Minneapolis Police Department
2018: Focusing on Procedural Justice Internally and Externally
Greetings,

Everyday we are working hard to improve our PROFESSIONAL SERVICE. Rest assured, the MPD is working towards greater ACCOUNTABILITY within our ranks, and above all else, we are placing tremendous time and energy into increasing TRUST with the communities we serve. As Chief, I will do everything I possibly can to make sure professional service, accountability, and trust are rooted in the character and culture of every public-police interaction.

The bedrock of our new culture is Procedural Justice. We will act by giving others Voice and Respect while remaining Neutral and building Trust in our interactions with those we serve.

This work is far greater than words on paper; it is manifested in our procedural justice initiatives. Please understand our initiatives are much more than a checklist. Every single day we continue to grow in each and every aspect you’ll find in this document. These plans and programs are living, breathing initiatives that we constantly evaluate, re-evaluate, tweak and improve based upon current circumstances and experiences, as well as community and officer input.

Externally, you will see our increased outreach in dozens of ways, both big and small. We just created a dedicated unit working to connect homeless and vulnerable populations to resources. Our Human Trafficking Unit continues to help save and recover victims and officers on the south side of the city are improving our co-responder model, pairing officers with mental health professionals to respond to crisis calls. We are hiring community navigators, placed all our police statistics online in easy-to-use data dashboards (narrowing down data geographically and demographically), and equipped our officers with NARCAN to save lives in the midst of an opioid crisis. The Police Activities League keeps growing, our Community Engagement Team continues to foster connections within the city's diverse communities, and we have dedicated a Lieutenant solely to processing U-Visa applications for immigrant community members who are victims of a crime.

Internally, we continue our efforts to increase both diversity recruitment and promotion. A Women’s Leadership Group is currently exploring ways to encourage and mentor female officers to advance in our profession. We are also very intentional in increasing the training we provide for our police supervisors, aimed at increasing the MPD’s overall professional service and accountability. Stronger policies demanding body camera use and highlighting the sanctity of life and the officer’s duty to intervene and report are making a real difference. We also continue to improve our crisis intervention and de-escalation training while simultaneously offering our officers more health and wellness resources.

I firmly believe public safety is not just the absence of crime; it is the presence of justice. This can only be achieved through police and community collaboration. We are a stronger city, and a better police department, because of that collaboration. You’ll find the results in the following pages.

Sincerely,

Chief Medaria “Rondo” Arradondo
# Focusing on Procedural Justice Internally and Externally

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The MPD began its work in Procedural Justice after being selected as a pilot site for the National Initiative for Building Community Trust and Justice in March 2015. Since that time the MPD has become a national leader in procedural justice initiatives around the nation.

All MPD sworn and non-sworn personnel are trained in 24 hours of procedural justice theory and application, including implicit bias training and historical trauma. Additionally this training includes using scenarios to reinforce the principles of procedural justice. There are also important group exercises and discussion. This training will continue in 2018 and beyond with refresher courses and expanded historical trauma trainings.

Procedural justice is the way police interact with the public, and how those interactions shape the public’s views of the police, their willingness to obey the law, and their engagement in co-producing public safety in our neighborhoods.

MPD has a dedicated Procedural Justice Unit which proactively incorporates the pillars of voice, neutrality, respect, and trustworthiness into the department through training and outreach. The PJ Unit leads all MPD officers and non-sworn personnel in identifying strategic and tactical ways to improve public trust through every interaction with members of the community. The unit also actively engages communities in ways that reflect the four pillars. We believe that incorporating and practicing these values into our daily work ensures professional service and earns greater trust.

The MPD is also increasing internal implementation of the principles of procedural justice by centering our training, policies, and promotional exams on procedural justice. As Chief Arradondo stated in his vision statement, “Every aspect of our professional service must demonstrate commitment to procedural justice.”
DATA DASHBOARDS

When you’re driving, you consult your dashboard for the information you need. Chief Medaria Arradondo says the MPD has held on to data the public has needed and demanded for far too long.

In 2017, the Department launched a series of interactive “Data Dashboards,” posted on line and updated daily, that are easy to navigate. The interactive and intuitive dashboards contain years of data regarding police stops, crime in the city, arrests, use of force, and officer involved shootings.

Users can break down these data sets both geographically and demographically to learn more about police interactions throughout the city. This project, based on the guiding principles of trust, accountability and professional service, continues as the MPD plans to develop and launch new dashboards with data on Body Worn Camera usage and Officer Community Engagement work.
Updated Body Worn Camera Policy
In the summer of 2017, Chief Medaria Arradondo announced a change in MPD's body worn camera policy, requiring officers to begin recording with their devices immediately upon being dispatched to a call. The new policy, a response to community concerns, was immediately posted online for members of the public to view. The MPD constantly evaluates and re-evaluates its Body Worn Camera Policy in an effort to improve protocols while meeting both officer and community needs. The Department has also implemented a robust initiative to track body camera use in an effort to improve officer compliance based upon input from civic and community leaders.

Sanctity of Life Policy
Sanctity of life is paramount to MPD's vision, and as Chief Arradondo stated in his Vision Statement, “Sanctity of Life is the most precious of all your (officer’s) duties.” MPD policy states “Sanctity of life and the protection of the public shall be the cornerstones of the MPD’s Use of Force Policy.”

Duty to Report Policy
Duty to report states “Employees must immediately, or as soon as reasonably possible, report any misconduct at a scene of an incident to their supervisor or the supervisor at the scene, as well as to the Internal Affairs Unit. This includes, but is not limited to, unreasonable force.” This policy revision reinforces and provides more clarity to the Police Department’s current standards of reporting, and it goes as far as including “unreasonable force.”

Duty to Intervene Policy
MPD's policy on Duty to Intervene states “It shall be the duty of every sworn employee present at any scene where physical force is being applied to either stop or attempt to stop another sworn employee when force is being inappropriately applied or is no longer required.” This policy places responsibility on an officer if he or she observes the inappropriate application of force and does not proactively attempt to stop it.
**Officers’ Actions that Unnecessarily Place Themselves, Suspects, or the Public in a Deadly Force Situation**

Directly from the policy: “Officers shall use reasonableness, sound tactics and all available options during encounters to safely resolve the situation. Officers shall not initiate independent action that unnecessarily place themselves, suspects, or the public in harm’s way, thereby limiting their options so that deadly force becomes their only option to resolve the situation. If reasonableness and sound tactics are not used by officers during encounters, the likelihood of injury to the officer, suspect, and public increases significantly.”

**GROUP VIOLENCE INTERVENTION (GVI)**

The Minneapolis Police Department has been highly focused on preventing retaliatory shootings and decreasing gun violence citywide. Realizing a small number of identifiable street groups drive much of the violence, Group Violence Intervention (GVI) appointees reach out to group members facing extraordinary risk and trauma by offering support and assistance.

Civic and social leaders have met with dozens of young men through “call-in meetings” and a “custom notification process” to help them break through a difficult cycle that leads to shootings throughout Minneapolis.

The Minneapolis Health Department is instrumental in leading this initiative, along with scholars from throughout the country. The MPD plays a supporting role. This program has already proven to help reduce violent crime in Minneapolis as community members collectively take a stand against gun violence.
De-Escalation
Whenever reasonable, according to Minneapolis Police Department policies and training, officers shall use de-escalation tactics to gain voluntary compliance to avoid or minimize the use of physical force. The idea behind this revision is to capture a cultural shift encouraging officers to slow down situations when time and circumstances reasonably permit, mitigating the risk of injury for members of the public and officers. Officers have been trained to focus on factors that may contribute to a subject’s lack of compliance, which could include, but is not exclusive to, mental impairment, language barriers, drug and alcohol abuse or behavioral crises.

Crisis Intervention Team
Crisis Intervention Team training (CIT) is an innovative first-responder model of police-based training with community, health care, and advocacy partnerships. CIT provides law enforcement-based crisis intervention training for helping people suffering from a mental illness or crisis. It improves the safety of officers, family members, and citizens within the community. The CIT Model reduces both the stigma and the need for further involvement within the criminal justice system. CIT provides a forum for effective problem solving and creates the context for sustainable change.

The goals of the Crisis Intervention Team training are to:
• Improve the safety and security of everyone affected by the crisis, including individuals and their family members, community members and police officers
• Improve the quality of life for people suffering from mental illness or crisis
• Change how society views individuals suffering from mental illness or crisis
• Change how healthcare and criminal justice systems respond to individuals suffering from mental illness or crisis

MPD officers are currently being CIT trained and certified by the Minnesota CIT Officers’ Association.

De-escalation goals presented by the Minnesota CIT Officers’ Association focus on personal survival, problem resolution, harm reduction and damage control through active communication/listening skills that are empathetic, non-judgmental and calming. These skills are applied, encouraged and strengthened during the extensive week-long training, which includes role playing exercises with professional actors.

The MPD’s Leadership and Organizational Development Division is in the process of implementing the Integrating Management of Police and Crisis Training System (IMPACTS) that is similar to the CIT Model; however, IMPACTS incorporates both the four pillars of Procedural Justice and the Critical Decision-Making Model.

Social Worker Testimonial:
"I want to pass this information on as I believe it is very important for the MPD to know how helpful and wonderful the officers that responded to my mobile were yesterday. (The) Officers...were extremely supportive, understandable and did great job in helping bring the focus and the attention back to the child as mom was not very cooperative with this responder. These two officers were very easy to work with; they were very humble, positive and encouraged the mother to utilize Child Crisis for her child. They defiantly bridge the gap yesterday in a way that was very pleasing to the family and to the rest of the team that were involved in the situation. I would like for their supervisor and their department to know how great (the) Officer(s) (were)...and as a resident of Minneapolis I am very pleased to know these two great officers are serving my community." - Senior Social Worker, MSW, Hennepin County Child Crisis
CO-RESPONDER MENTAL HEALTH TEAMS

The MPD’s Co-Responder Program pairs a sworn MPD officer with and a mental health professional from Hennepin County. The co-responders respond to police calls that involve people in mental health crises or who may need specialized care and response. These teams are not primary 9-1-1 responders; a regular two officer squad will respond to a person in crisis, and once those officers decide the situation is under control, the co-responders arrive in an unmarked squad. The officer is in a “soft” uniform which can help reduce anxiety.

The primary focus of the co-responders is to help with the specific needs of each individual. These teams can respond to more than 50 calls in a single month.

The co-responders are there to problem solve, make on scene assessments, and develop strategies for success based on the unique needs of each individual. The priority is to keep the individuals in their homes.

This is a pilot program in the 3rd and 5th precincts that began in September of 2017 and is scheduled for a year. There are currently two MPD officers assigned to the pilot program and two mental health professionals from Hennepin County assigned to the program.

MPD’S NARCAN PILOT PROGRAM

In 2017, the U.S. Department of Health and Human Services declared the opioid crisis a public health emergency. To combat this epidemic and save lives, all Minneapolis Police Officers will carry the life-saving drug Naloxone, commonly known as Narcan, by the end of 2018.

Narcan, an opiate antidote, can block the effects of Opiates in the brain and reverse an overdose. Opiates are a class of drugs that include heroin, synthetic opioids (like fentanyl) and pain relievers available by prescription (such as oxycodone, hydrocodone, codeine and morphine).

Chief Arradondo believes an MPD officer’s first and primary responsibility is to help residents and save lives. MPD’s approach to opioid overdoses puts the primary focus on treatment rather than enforcement. MPD officers will also receive enhanced training in life saving techniques, including airway and breathing management.
EARLY INTERVENTION SYSTEM (EIS) *Internal

The MPD’s Early Intervention System helps ensure each employee’s performance is appropriate for his or her assignment, training, experience and factors that are unique to each person. EIS is meant to give employees notice that their performance isn’t meeting MPD standards. The MPD EIS is not a disciplinary process. It gives employees the opportunity and the resources necessary to bring their performance to a level that reflects the department’s professional service standards.

The MPD EIS tracks a number of metrics associated with performance. Some are tracked with an automated system, such as use of force type and frequency; other metrics require a manual review, such as the number of complaints received in a pre-defined time frame. Once a pre-determined threshold is reached, all necessary data is reviewed and supervisors decide if further action is required. The review may include consultations with the employee’s supervisor, the Training Unit or MPD Health and Wellness. If further action is warranted, the results of the review are shared with the employee’s Commander who will assure appropriate action and follow-ups like performance mentoring, training, or use of MPD’s Employee Assistance Program’s recommendations.

Not every MPD EIS review results in further action. If the employee’s performance is appropriate there is no further action taken.

In addition to the objective measurements, subjective factors are also considered. Supervisors and peer employees also have the ability to make referrals to EIS on behalf of an employee who they feel has an issue effecting the employee’s performance.
In January of 2018, Chief Arradondo assigned a Lieutenant to the U-Visa Initiative. This directive gives a Lieutenant the sole job of focusing on processing U-Visa applications on behalf of community members and investigators. U-Visas can provide temporary protection to individuals living in the US illegally if they are victims of crimes and assist in prosecution. MPD has a long standing history of working on these requests and encouraging immigrant community members to call police. The program helps build public trust while reducing fear after crimes have been committed.

The MPD will be hiring four Community Navigators in 2018. Community Navigators will work to build community trust and confidence in the MPD by assisting the Patrol and Investigations Bureaus in non-criminal matters that may need more time than a traditional 9-1-1 responder would typically have. Their main focus will be outreach toward Minneapolis’ diverse communities.

Community Navigators will establish and grow traditional and non-traditional partnerships between the Minneapolis Police Department, service providers, and community members while supporting community engagement efforts.

They will also serve as a resource for community members, patrol officers, investigators and MPD leadership. The Navigators will work hand in hand with the community and the police department to generate and recommend workable solutions for identified police/community issues and concerns.
The Training Unit recently created a new series of “Leadership and Professional Development” training courses for MPD personnel. This newly created leadership training will develop officers into future leaders and enhance the skills of our current leadership within the department.

These programs are designed to be on-going and applicable to every rank and stage of an officer’s career. The training is designed to help officers achieve excellence through professional development, accountability, and support to achieve their full potential.

Training Programs Include:
- Leadership Courses
- Mentorship Program for Newly Promoted Leaders
- Field Training Officer Program
- Career Enrichments
- Enhanced Skill Development Courses
- Training available on MPD’s Website

The Minneapolis Police Department was selected as one of five law enforcement agencies (along with Baton Rouge, LA; Houston, TX; Oakland, CA and Rapid City, SD) to participate in this project.

The grant project assists agencies and communities address the needs of groups impacted by high-profile incidents. The goal is to enhance community relationships to prevent future issues or situations. The work includes developing, implementing, and accessing the practical tools necessary for building essential relationships and joint strategies. Overall, the mission is to reduce tensions, maximize communication, and promote trauma-informed interventions that include problem-solving, which can facilitate healing between law enforcement and the communities they serve.
Two of the pillars of our work surrounding procedural justice include giving our community members a voice and showing them the respect they deserve. That’s the idea behind the Chief's Homeless and Vulnerable Populations Initiative. MPD now has a dedicated Sgt. who is pounding the pavement every day, reaching out to countless members of the homeless population.

This work revolves around understanding (what works, what’s needed?), advocacy (making sure people have equal access to justice), and action (trying to meet the basic needs, or helping connect people to valuable services). The initiative grows partnership with several social service organizations in an effort to reach out and help vulnerable community members.
The Community Engagement Team (CET) is designed to build and develop positive and ongoing relationships with members of the community. The community and the police department benefit as CET staff engages in positive contacts. Informational meetings to inform the public about department policy and procedures are a key component to the team’s success. The MPD also receives valuable information regarding community concerns while working together to build trust through procedural justice. CET staff is also available to collaborate with other Minneapolis Police Department units addressing community concerns and needs. The goal of the CET is to facilitate more effective partnerships.

**Bike Cops for Kids - Redwing Initiative**

Bike Cops for Kids reserves Wednesdays for traveling to Redwing, MN to engage with young men at the Redwing Correctional Facility. The officers not only build positive and professional relationships with the juveniles, they continue these relationships after release. Officers check in with the young men in school, help them find employment. Many of the teens have never had a positive interaction with law enforcement until they meet officers from Bike Cops for Kids and the Community Engagement Team. This engagement has created the space for great discussion and helped build trust in the MPD and law enforcement as a whole.

**LGBTQ+ Representative**

The MPD’s Community Engagement Team (CET) has been an extremely valuable community outreach unit for years. But in 2018, we mixed it up a little bit, promoting a civilian to what’s always been a team of officers. The newest LGBTQ+ liaison hit the ground running at PRIDE and quickly established himself as a relationship-builder working with the community’s Transgender Equity Council and the city’s Transgender Issues Council. Our civilian team member brings more than 30 years of MPD experience into the fold. He’s been a resident and community member for decades, bringing unparalleled enthusiasm, energy, passion and connections to the position.
**Mentoring the Young Women of Little Earth**

Oshki-ikwewag mino-bimaadizi (Young Women Leading a Good Life) is a young women’s mentorship program encouraging Minneapolis police officers, community members and parents to build a strong support network for Native girls between the ages of 11 and 19. The team focuses on health, physical activity and cultural awareness, and the group has earned countless awards for their hard work and achievements, including a prestigious “Breaking Barriers Award” through the Minnesota National Girls and Women in Sports Day.

Group members work together on dozens of community service projects and participate in cultural and community events around the area. The program is an open forum, giving the girls a voice as they take ownership in planning activities, community service projects, and selecting cultural and community events to participate in. The young women learn how to work together to collaborate with other community agencies and groups. The age range of the group also enables the older girls to peer-mentor the younger members while sharing their interests, skill sets, and experiences. As role models, CET and PAL Officers really enjoy the opportunity to work on so many great community events with this group of inspiring young women.

**Volunteer Achievements:**
- Countless volunteer hours at BiiDiGainDash Anwebi lower income housing unit
- Donating handmade blankets to elders through the AT&T Spirit of Giving Program
- Loaves & Fishes Volunteering at Holy Rosary

**Athletic Achievements and Wellness Initiatives (to name a few!):**
- PAL 14 and Under Softball League Champions (in the team’s inaugural season!)
- KWEStrong Indigenous Women’s Wellness and Children’s Hospital 5K Triathlon and 5K Winter Snowshoe Event
- Wellness Retreat emphasizing survival skills in nature

**Partnerships:**
- MPD Police Activities League (PAL)
- Minneapolis American Indian Center – Native Fitness and Nutrition Program
- Allina Health
- Collaborative Public Safety Strategies grant recipient (Cities United)
In 2017, Chief Arradondo assigned a Commander to develop a plan encouraging the promotion of more women officers within the MPD and the recruitment of more women into the Department. The Commander is taking an in-depth look at the MPD’s culture and demographics as they relate to female law enforcement officers. Once the feedback from all members of the Department is gathered, a team will come up with a plan to encourage career advancement and recruitment, which will include robust community outreach. Again, the goal will be to recruit, retain, mentor and promote more female officers as the MPD strives to continue to further reflect the communities it serves.
Dozens of officers within the Minneapolis Police Department spent much of 2017 preparing to host football’s biggest game, on its most complex urban footprint, in February of 2018. The Super Bowl not only brought in millions of dollars to our local economy, it also brought in thousands of visitors and a bright spotlight to the frigid, bold north! As the lead law enforcement agency, the MPD leveraged local, state and federal law enforcement resources to ensure residents, business owners and visitors remained safe during the hectic and exciting ten day operating period. The entire city put its best foot forward, and the MPD and more than 50 other law enforcement agencies played a huge part in making sure the event was fun, and football-focused, by providing a visible and friendly presence throughout the Downtown grid.
RECAST MINNEAPOLIS-TRAUMA AND WELLNESS TRAINING FOR THE COMMUNITY

The Minneapolis Police Department is partnering with “Resilience in Communities After Stress & Trauma” (ReCAST) Minneapolis. This program is funded through a multi-year grant from the Department of Health and Human Services' Substance Abuse and Mental Health Services Administration (SAMHSA).

ReCAST Minneapolis is a citywide initiative focusing on nineteen neighborhoods in the North, South and Cedar-Riverside areas. It is intended to help high-risk youth and families promote resilience and equity in communities that have faced civil unrest through implementation of evidence-based violence prevention and community youth engagement programs. SAMHSA created the ReCAST program to support communities that have lived through demonstrations of mass protest in response to police-involved shootings. While the qualifying event that enabled the City of Minneapolis to apply for the grant was rooted in North Minneapolis, the need to address community trauma and resiliency can be applied to all areas of Minneapolis.

HEALTH & WELLNESS

The MPD’s Police Officer Support Team is designed to provide a voluntary and confidential outlet for officers, MPD employees, and their families in need of support and resources.

The Police Officer Support Team assists department employees and their family members who may be experiencing emotional, personal, physical, or stress related difficulties, by offering high quality support through education, mentorship, counseling and, if needed, referral.
Yoga classes are being offered in the 5th Precinct for staff thanks to a generous grant that makes the weekly classes possible. These classes offer the functional benefits that yoga offers, including body flexibility, core strengthening, and stress reduction. These stress relieving techniques have been proven useful for both work and home life, and are becoming a point of conversation in law enforcement across the nation.

Several senior officers said they enjoyed the opportunity to learn new stretches and techniques to improve their body mechanics in doing routine movements like getting in and out of their squads. Younger officers, who were just as eager to participate, enjoy the physical challenge of yoga. Our goal at the MPD is to expand this program city wide in the near future.
While the MPD focuses on building public trust, officers are using books to build bridges with youth in every corner of the city. The Community Engagement Team (CET) is the first in the nation to launch the Mobile Little Free Library initiative in conjunction with our literary partners who started the global phenomenon in Hudson, Wisconsin. Designated officers slap a large magnet on the side of their squad car that proclaims “WE SHARE BOOKS!” Kids then flag the passing squad car down and officers stop and give them books. It’s a simple concept and it helps the Department meet a goal of connecting with residents outside of crises. As part of this program, CET Officers and MPD Chiefs also constructed a dozen little free libraries that were placed in diverse community centers throughout Minneapolis.
**MPD HUMAN TRAFFICKING UNIT**

The MPD has 2 full time employees leading a metro and statewide collaborative effort to find and recover victims of human trafficking and sex trafficking. The full time investigator and full time analyst work on proactively building relationships with vulnerable victims to pull them out of dire situations and connect them to resources. At the same time, the unit goes after those who are trafficking individuals by developing cases against them. Super Bowl 52 provided the MPD with an opportunity to highlight its trafficking work and strengthen partnerships with other law enforcement agencies and social services agencies. This initiative is having a big impact. Every year, dozens of people receive help they need to break the vicious cycle sex traffickers are seeking to exploit.

**POLICE ACTIVITIES LEAGUE (PAL)**

The MPD's Police Activities League (PAL) proves that youth and police officers can develop positive, constructive relationships by interacting with each other through sport and activities.

MPD's PAL program keeps growing as officers strive to develop and nurture strong youth by providing a safe place for kids to play and feel included. The program's mission is to help young community members make healthy life choices and empower them with confidence and skills that help them thrive as young adults. Dozens of officers volunteer by coaching every sport imaginable; they also help kids complete their homework and navigate the ups and downs of adolescence. Some of the unique programs offered through PAL include sailing lessons, yoga, holiday shopping, brain and body camp, and helping youth secure part-time jobs.
NATIONAL NIGHT OUT

The Minneapolis Police Department was proud to repeat as the country’s large-city “National Night Out” Champion for the 6th year in a row in 2017. The Chief joined hundreds of officers who spread throughout the city, attending many of the 1,500 hundred registered block parties. Every year National Night Out in Minneapolis demonstrates just how engaged residents are in the public safety conversation! More than 67,000 people participated in 2017 events while representing all 83 neighborhoods in the City. Precinct-based Crime Prevention Specialists work hard throughout the year to help block clubs around the city organize and distribute public safety information and crime alerts.

MPD RECRUIT/CADET COMMUNITY SERVICE AWARD

Watch for this newly designated award to be presented to the Recruit/Cadet who has performed exemplary volunteer work throughout our communities in Minneapolis during their time in the MPD academy.
For a dozen years, the Minneapolis Police Department has been teaming up with our friends from the Fire Department to hand out Thanksgiving meals at Cub Foods on the Northside. More than 12,000 meals have been provided, and the annual event has quickly grown into a star-studded affair. In 2017, Minnesota Viking Mack Brown, Former Supreme Court Justice and Pro Football Hall of Famer Alan Page, former Viking Greg Coleman, and World Champion Lynx Head Coach Cheryl Reeve joined Chief Arradondo, Mayor Frey and Council Member Ellison as the crew handed out turkeys and all the fixings. Little Free Library also joined in the fun, handing out hundreds of children's books. This is a day the Chief always looks forward to, bringing patrol officers out to connect with community members in a genuine and heartfelt way.
Questions or Comments?
Please send them to policepio@minneapolismn.gov