



MILWAUKEE POLICE DEPARTMENT

STANDARD OPERATING PROCEDURE

440 - EARLY INTERVENTION PROGRAM

GENERAL ORDER: 2026-11
ISSUED: February 19, 2026

EFFECTIVE: February 19, 2026

REVIEWED/APPROVED BY:
Assistant Chief Craig Sarnow
DATE: December 5, 2025

ACTION: Amends General Order 2023-66 (December 27, 2023)

WILEAG STANDARD(S): NONE

440.00 PURPOSE

The Early Intervention Program (EIP) shall serve as a self-monitoring and proactive management non-disciplinary tool. This will enable the department's employees and management to track performance for better recognition of positive performance and identification of work deficiencies.

The primary objective of EIP is to provide management and its employees with clear and usable information to make informed decisions to identify, guide and manage a department member's performance to ensure department accountability, identify policy and/or system failures and help the member achieve the department's goals and mission.

440.05 POLICY

It is the policy of the Milwaukee Police Department to monitor, identify and guide member performance successes and deficiencies in an effort to ensure a professional and accountable work environment for members and quality service to citizens of the city of Milwaukee.

440.10 DEFINITIONS

A. EARLY INTERVENTION PROGRAM

A database software program designed to identify department member performance. Information is drawn from the original data source and formatted for evaluation of the member's performance.

B. PERFORMANCE INDICATOR

A performance indicator is the data/information gathered in which to help identify department members who may be in need of intervention.

C. ALERT

An alert is the point at which criteria have been met or at which a sufficient number of incidents have occurred to necessitate a review of those incident(s).

D. IDENTIFICATION

System and data compilation will utilize information from data sources to identify behavioral trends or negative patterns or practice, and assists management with identifying department members for intervention. In addition, it provides accurate and relevant information to properly evaluate the member's performance.

E. INTERVENTION

An identified department member may receive a policy review or formal training for specific deficiencies. Members may also be referred to professional organizations, employee assistance programs or other personal services as appropriate. Interventions are non-disciplinary and confidential. Therefore, intervention meetings are not subject to [Wis. Stat. § 164.02\(1\)\(b\)](#) and members are not entitled to representation during such meetings.

F. "FALSE POSITIVE"

Intervention alerts that are generated but do not meet the intended criteria will be closed without further action. This includes but is not limited to squad accidents in which the member is not at fault and the achievement of an alert due to a single incident.

440.15 SCOPE OF AUTHORITY

EIP shall monitor all police members below the rank of assistant chief of police and all civilian members.

440.20 ORGANIZATION

- A. EIP shall be under the direction of the Administration Bureau.
- B. All EIP information shall be strictly confidential and only disseminated as directed by the Chief of Police or designee. Violation of confidentiality may result in disciplinary action up to and including discharge from the department.
- C. There shall be an EIP focus group comprised of a representative from the Milwaukee Police Association, the Milwaukee Police Supervisors Organization, the Wellness Team, the Employee Assistance Program, the EIP administrator, and a representative of the Chief of Police. The focus group shall meet periodically to discuss EIP related matters and forward to the Chief of Police any recommendations for modification to EIP.

440.25 GENERAL GUIDELINES

EIP information shall be collected from established database systems.

440.30 PERFORMANCE INDICATORS AND ALERTS

- A. The Chief of Police shall have the authority to establish EIP performance indicators and alerts, which are subject to modification.
- B. Performance indicators include the following:
1. Sustained or not sustained personnel investigation (including PD-30).
 2. Battery related personnel investigation.
 3. Alcohol related personnel investigation.
 4. Sexual assault related personnel investigation.
 5. Squad accident.
 6. Reportable use of force incident.
 7. Vehicle pursuit.
 8. Sick leave usage.
 9. Traffic stops, field interviews, no-action encounters, frisks, and searches that are insufficiently documented, legally unsupported, or based on racial and ethnic profiling (including through audits). Please see SOP 870 Modified Assignment / Official Discipline for additional information.
- C. Alerts that cause an intervention to be initiated include the following:
1. A total of three (3) or more sustained or not sustained personnel investigations or PD-30s issued within 90 days.
 2. One (1) battery related complaint or internal affairs investigation.
 3. One (1) alcohol related complaint or internal affairs investigation.
 4. One (1) sexual assault related complaint or internal affairs investigation.
 5. A total of two (2) or more squad accidents within 90 days.
 6. A total of three (3) or more reportable use of force incidents within 90 days.
 7. A total of three (3) or more vehicle pursuits within 45 days.
 8. A combination of any three (3) or more of the above listed indicators within 90 days.
 9. A total of three (3) or more instances of sick leave use within 90 days.

10. A total of three (3) incidents of traffic stops, field interviews, no-action encounters, frisks, and searches that are insufficiently documented, legally unsupported, or based on racial and ethnic profiling over a rolling one (1) year period. Please see SOP 870 Modified Assignment / Official Discipline for additional information.
- D. The Internal Affairs Division shall notify the captain of an individual officer receiving three or more complaints within a ninety (90) day period, and also provide notice to the captain of any individual officer receiving three (3) or more complaints over a rolling one year period. Please see SOP 450 Personnel Investigations for additional information.

440.35 CRITICAL INCIDENTS

- A. A critical incident is defined as any event that provokes an intense emotional, psychological and/or physical response. It is further defined as all incidents involving department members that result in great bodily harm or death, caused by a police member. This includes, but is not limited to, incidents in which a police member discharges their firearm causing injury to a person.
- B. Critical incidents are entered into the personnel management software to provide supervisors with a history of incidents that members have been involved in.
- C. Supervisors need to be keenly aware of incidents that could cause an intense emotional, psychological and/or physical response. This is not limited to the above defined critical incidents but any incident that may provoke the listed emotional response.
- D. When identifying a department member involved in a critical incident, understand that the member may not necessarily be “directly” involved in order to be subject to the aforementioned responses.
- E. Once the Early Intervention Program (EIP) coordinator learns of member(s) involved in and/or exposed to a duty related critical incident the following shall occur:
1. EIP contacts impacted MPD member(s).
 - Obtains information related to critical incident.
 - Obtains best contact information for the member(s).
 2. EIP contacts the department mental health provider, or designee.
 3. Provides department mental health provider, or designee, with:
 - Name of member(s).
 - Information related and relevant to critical incident.
 - Best contact information for impacted member.
 4. Schedules group debrief with officers (other than the primary or secondary officers) involved in the critical incident.

5. Creates a Critical and Major Incident Report within the personnel management system.

440.40 MAJOR INCIDENTS

- A. A major incident is defined as any event (other than a critical incident) that has significant negative effect on police members. Major incidents include any powerful or sudden event that falls outside the common realm of human experience and may be markedly distressing to the individual or group. Such events may have sufficient impact that overwhelm coping skills and may include, but not be limited to, the serious injury of a co-worker, suicide of a colleague or citizen, multi-casualty or terrorist event, or a serious injury to the officer that may result in disability.
- B. Major incidents are entered into the personnel management software to provide supervisors with a history of incidents that members have been involved in.
- C. Supervisors need to be keenly aware of incidents that could cause an intense emotional, psychological and/or physical response. This is not limited to the above defined major incidents but any incident that may provoke the listed emotional response.
- D. When identifying a department member involved in a major incident understand that the member may not necessarily be “directly” involved in order to be subject to the aforementioned responses.
- E. Work location commanding officers, or their designee, may determine if an incident should be classified as a major incident and shall contact the EIP coordinator if they determine an incident should be classified as a major incident. In addition, the EIP coordinator may contact a work location captain to determine if an incident should be classified as a major incident.
- F. Once the EIP coordinator learns of member(s) involved in and/or exposed to a duty related major incident the following shall occur:
 1. EIP contacts impacted MPD member(s).
 - Obtains information related to major incident.
 - Obtains best contact information for the member(s).
 2. EIP contacts the department mental health provider, or designee.
 3. EIP provides department mental health provider, or designee, with:
 - Name of member(s).
 - Information related and relevant to major incident.
 - Best contact information for impacted member.
 4. The member(s) are required to attend a confidential one-on-one session with a department mental health provider within 7 days following the EIP coordinator

contacting the MPD member(s) unless unusual circumstances arise.

5. EIP schedules group debrief with officers (other than the primary or secondary officers) involved in the major incident.
6. EIP creates a Critical and Major Incident Report within the personnel management system.

440.45 IDENTIFICATION AND INTERVENTION PROCESS

- A. If a department member reaches the established alerts for an intervention, the personnel management system will automatically identify the department member and send a notification to the EIP administrator that an alert has been reached.
- B. Within 72 hours of receiving the system generated notification, the EIP administrator shall review the alert and any reports relating to the alert incidents. The administrator will identify possible “false positives” that have alerted and close those interventions noting that no intervention was deemed necessary.
- C. The EIP administrator shall create an intervention report based on the alert and share it with the identified department member’s commanding officer that a member under their command has reached an alert and is subject to an intervention.
- D. The EIP administrator shall assign the intervention to the identified member’s shift commander within 72 hours of receiving the system generated notification.
- E. The shift commander shall reassign the intervention to the identified member’s immediate supervisor within 72 hours of receiving the system generated notification from the EIP administrator.
- F. The identified member’s immediate supervisor shall review the intervention report and any additional information provided by the EIP administrator. The supervisor shall schedule an intervention meeting with the identified member as soon as practicable. Interventions that are alcohol, battery, or sexual assault related shall not require an intervention meeting, but will result in a mandatory referral to the Employee Assistance Program (EAP).
- G. The intervention meeting shall take place within 72 hours from the time the supervisor became aware of the need for such meeting, unless the member is on vacation, extended leave, or with the permission of their commanding officer.
- H. The supervisor conducting the intervention meeting shall follow the outline in the *Guidelines for Early Intervention Meeting Report* (form PI-56E), located on the MPD (N:) drive “Forms” folder.
- I. Examples of intervention options, which a supervisor may suggest during the intervention meeting, include but are not limited to the following:
 - Policy review.
 - Counseling.

- Training specific to the member's needs.
- Employee Assistance Program referral.
- Wellness Team referral.
- Confidential professional counseling services referral.

J. Intervention options may be mutually agreed upon with a follow-up date established, if necessary.

Note: It is expected that a mutually agreed upon policy review be conducted during the intervention meeting, or as soon as practical after the meeting. Department members are required to attend mutually agreed upon training once scheduled.

K. Intervention results shall be reported to the EIP administrator as soon as practicable upon conclusion of the intervention meeting.

440.50 EIP ADMINISTRATOR RESPONSIBILITIES

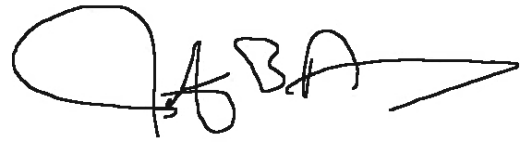
The EIP administrator shall be responsible for the following:

1. Identify members in need of intervention.
2. Notify the identified member's commanding officer of a member reaching an alert.
3. Review alert incidents to identify "false positives" and close those interventions noting "No Intervention Necessary."
4. Identify and reporting negative systemic, divisional or procedural patterns.
5. Arrange for all training mutually agreed upon as a result of an intervention meeting.
6. Post intervention follow-up and survey as may be appropriate.
7. Monitor alerts and performance criteria for appropriateness and necessity.
8. Act as a liaison with the focus group.
9. Conduct an annual statistical and performance review of EIP.
10. Update the EIP standard operating procedure as needed or directed.
11. Notify the appropriate source of any reported inaccuracies in a member's record.
12. Entering critical and major incidents into the personnel management software.

440.55 SUPERVISOR / COMMAND OFFICER RESPONSIBILITIES

Supervisors/command officers shall be responsible for the following:

1. Notify the EIP administrator of a possible "false positive" or intervention that the supervisor/command officer may feel is unnecessary. The final decision regarding whether or not an intervention should take place is that of the EIP administrator.
2. Conduct an intervention meeting with the identified member within 72 hours and establish intervention options as deemed appropriate.
3. Notify the EIP administrator upon successful completion of the intervention meeting.
4. Follow-up and/or scheduling requested by EIP.

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

JEFFREY B. NORMAN
CHIEF OF POLICE

JBN:mfk