

# Training Needs Assessment

---

MINNEAPOLIS POLICE DEPARTMENT  
TRAINING DIVISION

2025 TRAINING NEEDS ASSESSMENT

August 2nd, 2024



## TABLE OF CONTENTS

Section:

- I. 2025 MPD Training Needs Assessment – Summary Report
- II. 2025 MPD Training Needs Assessment – Priority Ranking Matrix
- III. 2025 MPD Training Needs Assessment Attachments -  
Focus Group Summaries

# Training Needs Assessment Continued

---

## Section I.

### 2025 Training Needs Assessment Summary Report

#### Purpose

The Minneapolis Police Training Division conducted a Training Needs Assessment (TNA) to gather information from ten very diverse focus groups across the City enterprise and the community to feed into the learning objectives for MPD's 2025 police training.

Each of the focus groups were tasked with identifying areas of specific needs or deficiencies in the Minneapolis Police Department that can be addressed through developing learning objectives in training. The training needs identified by the focus groups will help to "train to the gap" and meet the organizational goals and values, as well as comply with MN Police Officers Standard and Training (POST) licensure requirements and the MDHR Settlement Agreement.

The TNA information will be used to develop the MPD Annual Training Plan (ATP) by ensuring that the training needs and learning objectives identified from the TNA are used in the design phase of the annual training.



# Training Needs Assessment Continued

## Settlement Agreement Requirements for Training Needs Assessment

Paragraph 183. Annual Training Needs Assessment. Within 180 calendar days of the Effective Date, and on an annual basis thereafter, MPD's Training Division will complete a Needs Assessment, which will, among other things identify and consider:

- a. Information reviewed by the MPD Review Panel, such as information collected from use of force or stops, searches, and arrests reviews, discipline and police misconduct complaints, and reports of officer safety issues;
- b. Recommendations from MPD oversight entities, including, but not limited to the Office of Police Conduct Review and the independent community oversight commission;
- c. Changes in the law, MPD policy, and to the Minnesota Board of Peace Officer Standards and Training requirements, as well as new applicable court decisions or litigation, if any;
- d. Research reflecting the latest in training benchmarks, procedures, and methods being implemented across the country;
- e. Input from trainees and MPD officers of all ranks, where appropriate, including information obtained from evaluation of training courses, instructors, and the Field Training Officer Program; and
- f. Trainee-to-instructor ratios



# Training Needs Assessment Continued

## Settlement Agreement Requirements for Annual Training Plan

Paragraph 184. Within 30 calendar days of completing the annual Needs Assessment, the Training Division will develop a written Training Plan for MPD's Academy/pre-service training, field training, and in-service training so that MPD officers are trained to safely, effectively, and lawfully carry out their duties in accordance with the law, MPD policy, and this Agreement. MPD will implement the Training Plan in accordance with the timelines identified in the Plan.

The Annual Training Needs Assessment (TNA) identifies the training needs of the MPD so that curricula can be developed to meet the needs of the Department and help them accomplish their training objectives. Paragraph 183.

Paragraph 185, sub a,b,c,h,i,j,k,l. This outlines the necessity for lesson plans to be consistent with the Annual Training Plan. Training needs identified in the Training Needs Assessment translate and are one in the same as the "learning objectives" in a lesson plan. Lesson plans will describe the teaching strategies employed to convey these targeted learning objectives. All MPD's Training Plan will integrate adult learning techniques.

## Methodology

Structured Methods For the 2025 TNA process, various approaches were employed to solicit input and gather data to identify training needs. These approaches included focus group discussions and interviews centered in different disciplines so that issues specific to their assigned tasks and individual goals were explored. This interview and feedback mechanism is key in seeking opinions from across the City enterprise. As well as from the community on how the instructional curriculum should be enhanced and how the Training Division can provide the optimum delivery of learning.

Minneapolis Police Training Division identified ten focus groups to provide feedback on MPD's 2025 training from the community and across the City's enterprise. The list below is comprised of representatives from different disciplines and their feedback was summarized in Section III of this report.

- A. MPD Quarterly Review Panel (QRP)
- B. Unity Community Mediation Team (UCMT) and Community Mentorship Program
- C. MPD Internal Affairs Unit and Force Review Unit
- D. Office of Police Conduct Review (OPCR) and Community Commission On Police Oversight (CCPO)
- E. Minneapolis City Attorney's Office (CAO) and Hennepin County Attorney's Office (HCAO)
- F. Reflections of local and national trends (PERF, NIJ)
- G. MPD Instructors and Training Division Staff
- H. MPD patrol officer(s), sergeant(s), lieutenant(s), inspector(s) in Precincts
- I. MPD Investigators from various units
- J. MPD Command Staff

# Training Needs Assessment Continued

---

## Understanding the Priority Ranking Matrix

Section II Priority Ranking Matrix structures the training needs identified in the focus group discussions in categorized by topical areas. Each training need is identified as being a Settlement Agreement (SA) mandated training, MN Police Officers Standard in Training (POST) required training and/or MPD training. All training needs identified are then ranked by priority to include in the training curriculum for MPD's 2025 ATP.

### Ranking:

- HIGH - these courses include topic areas mandated by the SA, MN P.O.S.T. Board and/or MPD policy training.
- MEDIUM - these are topic areas that are critical to training needs identified that affect officer safety or directly influence the organizational goals and values.
- LOW - these training courses that are desired to enhance job performance and assist in the achievement of Department goals and objectives.

## Summary

Training needs identified as high-ranked will serve as learning objectives to be considered in new/revised lesson plans, as well as in the development of scenario-based practical exercises for the 2025 MPD Annual Training Plan (ATP). As remaining training hours are available, the ATP will seek to include medium-ranked training needs of into the schedules for each respective program curriculum. Lastly, the ATP will then consider any low-ranked training needs into courses that could be presented if schedule allocations allow.

Several organizational needs were identified by focus groups that are more appropriately implemented administratively or by another agency Division. These organizational needs were identified in the summaries with an asterisk (\*) and will be referred to the appropriate Division.

Once the initial TNA is completed, the assessment will be analyzed by MPD's Professional Advisory Committee (PAC) that is currently being developed. The PAC is comprised of university and college professors, as well as Minneapolis community members. The PAC'S feedback will then be considered before the TNA is finalized and incorporated into MPD's Annual Training Plan.



# Training Needs Assessment Continued

## Section II.

### 2025 MPD Training Needs Assessment Priority Ranking Matrix

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Training Division Considerations</u>			
<ul style="list-style-type: none"> <li>Policy development must be incorporated in training development.</li> </ul>	TBD	185, 193, 224	H
<ul style="list-style-type: none"> <li>Training that emphasizes that everything we do makes a difference in the community.</li> </ul>	TBD	215	H
<ul style="list-style-type: none"> <li>Training should try to include current MPD BWC videos to demonstrate good police work and areas to improve.</li> </ul>	TBD	172, 174, 204	M
<ul style="list-style-type: none"> <li>All training should emphasize the sanctity of human life, procedural justice, and the guardian mindset.</li> </ul>	TBD	59, 185, 204, 215	H
<ul style="list-style-type: none"> <li>Officers and supervisors should be utilizing the Critical Decision-Making Model in each situation.</li> </ul>	TBD	182, 218	H
<ul style="list-style-type: none"> <li>Training should consist of updated scenarios to keep content fresh.</li> </ul>	TBD	181, 199, 201, 204, 214, 446	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>• There needs to be documentation on whether officers are receiving training or feedback on Chief’s Announcements.</li> </ul>	TBD	221, 222	M
<ul style="list-style-type: none"> <li>• MPD needs a new training facility that officers can enable immersive reality-based training.(Griffith, 2024)</li> </ul>	TBD	185, 247	H
<ul style="list-style-type: none"> <li>• MPD should refocus training on presenting content that is evidence-based and peer-reviewed to shelter the department from scrutiny and to show officers why we train.(Tich, 2023)</li> </ul>	TBD	114, 271	H
<ul style="list-style-type: none"> <li>• MPD should offer an Exterior Tactics course that focuses on vehicle/dismounted rescue, open area searching, movement, deconfliction, coordination, and deployment of resources.(Hansson, Borglund, 2024)</li> </ul>	TBD	115, 161, 200, 235	M
<ul style="list-style-type: none"> <li>• MPD training curriculum should incorporate feedback from training attendees for annual revisions.(Zhu &amp; Carless, 2018)</li> </ul>	TBD	194, 222	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Public Trust and Customer Service</u>			
<ul style="list-style-type: none"> <li>Provide training that encompasses customer service training or "excellence in police service" to help officers see the value in positive community relations.</li> </ul>	TBD		H
<ul style="list-style-type: none"> <li>Training that involves vetted community members sitting in during training and getting the word out to the community about the police department's commitment to earning the public's trust.</li> </ul>	TBD	295	M
<ul style="list-style-type: none"> <li>Training for the entire police department on the MDHR Settlement Agreement.</li> </ul>	TBD		M
<ul style="list-style-type: none"> <li>Policies must reflect community involvement and therefore training will reflect community input to build trust, in addition:                             <ul style="list-style-type: none"> <li>Training that creates better outcomes on calls that use less force.</li> <li>Training how to be empathetic to the community officers serve.</li> </ul> </li> </ul>	TBD	27, 295, 337	H
	TBD		H
	TBD	185	H





# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>• New immigrants training:                             <ul style="list-style-type: none"> <li>◦ Training to provide resources:                                     <ul style="list-style-type: none"> <li>▪ Immigrant and Refugee services.</li> </ul> </li> </ul> </li> </ul>	TBD	191	M
	TBD	191	M
	TBD	191	M
<ul style="list-style-type: none"> <li>• Training on communication skills for officers.                             <ul style="list-style-type: none"> <li>◦ Training on active listening skills.</li> </ul> </li> </ul>	TBD		H
	TBD		H
<ul style="list-style-type: none"> <li>• Neighborhood beat knowledge training:                             <ul style="list-style-type: none"> <li>◦ How to engage with the community in a positive way.</li> </ul> </li> </ul>	TBD		H
	TBD		H
<ul style="list-style-type: none"> <li>• MPD should establish a Professional Advisory Committee (P.A.C.):                             <ul style="list-style-type: none"> <li>◦ Show them training that we intend to conduct in MPD and request feedback.</li> <li>◦ Implement the group’s feedback to increase the quality of training.</li> <li>◦ Use the group to demonstrate the changing culture of training in the MPD.</li> </ul> </li> </ul>	TBD	337	M
	TBD		M
	TBD		M
	TBD	339	M



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>Conduct training to encourage and train courteous and professional policing.</li> </ul>	TBD		H
<ul style="list-style-type: none"> <li>Officers should treat community with respect and humanity.</li> </ul>	TBD	36, 56	H
<ul style="list-style-type: none"> <li>Police training should emphasize customer service techniques.</li> </ul>	TBD		H
<ul style="list-style-type: none"> <li>Include Sanctity of Life into all police trainings.</li> </ul>	TBD	59	H
<ul style="list-style-type: none"> <li>Teach humanity training:                             <ul style="list-style-type: none"> <li>Approach everyone humanely in every situation.</li> <li>Train officers to see people not as a threat, but as human being.</li> <li>Train officers how to have difficult conversations on homicide scenes with family and friends.</li> </ul> </li> </ul>	TBD	181	H
	TBD		H
	TBD		H
	TBD		H
<ul style="list-style-type: none"> <li>Officers should be taught that having a positive attitude and a respectful tone can help create positive community interactions.</li> </ul>	TBD		H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>Ensure officers hand out "blue cards" and community resource cards to community members after police contacts.</li> </ul>	TBD	266	H
<ul style="list-style-type: none"> <li>Teach officers a few greetings and phrases in foreign languages to show respect to the community members.</li> </ul>	TBD		M
<ul style="list-style-type: none"> <li>Officers should have training on active listening skills.</li> </ul>	TBD		H
<ul style="list-style-type: none"> <li>Develop an online platform that enables the broader community to identify training priorities for future MPD training.</li> </ul>	Training Needs Assessment	183	H
<ul style="list-style-type: none"> <li>Bring the community into the police trainings:                             <ul style="list-style-type: none"> <li>Have community participate in the scenarios so they can see why police make the decisions that they make.</li> <li>Hire community actors to assist in training scenarios.</li> </ul> </li> </ul>	TBD	183	M
	TBD	183	M
	TBD	183	M



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>• Training should include vetted high-level community leaders and they should be able to observe our training.                             <ul style="list-style-type: none"> <li>◦ Community leaders can pass on the information and observations to build community trust.</li> </ul> </li> </ul>	TBD	339	M
	TBD	337	M
<ul style="list-style-type: none"> <li>• Policies must reflect community involvement and therefore training will reflect the community input to build trust, in addition:                             <ul style="list-style-type: none"> <li>◦ Training that creates better outcomes on calls, that use less force.</li> <li>◦ Training on how to be empathetic to the community officers serve.</li> </ul> </li> </ul>	TBD	27, 295, 337	H
	TBD		H
	TBD	185	H
<ul style="list-style-type: none"> <li>• Training concepts should not be siloed.</li> <li>•                             <ul style="list-style-type: none"> <li>◦ The expectations through our CDM applies to all calls and can be viewed as respectful to the community.</li> </ul> </li> </ul>	TBD	185	H
	TBD	182	H
<ul style="list-style-type: none"> <li>• Officers should receive professional conduct training that addresses rudeness.</li> </ul>	TBD	185	H
<ul style="list-style-type: none"> <li>• Officers should have sensitivity training to increase empathy.</li> </ul>	TBD		H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Wellness Training.</u>			
<ul style="list-style-type: none"> <li>• Training or Wellness team should emphasize coping skills for stress on the job or after difficult dispatched calls.</li> </ul>	Wellness	204, 242	H
<ul style="list-style-type: none"> <li>• Training on resources you can use if you need help.                             <ul style="list-style-type: none"> <li>◦ Someone to talk to.</li> <li>◦ Annual refresher to remind people of resources.</li> <li>◦ Training with ELI Mental Health or current vendor to talk about process.</li> </ul> </li> </ul>	Wellness	265	H
	Wellness	266	H
	Wellness	267	H
	Wellness	258, 262	H
<ul style="list-style-type: none"> <li>• Wellness training should include:                             <ul style="list-style-type: none"> <li>◦ Sleep, family life, hobby balance</li> <li>◦ Medical testing for health problems.</li> </ul> </li> </ul>	Wellness	253	H
	Wellness	253	H
	Wellness	253	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>Police officers need more wellness training that focuses on mental health.</li> </ul>	Wellness	257	M
<ul style="list-style-type: none"> <li>Training should emphasize officer wellness and contemplate a holistic approach to meeting officers needs in the classroom and the field.</li> </ul>	Wellness	238-240	M
<u>Crisis Intervention Training_(CIT)</u>			
<ul style="list-style-type: none"> <li>Identify in training the community resources for people in crisis.</li> </ul>	Crisis Intervention Training	236	H
<ul style="list-style-type: none"> <li>Provide training on working in cooperation with the Behavioral Crisis Response Team (BCR).</li> </ul>	Crisis Intervention Training	237	H
<ul style="list-style-type: none"> <li>Crisis Invention Training:                             <ul style="list-style-type: none"> <li>Supervisors are hesitant to walk-away or disengage if necessary because it is different than in the past.</li> </ul> </li> </ul>	Crisis Intervention Training	236	H
	Crisis Intervention Training	236	H
<ul style="list-style-type: none"> <li>MPD should continue to use an outside vendor for CIT classes.</li> </ul>	Crisis Intervention Training	236	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Use of Force</u>			
<ul style="list-style-type: none"> <li>• Training should incorporate the most up-to-date Taser available.</li> </ul>	Use of Force	72, 201	M
<ul style="list-style-type: none"> <li>• Training should continue to emphasize the need to slow a call down to ensure that officers have all available resources and determine the best course of action.</li> </ul>	Use of Force	72, 61	H
<ul style="list-style-type: none"> <li>• Training should ensure that officers have a full understanding of the current use of force policy.</li> </ul>	Use of Force	204	H
<ul style="list-style-type: none"> <li>• Improved training on Use of Force Reporting:</li> </ul>	Use of Force	204	H
<ul style="list-style-type: none"> <li>• Training should provide the need to explain in detail what led up to the use or force, not just what force was used.</li> </ul>	Use of Force	83	H
<ul style="list-style-type: none"> <li>• Train officers to better understand the supervisor's role in reviewing use of force.</li> </ul>	Use of Force	102	H
<ul style="list-style-type: none"> <li>• Provide patrol online instead of classroom lecture-style training.</li> </ul>	Use of Force	203	L



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>• Training should include mock report writing after the scenarios, so officers know that they are doing it right.</li> </ul>	Use of Force	77-81	M
<ul style="list-style-type: none"> <li>• Train officers and supervisors on the entire process of the use of force review, including detailed report writing.</li> </ul>	Use of Force	102	H
<ul style="list-style-type: none"> <li>• Identify training methods on use of force that ensures that both officers and supervisors are aware of the policies and what is expected of them.</li> </ul>	Use of Force	200	H
<ul style="list-style-type: none"> <li>• Officers should have scenario-based training to show officers different techniques to enable them to handle difficult situations that provide positive outcomes and increase customer service.</li> </ul>	Use of Force	199, 201, 204	H
<ul style="list-style-type: none"> <li>• Training geared toward avoiding disrespectful communication by officers.                             <ul style="list-style-type: none"> <li>◦ Professional customer service.</li> </ul> </li> </ul>	Use of Force	204, 239	H
	Use of Force	56, 206	H
<ul style="list-style-type: none"> <li>• Training for officers on de-escalating aggressive and irritated community members.</li> </ul>	Use of Force	200, 204, 208	H
<ul style="list-style-type: none"> <li>• Officers should have training that includes talking about their decision-making through their reports.</li> </ul>	Use of Force	84, 201, 204	H





# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>• Training should include tactical disengagement options.</li> </ul>	Use of Force	61, 64, 156	H
<ul style="list-style-type: none"> <li>• Training should expand the use of scenarios using the ICAT training.                             <ul style="list-style-type: none"> <li>◦ Using ICAT as the guide to work through more complicated scenes.</li> <li>◦ Applying policy and state law to dictate our action.</li> </ul> </li> </ul>	Use of Force	200, 204	H
	Use of Force	200, 204	H
	Use of Force	200, 204	H
<ul style="list-style-type: none"> <li>• MPD should use evidenced-based de-escalation tactics such as Integrating, Communications, Assessment, and Tactics (ICAT) Training that was developed by Police Executive Research Forum.(PERF, 2023)</li> </ul>	Use of Force	200, 204	H
<ul style="list-style-type: none"> <li>• MPD should include training that enforces detailed report writing skills. (PERF, 2023b)</li> </ul>	Use of Force	204	H
<ul style="list-style-type: none"> <li>• MPD officers should have scenario-based training or observe exercises of appropriate peer interventions.</li> </ul>	Use of Force	199, 204	H

# Training Needs Assessment Continued



TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>• MPD should conduct a Tactical Leadership Course:                             <ul style="list-style-type: none"> <li>◦ Organizing, deploying, and leading resources in high-risk environments.                                     <ul style="list-style-type: none"> <li>▪ Interior (apartments/single family homes / commercial / large structures).</li> <li>▪ Exterior/Vehicle based environments.(Calibre Press, 2024)</li> </ul> </li> </ul> </li> </ul>	Use of Force	199, 204	H
	Use of Force	199, 204	H
	Use of Force	199, 204	H
	Use of Force	199, 204	H
<u>Critical Decision-Making Model</u>			
<ul style="list-style-type: none"> <li>• Officers need more training on identifying all available options for a situation.</li> </ul>	TBD	64	H
<ul style="list-style-type: none"> <li>• Officers should have training on disengaging a situation as a method of de-escalation.</li> </ul>	Use of Force; Crisis Intervention Training	204	H
<ul style="list-style-type: none"> <li>• Training should include appropriate call arrival procedures that incorporate safe levels of awareness. (Hifstein, 2024)</li> </ul>	Use of Force; Stops, Searches, Citations & Arrests	209	H
<ul style="list-style-type: none"> <li>• MPD training should focus on the whole person system of learning that is being adopted by many law enforcement agencies. Agencies are recognizing that training in silos toward specific topic proficiencies is an antiquated model of training.(Flink, 2024)</li> </ul>	TBD		H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Report Writing.</u>			
<ul style="list-style-type: none"> <li>• Training regarding report writing:                             <ul style="list-style-type: none"> <li>◦ Officers should not have reports that read "see my BWC" for evidence; it should be detailed in the supplement.</li> </ul> </li> </ul>	TBD		H
	TBD		H
<ul style="list-style-type: none"> <li>• Officers and supervisors should have additional training on pursuit policy and documentation.</li> </ul>	Online EVOC Training	204, 209	H
<ul style="list-style-type: none"> <li>• Training should incorporate current trends in police calls into training.                             <ul style="list-style-type: none"> <li>◦ Ensure that report writing is part of all training.</li> </ul> </li> </ul>	TBD	215,369	M
	TBD	185	M
<ul style="list-style-type: none"> <li>• Training should include all components of a call, including report writing on scenarios.</li> </ul>	TBD	185	M
<ul style="list-style-type: none"> <li>• Include report Writing in scenario-based trainings.</li> </ul>	TBD	185	M



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Legal Updates</u>			
<ul style="list-style-type: none"> <li>• Officers should have an annual cannabis update training:                             <ul style="list-style-type: none"> <li>◦ Identifying legitimate sales in the city.</li> <li>◦ Identifying transportation of cannabis.</li> </ul> </li> </ul>	City Attorney Legal Bulletin	136, 142	L
	City Attorney Legal Bulletin		L
	City Attorney Legal Bulletin	136	L
<ul style="list-style-type: none"> <li>• Officers should have annual domestic assault training.</li> </ul>		133	M
<ul style="list-style-type: none"> <li>• All sworn should be provided training that specifically outlines the current and upcoming policy and training requirements of the MDHR Settlement Agreement.</li> </ul>	Precinct Level Training by Implementation Unit	183	M
<ul style="list-style-type: none"> <li>• Training about the MDHR Settlement Agreement (SA) for all officers.</li> </ul>	Precinct Level Training by Implementation Unit	183	M



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Stop, Search, Citation, and Arrest</u>			
<ul style="list-style-type: none"> <li>Training should include videos along with lecture to adapt to different learning styles.</li> </ul>	TBD	185	H
<ul style="list-style-type: none"> <li>Training should go over any concerns regarding "grey areas" in the law to make sure that officers are confident they are going in the right direction with developing probable cause for arrest and to avoid the grey areas.</li> </ul>	Stops, Searches, Citations, & Arrests; Use of Force	209	H
<ul style="list-style-type: none"> <li>Training should include educating officers on probable cause elements between burglary and trespass arrests. For example, suspect must have committed a crime after forced entry to be arrested for burglary.</li> </ul>	Stops, Searches, Citations, & Arrests	123, 129, 137, 143	M
<ul style="list-style-type: none"> <li>Training should include educating officers on elements of probable cause for auto theft arrests, such as whether the column was peeled or if the suspect had the keys in their possession.</li> </ul>	Stops, Searches, Citations, & Arrests	143, 155	M
<ul style="list-style-type: none"> <li>Legal update trainings can be conducted online and in-person training should be scenario-based to help officers understand how to apply the laws.</li> </ul>	Stops, Searches, Citations, & Arrests	226	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>• Training should apply scenarios to get from reasonable suspicion to probable cause for arrests.</li> </ul>	Stops, Searches, Citations, & Arrests	209	H
<ul style="list-style-type: none"> <li>• Training should include the need to document all elements of the vehicle stop in the police report.</li> </ul>	Stops, Searches, Citations, & Arrests	211	H
<ul style="list-style-type: none"> <li>• Training should emphasize the need to document how property was recovered and by who.</li> </ul>	Stops, Searches, Citations, & Arrests	211	H
<ul style="list-style-type: none"> <li>• Training should emphasize the need to document what the officers see and why he/she finds it suspicious and not solely "based on the officer's training and experience".</li> </ul>	Stops, Searches, Citations, & Arrests; Use of Force	209, 211	H
<ul style="list-style-type: none"> <li>• SMEs from Gun Investigations Unit (GIU) and React Teams should provide training on how to lawfully build reasonable suspicion on pro-active police stops.</li> </ul>	Stops, Searches, Citations, & Arrests	209, 211	M
<ul style="list-style-type: none"> <li>• Training should incorporate what BWC capturing capabilities and limitations are for gathering evidence.</li> </ul>	Stops, Searches, Citations, & Arrests	209, -212	H
<ul style="list-style-type: none"> <li>• Training for Stop, Search, Citation and Arrest should be taught by lawyers to demonstrate the legal definitions and justifications.</li> </ul>	Stops, Searches, Citations, & Arrests	209	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>• Training should have the Gun Investigations Unit (GIU) officers as SMEs explain how they articulate reasonable suspicion.</li> </ul>	Stops, Searches, Citations, & Arrests	209, 211	M
<ul style="list-style-type: none"> <li>• Officers should be trained on vehicle search and seizures.                             <ul style="list-style-type: none"> <li>◦ Details on legal justifications for stops and searches.</li> <li>◦ Legal definitions for reasonable suspicion and probable cause.</li> </ul> </li> </ul>	Stops, Searches, Citations, & Arrests	209	H
	Stops, Searches, Citations, & Arrests	209, 211	H
	Stops, Searches, Citations, & Arrests	209, 211	H
<ul style="list-style-type: none"> <li>• Officers should have training identifying concerns about officers using the phrase, "searched for officer safety":                             <ul style="list-style-type: none"> <li>◦ Training for officers on how to document reasonable suspicion to justify searches.</li> <li>◦ Training on local and national trends regarding stop, search, and arrests regarding evidence collection.</li> <li>◦ Current local and national trends on elements for reasonable suspicion.</li> </ul> </li> </ul>	Stops, Searches, Citations, & Arrests	209-212	H
	Stops, Searches, Citations, & Arrests	209-212	H
	Stops, Searches, Citations, & Arrests	209-212	H
	Stops, Searches, Citations, & Arrests	209-212	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>Officers should be provided with training to build trust with community, specifically with the youth.</li> </ul>	Stops, Searches, Citations, & Arrests	209-212	H
<ul style="list-style-type: none"> <li>Training on using BWC for evidence collection.                             <ul style="list-style-type: none"> <li>Explain what you are thinking, verbalize it so that the attorneys know what you were thinking and thereby ensuring that you did not just make it up afterwards.</li> </ul> </li> </ul>	Stops, Searches, Citations, & Arrests	209-212	H
	Stops, Searches, Citations, & Arrests	209-212	H
<ul style="list-style-type: none"> <li>Training on what kind of search to execute based on either reasonable suspicion or probable cause.</li> </ul>	Stops, Searches, Citations, & Arrests	209-212	H
<ul style="list-style-type: none"> <li>Officers need training on transitioning from consensual encounter to reasonable suspicion:                             <ul style="list-style-type: none"> <li>Identifying and articulating when and why someone becomes suspicious.</li> <li>Officers must be able to define and differentiate reasonable suspicion and probable cause.</li> </ul> </li> </ul>	Stops, Searches, Citations, & Arrests	209-212	H
	Stops, Searches, Citations, & Arrests	209-212	H
	Stops, Searches, Citations, & Arrests	209-212	H
<ul style="list-style-type: none"> <li>County Attorneys and City Attorneys need to be advising on training needs to improve constitutional policing.</li> </ul>	Stops, Searches, Citations, & Arrests	209-212	H
<ul style="list-style-type: none"> <li>Officers need additional training on articulating the elements of the crime in police reports.</li> </ul>	Stops, Searches, Citations, & Arrests	209-212	H





# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>Officers should have report writing training to teach them how to articulate reasonable suspicion and probable cause in their statements.</li> </ul>	Stops, Searches, Citations, & Arrests	209-212	H
<ul style="list-style-type: none"> <li>MPD should have training on report writing that instructs officers on the issues involved with incorporating opinions and bias into reports that can have an adverse effect on the prosecutor's ability to charge a case. (NIJ, 2024)</li> </ul>	Stops, Searches, Citations, & Arrests	209-212	H
<ul style="list-style-type: none"> <li>Training regarding protestor defenses in civil cases:                             <ul style="list-style-type: none"> <li>Officers should provide more detail in reports for city to defend in civil cases.</li> <li>Officers should verbally identify what they are seeing or doing in reports.                                     <ul style="list-style-type: none"> <li>Officers should verbalize what they are seeing or thinking into BWC evidence.</li> </ul> </li> </ul> </li> </ul>	Stops, Searches, Citations, & Arrests	209-212	M
	Stops, Searches, Citations, & Arrests	209-212	M
	Stops, Searches, Citations, & Arrests	209-212	M
	Stops, Searches, Citations, & Arrests	209-212	M
<ul style="list-style-type: none"> <li>Officers should be trained on BWC awareness to include:                             <ul style="list-style-type: none"> <li>Poor demeanor makes it difficult to prosecute.                                     <ul style="list-style-type: none"> <li>Inappropriate language, professionalism, or threats.</li> </ul> </li> </ul> </li> </ul>	Stops, Searches, Citations, & Arrests	209-212	M
	Stops, Searches, Citations, & Arrests	209-212	M
	Stops, Searches, Citations, & Arrests	209-212	M



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>Officers should be trained on BWC awareness and its effect on civil litigation.                             <ul style="list-style-type: none"> <li>Professionalism and customer service.</li> </ul> </li> </ul>	Stops, Searches, Citations, & Arrests	209-212	H
	Stops, Searches, Citations, & Arrests	209-212	H
<ul style="list-style-type: none"> <li>Broadening the understanding of policy and law when it comes to de-escalation.                             <ul style="list-style-type: none"> <li>Detail what law and policy require:                                     <ul style="list-style-type: none"> <li>Cheat sheets with the information for officers to carry on patrol.</li> <li>Inform and educate what is required for de-escalation for officers.</li> </ul> </li> </ul> </li> </ul>	Stops, Searches, Citations, & Arrests; Use of Force	209-212	H
	Stops, Searches, Citations, & Arrests; Use of Force	209-212	H
	Stops, Searches, Citations, & Arrests; Use of Force	209-212	H
	Stops, Searches, Citations, & Arrests; Use of Force	209-212	H
<ul style="list-style-type: none"> <li>Provide training for officers on current legal updates and elements for making obstructing legal process and disorderly conduct arrests.</li> </ul>	Stops, Searches, Citations, & Arrests	209-212	H
<ul style="list-style-type: none"> <li>Officers should have court room preparation for testimony training.                             <ul style="list-style-type: none"> <li>Includes what to bring to court and be aware of.</li> <li>Scenario-based court room testimony training.</li> </ul> </li> </ul>	Stops, Searches, Citations, & Arrests	209-212	L
	Stops, Searches, Citations, & Arrests	209-212	L
	Stops, Searches, Citations, & Arrests	209-212	L



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Non-Discriminatory Policing.</u>			
<ul style="list-style-type: none"> <li>• Training should ensure officers recognize if, "I made a mistake, to change course and explain it to the subject of the encounter, then document the incident properly".</li> </ul>	Non-Discriminatory Policing	215-218	H
<ul style="list-style-type: none"> <li>• Training should ensure officers always remain professional during all encounters with the public.</li> </ul>	Non-Discriminatory Policing	215	H
<ul style="list-style-type: none"> <li>• Training should ensure officers maintain professionalism to ensure there is no blame on the officer for the conduct of the subject in custody.</li> </ul>	Non-Discriminatory Policing	215	H
<ul style="list-style-type: none"> <li>• Training should ensure officers are aware that even though officers may not be near public, their BWC is still on, and what they say still needs to remain professional.</li> </ul>	Non-Discriminatory Policing	215	H
<ul style="list-style-type: none"> <li>• Training should teach procedural justice methods to ensure proper constitutional policing.</li> </ul>	Non-Discriminatory Policing	215	H
<ul style="list-style-type: none"> <li>• All non-bias training should be evidence-based and use best practices.</li> </ul>	Non-Discriminatory Policing	215	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>• Training on non-discriminatory policing should focus on professionalism and customer service.</li> </ul>	Non-Discriminatory Policing	215	H
<ul style="list-style-type: none"> <li>• Create opportunities for officers to engage with the community, both for officers to understand the culture better and for the community to understand the police officers as well.</li> </ul>	Non-Discriminatory Policing	215	H
<ul style="list-style-type: none"> <li>• Provide history lessons to the police officers so they can eliminate historical trauma that continues.</li> </ul>	Non-Discriminatory Policing	215	H
<ul style="list-style-type: none"> <li>• Since George Floyd, MPD should have humane ways to react to situations in all types of training:                             <ul style="list-style-type: none"> <li>◦ Train that we are all individuals and deserve respect.</li> <li>◦ Train to equality of justice.</li> </ul> </li> </ul>	Non-Discriminatory Policing	215	H
	Non-Discriminatory Policing	215	H
	Non-Discriminatory Policing	215	H
<ul style="list-style-type: none"> <li>• Officers should be trained to effectively interact with youth and to be sensitive to their development and understanding.</li> </ul>	Non-Discriminatory Policing	215	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Early Intervention System Training (EIS)</u>			
<ul style="list-style-type: none"> <li>Training should emphasize the importance of making smaller changes to behavior before it gets worse.</li> </ul>	Early Intervention System	279, 281, 282	H
<ul style="list-style-type: none"> <li>Training should emphasize that small issues do not all need to go through Internal Affairs.</li> </ul>	Early Intervention System	268, 282	M
<ul style="list-style-type: none"> <li>Officers need to know that they can trust coming to their supervisor for assistance without it going to IAU.</li> </ul>	Early Intervention System	268, 282	H
<ul style="list-style-type: none"> <li>E.I.S. program should ensure that there is a firewall between discipline and IAU to build trust in the process.</li> </ul>	Early Intervention System	268, 282	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Police Misconduct &amp; Supervisor Force Review</u>			
<ul style="list-style-type: none"> <li>MPD should offer training where supervisors of different levels engage in scenarios for coaching officers and supervisors.</li> </ul>	Supervisor Force Review	102, 208	H
<ul style="list-style-type: none"> <li>Training for officers on the policy of completing the appropriate use of force documentation (i.e. De-escalation Template Supplement, etc.)</li> </ul>	Supervisor Force Review	83, 84, 204	H
<ul style="list-style-type: none"> <li>Officers need training to better present themselves to the public and that is focused on customer service, which will help reduce complaints regarding lack of empathy.</li> </ul>	Police Misconduct	38, 294	H
<ul style="list-style-type: none"> <li>Officers should be trained on BWC awareness and how people (i.e. attorneys, jury and community) are reacting to videos in court and the community.</li> </ul>	Police Misconduct	174	H
<ul style="list-style-type: none"> <li>Police supervisors need to have a clear message to their officers and supervise officers more closely for misconduct.</li> </ul>	Police Misconduct	163, 228	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>Supervisors need additional training on supervisor force reviews, to include:                             <ul style="list-style-type: none"> <li>Proper detailed documentation.</li> <li>Ensuring all witness parties are identified.</li> <li>Ensuring all involved officers and supervisors are advised on their duty to report misconduct.</li> </ul> </li> </ul>	Supervisor Force Review	102	H
	Supervisor Force Review	102-103	H
	Supervisor Force Review	102-103	H
	Supervisor Force Review	102-103	H
<ul style="list-style-type: none"> <li>Training to update supervisors on use of force reviews and how to detail them appropriately.</li> </ul>	Supervisor Force Review	102-103	H
<ul style="list-style-type: none"> <li>MPD should have training that details how supervisors should do proper supervisor force reviews for continuity.</li> </ul>	Supervisor Force Review	102-103	H
<ul style="list-style-type: none"> <li>Training should provide information on who they should call if they have questions or concerns when conducting a supervisor force review.</li> </ul>	Supervisor Force Review	102-103	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Supervisor Training/New Supervisor Training.</u>			
<ul style="list-style-type: none"> <li>• Training Division should consider having assigned mentors for new supervisors.</li> </ul>	Supervisors Training	227	M
<ul style="list-style-type: none"> <li>• Current and new supervisors should be provided training in all aspects of the current report writing system (PIMS).</li> </ul>	Supervisors Training	227	H
<ul style="list-style-type: none"> <li>• Officers and supervisors should have additional training on pursuit policy and documentation.</li> </ul>	Supervisors Training	42-51, 227	H
<ul style="list-style-type: none"> <li>• Supervisors should have more training on coaching, ensuring that supervisors know how to coach officers and have difficult conversations.</li> </ul>	Supervisors Training	227, 234	H
<ul style="list-style-type: none"> <li>• Improve officers and supervisors understanding on the complaint process:                             <ul style="list-style-type: none"> <li>◦ Training that explains why the process exists.</li> <li>◦ Engage with officers so they have buy-in.</li> </ul> </li> </ul>	Supervisors Training	227, 234	L
	Supervisors Training	227, 234	L
	Supervisors Training	227, 234	L





# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>Police should have leadership training that focuses on communication and supervisory skills.</li> </ul>	Supervisors Training	185, 225-230	H
<ul style="list-style-type: none"> <li>MPD should offer annual training for training software to equip supervisors to be responsible for their officers completing the required training.</li> </ul>	Supervisors Training	225-230	M
<ul style="list-style-type: none"> <li>Annual pursuit supervisor training should provide updates on policies for supervisors.</li> </ul>	Supervisors Training	225-230	M
<ul style="list-style-type: none"> <li>Training to provide supervisors with tools of how to develop healthy supervisor relationship with their officers.                             <ul style="list-style-type: none"> <li>Interpersonal communication skills training.</li> </ul> </li> </ul>	Supervisors Training	225-230	H
	Supervisors Training	225-230	H
<ul style="list-style-type: none"> <li>Training to ensure supervisors are aware of responsibilities to monitor calls from dispatch.                             <ul style="list-style-type: none"> <li>Training to ensure supervisors correct nature codes for dispatched calls.</li> <li>Training for supervisors to provide additional resources that should be responding to dispatched calls.</li> </ul> </li> </ul>	Supervisors Training	225-230	H
	Supervisors Training	225-230	H
	Supervisors Training	225-230	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>• Provide leadership training to all-sworn annually.</li> </ul>	Supervisors Training	225-230	M
<ul style="list-style-type: none"> <li>• Supervisor training should be conducted more regularly to go over national trends and current supervisory expectations.</li> </ul>	Supervisors Training	225-230	M
<ul style="list-style-type: none"> <li>• Supervisor training should include complaint triage techniques.</li> </ul>	Supervisors Training	225-230	H
<ul style="list-style-type: none"> <li>• Supervisor training should include strategies for increasing employee engagement.</li> </ul>	Supervisors Training	225-230	H
<ul style="list-style-type: none"> <li>• Leadership training:                             <ul style="list-style-type: none"> <li>◦ Mentorship and empowerment training.</li> <li>◦ Tabletop exercises.</li> <li>◦ Disengagement exercises.</li> </ul> </li> </ul>	Supervisors Training	225-230	H
	Supervisors Training	225-230	H
	Supervisors Training	225-230	H
	Supervisors Training	225-230	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>Police should have leadership training that focuses on communication and supervisory skills.</li> </ul>	Supervisors Training	225-230	H
<ul style="list-style-type: none"> <li>MPD needs more tactical leadership training for supervisors.                             <ul style="list-style-type: none"> <li>Including table-top supervisor training.</li> <li>General supervisory and leadership training for supervisors.</li> </ul> </li> </ul>	Supervisors Training	225-230	H
	Supervisors Training	225-230	H
	Supervisors Training	225-230	H
<ul style="list-style-type: none"> <li>Identify and equip leaders in the police department.</li> </ul>	Supervisors Training	225-230	H
<ul style="list-style-type: none"> <li>Investigators should have training on drafting investigative summary supplements for submitting for charges.</li> </ul>	Supervisors Training	225-230	H
<ul style="list-style-type: none"> <li>Officers should have tighter standardizations on report writing.</li> </ul>	Supervisors Orientation	225-230	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Academy/Pre-Service Training.</u>			
<ul style="list-style-type: none"> <li>Academy should consider creating scenarios that reflect realistic stressful environments that officers will encounter in police work.</li> </ul>	Academy	200, 236	H
<ul style="list-style-type: none"> <li>There needs to be a Community Mentorship Program for new officers and current officers to build community trust.</li> </ul>	Academy	185	H
<ul style="list-style-type: none"> <li>Officer training should include better engagement strategies with the community.</li> </ul>	Academy	27, 185	H
<ul style="list-style-type: none"> <li>Training Division should conduct a scenario on criminal sexual conduct victim's interviewing to ensure Recruits are able to ask the uncomfortable questions necessary to identify elements of the crime for the reports.</li> </ul>	Academy	181, 232-233	H

# Training Needs Assessment Continued



TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Field Training Officer Program (FTO)</u>			
<ul style="list-style-type: none"> <li>MPD should consider insignia on the uniform identifying an FTO or trainers to be more easily recognizable as a resource and to build informal leaders.</li> </ul>	Field Training Officer	183, 216-224	M
<ul style="list-style-type: none"> <li>Training Division should re-implement an investigative component to the FTO phase for the OIT.</li> </ul>	Field Training Officer	183, 216-224	M
<ul style="list-style-type: none"> <li>Field Training (FTO) courses should include developing leadership skills.</li> </ul>	Field Training Officer	183, 216-224	H
<ul style="list-style-type: none"> <li>Ensure that FTO training incorporates training from In-Service to reinforce policy and training tactics.</li> </ul>	Field Training Officer	183, 216-224	H



# Training Needs Assessment Continued

TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<u>Police Tools &amp; Equipment</u>			
<ul style="list-style-type: none"> <li>Provide officers with door wedges to hold doors to reduce forced entry by assisting officers.</li> </ul>	TBD	373	M
<ul style="list-style-type: none"> <li>Door tie-offs to secure a door while you evacuate the rest of the apartment building.</li> </ul>	TBD	368, 373	M
<ul style="list-style-type: none"> <li>Replace the hobble device for a restraint device.</li> </ul>	TBD		M
<ul style="list-style-type: none"> <li>Public Address (PA) systems for the rear of the squad cars so officers can use squads as cover while they use the PAs.</li> </ul>	TBD		H
<ul style="list-style-type: none"> <li>Explore additional less-than-lethal options to equip officers in the police department.</li> </ul>	TBD		H
<ul style="list-style-type: none"> <li>New Virtual Reality Simulators (multiple, since MPD does not have adequate training facilities).</li> </ul>	TBD		H
<ul style="list-style-type: none"> <li>New devices to end pursuits early or before they start:                             <ul style="list-style-type: none"> <li>Ensure that it is a device conducive to Minneapolis' environment.</li> </ul> </li> </ul>	TBD		M
	TBD		M

# Training Needs Assessment Continued



TRAINING NEED	COURSE TITLE	SA Para. #	RANK
<ul style="list-style-type: none"> <li>MPD should purchase and utilize virtual reality training equipment.</li> </ul>	TBD		H
<ul style="list-style-type: none"> <li>MPD needs to purchase additional training simulator(s) and have them at the training facility.</li> </ul>	TBD		H
<ul style="list-style-type: none"> <li>MPD should pursue a virtual-reality (VR) simulator same or similar to the VR platform made by V-Armed which is used by LAPD and NYPD.(Griffith 2024)</li> </ul>	TBD		H
<ul style="list-style-type: none"> <li>MPD should include in training a segment on the use of unmanned aerial vehicle (UAV) in police operations.(PERF, 2023a)</li> </ul>	TBD		H
<u>Medical Refresher</u>			
<ul style="list-style-type: none"> <li>Training should ensure officers are not over-using Narcan, per supplier recommendations.</li> </ul>	Medical Response Refresher	235-236	M
<ul style="list-style-type: none"> <li>After training, the department should provide officers with a protective, less flimsy packaging for Narcan on patrol.</li> </ul>	Medical Response Refresher	235-236	M
<ul style="list-style-type: none"> <li>Police training should include how to approach drug addiction and mental health calls with more sensitivity. (PERF, 2023a)</li> </ul>	Medical Response Refresher	64, 235	H

\*TBD (To Be Determined): Denotes whether the concept will be adopted into the overall training philosophy and/or incorporated in some or all of the training.

# Training Needs Assessment Continued

---

## Section III.

### 2025 Training Needs Assessment “Focus Group Summaries”

#### Understanding the “Priority Ranking Matrix”

- I. MPD Quarterly Review Panel (QRP)  
Pg. 33
  - a. Paragraph 183a.
- II. Unity Community Mediation Team (UCMT) and Community Mentorship Program  
Pg. 35
  - a. Paragraph 183b.
- III. MPD Internal Affairs Unit and Force Review Unit  
Pg. 40
  - a. Paragraph 183b.
- IV. Office of Police Conduct Review (OPCR) and Community Commission on Police Oversight (CCPO)  
Pg. 43
  - a. Paragraph 183b.
- V. Minneapolis City Attorney’s Office (CAO) and Hennepin County Attorney’s Office (HCAO)  
Pg. 46
  - a. Paragraph 183c.
- VI. Reflections of local and national trends (PERF, NIJ)  
Pg. 49
  - a. Paragraph 183d.
- VII. MPD Instructors and Training Division staff  
Pg. 53
  - a. Paragraphs 183e.; 183f.
- VIII. MPD patrol Officer(s), Sergeant(s), Lieutenant(s), Inspector(s) in Precincts  
Pg. 57
  - a. Paragraph 183e.
- IX. MPD Investigators from various units  
Pg. 62
  - a. Paragraph 183e.
- X. MPD Command Staff  
Pg. 67
  - a. Paragraph 183e.



# Training Needs Assessment Continued

## Focus Group Discussion Points

### I. MPD Quarterly Review Panel (QRP) Focus Group

Commander Kris Brown

May 24, 2024

Purpose: The purpose of this focus group is to obtain feedback and recommendations for the In-Service program curriculum from members of the Quarterly Review Panel. The participants are tasked to identify general, specialized, and remedial training for officers and supervisors that will ensure that their input is evaluated and incorporated in the Annual Training Plan. A series of focus group discussions will be conducted to identify and prioritize the most essential learning objectives to strengthen the skills and effectiveness of the organization. The assessment also evaluates what performance is desired and the responsive training that will best achieve the Department's goals. The agenda for the Training Needs Assessment interviews is targeted strictly towards the development of curriculum for the Annual Training Plan.

Method: The Quarterly Review Panel Focus Group will concentrate upon the major topic areas and the common concerns that are shared by the members of the QRP that can be address through officer and supervisory trainings. The Training Division Commander will be responsible for facilitating the sessions and note taking. A summary of the interviews and the major themes identified will be one of the contributing components in developing the Training Needs Assessment.

Process: On 5/24/2024, I received feedback from QRP member Deputy Chief Travis Glampe on the listed discussion questions. A summary of the recommendations offered by the QRP follows.



# Training Needs Assessment Continued

---

## I. MPD Quarterly Review Panel (QRP) Focus Group

May 24, 2024

### Assessment Questions:

Q: In planning for the 2025 In-Service training, in which areas should the Training Division provide course work to improve Settlement Agreement compliance and department goals and performance objectives?

- All sworn should be provided training that specifically outlines the current and upcoming policy and training requirements of the MDHR Settlement Agreement.

Q: Specifically, to constitutional policing, what are some training priorities that officers and supervisors can be taught to better protect and serve the community justly?

- Supervisor training should be conducted more regularly to go over national trends and current supervisory expectations.
- Identify training methods on use of force that ensures that both officers and supervisors are aware of the policies and what is expected of them.

Q: How can police training better reflect the department's mission, vision, values, and goals and how can this help reduce police misconduct?

- Officers and supervisors should be utilizing the Critical Decision-Making Model in each situation.
- Supervisors training should include complaint triage techniques.
- Supervisors training should include strategies for increasing employee engagement.
- Officer training should include better engagement strategies with the community.
- Training should try to include current MPD BWC videos to demonstrate good police work and areas to improve.
- Training should emphasize the sanctity of human life, procedural justice, and the guardian mindset.

# Training Needs Assessment Continued

## II. Unity Community Mediation Team (UCMT) and Community Mentorship Focus Group

Commander Kris Brown

May 21st and May 23rd, 2024

Purpose: The purpose of this focus group is to obtain feedback and recommendations for the Pre-Service program curriculum and In-Service program curriculum from the Unity Community Mediation Team and members of the Community Mentorship Program. The participants are tasked to identify general, specialized, and remedial training for officers and supervisors that will ensure that their input is evaluated and incorporated in the Annual Training Plan. A series of focus groups will be conducted to identify and prioritize the most essential learning objectives to strengthen the skills and effectiveness of the organization. The assessment also evaluates what performance is desired and the responsive training that will best achieve the Department's goals. The agenda for the Training Needs Assessment interviews is targeted strictly towards the development of curriculum for the Annual Training Plan.

Method: The UCMT and Community Mentorship Program interviews will concentrate upon the major topic areas within the MPD's training programs for officers and supervisors, as well as identify training ideas that can improve police and community relationships. The Training Division Commander will be responsible for facilitating the sessions and note taking. A summary of the interviews and the major themes identified will be one of the contributing components in developing the Training Needs Assessment.



# Training Needs Assessment Continued

---

## II. Unity Community Mediation Team (UCMT) and Community Mentorship Focus Group Continued

Process: On 5/21/2024, an in-person meeting was conducted with the following UCMT members and ELEFA present to provide feedback:

- John Davenport – Plymouth Church
- John Humphrey – Plymouth Church
- Corey Vest – UCMT
- Sherrill Herron – UCMT
- Zachary Metoyer – UCMT
- Anthoni McMorris-Rice UCMT
- Aaron Reeves – UCMT
- Anita Urvina-Davis – UCMT
- MPD Assistant Chief Chris Gaiters
- MPD Deputy Chief Mark Montgomery
- MPD Commander Monica Hansen
- Ian D. Bethel – UCMT
- John Santorius – Plymouth Church
- MPD Commander Yolanda Wilks
- MPD Commander Abdirahman Ali
- Abdirizak Bihi – Cedar Riverside Opportunity Center
- Al Flowers – UCMT
- Kevin Carlisle – MPD Implementation Unit – Community Engagement
- Tim Peterson – Community member
- Effective Law Enforcement For All (ELEFA)

The focus group proceeded through the agenda, completing the interview process within 2 hours.

On 5/23/2024, the MPD and UCMT's program called the Community Mentorship Program conducted their first event where officers and community members met and shared their life experiences with one another. Members of the community were encouraged to share the importance of police and community relations, as well as provide important feedback to policing in Minneapolis. Notes for this event were collected and shared by Lisa Fink from Effective Law Enforcement For All. Commander Brown summarized the notes from the Community Mentorship event in this focus group summary. A summary of the recommendations offered by the panel follows.

# Training Needs Assessment Continued

---

## II. UCMT and Community Mentorship Focus Group Continued

May 21st at 1000hrs, 2024

### Assessment Questions:

Q: In planning for the 2025 Officer and Supervisor training curriculum, please identify potential training priorities that MPD should pursue.

- Develop an online platform that enables the broader community to identify training priorities for future MPD training.
- Since George Floyd, MPD should have humane ways to react to situations in all types of training:
  - Train that we are all individuals and deserve respect.
  - Train to equality of justice.
- Bring the community into the police trainings:
  - Have community participate in the scenarios so they can see why police make the decisions that they make.
  - Hire community actors to assist in training scenarios.

Q: How can MPD training improve officers' expression of empathy toward members of the community on routine and difficult police calls?

- Provide history lessons to the police officers so they can eliminate historical trauma that continues.
- \*MPD should host a Hope, Healing and Unity event open mic to share what they need in the community.
- Include Sanctity of Life into all police trainings.
- Teach humanity training:
  - Approach everyone humanely in every situation.
  - Train officers to see people not as a threat, but as human being.
  - Train officers how to have difficult conversations on homicide scenes with family and friends.
- Teach officers a few greetings and phrases in foreign languages to show respect to the community members.

# Training Needs Assessment Continued

## II. UCMT and Community Mentorship Focus Group Continued

Assessment Questions Continued:

May 21st at 1000hrs, 2024

Q: How can the MPD Training Division help to improve our department's customer service and professionalism to the community?

- Officers should have scenario-based training to show officers different techniques to enable them to handle difficult situations that provide positive outcomes and increase customer service.
- Officers should be taught that having a positive attitude and a respectful tone can help create positive community interactions.
- \*Officers should be provided opportunities for positive community engagement:
  - Play basketball with kids at the park, Police Athletic League (PAL).
- Ensure officers hand out "blue cards" and community resource cards to community members after police contacts.

\* Item will be referred to the appropriate Division or Administration for consideration.



# Training Needs Assessment Continued

---

## II. UCMT and Community Mentorship Focus Group Continued

Community Mentorship Event Notes:

May 23rd at 1800hrs, 2024

- Officers should treat community with respect and humanity.
- Officers should be provided with training to build trust with community, specifically with the youth.
- Create opportunities for officers to engage with the community, both for officers to understand the culture better and for the community to understand the police officers as well.
- Police training should emphasize customer service techniques.
- \*Police misconduct should be investigated, and the community should have follow-up from supervisors or investigators on dispositions.
- \*Police dispatch should gather more information so that officers are better informed when they arrive on the scenes.
- Police supervisors need to have a clear message to their officers and supervise officers more closely for misconduct.
- Police officers need more wellness training that focuses on mental health.
- Police training should include how to approach drug addiction and mental health calls with more sensitivity.
- \*Police and community should have retreats and events together to increase joint awareness of their roles.
- Police should have leadership training that focuses on communication and supervisory skills.
- Officers should have training on active listening skills.

# Training Needs Assessment Continued

## III. MPD Internal Affairs and Force Review Unit Focus Group

Commander Kris Brown

May 15th, 2024

Purpose: The purpose of this focus group is to obtain feedback and recommendations for the In-Service program curriculum from the Internal Affairs Unit (IAU) and the Force Review Unit (FRU). The participants are tasked to identify general, specialized, and remedial training for officers and supervisors that will ensure that their input is evaluated and incorporated in the Annual Training Plan. A series of focus groups will be conducted to identify and prioritize the most essential learning objectives to strengthen the skills and effectiveness of the organization. The assessment also evaluates what performance is desired and the responsive training that will best achieve the Department's goals. The agenda for the Training Needs Assessment interviews is targeted strictly towards the development of curriculum for the Annual Training Plan.

Method: The IAU and FRU Focus Group will concentrate upon the most common complaints for misconduct and/or detailed reporting that can be addressed through improving curriculum to address these gaps in training. The Training Division Commander will be responsible for facilitating the sessions and note taking. A summary of the interviews and the major themes identified will be one of the contributing components in developing the Training Needs Assessment.

Process: On 5/15/2024, a TEAMS meeting was conducted with Commander Abdirahman Ali, Lt. Kurtis Schoonover, Sgt. Heather Aschoff and Sgt. Tom Schmid. The focus group proceeded through the agenda, completing the interview process within 1 hour. A summary of the recommendations offered by the panel follows.





# Training Needs Assessment Continued

## III. MPD Internal Affairs and Force Review Unit Focus Group Continued

Assessment Questions:

May 15th at 1300hrs, 2024

Q: In the review of use of force incidents, please identify the most important areas that should be emphasized in the 2025 In-Service training for officers and supervisors.

- Improved training on Use of Force Reporting:
  - Training should provide the need to explain in detail what led up to the use or force, not just what force was used.
  - Train officers to better understand the supervisor's role in reviewing Use of Force.
- Improve officers and supervisors understanding on the complaint process:
  - Training that explains why the process exists.
  - Engage with officers so they have buy-in.

Q: Please identify any predominant trends in misconduct incidents and how these should be addressed in the 2025 In-Service training programs.

- Officers should be trained on BWC awareness and how people (i.e. attorneys, jury and community) are reacting to videos in court and the community.
- Officers should be trained to effectively interact with youth and to be sensitive to their development and understanding.
- Officers and supervisors should have additional training on pursuit policy and documentation.
- Supervisors should have more training on coaching, ensuring that supervisors know how to coach officers and have difficult conversations.

Q: Where have you found training gaps in incidents where officers have been investigated for misconduct?

- MPD should offer training where supervisors of different levels engage in scenarios for coaching officers and supervisors.
- Training for officers on the policy of completing the appropriate use of force documentation (i.e. De-escalation Template Supplement, etc.)
- Officers need training to better present themselves to the public and that is focused on customer service, which will help reduce complaints regarding lack of empathy.

Q: What training priorities would be imperative to include in the 2025 In-Service to destigmatize the culture surrounding peer interventions? Ex. ABLE and future Police Misconduct Training.

- MPD officers should have scenario-based training or observe exercises of appropriate peer interventions.

# Training Needs Assessment Continued

## IV. Office of Police Conduct and Review (OPCR) and Community Commission on Police Oversight (CCPO) Focus Group

Commander Kris Brown

May 21st, 2024

Purpose: The purpose of this focus group is to obtain feedback and recommendations for Pre-Service and In-Service program curriculum from the Office of Police Conduct and Review (OPCR) and Community Commission on Police Oversight (CCPO). The participants are tasked to identify general, specialized, and remedial training for officers and supervisors that will ensure that their input is evaluated and incorporated in the Annual Training Plan. A series of focus groups will be conducted to identify and prioritize the most essential learning objectives to strengthen the skills and effectiveness of the organization. The assessment also evaluates what performance is desired and the responsive training that will best achieve the department's goals. The agenda for the Training Needs Assessment interviews is targeted strictly towards the development of curriculum for the Annual Training Plan.

Method: The OPCR and CCPO Focus Group will concentrate upon the most common complaints for misconduct and/or detailed reporting that can be addressed through improving curriculum to address these gaps in training. The Training Division Commander will be responsible for facilitating the sessions and note taking. A summary of the interviews and the major themes identified will be one of the contributing components in developing the Training Needs Assessment.

Process: On 5/21/2024, a TEAMS meeting was conducted with OPCR members: Chris Band and Alayna Starr; and CCPO members: Mary Dedeaux-Swinton and LaTonya Reeves. The focus group proceeded through the agenda, completing the interview process within 1 hour. A summary of the recommendations offered by the panel follows.



# Training Needs Assessment Continued

---

## IV. Office of Police Conduct and Review (OPCR) and Community Commission on Police Oversight (CCPO) Focus Group Continued

### Assessment Questions:

May 21st at 1600hrs, 2024

Q: Please identify any predominant trends in misconduct incidents and how these should be addressed in the 2025 In-Service training programs.

- Training geared toward avoiding disrespectful communication by officers.
  - Professional customer service.
- Training for officers on de-escalating aggressive and irritated community members.
- Training to update supervisors on use of force reviews and how to detail them appropriately.
- Officers should have report writing training to teach them how to articulate reasonable suspicion and probable cause in their statements.
- Officers should receive professional conduct training that addresses rudeness.
- Officers should have sensitivity training to increase empathy.

Q: Critical Decision-Making Model.

- Officers need more training on identifying all available options for a situation.
- Officers should have training on disengaging a situation as a method of de-escalation.
- Officers should have training that includes talking about their decision-making through their reports.

Q: Where have you found training gaps in incidents where officers have been investigated for misconduct? Can you identify any training gaps in incidents where supervisors have been investigated for misconduct?

- Supervisors need additional training on supervisor force reviews, to include:
  - Proper detailed documentation.
  - Ensuring all witness parties are identified.
  - Ensuring all involved officers and supervisors are advised on their duty to report misconduct.
- There needs to be a Community Mentorship Program for new officers and current officers to build community trust.
- \*Bring back citizen academies to train the community on the job that the police do in the community.
- There needs to be documentation on whether officers are receiving training or feedback on Chief's Announcements.
- County Attorneys and City Attorneys need to be advising on training needs to improve constitutional policing.

# Training Needs Assessment Continued

---

## V. Minneapolis City Attorney's Office (CAO) and Hennepin County Attorney's Office (HCAO) Focus Group

Commander Kris Brown

May 22nd, 2024

Purpose: The purpose of this focus group is to obtain feedback and recommendations for Pre-Service and In-Service program curriculum from the Minneapolis City Attorney's Office (CAO) and the Hennepin County Attorney's Office (HCAO). The participants are tasked to identify general, specialized, and remedial training for officers and supervisors that will ensure that their input is evaluated and incorporated in the Annual Training Plan. A series of focus groups will be conducted to identify and prioritize the most essential learning objectives to strengthen the skills and effectiveness of the organization. The assessment also evaluates what performance is desired and the responsive training that will best achieve the department's goals. The agenda for the Training Needs Assessment interviews is targeted strictly towards the development of curriculum for the Annual Training Plan.

Method: The CAO and HCAO Focus Group will concentrate on identifying training gaps that will assist officers and supervisors with increasing prosecutable arrests, improving constitutional policing and developing community trust. The Training Division Commander will be responsible for facilitating the sessions and note taking. A summary of the interviews and the major themes identified will be one of the contributing components in developing the Training Needs Assessment.

Process: On 5/22/2024, a TEAMS meeting was conducted with CAO attorneys: Paula Barrette and Heather Robertson; and HCAO attorney: Michael Radmer. The focus group proceeded through the agenda, completing the interview process within 1 hour. A summary of the recommendations offered by the panel follows.



# Training Needs Assessment Continued

---

## V. Minneapolis City Attorney's Office (CAO) and Hennepin County Attorney's Office (HCAO) Focus Group Continued

### Assessment Questions:

May 22nd at 1500hrs, 2024

Q: Please identify training priorities from officers failing to differentiate reasonable suspicion and probable cause in PC statements or reports.

- Officers need additional training on articulating the elements of the crime in police reports.
- Officers need training on transitioning from consensual encounter to reasonable suspicion:
  - Identifying and articulating when and why someone becomes suspicious.
  - Officers must be able to define and differentiate reasonable suspicion and probable cause.

Q: What are some common mistakes by MPD officers that lead to cases being dismissed or difficult to prosecute that could be resolved via additional police training?

- Officers should be trained on BWC awareness to include:
  - Poor demeanor makes it difficult to prosecute.
    - Inappropriate language, professionalism, or threats.
- Officers should be trained on BWC awareness and its effect on civil litigation.
  - Professionalism and customer service.

Q: Please identify training priorities for police officers or investigators regarding court room preparation and testimony.

- Officers should have court room preparation for testimony training.
  - Includes what to bring to court and be aware of.
  - Scenario-based court room testimony training.
- Officers should have tighter standardizations on report writing.
- Investigators should have training on drafting investigative summary supplements for submitting for charges.

# Training Needs Assessment Continued

---

## V. Minneapolis City Attorney's Office (CAO) and Hennepin County Attorney's Office (HCAO) Focus Group Continued

### Assessment Questions:

May 22nd at 1500hrs, 2024

### Q: Are there any training priorities to consider regarding prosecution of cases involving the use or lack of use of body worn cameras (BWCs)?

- Training regarding report writing:
  - Officers should not have reports that read "see my BWC" for evidence; it should be detailed in the supplement.
- Training regarding protestor defenses in civil cases:
  - Officers should provide more detail in reports for city to defend in civil cases.
  - Officers should verbally identify what they are seeing or doing in reports.
    - Officers should verbalize what they are seeing or thinking into BWC evidence.

### Q: What current legal trends are important to include in MPD training in 2025?

- Officers should have an annual cannabis update training:
  - Identifying legitimate sales in the city.
  - Identifying transportation of cannabis.
  - Officers should have annual domestic assault training.

### Q: Community Trust:

- MPD should establish a Professional Advisory Committee (P.A.C.):
  - Show them training that we intend to conduct in MPD and request feedback.
  - Implement the group's feedback to increase the quality of training.
  - Use the group to demonstrate the changing culture of training in the MPD.
- Conduct training to encourage and train courteous and professional policing.

# Training Needs Assessment Continued

---

## VI. MPD National Trends Focus Group

Commander Kris Brown

July 28th, 2024

Purpose: The purpose of this focus group is to research current national trends regarding police training benchmarks, procedures and methods that can provide valuable recommendations for Pre-Service and In-Service program curriculum. A series of focus groups will be conducted to identify and prioritize the most essential learning objectives to strengthen the skills and effectiveness of the organization. The assessment also evaluates what performance is desired and the responsive training that will best achieve the department's goals. The agenda for the Training Needs Assessment interviews is targeted strictly towards the development of curriculum for the Annual Training Plan.

Method: Training staff members were tasked to identify national trends in police training to incorporate into the Annual Training Plan. Data was collected from sources that include, but not limited to, the National Institute of Justice (NIJ), the Police Executive Research Forum (PERF), the International Association of Directors of Law Enforcement Standards and Training (IADLEST), and training curriculum from other large city police agencies (such as LAPD and NYPD). The Training Division Commander will receive and document the training recommendations from this research. A summary of the data research and the major themes identified will be one of the contributing components in developing the Training Needs Assessment.

Process: Commander Kris Brown, Lt. Troy Carlson, Sgt. Josh Rick, and Sgt. Mark Hanneman were tasked with researching national trends in police training. On 7/28/2024, the research data was compiled, summarized, and used to complete this report.



# Training Needs Assessment Continued

## VI. MPD National Trends Focus Group

July 28th, 2024

### Assessment:

- MPD should conduct a Tactical Leadership Course:
  - Organizing, deploying, and leading resources in high-risk environments.
    - Interior (apartments/single family homes/commercial/large structures).
    - Exterior/Vehicle based environments.(Calibre Press, 2024)
- MPD needs a new training facility that officers can enable immersive reality-based training(Griffith, 2024)
- MPD should refocus training on presenting content that is evidence-based and peer-reviewed to shelter the department from scrutiny and to show officers why we train.(Tich, 2023)
- MPD should offer an Exterior Tactics course that focuses on vehicle/dismounted rescue, open area searching, movement, deconfliction, coordination, and deployment of resources.(Hansson & Borglund, 2024)
- MPD training curriculum should incorporate feedback from training attendees for annual revisions.(Zhu & Carless, 2018)
- \*MPD should have training that places emphasis on community contacts and partnerships and their impact on reducing gun violence and juvenile crimes.(Flink, 2024)
- Training should emphasize officer wellness and contemplate a holistic approach to meeting officers' needs in the classroom and the field.(Hofer, 2024)
- MPD training should focus on the whole person system of learning that is being adopted by many law enforcement agencies. Agencies are recognizing that training in silos toward specific topic proficiencies is an antiquated model of training.(Flink, 2024)
- MPD should use evidenced-based de-escalation tactics such as Integrating, Communications, Assessment, and Tactics (ICAT) Training that was developed by Police Executive Research Forum (PERF).(PERF, 2023)
- Training should include appropriate call arrival procedures that incorporate safe levels of awareness.(Hofstein, 2024)
- MPD should have training on report writing that instructs officers on the issues involved with incorporating opinions and bias into reports that can have an adverse effect on the prosecutor's ability to charge a case.(NIJ, 2024)
- MPD should include training that enforces detailed report writing skills.(PERF, 2023b)
- MPD should pursue a virtual-reality (VR) simulator same or similar to the VR platform made by V-Armed which is used by LAPD and NYPD.(Griffith, 2024)
- MPD should include in training a segment on the use of unmanned aerial vehicle (UAV) in police operations.(PERF, 2020)
- Police training should include how to approach drug addiction and mental health calls with more sensitivity.(PERF, 2023a)



# Training Needs Assessment Continued

## VI. MPD National Trends Focus Group Continued

July 28th, 2024

### National Trends References:

Calibre Press, 2024. Tactical Leadership Training Course, <https://secure.calibrepress.com/event-category/tactical-leadership/>

Flink, W., 2024. "Another Way to View Basic Law Enforcement Training", Standards & Training Director Magazine, June-2024, 43-47.

Griffith, D., 2024. The Value of VR Training. Police. March 2024, 18-23.

Hansson, J. & Borglund, E.A.M., 2024. Situation Awareness in Tactical Police Interventions. Journal of Police and Criminal Psychology, 39, 527-538, April 18, 2024. <https://doi.org/10.1007/s11896-024-09677-8>

Hofer, M., 2024. "Integrating and Expanding Wellness Services: The North Carolina Responder Assistance Initiative", Police Chief Online, May 22, 2024.

Hofstein, E., 2024. "Hybrid Officers for Holistic Public Safety: A Way Forward for Policing", Police Chief Online, August 14, 2024.

PERF, 2020. Roadmap to Implementing an Effective Unmanned Aircraft System (UAS) Program, PERF, <https://www.policeforum.org/assets/UASRoadmap.pdf>

PERF, 2023. Implementing the ICAT Training Program at Your Agency. PERF, <https://www.policeforum.org/assets/ICATImplementation.pdf>

PERF, 2023a. Rethinking the Police Response to Mental Health-Related Calls. PERF, <https://www.policeforum.org/assets/MBHResponse.pdf>

PERF, 2023b. What We Do When Officers' Initial Reports Don't Align With Video Footage?. PERF. March 2023, [https://www.policeforum.org/index.php?option=com\\_content&view=article&id=1204:trending4mar23&catid=20:site-content](https://www.policeforum.org/index.php?option=com_content&view=article&id=1204:trending4mar23&catid=20:site-content)

NIJ, 2024. Attitudes of Reporting Officers Extracted From Incident Reports Can Affect Rape Case Outcomes. NIJ. March 2024. <https://nij.ojp.gov/topics/articles/attitudes-reporting-officers-extracted-incident-reports-can-affect-rape-case>

Tich, B., 2023. What Works in De-Escalation Training. National Institute of Justice (NIJ). <https://nij.ojp.gov/topics/articles/what-works-de-escalation-training>

Zhu, Q. & Carless, D., 2018. Dialogue within Peer Feedback Processes: Clarification and Negotiation of Meaning. Higher Education Research & Development, 37(4), 883-897. <https://doi.org/10.1080/07294360.2018.1446417>

# Training Needs Assessment Continued

## VII. MPD Training Division Focus Group

Commander Kris Brown

May 15th, 2024

Purpose: The purpose of this focus group is to obtain feedback and recommendations for Pre-Service and In-Service program curriculum from sworn staff in the Training Division. The make-up of the Training Division Focus Group is 1- Pre-Service Training Lieutenant, 1- In-Service Training Lieutenant, 1- FTO Coordinator Sergeant, 1- Pre-Service Training Sergeant, 2- In-Service Training Sergeant and 1- Health and Wellness Sergeant. The participants are tasked to identify general, specialized, and remedial training for officers and supervisors that will ensure that their input is evaluated and incorporated in the Annual Training Plan. A series of focus groups will be conducted to identify and prioritize the most essential learning objectives to strengthen the skills and effectiveness of the organization. The assessment also evaluates what performance is desired and the responsive training that will best achieve the department's goals. The agenda for the Training Needs Assessment interviews is targeted strictly towards the development of curriculum for the Annual Training Plan.

Method: The Training Division Focus Group will concentrate upon the major topic areas within Pre-Service training and the Annual In-Service training programs for officers and supervisors, as well as identifying current training challenges and equipment needs. The Training Division Commander will be responsible for facilitating the sessions and note taking. A summary of the interviews and the major themes identified will be one of the contributing components in developing the Training Needs Assessment.

Process: On 5/15/2024, an in-person meeting was conducted with Lt. Molly Fischer, Lt. Troy Carlson, Sgt. Hanneman, Sgt. Vanessa Anderson, Sgt. Josh Rick, Sgt. Rich Brown, and Sgt. Todd Sauvageau. Each half of the focus group proceeded through the agenda, completing the interview process within 1 hour. A summary of the recommendations offered by the panel follows.



# Training Needs Assessment Continued

---

## VII. MPD Training Division Focus Group Continued

### Assessment Questions:

May 15th at 1100hrs, 2024

Q: In planning for the 2025 In-Service training curriculum, identify training priorities for the following training curriculum. Handout of 2025 training courses provided.

- Training should expand the use of scenarios using the ICAT training.
  - Using ICAT as the guide to work through more complicated scenes.
  - Applying policy and state law to dictate our action.
- Training should incorporate current trends in police calls into training.
  - Ensure that report writing is part of all training.
- Make sure that the training courses are allowing adequate time to train to ensure retention.
  - Avoid check-the-box training.
- Ensure that FTO training incorporates training from In-Service to reinforce policy and training tactics.
- MPD should continue to use an outside vendor for CIT classes.
- Policy development must be incorporated in training development.
- \*Civilian instructors that can help teach training that does not require a sworn instructor to allow sworn staff to focus on SME curriculum development.

Q: How can the training division incorporate curriculum into our trainings that promotes community trust?

- Policies must reflect community involvement and therefore training will reflect community input to build trust, as well as:
  - Training that creates better outcomes on calls that use less force.
  - Training how to be empathetic to the community officers serve.
- Training concepts should not be siloed.
  - The expectations through our CDM applies to all calls and can be viewed as respectful to the community.
  - Training that emphasizes that everything we do makes a difference in the community.
- Training should include vetted high-level community leaders and they should be able to observe our training.
  - Community leaders can pass on the information and observations to build community trust.

# Training Needs Assessment Continued

---

## VII. MPD Training Division Focus Group Continued

### Assessment Questions:

May 15th at 1100hrs, 2024

Q: What tools or equipment should MPD purchase to improve de-escalation situations for police in the community?

- Provide officers with door wedges to hold doors to reduce forced entry by assisting officers.
- Door tie-offs to secure a door while you evacuate the rest of the apartment building.
- Replace the hobble device for a restraint device.
- Public Address (PA) systems for the rear of the squad cars so officers can use squads as cover while they use the PAs.

Q: What are some training gaps that MPD currently has and how should they be addressed, either in new or existing courses?

- MPD needs more tactical leadership training for supervisors.
  - Including table-top supervisor training.
  - General supervisory and leadership training for supervisors.
- Broadening the understanding of policy and law when it comes to de-escalation.
  - Detail what law and policy require:
    - Cheat sheets with the information for officers to carry on patrol.
    - Inform and educate what is required for de-escalation for officers.
- Training should include all components of a call, including report writing on scenarios.

Q: What do you foresee as the largest obstacles in training in 2025?

- \*Trust and support for the Training Division:
  - Obstacles sometimes cannot be moved and so our priorities must remain adjustable.
  - When Training Division concerns are not heard, the whole department suffers from a lack of training and information.
- \*Identify and equip more officers to be instructors or part-time instructors.
- \*Assurance that training priorities place valuable consideration to patrol staffing levels.

# Training Needs Assessment Continued

## VII. MPD Patrol Focus Group

Commander Kris Brown

May 13th and May 23rd, 2024

Purpose: The purpose of this focus group is to obtain feedback and recommendations for the In-Service program curriculum from sworn staff on patrol. The make-up of the Patrol Focus Group is 1-Patrol Lieutenant, 1-Patrol FTO Sergeant, 1-newer Patrol Officer and 2-FTO Officers. The participants are tasked to identify general, specialized, and remedial training for officers and supervisors that will ensure that their input is evaluated and incorporated in the Annual Training Plan. A series of focus groups will be conducted to identify and prioritize the most essential learning objectives to strengthen the skills and effectiveness of the organization. The assessment also evaluates what performance is desired and the responsive training that will best achieve the Department's goals. The agenda for the Training Needs Assessment interviews is targeted strictly towards the development of curriculum for the Annual Training Plan.

Method: The Patrol Focus Group will concentrate upon the major topic areas within the departmental Annual In-Service training programs for officers and supervisors and the new supervisor training program. The Training Division Commander will be responsible for facilitating the sessions and note taking. A summary of the interviews and the major themes identified will be one of the contributing components in developing the Training Needs Assessment.

Process: On 5/13/2024 at 1400 hours, an in-person meeting was conducted with Lieutenant Richard Hand and Sergeant Daniel Misgen. On 5/22/2024 at 0900 hours, an in-person meeting was conducted with Officer Brian Graupner, Officer Jason Wittrock and Officer Ismail Omar. Each half of the focus group proceeded through the agenda, completing the interview process within 1 hour. A summary of the recommendations offered by the panel follows.



# Training Needs Assessment Continued

---

## VII. MPD Patrol Focus Group Continued

May 13th at 1400hrs, 2024

May 23rd at 0900hrs, 2024

### Assessment Questions:

Q: In planning for the 2025 In-Service training curriculum, identify training priorities for the following training curriculum.

#### Stop, Search, Citation and Arrest Training

- Training for Stop, Search, Citation and Arrest should be taught by lawyers to demonstrate the legal definitions and justifications.
- Training should have the Gun Investigations Unit (GIU) officers as SMEs explain how they articulate reasonable suspicion.
- Officers should be trained on vehicle search and seizures.
  - Details on legal justifications for stops and searches.
  - Legal definitions for reasonable suspicion and probable cause.
- Officers should have training identifying concerns about officers using the phrase, “searched for officer safety”:
  - Training for officers on how to document reasonable suspicion to justify searches.
  - Training on local and national trends regarding stop, search, and arrests regarding evidence collection.
  - Current local and national trends on elements for reasonable suspicion.
- Training on using BWC for evidence collection.
  - Explain what you are thinking, verbalize it so that the attorneys know what you were thinking, thereby ensuring that you did not just make it up afterwards.
- Training on what kind of search to execute based on either reasonable suspicion or probable cause.

#### Non-Discriminatory Policing Training

- Training should teach procedural justice methods to ensure proper constitutional policing.
- All non-bias training should be evidence-based and use best practices.

#### Early Intervention System Training (E.I.S.)

- Training should emphasize the importance of making smaller changes to behavior before it gets worse.
- Training should emphasize that small issues do not all need to go through Internal Affairs.
- Officers need to know that they can trust coming to their supervisor for assistance without it going to IAU.

# Training Needs Assessment Continued

---

## VII. MPD Patrol Focus Group Continued

### Assessment Questions:

May 13th at 1400hrs, 2024

May 23rd at 0900hrs, 2024

### Use Of Force Training

- Provide patrol online instead of classroom lecture-style training.
- Training should include mock report writing after the scenarios, so officers know that they are doing it right.
- Train officers and supervisors on the entire process of the use of force review, including detailed report writing.

### Supervisor Training

- MPD should offer annual training for training software to equip supervisors to be responsible for their officers completing the required training.
- MPD should have training that details how supervisors should do proper supervisor force reviews for continuity.
- Training should provide information on who they should call if they have questions or concerns when conducting a supervisor force review.
- Annual pursuit supervisor training should provide updates on policies for supervisors.
- Training to provide supervisors with tools of how to develop healthy supervisor relationship with their officers.
  - Interpersonal communication skills training.
- Training to ensure supervisors are aware of responsibilities to monitor calls from dispatch.
  - Training to ensure supervisors correct nature codes for dispatched calls.
  - Training for supervisors to provide additional resources that should be responding to dispatched calls.

### Integrating Communications Assessment Tactics Training (ICAT)

- Training should consist of updated scenarios to keep content fresh.
- MPD should purchase and utilize virtual reality training equipment.
- Training should include tactical disengagement options.

### Crisis Intervention Training (CIT)

- Identify in training the community resources for people in crisis.
- Provide training on working in cooperation with the Behavioral Crisis Response Team (BCR).

# Training Needs Assessment Continued

## VII. MPD Patrol Focus Group Continued

May 13th at 1400hrs, 2024

May 23rd at 0900hrs, 2024

### Assessment Questions:

### Wellness Training

- Training or Wellness team should emphasize coping skills for stress on the job or after difficult dispatched calls.
- Training on resources you can use if you need help.
  - Someone to talk to.
  - Annual refresher to remind people of resources.
  - Training with ELI Mental Health or current vendor to talk about process.

### Academy/Pre-Service Training

- Academy should consider training scenarios that induce realistic situations and environments to assist Recruits with coping in stressful conditions.

### Public Trust

- Provide training that encompasses customer service training or “excellence in police service” to help officers see the value in positive community relations.
- Training that involves vetted community members sitting in during training and getting the word out to the community about the police department’s commitment to earning the public’s trust.
- Training for the entire police department on the MDHR Settlement Agreement.





# Training Needs Assessment Continued

## IX. MPD Investigator Focus Group

Commander Kris Brown

May 8th, 2024

Purpose: The purpose of this focus group is to obtain feedback and recommendations for the In-Service program curriculum from Investigators in the Violent Crimes Investigative Division and the Special Crimes Investigative Division. The participants are tasked to identify general, specialized, and remedial training for officers and supervisors that will ensure that their input is evaluated and incorporated in the Annual Training Plan. A series of focus groups will be conducted to identify and prioritize the most essential learning objectives to strengthen the skills and effectiveness of the organization. The assessment also evaluates what performance is desired and the responsive training that will best achieve the department's goals. The agenda for the Training Needs Assessment interviews is targeted strictly towards the development of curriculum for the Annual Training Plan.

Method: The MPD Investigator interviews will concentrate upon the major topic areas within the Departmental Annual In-Service training programs for officers and supervisors as well as the new supervisor training program. The Training Division Commander will be responsible for facilitating the sessions and note taking. A summary of the interviews and the major themes identified will be one of the contributing components in developing the Training Needs Assessment.

Process: On 5/8/2024, a TEAMS meeting was conducted with Lt. Kelly O'Rourke, Sgt. Bryce Robinson, Sgt. Deitan Dubuc, Sgt. Abubakar Muridi and Sgt. Ashley Leehane. The focus group proceeded through the agenda, completing the interview process within 1 hour. A summary of the recommendations offered by the panel follows.



# Training Needs Assessment Continued

## IX. MPD Investigator Focus Group Continued

Assessment Questions:

May 8th, 2024

Q: In planning for the 2025 In-Service training curriculum, identify training priorities for the following training curriculum.

### Stop, Search, Citation and Arrest

- Training should include videos along with lecture to adapt to different learning styles.
- Training should go over any concerns regarding “grey areas” in the law to make sure that officers are confident they are going in the right direction with developing probable cause for arrest and to avoid the grey areas.
- Training should include educating officers on probable cause elements between burglary and trespass arrests. For example, suspect must have committed a crime after forced entry to be arrested for burglary.
- Training should include educating officers on elements of probable cause for auto theft arrests, such as whether the column was peeled or if the suspect had the keys in their possession.
- Legal update trainings can be conducted online and in-person training should be scenario-based to help officers understand how to apply the laws.
- Training should apply scenarios to get from reasonable suspicion to probable cause for arrests.
- Training should include the need to document all elements of the vehicle stop in the police report.
- Training should emphasize the need to document how property was recovered and by who.
- Training should emphasize the need to document what the officers see and why he/she finds it suspicious and not solely “based on the officer’s training and experience”.
- \*MPD should elicit investigators’ feedback to provide officers with a pocket handbook, phone app., or Smartsheet on MPD’s homepage to aid officers while on patrol.
- SMEs from Gun Investigations Unit (GIU) and React Teams should provide training on how to lawfully build reasonable suspicion on pro-active police stops.
- \*MPD should use templates for on-scene interviews and information gathering for reports.
- Training should incorporate BWC capabilities and limitations for gathering evidence.

### Obstruction of the Legal Process and Disorderly Conduct

- Provide training for officers on current legal updates and elements for making obstructing legal process and disorderly conduct arrests.

# Training Needs Assessment Continued

---

## IX. MPD Investigator Focus Group Continued

Assessment Questions:

May 8th, 2024

### Use of Force

- Training should incorporate the most up-to-date Taser available.
- Training should continue to emphasize the need to slow a call down to ensure that officers have all available resources and determine the best course of action.
- Training should ensure that officers have a full understanding of the current use of force policy.

### Non-Discriminatory Policing

- Training should ensure officers recognize if, "I made a mistake, to change course and explain it to the subject of the encounter, then document the incident properly".
- Training should ensure officers always remain professional during all encounters with the public.
- Training should ensure officers maintain professionalism to ensure there is no blame on the officer for the conduct of the subject in custody.
- Training should ensure officers are aware that even though officers may not be near public, their BWC is still on, and what they say still needs to remain professional.
- Training should include educating officers on probable cause elements between burglary and trespass arrests. For example, suspect must have committed a crime after the forced entry to be arrested for burglary.
- Training should include educating officers on elements of probable cause for auto theft arrests, such as whether the column was peeled or if the suspect had the keys in their possession.

### Supervisor Training/New Supervisor Training

- \*Training Division should consider cross-training new supervisors in investigations and street during their 1-year probation time.
- Training Division should consider having assigned mentors for new supervisors.
- Current and new supervisors should be provided training in all aspects of the current report writing system (PIMS).

# Training Needs Assessment Continued

## IX. MPD Investigator Focus Group Continued

Assessment Questions:

May 8th, 2024

### Field Training Officer Program (FTO)

- \*Officers in Training (OIT) would benefit from working only in the busier precincts of the city to gain more experiences during FTO.
- \*Training Division should consider a North and South FTO Car that is available to respond to more calls throughout the city.
- MPD should consider insignia on the uniform identifying an FTO or trainers to be more easily recognizable as a resource and to build informal leaders.
- Training Division should re-implement an investigative component to the FTO phase for the OIT.
- \*Training Division should conduct a scenario on criminal sexual conduct victim's interviewing to ensure recruits are able to ask the uncomfortable questions necessary to identify elements of the crime for the reports.

### Medical Refresher

- \*Current Narcan is a large improvement from the syringe version.
- Training should ensure officers are not over-using Narcan, per supplier recommendations.
- After training, the department should provide officers with a protective, less flimsy packaging for Narcan on patrol.



# Training Needs Assessment Continued

## X. MPD Command Staff Focus Group

Commander Kris Brown

May 15th, 2024

Purpose: The purpose of this focus group is to obtain feedback and recommendations for Pre-Service and In-Service program curriculum from MPD Command Staff. The make-up of the Command Staff Focus Group includes 1-Assistant Chief, 2-Deputy Chiefs, 1-Precinct Inspector and 1-Division Commander. The participants are tasked to identify general, specialized, and remedial training for officers and supervisors that will ensure that their input is evaluated and incorporated in the Annual Training Plan. A series of focus groups will be conducted to identify and prioritize the most essential learning objectives to strengthen the skills and effectiveness of the organization. The assessment also evaluates what performance is desired and the responsive training that will best achieve the Department's goals. The agenda for the Training Needs Assessment interviews is targeted strictly towards the development of curriculum for the Annual Training Plan.

Method: The Command Staff Focus Group will concentrate upon the major topic areas within the police training programs for officers and supervisors, training to achieve Settlement Agreement compliance, cultivating community trust, and identifying current training challenges and equipment needs. The Training Division Commander will be responsible for facilitating the sessions and note taking. A summary of the interviews and the major themes identified will be one of the contributing components in developing the Training Needs Assessment.

Process: On 5/15/2024, a TEAMS meeting was conducted with Assistant Chief Katie Blackwell, Deputy Chief John Kingsbury, Deputy Chief Mark Montgomery, Inspector Jose Gomez and Commander Tom Campbell. The focus group proceeded through the agenda, completing the interview process within 1 hour. A summary of the recommendations offered by the panel follows.



# Training Needs Assessment Continued

---

## X. MPD Command Staff Focus Group Continued

Assessment Questions:

May 15th, 2024

Q: In planning for the 2025 In-Service training, which areas should the Training Division provide course work to improve Settlement Agreement compliance and department goals and performance objectives?

- Training about the MDHR Settlement Agreement (SA) for all officers.
- Include mock report writing in scenario-based trainings.
- Training on non-discriminatory policing should focus on professionalism and customer service.
- E.I.S. program should ensure that there is a firewall between discipline and IAU to build trust in the process.
- Wellness training should include:
  - Sleep, family life, hobby balance.
  - Medical testing for health problems.

Q: Based on your experience and knowledge of national trends and best practices, what are some high priorities for MPD training in 2025?

- Identify and equip leaders in the police department.
- Provide leadership training to all-sworn annually.

In what priority areas do you see that officers need more training?

- Field Training (FTO) and developing leadership skills.

Q: In what priority areas do you see that Supervisors need more training?

- Training in crowd control tactics:
  - Identify tactics and knowledge of policy.
- Crisis Invention Training:
  - Supervisors are hesitant to walk-away or disengage if necessary because it is different than in the past.
- Leadership training:
  - Mentorship and empowerment training.
  - Tabletop exercises.
  - Disengagement exercises.

# Training Needs Assessment Continued

## X. MPD Command Staff Focus Group Continued

Assessment Questions:

May 15th, 2024

Q: What should be implemented into police training to promote community trust?

- New immigrants training:
  - Training to provide resources:
    - Immigrant and Refugee services.
- Training on communication skills for officers.
  - Training on active listening skills.
- Neighborhood beat knowledge training:
  - How to engage with the community in a positive way.

Q: Are there any new tools or equipment you believe should be purchased to help officers in training or in the community?

- Explore additional less-than-lethal options to equip officers in the police department.
- New Virtual Reality Simulators (multiple, since MPD does not have adequate training facilities).
- New devices to end pursuits early or before they start:
  - Ensure that it is a device conducive to Minneapolis' environment.

