



MILWAUKEE POLICE DEPARTMENT

STANDARD OPERATING INSTRUCTION

MAJOR INCIDENT RESPONSE TEAM (MIRT)

ISSUED: March 9, 2023

EFFECTIVE: March 9, 2023

REVIEW/APPROVED BY:

Assistant Chief Steven Johnson

DATE: February 17, 2023

ACTION: Amends SOI (November 17, 2016)

WILEAG STANDARD(S): 13.1.1

I. PURPOSE (WILEAG 13.1.1)

The purpose of the Major Incident Response Team (MIRT) is to protect lives and property by maintaining civil order during incidents of civil unrest through a contingency that utilizes specially trained and equipped personnel. MIRT can respond to civil disorders, natural disasters, or any other event which requires personnel resources beyond those immediately available.

(WILEAG 13.1.1.1, 13.1.1.5, 13.1.1.6)

II. POLICY (WILEAG 13.1.1)

It is the policy of the Milwaukee Police Department to protect individual rights related to assembly and free speech, effectively manage crowds to prevent loss of life, injury, or property damage and minimize disruptions to persons who are uninvolved. It is the responsibility of the Milwaukee Police Department to preserve the peace and protect life and property.

MIRT provides the Milwaukee Police Department with the capability to appropriately respond to large public gatherings, demonstrations, disturbances, or other public safety incidents. Through the measured use of these trained and specially equipped officers, the department can more effectively accomplish its mission and goals. The activation of MIRT would be made by the Chief of Police or his/her designee.

(WILEAG 13.1.1.1, 13.1.1.5, 13.1.1.6)

III. DEFINITIONS (WILEAG 13.1.1)

A. CIVIL DISOBEDIENCE

The refusal to obey laws in an effort to affect change and/or express a view point characterized by using passive resistance or other nonviolent means.

B. CIVIL DISORDER

Group acts of violence and/or disorder prejudicial to public safety, law, and good order.

C. CIVIL DISTURBANCE

An unlawful assembly that constitutes a breach of the peace or any assembly of persons where there is potential of imminent danger of collective violence, destruction of property,

or other unlawful acts. These are typically, but not always, spontaneous occurrences requiring the emergency mobilization of police forces and related emergency services.

D. COMPANY

A company consists of a company commander holding a minimum rank of lieutenant and (3) three or more platoons.

E. GRENADIER

MIRT trained officers assigned to platoons and trained in the delivery of less lethal, chemical, crowd distraction devices, and impact munitions during MIRT deployments.

F. MEDIC

MIRT trained officers trained as Tactical Combat Casualty Care, EMTs, Tactical Emergency Medical Service personnel or members certified as military medic/corpsman for MIRT deployments.

G. MIRT PERSONAL PROTECTION EQUIPMENT (PPE)

MIRT PPE consists of Kevlar ballistic helmet with face shield, impact resistant chest protector, impact resistant shin guards, impact resistant forearm protection, gas mask and filter.

H. MOBILE FIELD FORCE

A unit of officers who assemble to provide a rapid, organized, and disciplined response to a civil disturbance, crowd control, or natural disaster.

I. PEACEFUL DEMONSTRATION

A gathering of people expressing a position in a cooperative manner without violation of the law.

J. PLATOON

A platoon consists of a platoon leader holding the minimum rank of lieutenant and a minimum of two (2) squads.

K. RIOT

A violent and out of control disturbance of the public peace by a statutorily defined number of people in violation of the laws of Wisconsin. Members shall refer to the *MPD Quick Reference Guide to Protect Peaceful Assembly* (form PP-3), which provides members with guidance regarding the applicable amendments to the United States Constitution and Milwaukee City Ordinances related to riots and unlawful assemblies.

L. SQUAD

A squad consists of a squad leader, holding a minimum rank of sergeant. Four (4) team leaders, and up to sixteen (16) team members; a squad may also include a medic and two (2) grenadiers.

M. TEAM

A team consists of a team leader and three (3) team members.

Note: Although all MIRT personnel are trained to assume a leadership role, it is preferred that the team leader be the rank of sergeant and squad leader be the rank of lieutenant.

N. UTILITY UNIFORM

The utility uniform is a department approved BDU shirt and TDU cargo pants (both in navy blue) along with over the ankle black work boots. Members shall refer to section VII. MIRT Individual Member Equipment for more information regarding required and recommended equipment.

O. VEHICLE COORDINATOR

The vehicle coordinator is responsible for the serviceability of all vehicles assigned to MIRT.
(WILEAG 13.1.1.1, 13.1.1.5, 13.1.1.6)

IV. STRUCTURE

MIRT levels of command and areas of responsibility:

A. MIRT COMMANDER

The MIRT commander shall be responsible for the overall command and operation of MIRT and be the rank of captain.

B. DEPUTY COMMANDER

The MIRT deputy commander shall assist and assume the MIRT commander's duties in the absence of the MIRT commander and be at minimum the rank of lieutenant.

C. EXECUTIVE OFFICER

The executive officer shall operate under the direction of the MIRT commander. The executive officer shall manage all operational, administrative, logistics, and deployments of MIRT.

D. COMPANY COMMANDER

The company commander shall be responsible for the operation of two (2) to three (3) platoons and is the minimum rank of a police lieutenant (is typically utilized only in the event of large deployments).

E. PLATOON COMMANDER

The platoon commander shall be responsible for the operation of two (2) to four (4) squads and is the minimum rank of police lieutenant (is typically utilized only in the event of a deployment).

F. SQUAD LEADER

The squad leader shall be responsible for the operation of three (3) to five (5) teams and is the minimum rank of police sergeant.

G. TEAM LEADER

The team leader shall be responsible for the operation of a team consisting of one (1) team leader and three (3) team members. The team leader ideally should be a police sergeant but may be of any rank subordinate to police lieutenant.

V. **ACTIVATION AND DEACTIVATION OF MIRT (WILEAG 13.1.1)**

A. MIRT may be activated by the Chief of Police, or designee.

B. MIRT may be activated when:

1. The incident is complex in nature;
2. The incident requires the resources of more than one division for an extended period of time;
3. The incident requires the need to police civil disturbances, public demonstrations or natural disasters;
4. The incident is multi-jurisdictional or multi-disciplinary in nature.
5. Any other circumstances as directed by the Chief of Police, or his/her designee.
(WILEAG 13.1.1.1, 13.1.1.5, 13.1.1.6)

C. DEACTIVATION

When the disturbance has been brought under control, the incident commander (IC) shall ensure that the following measures are taken:

1. All law enforcement officers and equipment engaged in the incident shall be accounted for and an assessment and documentation made of personal injuries.

2. Witnesses, suspects and others shall be interviewed or interrogated.
3. All necessary personnel shall be debriefed.
4. All written reports shall be completed as soon as possible after the incident to include documentation of the incident; the response to the incident; and a statement of impact to include the costs of equipment, personnel and related items.

VI. TYPES OF EVENTS (WILEAG 13.1.1)

A. ANTICIPATED EVENT

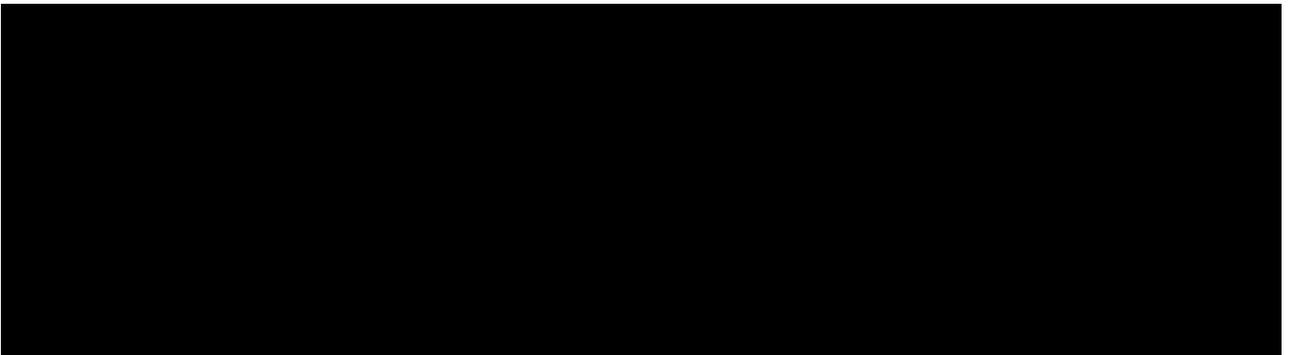
1. Although many civil unrest situations occur in a spontaneous fashion, there are also anticipated events that lead to the same consequences. The Fusion Division shall conduct a threat analysis and report findings to the MIRT commander who shall determine what department resources will be utilized.
2. Once the decision is made to activate MIRT, the district or division commander where the anticipated event is set to occur shall have the ultimate responsibility for developing an incident action plan after consulting with the MIRT commander and all affected divisions.
3. The National Incident Command System (ICS) will be applied to anticipated events. (WILEAG 13.1.1.1, 13.1.1.5, 13.1.1.6)

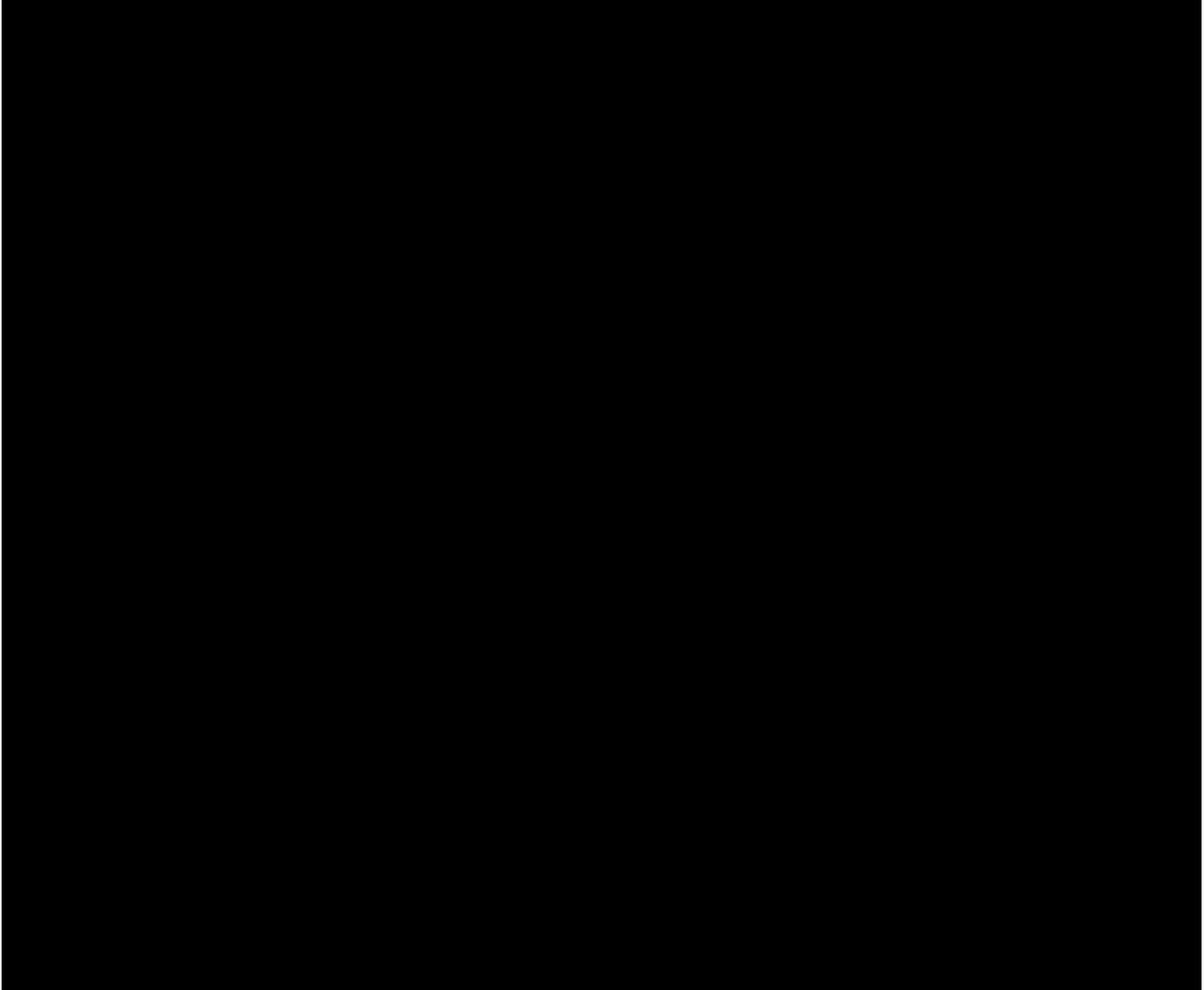
B. SPONTANEOUS EVENTS OR INCIDENTS

The department must quickly restore order, prevent incidents from escalating, protect innocent citizens and isolate the incident. The National Incident Command System (ICS) shall be followed in responding to spontaneous events. (WILEAG 13.1.1.1, 13.1.1.5, 13.1.1.6)

C. PREPARATION AND PLANNING

1. Preparation for responding to a demonstration shall be a shared responsibility with the Fusion Division and the MIRT commander. The district or division commander where the demonstration is taking place shall ensure a written incident action plan is developed for approval by the Chief of Police or designee.



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3. The IC, or a designee, when time permits shall prepare a written action plan subject to the approval of the Chief of Police, or designee.
 - a. The IC, or a designee, shall make every effort to communicate with the following while preparing for the demonstration:
 1. Key community leaders and stakeholders;
 2. Faith based leaders; and
 3. Elected officials.
 - b. The written action plan should address the following and be distributed to all participating agencies.
 1. Command assignments and responsibilities;
 2. Personnel, unit structure, and deployment considerations to include the need for special response teams (i.e., SWAT, emergency medical personnel, and plainclothes officers);

3. Regular communication with legal advisors;
4. Liaison with event planners, to include their legal advisors, where applicable;
5. Liaison with outside agencies;
6. Communications plan, to include release of information to the media;
7. Pre-event intelligence analysis;
8. Weather and terrain at the event location;
9. Transportation, support, and relief of personnel;
10. Staging points for additional resources and equipment;
11. Traffic management, including perimeter security;
12. First aid stations established in coordination with emergency medical service providers;
13. Demonstrator devices, extrication teams, and equipment;
14. Transportation of prisoners;
15. Arrestee processing areas;
16. Any laws, ordinances, or administrative rules specific to the event;
17. Have other agencies such as fire and EMS been notified?;
18. Is there a need to request mutual aid?;
19. Has the appropriate level of properly equipped personnel been allocated to ensure safety of bystanders, officers, and demonstrators?; and
20. Will off-duty personnel be required?

4. Management and Organization Principles

- a. Government may impose reasonable restrictions on time, place, and manner in which persons assemble and engage in free speech activity. The Milwaukee Police Department shall place only those limitations and restrictions on demonstrations necessary to maintain public safety, preserve order and to the degree possible, facilitate uninhibited speech, commerce and freedom of movement.
- b. An Incident Command System (ICS) shall be used in crowd management and civil disturbances to ensure control and unified command.

- c. Organization of responsibilities shall be as follows:
1. The Chief of Police, or designee, shall designate an incident commander (IC) responsible for overall control of a demonstration or civil disturbance.
 2. In the event of a large scale demonstration or civil disturbance or for preplanned events that may result in a demonstration or civil disturbance (e.g., high profile jury verdicts, sporting events), the Chief of Police, or designee, shall designate the division or unit responsible for setting up and equipping the designated emergency operations center or command post if one is needed.
 3. The IC shall implement the written action plan.
 4. In the case of a widely dispersed demonstration or disturbance, or event with multiple locations, multiple ICs may be assigned at the discretion of the Chief of Police, or designee.
 5. The IC shall be responsible for preparing operational plans and management details associated with planned demonstrations.
- d. The primary objectives of the IC at a civil disturbance are to accomplish the following:
1. Protect persons, regardless of their participation in the disturbance.
 2. Disperse disorderly or threatening crowds in order to eliminate the immediate risks of continued escalation and further violence.
 3. Arrest law violators, including those responsible for property damage, and remove or isolate persons inciting violent behavior.
- e. Supervisors and officers shall be briefed on what to expect and appropriate responses. The IC, or his or her designee(s), shall be responsible for ordering any response deemed appropriate.
(WILEAG 13.1.1.1, 13.1.1.2)

5. General Crowd Response

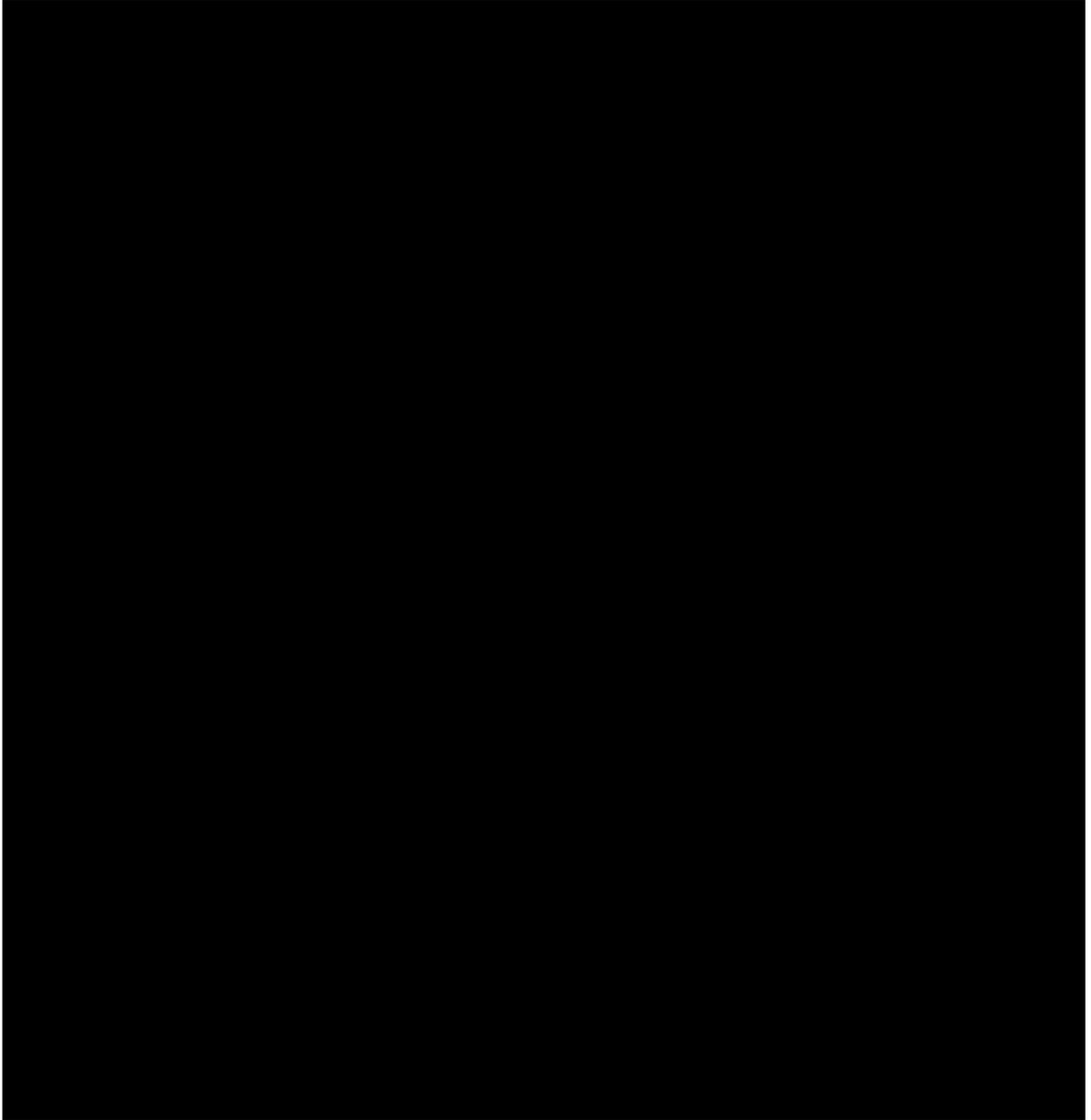
- a. Officers shall be deployed to monitor crowd activity. Sufficient resources to handle multiple unruly persons shall be available, depending on the fluidity of the situation and degree of actual or likely disruption.
- b. Assigned officers shall wear their name or assigned personal identification number on the outside of their uniforms. Assigned ID numbers will be recorded and made part of the permanent record.
- c. Unit commanders shall position the officers in a manner that takes into consideration the following, but not limited to, the size of the demonstration, demeanor of the crowd, and objective of the deployment.

- d. Officers should avoid engaging in conversations related to the demonstration with attendees, refrain from reacting in response to comments from demonstrators, and maintain a courteous and neutral demeanor.
- e. Persons who reside, are employed, or have emergency business within the area marked off by a police line shall not be prevented from entering the area unless circumstances suggest that their safety would be in jeopardy or their entry would interfere with law enforcement operations.
- f. Unit commanders shall establish and maintain communication with event organizers, and relay information on crowd mood and intent to the IC.
- g. Supervisors shall maintain close contact with their assigned officers to ensure compliance with orders, monitor their behavior and disposition and ensure that they are aware of any changes in crowd behavior or intent.
- h. Audio and video recording of the department crowd response should be considered for evidentiary purposes.
- i. Mass arrests shall be avoided, unless necessary.
- j. Officers shall ensure that a means of egress for all individuals is present at all times.

6. Crowd Dispersal

- a. Before ordering forced dispersal of a civil disturbance, the onscene commander should determine whether lesser alternatives may be effective. These alternatives include the use of containment and dialogue as follows:
 - 1. Establish contact with event organizers or crowd leaders to assess their intentions and motivations, and develop a mutually acceptable plan for de-escalation and dispersal.
 - 2. Communicate to participants that their assembly is in violation of the law and that the department wishes to resolve the incident peacefully, but that acts of violence will be dealt with swiftly and decisively.
 - 3. Supervisors issuing dispersal orders shall do so in compliance with the *MPD Quick Reference Guide to Protect Peaceful Assembly* (form PP-3) as the member shall state, "I am (Rank, Name), a member of the Milwaukee Police Department, I hereby declare this assembly to be unlawful, and hereby order you to disperse. Refusal to disperse will be in violation of Milwaukee Code of Ordinances Section 105-1. If you do not disperse immediately you will be arrested."
 - 4. Target specific violent or disruptive individuals for arrest.
- b. Prior to issuing dispersal orders, in accordance with the *MPD Quick Reference*

Guide to Protect Peaceful Assembly (form PP-3), the onscene commander should ensure that all potentially necessary law enforcement, fire and EMS equipment and personnel are in place to successfully carry out tactical operations and that logistical needs for making mass arrests are in place.



(WILEAG 13.1.1.1, 13.1.1.2, 13.1.1.5, 13.1.1.6)

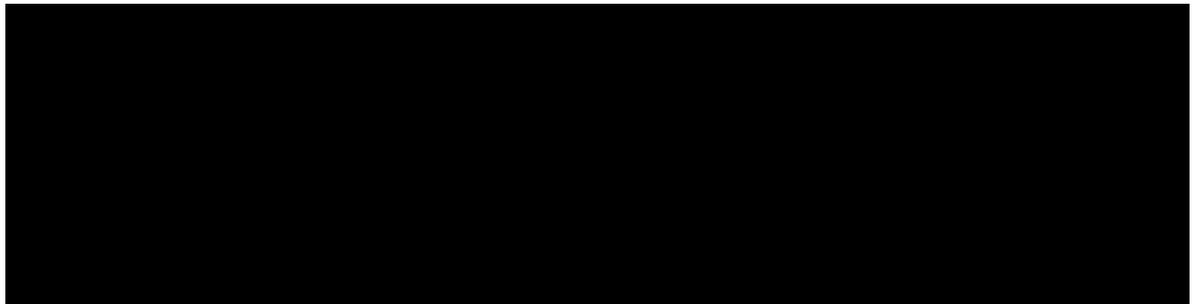
D. MIRT USE OF FORCE MATRIX

1. The MIRT use of force matrix is designed to apply the concepts of the Wisconsin Disturbance Resolution Model (DRM) in conjunction with the available use of force techniques that are trained and authorized by the Milwaukee Police Department for use by the Major Incident Response Team (MIRT).

2. The DRM is a representation of intervention options that officers may use under the Wisconsin Defense and Arrest Tactics (DAAT) trained standards.
3. Intervention Options - Wisconsin Disturbance Resolution Model

MODE	PURPOSE	APPLICATION
Presence	To present a visible display of authority	To present authority and visual affirmation to generate voluntary compliance
Dialogue	To verbally persuade	To present verbalization of authority and instruction to gain voluntary compliance
Control Alternatives	To overcome passive resistance, active resistance, or their threats	To gain compliance by using minimal amounts of physical force to establish control
Protective Alternatives	To overcome continued resistance, assaultive behavior, or their threats	To prevent injury to officers or others by using force to generate voluntary compliance or gain control
Deadly Force	To stop the threat	To stop immediate and imminent attack on life or prevent great bodily harm to citizens and officers

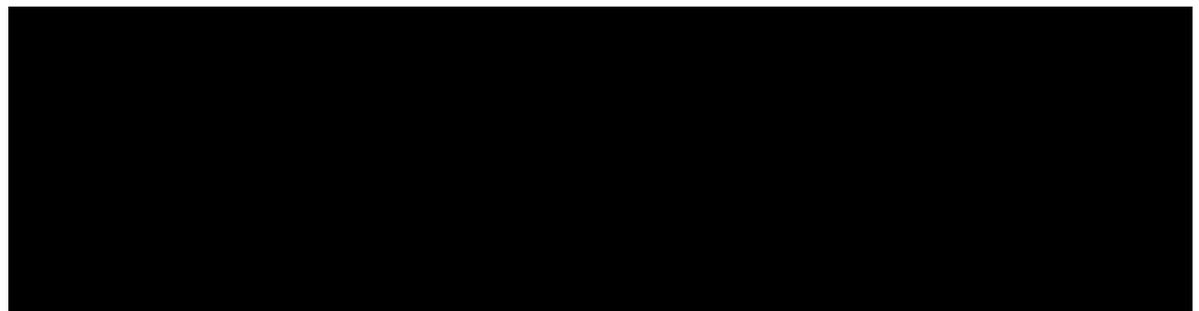
a. Presence

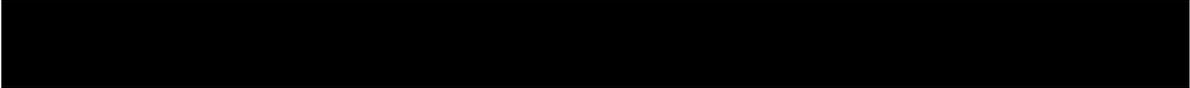


b. Dialogue

Long Range Acoustic Device (LRAD) used to project announcements/commands.

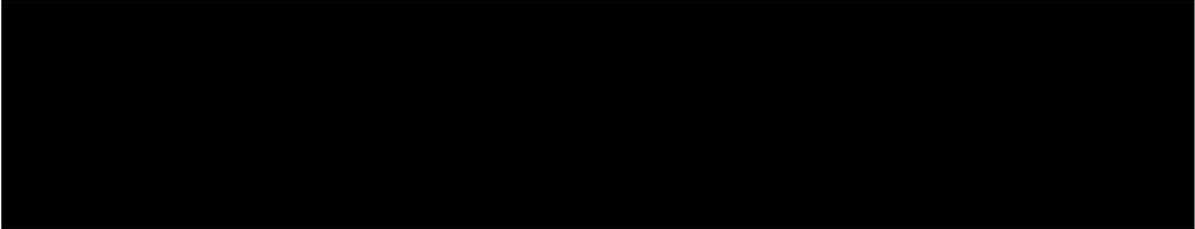
c. Control Alternatives





Note: Control alternatives shall not be utilized towards passively resistant demonstrators unless immediate dispersal of disorderly or threatening crowds is necessary in order to mitigate the immediate risks of continued escalation and further violence. This includes situations where passively resistant demonstrators are observed to intentionally behave as a shield or crowd cover to impede lawful attempts to identify, apprehend or disrupt the actors engaged in collective violence, destruction of property, or other unlawful acts.

d. Protective Alternative

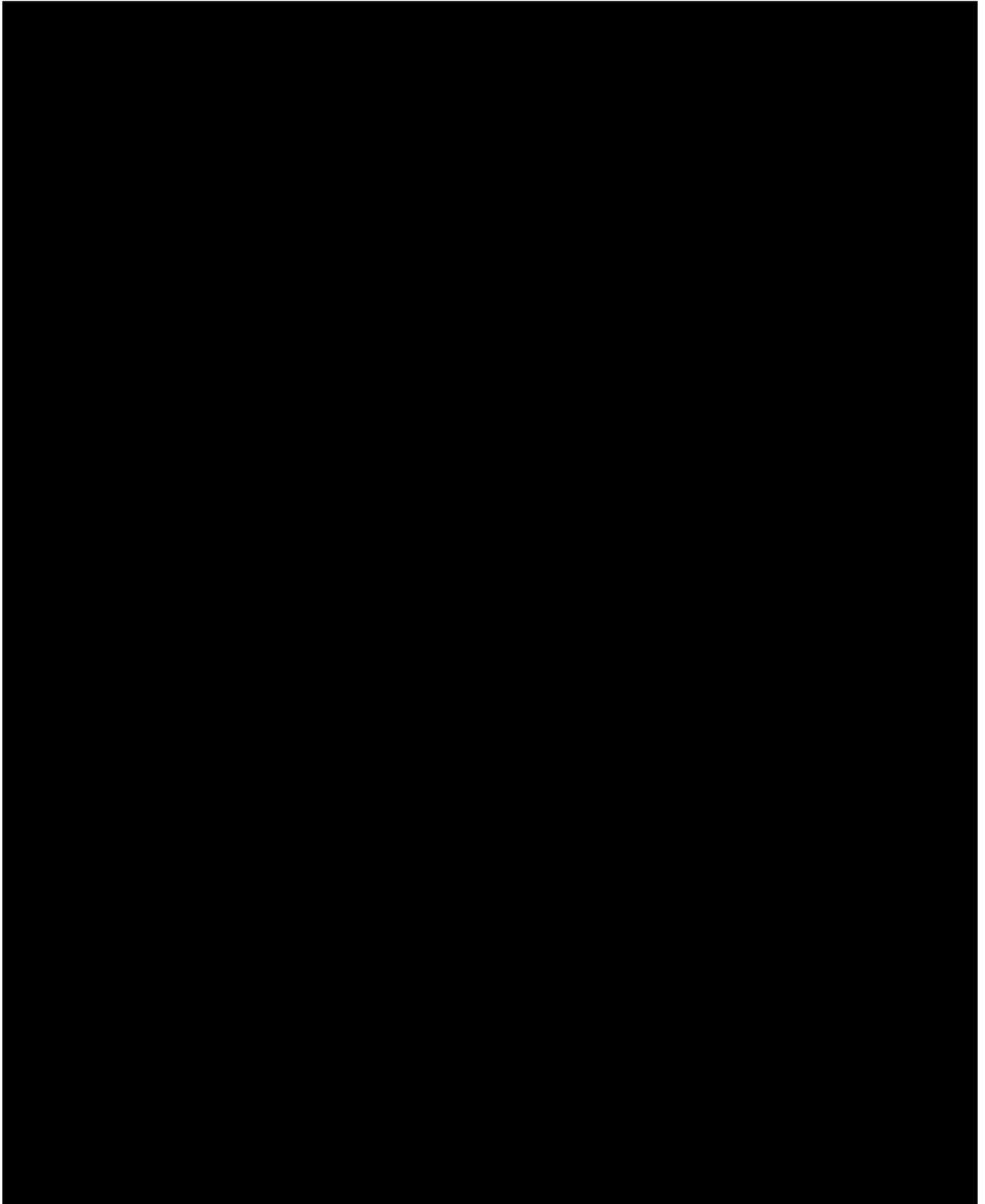


Note: Protective alternatives shall not be utilized towards passively resistant demonstrators unless immediate dispersal of disorderly or threatening crowds is necessary in order to mitigate the immediate risks of continued escalation and further violence. This includes situations where passively resistant demonstrators are observed to intentionally behave as a shield or crowd cover to impede lawful attempts to identify, apprehend or disrupt the actors engaged in collective violence, destruction of property, or other unlawful acts.

e. Deadly Force

1. Handgun
 2. Patrol Rifle
4. MIRT has many different tactics and equipment that it uses to manage and control a crowd or gain control during civil disturbances. The intent of each equipment type is noted in the application list above by the mode in which it is being utilized. All intervention options should be utilized with clear and concise verbalization if possible. Visible changes to equipment and uniforms are an escalation of force. Uniform and equipment postures are to be directed by the MIRT commander only through the command post. No individual MIRT member, teams, squads or units are to change their uniform or equipment posture without approval from the MIRT commander unless an emergency arises making a tactical change in posture necessary for citizen or officer safety based on a quickly emerging and imminent threat.

5. MIRT Use of Force Matrix



VII. MIRT INDIVIDUAL MEMBER EQUIPMENT

A. RESPONSIBILITY OF MIRT MEMBER

All MIRT equipment is the property of the Milwaukee Police Department. All equipment issued by the MIRT is the members' responsibility to store and maintain. As members must have equipment available for response to call up, they must safely store the equipment in a manner readily accessible to them and in accordance with Milwaukee Police Department SOP 340 – Uniforms / Equipment / Appearance.

1. MIRT members shall regularly clean, maintain and inspect their issued equipment. If deficiencies are noted or repairs to equipment required, they shall be immediately reported to the MIRT Administrative Section for replacement or repair.
2. Failure to maintain issued MIRT equipment may result in discipline and financial liability of the responsible member.
3. The MIRT Administration Section shall maintain a log of all MIRT equipment and shall track all equipment issued to members.

B. ISSUED MIRT PPE EQUIPMENT

The following is a list of issued MIRT PPE equipment:

- Ballistic helmet with face shield
- Chest / shoulder protector
- Forearm protector
- Shin guards
- Police identification panels
- MIRT identification number
- Gas mask with 2 filters
- Gas mask carrier
- Long baton
- Personal Protective Equipment (PPE) equipment bag

C. RECOMMENDED EQUIPMENT

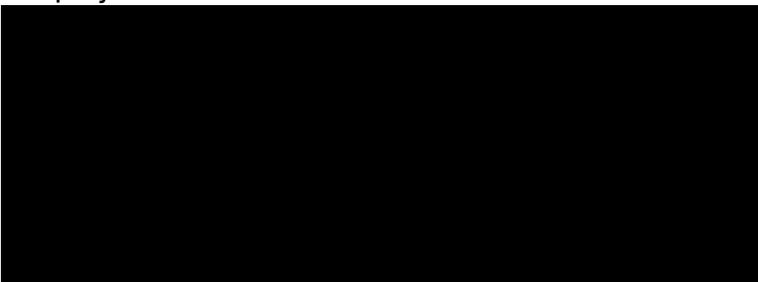
The following equipment is not provided by MPD or MIRT, however, it is highly recommended for all MIRT members:

- MPD approved baseball hat
- MPD winter knit hat / headband
- Impact resistant eye protection
- Hydration system (Camelback, canteen or similar) navy blue or black in color
- Flame resistant / protective gloves in black

D. SPECIALIZED EQUIPMENT

The following is a list of specialized MIRT equipment:

- Protective shields
- Extrication equipment (2 sets)
- Long Range Acoustic Device (LRAD). As part of field and special response team operations, the LRAD safely extends the perimeter in friendly or escalated environments keeping the public and officers out of harm's way by using voice projection.



VIII. SELECTION AND MEMBERSHIP STANDARDS

A. VACANCIES

When vacancies are anticipated in MIRT for sworn members of the department below the rank of captain, a notice will be posted department-wide and interested applicants are to submit a *Department Memorandum* (form PM-9E) to their commanding officer.

B. CANDIDATE REQUIREMENTS

1. Candidates will not be considered for any assignment if they have been subject of a sustained disciplinary action resulting in suspension(s) causing a break in service of five (5) cumulative days or more, within the previous three years of the date of the posting.
2. Department members requesting consideration for assignment to MIRT shall meet the following requirements:
 - a. Must be on full-duty status with the department;
 - b. Have volunteered for this assignment by submitting a *Department Memorandum* (form PM-9E);
 - c. Have received positive department evaluations;
 - d. Have the recommendation of current supervisors;
 - e. Possess the highest standards of self-discipline;
 - f. Work well in a team setting;
 - g. Possess the physical ability to effectively perform the duties of the team;
 - h. Possess the ability to remain focused on a particular task for an extended period of time in all types of weather;
 - i. Be able to function in high stress situations for long periods of time;
 - j. Possess maturity, self-confidence and self-motivation;
 - k. Willingness to work irregular hours;
 - l. Ability to use effective interpersonal and communication skills in confrontational situations;
 - m. Must be willing to respond to call-up assignments;
 - n. Willingness to assume leadership roles;

- o. Possess the ability to work with minimal supervision;
- p. Strong uniform presence, appearance and bearing;
- q. Must maintain and make available a uniform specific to MIRT.

C. SELECTION PROCESS

MIRT supervisors will review all requests received and consider the following:

1. Any departmental awards, commendations or letters of appreciation;
2. Completed annual evaluations;
3. The member's disciplinary record and any substantiated excessive force reports;
4. The member's reliability and consistency in attendance;
5. Member's qualifications as listed under the "Selection Criteria" section listed above.

D. TRAINING

Candidates selected for MIRT must successfully complete a Federal Emergency Management (FEMA) field force operations course as prescribed by the MIRT training staff.

E. RETENTION

Any member of MIRT may request, without cause, to be removed from active status by submitting a *Department Memorandum* (form PM-9E) to the MIRT commander who will take into consideration the needs of the department before granting the request.

F. REMOVAL FROM MIRT MEMBER STATUS

Any member of MIRT may be relieved from their duties by the MIRT commander or deputy commander at any time for the following reasons:

1. Failure to comply with MIRT standards;
2. Failure to attend MIRT required training.
3. Improper attitude toward the MIRT and unit goals;
4. Failure to deploy with MIRT team.
5. Inability to successfully perform the required tasks and duties of MIRT;
6. Activities, both professional and personal, that expresses a risk factor to the function and safety of MIRT;

7. Any member no longer assigned to MIRT shall remove the MIRT patch from all department issued uniforms immediately;
8. All department issued MIRT equipment shall be returned to the MIRT equipment coordinator within 14 days of the member's removal from MIRT.

IX. TRAINING

MIRT recognizes that training is an essential component of successful resolution of civil unrest, demonstrations and natural disasters.

MIRT shall focus training on topics related to maintaining peace and order both locally and nationally. Training shall be focused towards maintaining competency in the skill sets most utilized during deployment of MIRT. Training will consist of classroom instruction, practical applications and scenario-based application of the material presented, and reinforcement of acquired skills.

A. TRAINING REQUIREMENTS

1. The minimum required training for all members of MIRT is the FEMA field force operations course.
2. In addition to the basic formations and maneuvers provided through the FEMA field force operations course, members will be provided advanced crowd management techniques emphasizing the proper utilization of batons and shields as protective devices in crowd situations. The areas covered will include, but not be limited to, the following subject matters:
 - Overview of Civil Disorder
 - Team Tactics
 - Crowd Dynamics and Mob Behavior
 - Demonstrator Tactics
 - Riot Control Agents
 - Decontamination
 - Mass Arrests
 - Mass Arrest Carries
 - Officer Rescue Tactics
 - Protective Shields
 - Legal Perspectives (Civil Liberties, 1st & 4th Amendment)
 - Less Lethal Munitions
 - Personal Protective Equipment
 - Mounted (Vehicular) Mobile Field Force Exercise
 - Team Tactic Exercise
 - Arrest Team Exercise
 - Chemical Munitions Exposure
 - Crowd Management Formations Exercise
 - Scenarios

B. SPECIALTY TRAINING

1. Grenadier

Members trained in the uses and delivery of chemical munitions and impact devices. All grenadiers receive a basic 8 hour qualification course in chemical munitions, crowd distraction devices, and launchers administered by certified chemical munitions instructors.

2. Medic

MIRT trained officers assigned to platoons and trained as Tactical Combat Casualty Care, EMTs, Tactical Emergency Medical Service personnel or members certified as military medic/corpsman for MIRT deployments.

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