard

DATE: June 11, 2014

ACTION: Amends General Order 2010-11 (March 24, 2010)

WILEAG STANDARD(S): NONE

200.00 PURPOSE

Projects, such as studies, pilot programs, grant requests, 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.

200.05 DEFINITIONS

A. PROJECT

For purposes of this policy, a project is defined as any study, pilot program, grant 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

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.

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, OMAP or designee 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.
 - 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. Recommend any policy, procedural, or operational guidelines.
 - 7. Evaluate the successes and/or failures of the project.
 - 8. Regularly communicate with the point of contact within OMAP 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.

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. Project managers/directors for grant or alternative-funding requests shall ensure that all applications, reports, and required documentation are provided to the Office of Management Analysis and Planning (OMAP) for final review and submission within a reasonable period of time 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 before contacting OMAP for grant assistance.
3. For new grants, contact the OMAP grant coordinator to review the funding material and to obtain the recommendation from the chief of staff before beginning the application. For grant renewals, advise OMAP that you wish to conduct a grant renewal so that OMAP can obtain the recommendation from the chief of staff.
4. During the grant writing process, the member involved should contact OMAP or Budget and Finance for assistance with the application.
5. When the application is complete, the member must send the entire application and relevant information to OMAP. Only OMAP may submit a grant application on behalf of the department, and only with the approval from the commanding officer of OMAP and/or chief of staff.
6. OMAP will conduct the final submission of all grant applications.
7. If, after submission, the grant request is denied, advise OMAP of the denial and send copies of all notifications to OMAP.
8. If the grant request is approved, advise OMAP of the approval and 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 directly to OMAP.
9. All signed documents will be forwarded to the grantor directly from OMAP, and copies distributed to project directors, and Budget and Finance.
10. During the grant period, forward all correspondent grant information received, or submitted to the grantor, directly to OMAP.

200.25 OFFICE OF MANAGEMENT, ANALYSIS AND PLANNING 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 and commanding officer of OMAP as needed.
- D. Coordinate correspondence to outside agencies for the Chief of Police as needed.
- E. The OMAP 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.



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