

Minneapolis Independent Evaluator Team



**Effective
Law Enforcement
for ALL**

Thank You

- **Lucy Craft Laney Elementary School**
- **Soul Bowl Minneapolis**
- **Minneapolis Community Organizations & Members of the Public**

Agenda



ELEFA Community Meeting

July 30th 5:30–7:30pm

Our Role and Our Work

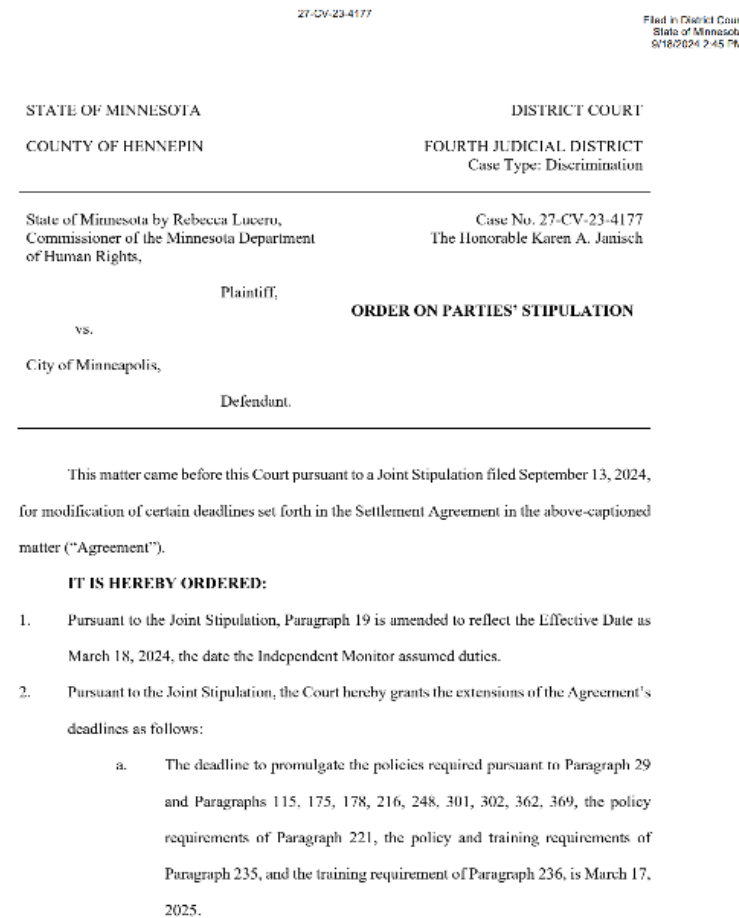
2nd Semiannual Report

Changes in Policy & Training

Q&A

Our Role

Our Role



•“The Independent Evaluator’s primary duty is to fairly and efficiently evaluate compliance and move the City and MPD into compliance with the Agreement.” (SA ¶389)

•“The Independent Evaluator may make recommendations, provide technical assistance, and issue reports...” (SA ¶388)

•“[The Independent Evaluator will not have the authority to order or require the City, MPD, or MDHR<,or any employee to take or defer from taking action.” (SA ¶388)

•“The Independent Evaluator will not be an agent of either Party or the Court....” (SA ¶388)



Coaching

Transformational Change

John Kotter “Regarded by many as the authority on leadership and change ...” [John Kotter](#)



[Latest](#) [Magazine](#) [Topics](#) [Podcasts](#) [Store](#) [Data & Visuals](#) [Case Selections](#) [HBR Executive](#)

Leadership

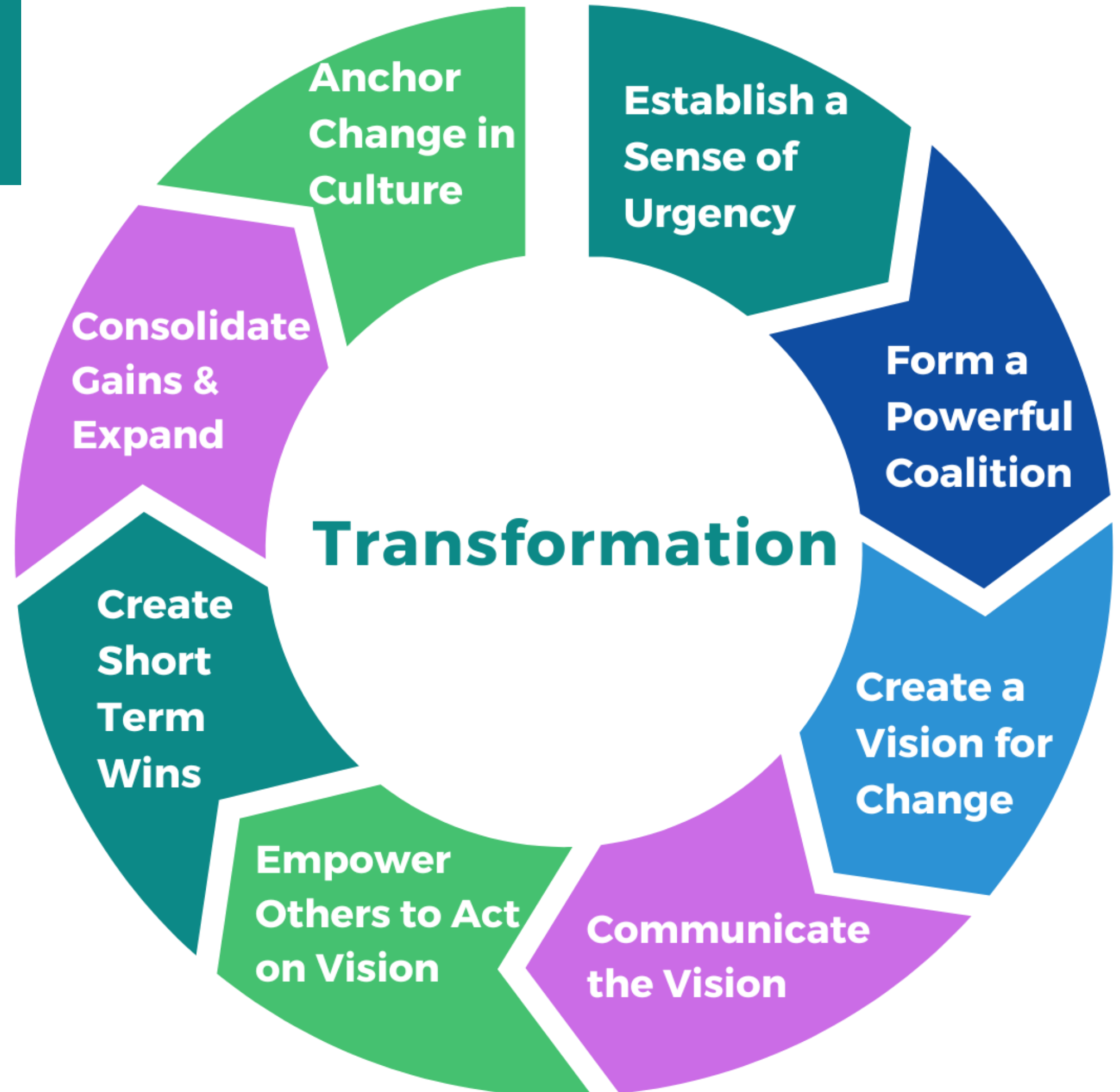
Leading Change: Why Transformation Efforts Fail

Compelling lessons from the mistakes companies have made trying to implement change by John P. Kotter

From the Magazine (May-June 1995)

<https://hbr.org/1995/05/leading-change-why-transformation-efforts-fail-2>

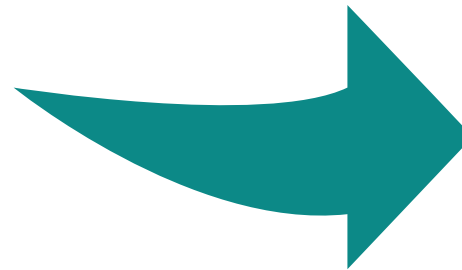
Eight Steps to Transformational Change



Change Takes Commitment, Effort and Time



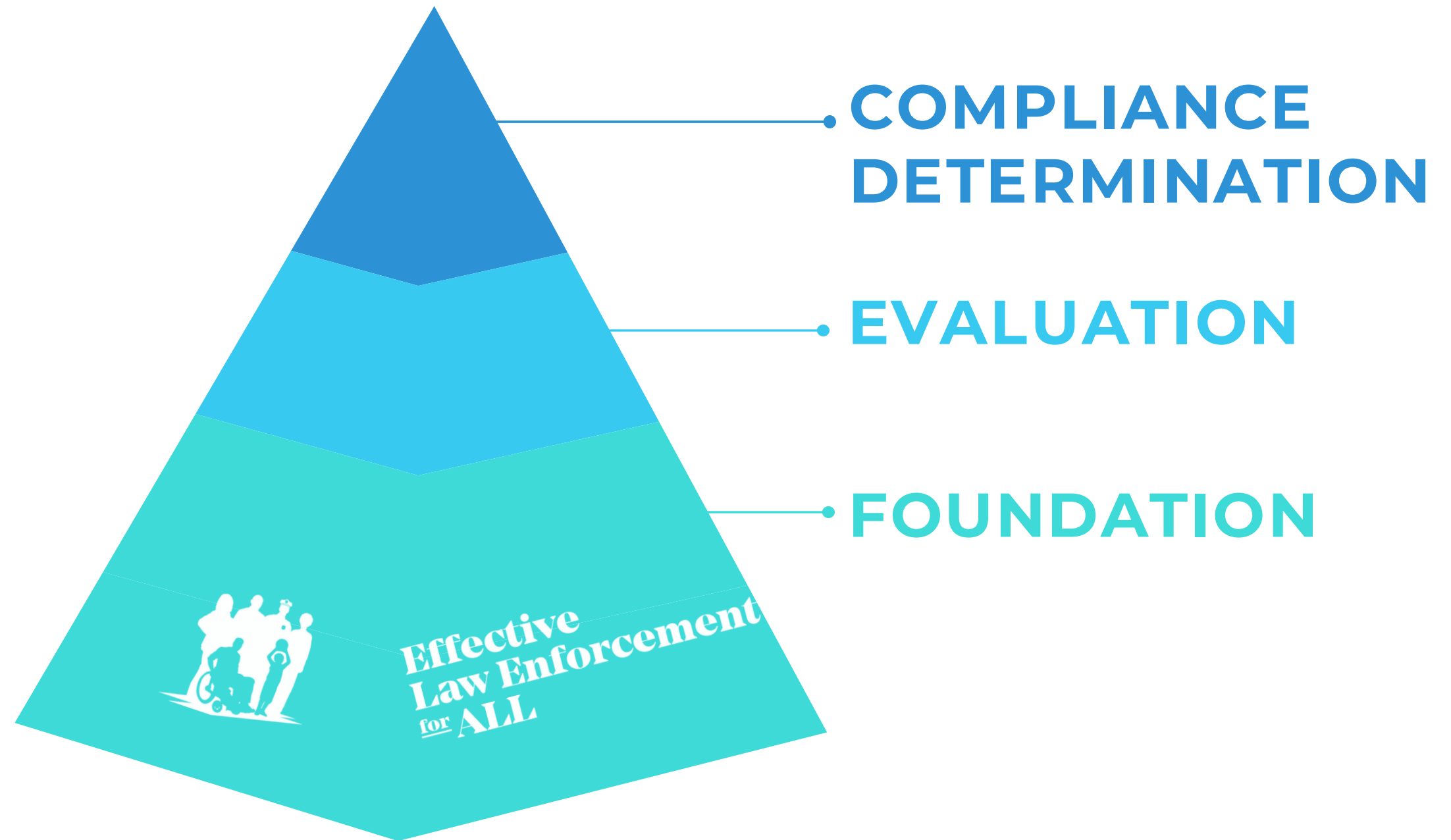
2020-2021 Season
23W 49L
Fifth Worst in League



2024-2025 Season
49W 33L
Rolled over LeBron and Steph in playoffs;
Made it to conference finals

Second Semiannual Progress Report

The Progress Report focuses on the **Foundational Phase** of the Implementation Plan: the steps necessary to implement and evaluate changes required under the Settlement Agreement.



Progress Summary

1. Policy Updates and Approvals:

- Use of Force policies (17 policies) approved.
- Crisis Intervention policy approved.
- Mission/Vision/Values/Goals document approved.
- Several other policies are nearing final approval, including those on non-discriminatory policing, emergency medical response, and body-worn cameras.

2. Training Progress:

- 2025 Annual Training Plan (ATP) and Training Needs Assessment (TNA) completed and approved, both praised as national models by IE Team.
- Crisis Intervention Team (CIT) 8-hour refresher training delivered (though not IE-approved).
- Crisis Intervention training for 911 dispatchers not yet developed but is underway

3. Operational Improvements:

- Facilities, Equipment, and Non-Database Technology Plan nearly completed.
- Launch of public website for filing complaints against MPD personnel.

Progress Summary

4. Misconduct Investigations and Accountability

- Recruitment and outreach strategy for Community Commission on Police Oversight (CCPO) approved.
- Investigative training delivered for Internal Affairs Division (IAD) and Office of Police Conduct Review (OPCR) personnel.
- IAD and OPCR have made progress toward reducing investigation backlogs.
- SOPs under development to provide limitations on referring misconduct cases for coaching

5. Officer Wellness

- Peer Support Program established with 21 members trained.
- Early Intervention System (EIS) policy development on track.

6. Technological Advancements:

- Data Systems Plan completed and approved.
- New policy management software demonstrated.
- Development of new case management system for misconduct investigations, use of force case reviews, and vehicle pursuit reports underway.

Observed Challenges

1. Policy Development:

- The policy development process has been slower than expected for various reasons, but significant effort has been made by all parties to make progress. Nevertheless, this pace impacts delays in the required work downstream.

2. Capacity Constraints:

- MPD and City personnel face competing priorities, balancing reform tasks with existing responsibilities.
- Delays in hiring and onboarding external vendors.
- Wellness Unit understaffed, with only two full-time personnel.
- OPCR and IAD still filling vacant positions, though progress has been made.

3. Training Issues:

- Crisis Intervention refresher training not IE-approved due to delivery issues.
- Supervisor/Leadership training not yet started.
- Disruptive behavior by MPD personnel observed during Crisis Intervention training sessions, requiring intervention and ground rules.

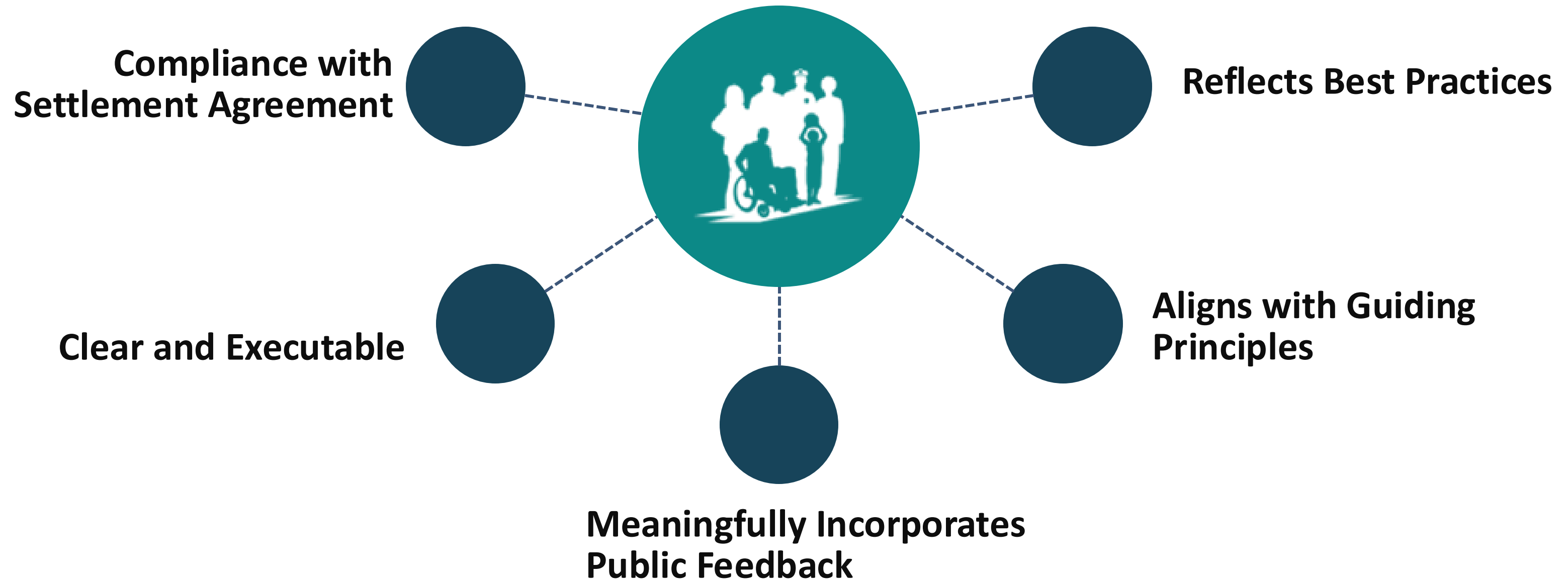
4. Technological Limitations:

- Current data systems lack automation and dynamic reporting capabilities, hindering analytics and compliance tracking.
- Public-facing data dashboards require further improvements to ensure accuracy and transparency.

Looking Ahead

- Policies
 - Stops, Searches, Citations, and Arrests
 - Non-Discriminatory Policing
 - Officer Wellness
 - Critical Incident Report
 - Body-Worn Cameras
 - And more
- Training on New Policies
- Review IA and OPCR Backlog Reporting
- Data Systems Implementation
- Facilities Upgrades
- Community and MPD Surveys

Policy Revision Process



Key Changes to Policy

Higher Standards

- Use of Force
 - Objectively Reasonable, Necessary and Proportional
- Affirmative Duty to De-Escalate
- Protecting Members who Report or Intervene
- Greater Degree of Supervisory Review
- Weapons Pointings

New Requirements

- Full Section on De-Escalation
- Consider Vulnerable Populations
- Temporary Plastic Cuffs Also Require Objectively Reasonable, Necessary and Proportional Standard
- Giving Time to Comply
- Critical Decision-Making

De-Escalation: Current Policy

“When... it is safe... to do so, officers shall..”

“De-escalation tactics include, but are not limited to...”

“shall use de-escalation... and other alternatives to higher levels of force before resorting to force”

G. De-escalation

1. When all of the reasonably known circumstances indicate it is safe and feasible to do so, officers shall:
 - a. Attempt to slow down or stabilize the situation so that more time, options and resources may become available.
 - b. Consider, based on the officer’s actual observations and in the totality of the circumstances, whether a subject’s lack of compliance is a deliberate attempt to resist or an inability to comply based on factors including, but not limited to, the subject’s emotions and behavior.
2. De-escalation tactics include, but are not limited to:
 - Requesting additional officers and other resources to the scene, which may make more force options available and may help minimize the overall force used.
 - Placing barriers between an uncooperative subject and an officer.
 - Attempting to isolate the subject and contain the scene.
 - Minimizing risk from a potential threat using distance, cover or concealment.
3. An officer shall use de-escalation techniques and other alternatives to higher levels of force consistent with their training whenever feasible and appropriate before resorting to force and to reduce the need for force.
4. Prior to using force, officers shall attempt to use the following concepts and tactics when safe and feasible, which may help officers minimize risk to themselves and others.
 - a. Identify themselves as a police officer,
 - b. Attempt to verbally de-escalate,
 - c. Attempt to use additional de-escalation tactics or control options,
 - d. Give commands to be followed, and afford the person a reasonable opportunity to comply. Whenever possible and when such delay will not compromise the safety of another or the officer and will not result in the destruction of evidence, escape of a suspect, or commission of a crime, an officer shall allow an individual time and opportunity to comply with verbal commands before force is used.
5. If use of force is initiated, force shall be de-escalated immediately as resistance decreases or control is achieved.

De-Escalation: Approved Policy

“Sworn members have a clear affirmative duty to de-escalate... whenever feasible...”

“Members shall not use tactics that unnecessarily escalate an encounter or create a need for force.”

Expanded list of de-escalation techniques and tactics tied to training concepts.

I. Purpose

MPD and its members shall uphold the sanctity of life (P&P 0-102 and P&P 5-301) by striving to protect and preserve human life in all situations and keep the community and MPD members safe from harm.

The purpose of this policy is to ensure that members use de-escalation techniques and tactics to reduce threats, gain people’s voluntary compliance, and safely resolve a situation. Using de-escalation techniques and tactics can reduce the need for force and allow members to provide for their own safety as well as the safety of the public.

II. Duty to De-escalate

A. Sworn members have a clear affirmative duty to de-escalate and use de-escalation techniques and tactics whenever feasible, to minimize the need to use force, to resolve incidents without the use of force when possible, and to increase the likelihood of voluntary compliance with legitimate and lawful orders.

B. Members shall respect the humanity, dignity, and civil rights of people, including community members and Department members, when using de-escalation techniques and tactics and when identifying the proper use of such techniques and tactics.

C. Members’ duty to de-escalate continues throughout the entire encounter.

D. Encounters with vulnerable populations such as minors and people experiencing a crisis or a behavioral health challenge require a more nuanced and individualized response with particular emphasis on de-escalation techniques and tactics (P&P 5-301 and P&P 7-803), as such situations may be more unpredictable and a typical approach may not work or be appropriate.

III. Avoid Escalation and Unnecessary Risk

A. Members shall not use tactics that unnecessarily escalate an encounter or create a need for force. Members shall use tactical positioning, other sound tactics and other available options during encounters to maximize the likelihood that they can safely control the situation.

B. Members shall not use words or actions that a reasonable person would conclude are intended to incite or escalate reactive behavior. Prohibited conduct includes but is not limited to taunting people.

IV. Procedures/Regulations

A. As with all situations, members should implement the steps of the critical decision-making model to inform their actions (P&P 7-801).

B. Members shall consider, based on their actual observations and the totality of the circumstances, whether the person’s lack of compliance is a deliberate attempt to resist or whether the person may be noncompliant due to factors such as:

- Mental health or medical conditions.
- Behavioral health challenges.
- Developmental or intellectual disabilities or conditions.
- Visual or hearing impairments.
- Language barriers.
- Drug or alcohol use.
- A crisis situation (P&P 7-803).

Whether a person is acting out of fear.

The person may not comply with commands immediately, and members may need to try multiple times without resorting to force or the threat of force.

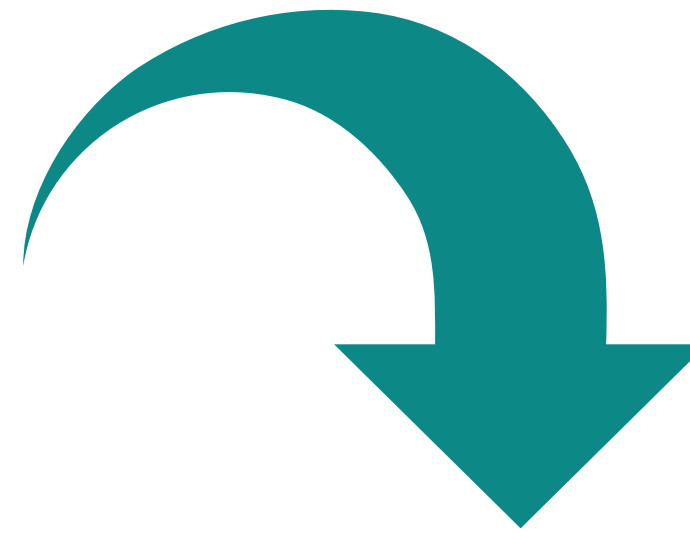
C. The foundations of de-escalation are patience, flexibility, and the desire to resolve each situation peacefully. De-escalation techniques and tactics include, but are not limited to:

- Using the critical decision-making model to reevaluate force options and consider legal authority to act.
- Using communication techniques, such as:
 - Talking to the person using a tone of voice and language that is not aggressive or confrontational.
 - Explaining the member’s actions and responding to questions (e.g., directly answering questions about why the police are there or taking action).
 - Having one member take the lead in verbal communication.

Objectively Reasonable, Necessary & Proportional

Current Policy: "Objectively Reasonable Force"

3. Objectively reasonable force consistent with policy, law and training
 - a. Sworn MPD employees shall only use the amount of force that is objectively reasonable.
 - i. The decision by an officer to use force or deadly force shall be evaluated from the perspective of a reasonable officer in the same situation, based on the totality of the circumstances known to or perceived by the officer at the time, rather than with the benefit of hindsight, and that the totality of the circumstances shall account for occasions when officers may be forced to make quick judgments about using such force.



Approved Policy: "Objectively Reasonable, Necessary, and Proportional Force"

C. Objectively Reasonable, Necessary, and Proportional Force

Members shall only use force that is objectively reasonable, necessary, and proportional under the totality of the circumstances, consistent with public safety, in order to provide for the safety of a member or another person, stop an attack, make an arrest, bring a person or situation safely under control, or prevent escape, consistent with the following provisions:

Key Changes to Training

New Training Concepts, Lesson Plans, Tools

Based on Policy

Expanded Detail for Lesson Plans, Officer Workbooks

Centers 14 Guiding Principles

Teaches Critical Decision-Making, Mission/Vision/Values/Goals, and Tactical Instruction Together

MINNEAPOLIS POLICE DEPARTMENT PHILOSOPHY OF TRAINING



Key Changes to Training Lesson Plans

COURSE TITLE: 2010 Use of force In-Service/Fall

COURSE NUMBER: 10-0110

LENGTH OF PRESENTATION: 3.5 hours

LECTURE/CLASSROOM	LABORATORY	PRACTICAL EXERCISE	TOTAL
1.30 minutes		2 hours	3.5 hours

DESCRIPTION: This course of instruction is designed to provide officers with the MN POST mandates as required in the Use of Force learning objectives, updated policy and procedures, use of force points, key elements of report writing, and demonstrate hands-on lower level and intermediate control tactics.

FINAL PERFORMANCE OBJECTIVE:

Given a variety of Use of Force scenarios, officers will be able to determine the best practices for control tactics, verbal commands, and information to be included in formal police reports. Officers will be able to orally identify policy and procedures updates during scenario based training.

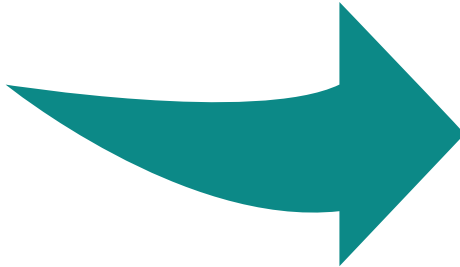
TASK(S) TO BE PERFORMED:

1. Identify MPD policy changes.
2. Identify MN POST Mandates.
3. Identify practical applications of MN POST mandates.
4. Identify street survival methods relating to MPD.
5. Identify key elements in report writing.
6. Identify legal issues within State statute.

METHOD OF EVALUATION:

Scenario based exercises

Page 1 of 8 total pages



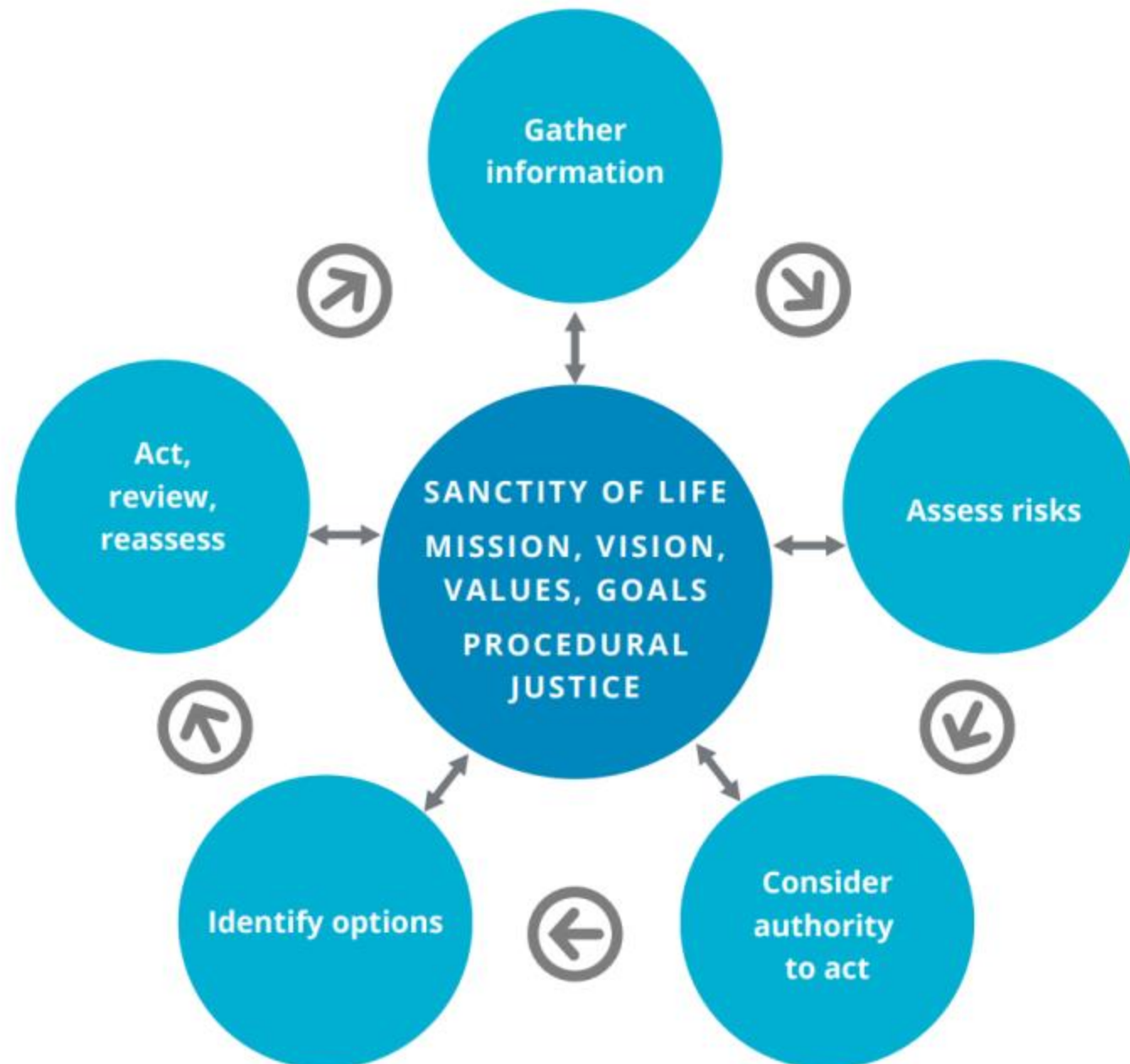
Minneapolis PD 2025 SA Use of Force Course Policy Suite Introduction Lesson Plan

Content	Instructor Notes
<p>I. A New View of Use of Force [1]</p> <p>A. Use of force encompasses more than arrest and control and intermediate weapons</p> <p>B. Shifting focus to the whole picture</p> <ol style="list-style-type: none"> 1. Not just focused on technique and weapons 2. New policy terminology <ol style="list-style-type: none"> a. Empty hand technique b. Intermediate weapons c. Control options d. Members 3. New policy layout <ol style="list-style-type: none"> a. 5-301 Force Guiding Principles b. 5-302 Use of Force Reporting c. 5-303 Use of Force Review d. 5-304 Authorized and Prohibited Use of Force Control Options e. 5-305 through 5-314 Individual control option policies 4. Callback to previous instruction 	<p>[1] A New View of Use of Force</p> <p>The instructor will conduct a short lecture using five PowerPoint slides, for a maximum total time of nine minutes. Tell the students this is a brief overview only, as they will shortly get the opportunity to dive deep into the new policy. Ask them to hold their questions until after they read the policy for themselves.</p> <p>SHOW the <i>New View of Use of Force</i> PPT Slide – 1 Min</p> <p>Within the history of the Minneapolis Police Department, use of force training has been commonly viewed as time spent on the mats learning technique and training involving the use of intermediate weapons.</p> <p>Explain that we are entering a shift in some of the ways we view previously accepted language. Use of force is not just skills training, it also needs to incorporate classroom instruction. This classroom instruction goes well beyond the updates we have received from city attorneys. We must be able to demonstrate our firm understanding of state law, as well as our new department use of force policies.</p> <p>Explain to the students that during the three days of instruction throughout this course we will be regularly referring to the new MPD use of force policies. The next slide showcases some of the new language in our policies that we all need to understand.</p> <p>Explain that use of force is not just limited to reportable force, but also includes all intentional contact aimed at controlling or directing someone's movement.</p> <p>SHOW _____ Mins</p>

Page 1 of 475 total pages, including instructor notes, visual aids, references

Key Changes to Training

MINNEAPOLIS POLICE DEPARTMENT CRITICAL DECISION-MAKING MODEL



FORCE GUIDING PRINCIPLES

SANCTITY OF LIFE

DUTY TO DE-ESCALATE

OBJECTIVELY REASONABLE, NECESSARY AND PROPORTIONAL FORCE

CONSIDER VULNERABLE POPULATIONS

DUTY TO INTERVENE

PROMOTE TRUST, AND SHOW RESPECT AND DIGNITY

AVOID ESCALATION AND UNNECESSARY RISK

IDENTIFY SELF AND WARN OF INTENT

DUTY TO PROVIDE MEDICAL TREATMENT

PROHIBITION ON RETALIATION, PUNISHMENT AND COERCION

DUTY TO REPORT MISCONDUCT

DUTY TO REPORT FORCE

ACCOUNTABILITY

IMPORTANCE OF MEMBER HEALTH AND WELLNESS

Better Training Materials

WORKBOOK

2025 Use of Force Course



MINNEAPOLIS PD
TRAINING DIVISION

MN STATUTES & MPD POLICIES

2025 Use of Force Course



MINNEAPOLIS PD
TRAINING DIVISION

Minneapolis PD 2025 Use of Force Course
Use of Deadly Force Scenario
Lesson Plan

Course Title: 2025 Minneapolis PD Use of Force Training

Course Goal: The goal of this course is to enable students to critically apply Minnesota state law and Minneapolis Police Department policies related to the use of force to a broad spectrum of police incidents, to use de-escalation and communication tactics to the greatest reasonable extent, and to develop skill and proficiency in the use of arrest and control techniques and intermediate weapons.

Revised: May 29th, 2025, Created May 16th, 2024

Module Title: Use of Deadly Force Scenario

Module Total Time: 1 hour

Module Goal: The goal of this module is to teach students to apply the language of law and policy to a situation that involves a use of deadly force.

Module Learning Objective:

Students will be able to:

- Analyze the use of force using applicable legal standards.
- Analyze the use of force using applicable policy.
- Evaluate the objective reasonableness, necessity, and proportionality of the use of force.
- Articulate critical thinking and decision-making related to the use of force.
- Evaluate the legal justification for the use of deadly force and alternatives to deadly force.
- Explain how use of force decision-making can uphold the sanctity of life.
- Evaluate the effectiveness and feasibility of de-escalation techniques and tactics.
- Explain the importance of identifying themselves and warning of intent to use force.
- Explain the duty to provide medical treatment following a use of force event.

MDHR Settlement Agreement Paragraphs: This lesson plan serves to address the requirements of paragraphs (SA ¶ 56(a,b,f,g,h)), (SA ¶ 59(a)), (SA ¶ 64), (SA ¶ 73), (SA ¶ 73(b)), (SA ¶ 112), (SA ¶ 204(c))

For a thorough explanation of how the settlement agreement paragraphs are addressed in this lesson plan, see the accompanying submission index.

Minnesota POST Mandatory Learning Objectives: This lesson plan serves to meet the requirements of Minnesota POST Use of Force Mandatory Learning Objectives A.1 through A.9, C.1, F.5.

Minneapolis PD 2025 Use of Force Course
Use of Deadly Force Scenario
Lesson Plan

Training Environment, Logistics and Materials:

- Maximum number of students: 32
- Specific Audience: Sworn members of the Minneapolis Police Department
- Training environment: Classroom
- Room diagram: Table Groups
- Course references: See Student Workbook

Hourly Distribution:

0 – 15 Minutes Scenario Facilitation

15 – 60 Minutes Debrief and Classroom Discussion

Instructor resources needed for THIS MODULE:

- Notepads
- Writing utensils
- Flip charts
- Markers
- PowerPoint presentation
- Blue, orange, and green safety vests
- Plastic training pistols
- Plastic training rifle
- Law and policy books

Student resources needed for THIS MODULE:

- Student Workbook
- Writing utensil



Q&A

