



MILWAUKEE POLICE DEPARTMENT

STANDARD OPERATING PROCEDURE

900 - HAZARD MITIGATION PLAN

GENERAL ORDER: 2026-05
ISSUED: January 21, 2026

EFFECTIVE: January 21, 2026

REVIEWED/APPROVED BY:
Assistant Chief Steven Johnson
DATE: December 15, 2025

ACTION: Amends General Order 2023-52 (October 11, 2023)

WILEAG STANDARD(S): 6.3.3, 13.1.1,
13.1.2, 13.2.1

900.00 PURPOSE (WILEAG 13.1.1)

To establish guidelines to effectively manage the following situations:

- A. Acts of terrorism;
- B. Hostage and barricaded persons;
- C. Other unusual incidents and disasters.

900.05 POLICY (WILEAG 13.2.1)

It shall be the policy of the Milwaukee Police Department to be prepared for any critical incident or unusual circumstance. The planning and response to such incidents shall be the responsibility of an assistant chief of police or designee.

900.10 DEFINITIONS

A. HAZARD MITIGATION

Any action taken to reduce or eliminate the long-term risk to human life and property from natural or man-made hazards.

B. BARRICADED SUBJECT

A person who is not suspected of committing a crime but is the focus of a legitimate police intervention effort (most often involving threats of suicide or mental illness) who has taken a position in a physical location, most often a structure or vehicle, that does not allow immediate police access, whether fortified or not, and who is refusing police orders to exit. A barricaded subject may be known to be armed, thought to be armed, have access to weapons in the location, or be in an unknown weapons status.

C. BARRICADED SUSPECT

A criminal suspect who has taken a position in a physical location, most often a structure or vehicle, that does not allow immediate police access, whether fortified or not, and who is refusing police orders to exit. A barricaded suspect may be known to be armed, thought to be armed, have access to weapons in the location, or be in an unknown weapons status.

D. DISASTER

Any natural or man-made event, hostile attack or other hazardous occurrence threatening or causing extensive damage to life and/or property.

E. HOSTAGE INCIDENT

The holding of any person(s) against their will by an armed or potentially armed suspect.

F. INNER PERIMETER

A boundary which serves the dual purpose of containing the suspect(s) and preventing other persons from coming in contact with a highly dangerous situation.

G. OUTER PERIMETER

The area adjacent to and surrounding the inner perimeter. The outer perimeter will provide a safe zone for access to the inner perimeter as well as defining the limit of access by unauthorized persons.

H. TERRORISM

The unlawful use or threat of force or violence against persons or property to intimidate or coerce a government or civilian population in furtherance of political or social objectives.

I. SOUTHEASTERN WISCONSIN THREAT ANALYSIS CENTER (S.T.A.C.)

Southeastern Wisconsin Threat Analysis Center (STAC) is one of 79 national fusion centers recognized by the United States Department of Homeland Security. STAC provides actionable intelligence to local, state, and federal decision makers who have the authority to allocate operational resources in terrorism and other criminal investigations.

900.15 PROCEDURES (WILEAG 6.3.3, 13.1.1, 13.1.2)**A. ACTS OF TERRORISM**

The Federal Bureau of Investigation (FBI) shall be the lead investigative agency in most international and domestic terrorism investigations. MPD members assigned to STAC assist the FBI in these investigations. Members receiving information or responding to possible terrorist incidents shall follow the below procedures.

1. Information Received From Citizens

Members receiving information from citizens of possible terrorist activity shall notify a supervisor regarding this information to determine if exigent circumstances exist and whether immediate response is necessary. If exigent circumstances exist, the

member's shift commander shall make the following notifications:

- a. The Watch Desk at the Fusion Division [REDACTED]
- b. Department of Emergency Communications (DEC)
- c. FBI [REDACTED] (law enforcement only)

The FBI, in coordination with STAC, will assess the information received and determine an appropriate response. When there are no exigent circumstances and immediate action is not necessary, the member receiving the information shall submit a *Department Memorandum* (form PM-9E) to their commanding officer detailing the suspected terrorist activity. The commanding officer shall forward the memorandum to STAC at the Fusion Division and shall contact STAC by telephone and advise of circumstances.

2. Responding to Suspected Terrorist Incidents

Members responding to suspect terrorist acts should:

- a. Arrest the perpetrator if at the scene. A decision to leave the crime scene to arrest or pursue the perpetrator should be made based on weighing the immediate needs of the victims and others against the safety of the public if the perpetrator was allowed to escape.

Note: If there is an active threat (e.g., active shooter incident), the primary response units shall stop the threat and make the scene safe.
(WILEAG 6.3.3.2)

- b. Administer first aid and/or activate the Emergency Medical Services (EMS) system. Take necessary steps to protect victims and others and be cognizant of possible secondary incidents.
- c. Implement the incident command system.
- d. Establish a crime scene perimeter by use of tape, cones, etc. and secure the scene to the degree possible against contamination or loss of evidence.
(WILEAG 6.3.3.3, 13.1.1.5)

B. HOSTAGE AND BARRICADED PERSONS

1. Primary Officers' Responsibilities

- a. The first responding officer shall assume the role of incident commander until relieved by a supervisory officer.
- b. Conduct an initial situation and response analysis.
- c. Provide a safe entry route for responding personnel.

- d. Establish an inner and outer perimeter. The outer perimeter shall be established as soon as possible to prevent interference by or injury to uninvolved citizens.
- e. Establish the containment area(s).
(WILEAG 13.1.2.3)

2. Incident Commanders' Responsibilities

The first on scene supervisor shall serve as the incident commander to direct operations until properly relieved. The primary objectives of the incident commander shall be as follows:

- a. Establish areas of containment and an incident command post. The incident commander shall establish a safe entry route and personnel responding to the scene shall report to the established staging area for assignment. If a staging area has not been established, personnel shall respond to the incident command post.
- b. Ensure that an inner and outer perimeter has been established. The incident commander shall ensure the outer perimeter is secure as soon as possible. The incident commander, along with the responding TEU supervisor, shall evaluate the need to evacuate citizens beyond the outer perimeter. Citizens may be directed to remain in their basements, or a safe location inside of their residence, upon the direction of the incident commander or TEU supervisor.
- c. The TEU may respond to requests for assistance regarding barricaded suspect, barricaded subject, or hostage incidents made by incident commanders through the DEC. The determination for the need for the TEU shall be made by a TEU supervisor who shall determine if the TEU will be assigned to the incident.
- d. Direct the investigation to determine what has occurred and locate, isolate, and debrief any witnesses. This shall include obtaining information about the suspect and include the following:
 - 1. Name and date of birth;
 - 2. Physical and clothing description;
 - 3. Military background;
 - 4. Criminal history;
 - 5. Weapons;
 - 6. Mental state and condition;
 - 7. Circumstances leading up to the immediate problem that necessitated a police response;

8. Information regarding the [REDACTED]
[REDACTED] and any other information that might help the resolution efforts.

- e. Ensure that emergency medical services are available at a safe location near the scene.
- f. Establish and maintain a log that documents the activities that have occurred and the location and identification of the assigned personnel on scene.
- g. Establish a specific location for media response, if necessary. Media releases shall only be made in accordance with SOP 570 - Public Information Policy.
- h. Maintain continuous communications and coordination with the TEU and Crisis Negotiation Unit.
(WILEAG 13.1.1.4, 13.1.2.1, 13.1.2.2, 13.1.2.3, 13.1.2.4)

3. Tactical Enforcement Unit Supervisors' Responsibilities

The supervisor(s) of the TEU arriving at the scene shall assess the situation and shall:

- a. Re-evaluate the command post location and relocate if necessary.
- b. Deploy TEU personnel according to the procedures established in the TEU SOI.
- c. Maintain continuous communications and coordination with the incident commander and Crisis Negotiation Unit.
(WILEAG 13.1.2.1, 13.1.2.2, 13.1.2.3, 13.1.2.4)

4. Crisis Negotiation Unit Responsibilities

- a. The Crisis Negotiation Unit (CNU) shall respond to requests for assistance regarding barricaded suspect, barricaded subject, or hostage incidents made by incident commanders through the DEC.
- b. The Crisis Negotiation Unit members who respond to a barricaded suspect, barricaded subject, or hostage incident shall follow the procedures established in the Crisis Negotiation Unit SOI.
- c. Crisis Negotiation Unit members shall maintain continuous communications and coordination with the incident commander and the TEU.
(WILEAG 13.1.2.4)

5. After Action Report

Upon the resolution of a barricaded suspect, barricaded subject, or hostage incident, the incident commander shall prepare a complete and detailed report of the incident utilizing a *Department Memorandum* (form PM-9E). The incident commander shall

forward a copy of the report to the following:

- a. Assistant chief of the Patrol Bureau and the Criminal Investigation Bureau.
- b. Commanding officer of the police district where the incident occurred.
- c. Commanding officer of the Specialized Patrol Division.

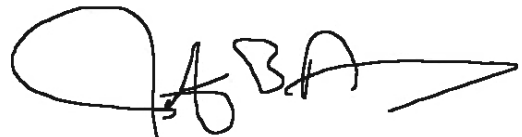
C. OTHER UNUSUAL INCIDENTS OR DISASTERS

1. Primary Officer Responsibilities

- a. Determine if situation is currently or potentially life threatening;
- b. Remove injured persons and request medical attention;
- c. Notify the DEC as to the nature of the incident or disaster.

2. Supervisor Responsibility

- a. Assume incident command until relieved by a member of higher authority;
- b. Establish an inner and outer perimeter;
- c. Assess the situation and the potential for the incident or disaster to spread;
- d. Request additional resources;
- e. When appropriate, ensure outside agencies are notified;
- f. Ensure that civilians are evacuated from the area.
(WILEAG 13.1.1.6)

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

JEFFREY B. NORMAN
CHIEF OF POLICE

JBN:mfk