

May 15, 2019

National Criminal Justice Training Center of Fox Valley Technical College presents:

Tribal Law Enforcement Recruitment and Retention: Successful Strategies Webinar

Welcome, everyone, to the National Criminal Justice Training Center webinar, "Tribal Law Enforcement Recruitment and Retention, Successful Strategies." Presenting today's webinar is a panel consisting of Richard VanBoxtel, retired police chief for the Oneida Nation of Wisconsin, Francis Bradley, a former chief of police for the Hualapai Nation Police Department, and Warren Warrington, master sergeant for the Menominee Tribal Police Department. My name is Kristina, and I will be your moderator for today's webinar.

Before we begin the presentation, there are a few items I would like to go over. This webinar is supported by a grant provided by the COPS Office, a component of the US Department of Justice. Points of view or opinions expressed in this webinar are those of the presenters and do not necessarily represent the official position or policies of the US Department of Justice or Fox Valley Technical College.

With that we would like to get a sense of who is joining us for today's presentation. Can we please launch poll question number one? And the question is, which of the following best describes your role? Possible answers are investigator, judge or prosecutor, attorney, CAC forensic interviewer or social worker, tribal community member or stakeholder, or other. If you select other, you may enter your role in the question box.

And our poll is closed. Thank you everyone for participating. As you can see, the majority of those who are here are other, followed by those in investigator or law enforcement roles.

Again, I'd like to welcome you to our webinar today. This is a second webinar in a two series focused on increasing interest in tribal criminal justice careers and retaining the professionals that currently work in tribal law enforcement. Our first webinar, which is available in recorded format on our website, www.ncjtc.org in the Discover On-demand section, investigated ways that tribal police can engage youth, build positive relationships with young people, and increase interest in law enforcement careers.

Today's webinar will feature a talented panel of field practitioners from three different tribal communities. They will describe the various ways their organizations have approached the challenges involved with recruitment and retention of law enforcement professionals. They will share insight on solutions they have implemented to overcome some of those challenges and offer additional ideas that you may find helpful in your own communities.

Today's presenters include Master Sergeant Warren Warrington. He began his law enforcement career in June 1985 with the Menominee Tribal Police Department and has been with the department for over 30 years. He has served in various capacities at the police department including correctional officer, patrolman, patrol sergeant, investigator, and master sergeant. Warren has supervised the Menominee Tribal Police Patrol Division and the Menominee Sex Offender Registration and Notification program. He has also been assigned as the police department liaison to the Menominee Healing to Wellness Court. Additionally, Sergeant Warrington served in the US Army.

Francis Bradley Sr. is a former chief of police for the Hualapai Nation Police Department and a former commander with the Navajo Nation Police Department. He has served for more than 38 years in law enforcement and public safety. Chief Bradley is a graduate of the FBI National Academy and is the former Indian Country representative on the FBI's Criminal Justice Information System, CJIS, Uniform Crime Reporting Subcommittee. Chief Bradley is a strong advocate of meshing modern techniques with traditional and cultural beliefs when working in Indian Country. He will be sharing more about this unique approach during his presentation.

Richard VanBoxtel is recently retired chief of police for the Oneida police department in Wisconsin having served more than 26 years with the department. He is a graduate of the FBI National Academy and a US Navy veteran. He served in Operation Desert Storm. Rich is also former chairman for the Native American Drug and Gang Initiative in Wisconsin. He has also served on the Wisconsin Criminal Justice Coordinating Council and the Governor's Council on Highway Safety. He holds a bachelor's degree in Public Services Administration and a master's degree in Management and Organizational Behavior, both from Silver Lake College.

As you can see, we have quite an experience and talented panel to offer insights with you today. So with that, I'll turn the time over to Rich to begin the presentation.

So good morning, everyone. Good afternoon. I guess, it depends on which time zone you're in.

So as I go through this, because I did retire just this past December, I may say we a lot. I am retired from the Oneida Police Department. But at the same time, I think it's still new enough yet for me to not be able to catch myself still. So if I confuse you when I say we, I'm referring to Oneida.

So I'm going to be talking to you about some recruitment issues for law enforcement. And I think pretty much they're the same whether it's a tribal police department or a non-tribal law enforcement agency, I think law enforcement in general-- and that's what I'll be talking about is more in general-- but we'll be giving some tribal specific examples as we go along.

And to understand what these issues are or what those solutions are, I think we need to understand what the issues are at the front end. I had read an article by Tim Roufa and I think it really captured what we're facing on the front lines as far as the issues and the challenges for recruitment for law enforcement.

You may have heard over the last several years that there are shortages for nurses and teachers out in the field. But there was a study done by the North Carolina Criminal Justice Analysis Center that the attrition rate for law enforcement is higher than both the teachers and the nurses. Where they're running about 12% to 13%, law enforcement's at 14%. And we're losing them through attrition quicker than we can do that the backfilling.

For Oneida we had that issue about three or four years ago, and it's still kind of rolling, because back in the mid '90s we did a huge hiring process over a couple of years. So we did a lot of hiring because the department was expanding. And what eventually happened was those folks stayed until retirement. So there was a large number of people that were hired at the same time. And then as they kind of aged up, got to the retirement age, they all retired and we had those open positions. And trying to fill those have been difficult. And I'll get into that in a little while.

With all the social media and all of the public perception that's out there for law enforcement, I think a lot of the young folks that are entering the job force are simply choosing not to pursue law enforcement as a career because of all that stuff that you see out there in the social media and on the news. So what that's doing is having them change their minds about what career path and what sort of job that they're looking for. And they simply choose not to pursue law enforcement.

The newer generation I think one of the things that their expectation is going into the job field is that they're wanting all of the money upfront. And, quite frankly, I think it's probably pretty much the same across the board. Compared to some of those other careers that they can choose from, law enforcement isn't a career or a profession that you're going to do to make millions of dollars. You're not going to live on top of the hill in the shiny castle. It's a profession. It's a career that folks do as a calling, because they want to, not so much to line to the pocketbooks. But with that expectation on the front end, I think one of the things that they're missing is in general, we're able to retire at a earlier age along with those somewhat those other benefits.

As our culture nationwide is kind of evolved to I think some of those behaviors that would be a disqualifying type of behavior has become more accepted. What I mean by that is things that 15, 20 years ago as a young adult that you would expect them not to do, society has kind of need that OK. You know with the legalization of marijuana, I'm not going to get into that specific thing, that the pros and cons, but the same time that general acceptance in some states where it's become legal. It's not legal in some of the other states. And you know, we're kind of seeing that shift. And the legalization of marijuana is just one example.

But many other things that have gone on to disqualify folks for their behavior is one of those things that I think we need to be aware of and try to find strategies to help our folks, our young folks, as they're coming up to understand what they should and shouldn't do to make sure that they're staying qualified to get into law enforcement.

One of the things that we had to do over the years, as part in the hiring process, there was a physical agility test that we needed to do. Now, as a culture, I think it's become more status quo to be a more sedentary type of culture as a whole. And we need to make sure that these younger generations or these folks that are coming into the workforce have those physical agility standards. For Oneida, we had several different types of agility testing that we had to change and it's evolved over time to what the state requires.

Now, the first one that I had to do it was a obstacle course type of thing. And there was-- I was probably in my 40s or my late 30s when I went through the process to become chief. I do the same agility testing that a new recruit would have to do. And I was able to pass it being an older, experienced kind of fellow. We're getting folks that had just recruited, just graduated from the recruit academy that were unable to do that.

So I think that's one of those things that we need to make sure that the young folks, as we're recruiting them, understand that they need to be able to do that, because it is a requirement, at least in Wisconsin, for us to be certified. All the Oneida officers are certified through the state of Wisconsin. And in order for them to do that, they need to go through and pass the recruit academy.

One of requirements to get in is a simple agility test, so those push-ups. It has kind of gone full circle, where you did the sit-ups, the push-ups, the mile and half run, that sort of stuff. It evolved to a obstacle course type of thing that was more work related. When was kind of gone full circle back to that original sit-up, push-ups type of testing. And that's what we had adopted. And if they're not able to do it for us, they're not going to be able to do it when it's time for them to get into the recruit academy. So then there's really no issue to do that.

One of the things that we look at during the background check is their credit history. There isn't a magic number. You don't need to have a 700 credit score to get in. We look at the score itself. But at the same time, we look at the history and the patterns. And I think some of the younger folks aren't really understanding the importance of maintaining their credit history and their credit to make sure that they are keeping that up to speed to where it needs to be to make sure that they stay qualified to enter this great profession of law enforcement.

So one of the things that I really-- I saw this and it really makes sense, because this is a nationwide survey or study. And it shows that the numbers are staggering, that you know the application drops and those that span was 63%. And there's nothing that's really even close. So I think that speaks volumes about what our issues are as far as recruitment and to make sure that we understand that, that we acknowledge that to make sure that we have some strategies that-- that we'll talk about in a while-- but they have some strategies to help address that to make sure that they're doing that.

Now, at just the first glance at that, it looks like those numbers are inflated. But in talking what some of my tribal and non-tribal friends that I have across the state, at least here in Wisconsin, they're facing the same things. For a large agency-- and I won't name the agency-- but it's a

local agency-- it's close to Oneida-- that when they would hire three or four people, they would get 700, 800 applications for that. And they would have to pare that down to a manageable number.

But now, when they're hiring for one position, they're only getting 60 applications. So that speaks volumes. And that's for a non-tribal agency. For us in Oneida, when we were hiring two in the last year, two positions at the same time, we got six applications. Three of those they got screened out in the background. One of them failed the agility test. And then when it came time for the actual job offer, only one of them accepted.

So you know, for those of you that don't know, Oneida, we have 21 sworn. So we're a relatively bigger tribal agency. And to have those sort of issues is difficult at best. I did talk to some tribal police chiefs that they simply are trying to hire one person and they're not getting any applications.

So I think, at least anecdotally and from my experience, those numbers up there on that graph are very close to being spot on. And it is across the state. And I would assume that it's across the nation also.

OK, and with that, it looks like we have a poll question for our audience. What do you believe is the biggest recruitment challenge facing your department? Inadequate pay or benefits, overall lack of interest in criminal justice careers, pre-employment testing/screening requirements, undesirable work schedule, or other. OK, the poll is now closed. And the results do show that the majority answered inadequate pay or benefits followed by pre-employment testing/screening requirements.

So some of the strategies that we've tried to do and it was simply because of our resources, engaging the youth to help them understand what they need to do to get into law enforcement, we did some proactive recruitment things with some of our high school kids. We have an officer in our high school full-time. We also have tribal members going to a variety of different other public schools in our community because of our geography, and to make sure that we're doing what we needed to do to do that recruitment at a young age to help them understand all those issues as far as the acceptable behavior, the credit stuff, just to have those conversations in passing, not only with our officer that was in the schools, but whenever they were having those conversations. Whenever the officer is out on the street, we're having this conversation with those kids, because for those of us in law enforcement, whenever you talk to two kids and a youth, they see something shiny, they want to know about the job. They have 50,000 questions. And we're proactive getting into some of those youth programs to do that.

We have a community resource officer that does some of that proactive type of recruiting also. They need to be a spokesperson, a role model for the department. But instead of being in the schools, this person is out in the community, doing those community programs, attending the community events and having that conversation and being an ambassador to try to recruit our younger generations, the folks that are coming into the job field to apply for us.

One of the benefits that we have in Oneida is that we're able to pursue a higher education degree once you turn 18. And the Nation supports that. They track that. And we're able to find those folks. And it's worldwide of that are trying to pursue something that is either criminal justice related or law related to help us find those folks that are trying to better themselves, to pursue that education, to get that foot in the door, to get their education done. Because if they're pursuing that on their own, obviously we need to do that outreach to capture them, to get them into our agency. So we're able to use our higher education department, which is something that I understand that not every tribe has that ability, but the same time that is one of those things that we're able to do simply because of the benefits that we have.

We also were able to establish some really good contacts at our local technical college. And those instructors that are teaching in criminal justice, they see these young adults coming through their classes every day. They're able to pick up on who would be a good fit, who wouldn't be a good fit, who's doing well, and who isn't to help us try to target them to not so much persuade them, but to kind of tap that rudder to get them to apply with our agency to make sure that we are getting the best of what's out there.

And then the human resources outreach, you know, quite frankly there's folks that are way smarter than me in the human resources and marketing things. And they're able to put those job announcements in places that I didn't even think of. So we're able to leverage our human resources folks to help us with that, whether it was on Career Builder or you know those types of websites, to actively pursue those folks that are looking to coming into law enforcement. I would highly suggest to tap into their expertise and their knowledge and their resources to get your word out. And then we have some statewide law enforcement job announcement type of abilities that we're able to do also.

So with that, I'm going to turn it over to Master Sergeant Warren Warrington.

Good morning, good afternoon, and aloha to our friend visiting from Hawaii. I'm glad you guys were all able to join us today.

Here are some common themes between Rich, Francis, and myself, and one of those will certainly be youth and engaging with the youth. This is a picture from last year Christmastime when we took a group of youngsters from the community and took them shopping. We've been doing this program for probably 20 years or so, engaging with the youth of our community and providing them with a more positive view of law enforcement, hoping that flow is out through them to other members of the community and we develop more interest in working with law enforcement.

We include our conservation folks. Our local sheriff's department is also included in this picture. Our administrative staff are in here. And actually one of these young folks in here wearing the uniform, there's the young man standing on the left-hand side of the picture with the tan pants and the dark jacket was a tribal youth police academy graduate. We'll talk more about him in a little while.

So this is certainly our reality anymore in 2019. We'll talk a little bit more about gaining interest. And hopefully, we can get back at some point to having a line like this when we do put out an application for somebody or several somebody's to join our ranks.

And with that, we now have another poll question for our audience. The question is, thinking about your work experience, please respond-- I am currently employed by a tribe, I was previously employed by a tribe but no longer work for a tribe, I have never been employed by a tribe. And the pool is now closed. And the results show that the majority have never been employed by a tribe at 61.9%, and 33% indicated that they are currently employed by a tribe.

Good, so maybe we'll be able to share a little bit with that 60 some percent of our folks who have no experience working for a tribe. We'll share some of the experiences that we have in Indian Country and be able to explore those little bit more, some of the options that we took to combat some of those.

Back when I was hired, I applied for one of two positions that were open. There were probably about 15 of us at the interview. Somebody else was selected for the job. And I went on with my life as a cashier and a stock boy at the local convenience store until a couple of days later, I was lying underneath my vehicle changing my starter, and the police chief pulled and kicked me in the foot and asked me what I was doing that night. I told him, I didn't have any plans. He tossed a pistol and a box of bullets on the seat of my car, told me not to shoot anybody until they could get me to the range, and that somebody was picking me up at 9:00. So back in the early '80s that's how I started doing this job.

Nowadays, we have no longer that type of interest in this law enforcement position. And our hiring requirements are certainly much more stringent than they used to be. Like everywhere often in this country, Richard mentioned that our workforce pool is very limited. And the requirements for law enforcement officers definitely shrink that pool even smaller. So we definitely have a smaller group from which to draw potential employees.

There are some additional burdens or hurdles that we have to combat here in Indian Country. Most of our folks who have an interest either don't have the resources or don't know how to go about becoming qualified so that they can come in the door and be fully prepared for those positions. Hardly any of our folks are going to recruit schools on their own, even though that is offered through Wisconsin technical college system. We were only able to hire those folks who had certification because there was no money available for us to send people to even the Indian Police Academy.

We had to bring that person on board as an employee, pay them until we could get them into a recruit school. Then we had to get them to that recruit school, pay them while they were there. And it was just a huge amount of money that nobody had.

We were able to leverage some state and federal funding that allowed us to show the granting agencies that having our own folks policing our reservation would definitely be a benefit to the

community. And we were able to get some grant funding, and we started once again hiring those non-certified folks, sending them to a recruit academy and making them certifiable.

We probably injured ourselves a little bit because we sent them to the state academy here in Wisconsin. And those folks became qualified to work for state agencies that had a brighter future for our folks. And we lost quite a number of folks to the state agencies.

We then switched up and we went back to the Indian Police Academy for two reasons. The training is much more intensive. And those folks can't quickly move into a Wisconsin job. So rather selfish, they got better training and they pretty much had to stay with the tribal agency in Wisconsin. We're the only tribal agency that's a non-public law 280 tribe. So those other tribes don't accept that federal certification the same way we do.

We also had psychological testing came into effect after I was hired, quite some time after. And we were losing qualified candidates to the psychological testing. The psychologist that we were using would only issue a written exam. He would not even actually even do the exam. That was proctored by our human resources department. Everybody would go up there and spend six or eight hours filling in the little circles and send those down to the psychologist. And I don't know if he stuck it through a Scantron machine or if we actually looked at it, but he would come up with a suitability profile for that person to work in law enforcement. And there were folks that we knew that were qualified for these positions, would be a great fit for our community, and they were getting weeded out at that level.

When I went to some training by the Bureau of Indian Affairs-- it was a leadership training-- a doctor that contracts with the federal law enforcement training center was one of the presenters and covered this particular aspect specifically. And the feeling of not only that doctor, the BIA personnel were that if you were not doing an in-person interview at the same time that you're doing a psychological testing, you were definitely weeding out individuals who are otherwise qualified and would have a very long career in law enforcement. They related it back to some historical trauma that still affects a lot of our population's ability to take tests and that they don't do as well on written examinations as they do on oral interviews and stuff like that.

So we contracted with a new provider. And some of those previously disqualified folks again reapplied. We encouraged them to reapply. And they made it through the testing as very desirable candidates. And right now, 2 of the 10 patrol staff that work in our department were previously weeded out before we switched to this new provider. And they are doing an excellent job for us.

Some of the other challenges that we face is retirement. Menominee is not eligible to participate in Wisconsin retirement system. I don't know if anybody knows anything about Wisconsin's retirement system or not, but it is one of the premier retirement system for those protected employees, that protected class of employees, which is the law enforcement folks, anywhere in this country. Because we are a non-public law 280, Wisconsin does not recognize

the Menominee tribe as law enforcement officers. So we cannot participate in that retirement system.

So we have the 401(k). The tribe does do a match of up to 4%. But we are currently losing employees. Just this last year we lost at least three of them to other Wisconsin agencies that have that much desirable retirement process for them, or a retirement plan for them.

The tribe is evaluating a potential increase of 401(k) match. There are also some initial negotiations with the state of Wisconsin to get the Menominee Tribal Police Department recognized. There are some hurdles to overcome in either one of those. You know, money is always a huge issue. And increasing that 401(k) match definitely carries some dollars with it. And in the negotiations with the state of Wisconsin, there are some sovereignty issues that need to be worked out. And those are part of our constitutional requirements. And those may or may not be able to get worked out. But we're definitely trying to do something to increase the desirability of this department.

Again, as Rich talked about, I talk about, I'm sure Bradley's going to mention, youth are definitely one of the bigger ways that we can try to make inroads into increasing interest in this profession as a career. You know, we always say that a lot of people try to choose law enforcement, but really you don't choose to do this. This position chooses you. We have a lot of people come through the door that just, for one reason or another, don't find this desirable as they used to.

We spend time with our youth. We either build new or continue current programs that we're doing. The Tribal Youth Police Academy that was held through Fox Valley back in 2014 I believe was the last when we did produced at least one current employee for us. And there's another lady in our current hiring pool actually went through the physical efficiency battery just this morning. A couple hours ago they finished up. She's currently working in our prosecutor's office. So she is in the criminal justice system, trying to work her way into a law enforcement position. That employee that we have here are currently in the police department, as soon as we get him over 21 and he's lawful able to possess a pistol, we'll be getting him through the recruit academy. And he will come on board as a police officer here.

There was also a Camp Triumph that a group down in-- was that Arizona or New Mexico, I believe it was New Mexico. The Camp Triumph, they had the National Guard. And they took these children for a week long camp and then showed them all different aspects of criminal justice and increased their interest in it that way. There are police explorer programs through law enforcement. And there are many, many other ways that we get the interest in law enforcement up.

I guess we have time for a few questions and answers here if anybody would like to ask a question. We'll be doing whatever we can to answer those as well as we can.

Great. Thank you, Warren. And as a reminder, if you have questions, please be sure to type those into that question and answer dialog box. And we do have a few questions. And how does talent management recruitment retention resolve the different state legalization standards regarding recreational use marijuana? Rich? Warren?

So I'll take a stab at this. The simple question is I don't know. The longer explanation is that because Wisconsin doesn't-- legalization of marijuana isn't present in Wisconsin, if they test positive for marijuana during our drug test, they're disqualified. So for us, if they live in, say, Colorado. They lived there for a couple of years and decided to come to Wisconsin to try to work for us, once they get that drug test done. They'd be disqualified once it came up positive.

Great. Thank you.

It's my understanding that there have been a few challenges to folks being dismissed because they came up positive for marijuana, even in those recreational states. And the decisions that I've read said that there can be additional requirements put on law enforcement to not use recreational marijuana. So the terminations have been upheld.

Hi. This is Francis Bradley. In regard to that question, also you have to look at it from this standpoint. When you look at Indian Country in general, we all have in some shape, fashion, or form receive federal funding. And since marijuana is still listed as a Class I drug, it's not recognized for any medicinal use or medical use by anyone within the federal system. Now, you take that into consideration with also the different state requirements, like here in Arizona, you just cannot use marijuana for anything other than-- well, you can't use it all. So it's going to end up with a problem dealing with dismissal. The same way with the standards that are set for the different tribal agencies. You can't use marijuana. So that's the short end to a long question.

Great. Thank you, Francis and Warren. And we do have another question. In each of your opinions, what is the biggest challenge for recruitment and retention that are unique to policing in Indian country?

Well, for Menominee, it certainly is the benefits, specifically the retirement. We get asked just about every person we interview about retirement and if there are any plans to bolster our current retirement plan. So for Menominee, it would certainly be retirement.

I don't want to steal my own thunder, but I agree with Warren as far as the retirement, but also the wages. I think that's also an issue, at least here in Wisconsin, with some of the other tribal agencies.

Hi. This is Francis again. When you look at that in general, it also comes down to that very simple point in the matter. There's lack of retirement benefits in most tribal agencies, as well as compensation. So those are probably the two leading points of why we have difficulty in recruiting applicants for our agencies. But in general, that's across the United States with most tribal agencies.

Now, when you get into it with tribal agencies in general, they look at that and take that into consideration when they look at part of what it is that they're going to be doing to fill their rank and file. But I'll get more into that in my presentation.

Great. Thank you. And we do have another question. This question is a three-part question. What is the average years of service of your current workforce? How many years does the average officer work before they retire? And what age does the average officer retire at?

Well, I'll go first again. If you cut out a couple of us old dog who've been here's since three purchases of furniture go, we are looking at probably an average years of service in our workforce right now of about five. We don't have a whole lot of guys retire. We have a whole lot of guys and gals decide that they no longer want to be woken up at 3 o'clock in the morning. They don't want to spend days in court.

So after about 10 or so years they decide to try to get a different career. And they move on. So that's the most of the attrition we see is through changing of career choice, not through retirement.

Oneida is a little different. But to speak to the average years of service, kind of like Warren, or like I had said earlier, we had a bunch of the old, three furniture purchase ago groups of people that left, and it made our average age very, very little. At the time we had 19 sworn. There was four that had more than 10 years. Everybody else had less than five.

So it's probably around, if you average it out, about four or five years of average. For us, because we-- and I'll get to it a little bit-- we did create our own retirement system. So Oneida has its own retirement system that we're not in the state retirement system, but it's based on it. So the last two, they're eligible to retire at 50. And they have to work at least 20 years. But between your age and your years of service, they have to equal 75. So somewhere between 50 and 53, depending on what age they came onto the department with us.

Hi. It's Francis again. When you think about that in general across the United States and most tribal law enforcement communities, it's probably going to be anywhere between, I would have to say, a minimum of 5 to about 10 to maybe even 15 years. My experience working with the Navajo Nation in their law enforcement program, in fact, there are still a lot of people there who are still employed there as police officers, sergeants, and whatnot, who have been there long since I retired in 2002.

My last agency that I worked for, the Hualapai Tribe, I had the officers-- I have officers there that they're going into their 11th, 12th year. So with that, it depends on what the tribe is looking for as well. In the case of the Hualapai Tribe we required a 5-year commitment to the tribe. So with that particular organization, we were also in the Arizona Public Safety Retirement System, which is you put in-- well, back then before the system changed, it was 20 years regardless of age. Now they have a tier two or three system in place.

So again, the Navajo Nation is a self-funded retirement program. So early retirement was 45. Maximum retirement was 55. And the employee didn't contribute. So again, it depends on what you're talking about and what you're looking at in so far as tribal retirement is concerned.

But in general, about-- shoot, I'm-- well, how old am I? I'm 56 right now. And I started my 38-- in fact, I'm going to be starting my 39th year here in June. In my current agency that I work for, the Fort McDowell Tribe, we're also in the public safety retirement system. So everything that I had in with the Hualapai Tribe goes over into my current position here with the Fort McDowell Tribe. So again, it depends on the agency and really what the retirement benefits are like and the program and so far as salary and benefits are concerned.

Great. Thank you, gentlemen. And we do have a few more questions. We are going to hold those until the end of the presentation to ensure we have enough time to go through the next slides. And with that, we're going to turn things over to Chief Francis Bradley.

Hello, everyone. First of all, Francis Bradley, [SPEAKING NAVAJO] for all of those who may be Navajo. I am Bitter Water, born for Towering House. Or if you say it traditionally, I am [SPEAKING NAVAJO]. So that makes me Navajo. So in talking about that in general, that's who I am. So again, good morning, good afternoon to everyone across this great country of ours.

What I'd like to talk about beginning today in this webinar is a little bit more about how tradition plays a role in what it is that we do in recruiting our peacekeepers for Indian Country. There are a few things that you need to look at or think about in so far as that's concerned when you talk about, what is it that we're looking for when we talk about recruiting, retaining and making sure that our communities have the law enforcement, public safety, services that they need to have?

In the slide here that you're looking at, you're looking at one of the Hualapai Nation Police Departments. What's unique about this particular site is when you look at that unit and you look at the background, you always think about everything in the beginning, the beginning of a time, the beginning of a day. Every day starts with a new day's dawn.

So I really like this picture because that's where we are today. We're talking about how can we make it better in the future using the traditional concepts and ways of our tribes and our nations within the nation about keeping our people, retaining our people, finding people to work for our people. So with that being said, we look at this for what it is, you know. It's a new day's dawn.

So let's go on to what we're talking about here is when you think about it, in general, there are a lot of things that occur, there are a lot of changes in time beliefs. And then there's the modernization of law enforcement and the criminal investigation services that we have within our communities, organizations, and within the tribes.

Keep in mind, there are some basic things that we need to remember when we're dealing with recruitment and retention, such as the principles of leadership, the principles of sovereignty, the principles of governance for our nations. And our nations all have fundamental laws.

And when you think about traditionally, when you talk about fundamental laws, think about it this way. They consist of traditional laws, customary law, natural law, and then common law. So when you think about it from that standpoint, this is where we're going to move into in a little bit here when we're talking a little bit more about traditional-- when we want to talk about tradition in law enforcement and what we do.

So as we talk about that, we look at it from, what is it that we're talking about here really? And you know, everyone who came before us, our leaders from whether they be past, present, or even when we're looking at the future, what is the vision that we all have for our agencies? When you think about it from that standpoint, you think about it from this standpoint. I'm going to use the Hualapai Tribe as an example of what it is that they looked at and what they wanted to do when they looked at this very point of where we are today.

Their vision began with their leadership. And their vision began with seeing a multi-jurisdictional law enforcement program capable of professional police services for the Hualapai Tribe. That was their vision. And when they looked at that from that standpoint, they also looked at it taking into consideration the future. Their futuristic vision and actions set up their law enforcement program to meet the needs of their people, their community.

Why did they do that? They were thinking about a number of things-- economic development, public safety, crime reduction, and partnerships with the surrounding municipalities, government agencies, state entities, and federal programs. When they did that, that vision is what it is that they wanted to accomplish with their law enforcement program.

So with that, they began quite plain and simply where we're talking about now with a lot of the inadequacies and the things that are plaguing us across the United States in all of our tribal communities about, how do we get our people? How do we keep them? And how do we move forward? How do we keep our recruitment and retention going?

Well, the Hualapai Tribe began with the thought of a 20-year retirement system, a public safety retirement system, which they worked with the state of Arizona to obtain. So they began with that in mind, the 20-year public safety retirement system. They put forth a schedule of competitive salaries and benefits for their officers and staff.

The Hualapai program started in 2002. When they started in 2002, they set what they called the Hualapai standards for the commissioned personnel. What they were after to achieve was a true multi-jurisdictional police force capable of operating within the tribal state and federal systems. So the law enforcement program of the tribe there is able to work cross-jurisdictional with any crimes or public safety needs found on their lands. So that was their vision and what they started moving forward with.

So with that before I even became part of that program, I have to go back and look at it from where I am today and how I got started in being within the law enforcement program. Like Warren was talking about earlier, for me, the bug bit me back when I was a sophomore in high school, back in 1978 or so. I had a brother-in-law-- and he's since passed on and rest in peace-- he was a sergeant at the time working for the Navajo Police Department. And I did a couple ride-alongs with him and I really liked it. So from that point on, from the time I was a sophomore in high school, I decided this is what I'm going to do.

So it begins with like what we've been talking about all morning. You get in with the younger people, show them what it is that can be done, despite the trials and tribulations of benefits retirement, salaries and all these other kind of things. You begin with that. Get with the young people. Work with them. So when you start out with that, then you look at what it is that you want to achieve in all of this.

And right now where we are in Indian country, the recruitment and retention of our police officers is still a major obstacle. And that affects us all across Indian Country. And, in fact, in January of last year, I was able to sit on a panel with the IACP, International Association of Chiefs of Police, and we sat down to discuss-- it was called a 21st Century Tribal Policing Forum, and it was held in Alexandria, Virginia at the IACP headquarters.

What we sat down to talk about were a lot of these things. And the number one issue that came up with all of us-- and not only the first Nations from Canada that had representatives there, but the other representatives from across the country, Indian Country here, in this great country of ours-- the biggest thing that came up was the staffing, the hiring and retention as the biggest problem we're all facing. Those were followed by the issues of jurisdiction, substance abuse, domestic violence, and technology.

And the last thing we talked about in during that whole forum was how we need to make sure we incorporate traditional culture and practices as well as other things in our staffing, hiring, and retention of our law enforcement and police officer candidates. So when we talked about that, we talked a lot about the different practices that everyone's looking at and what they need to do. But it all started to go back to one simple and main point. It's what is it that makes Indian country what it is today? What is it that makes us unique in what it is that we do?

Well, let me start of that particular point there in itself and talking about how our guiding values should begin with recruitment. We should be teaching all of those who serve in tribal police departments how to live those values in the everyday delivery of service while being a team member who is there to help the people of a true multi-jurisdictional police force capable of operating in the tribal, state, and federal systems. A tribal nation's law enforcement program should be able to work cross-jurisdictional with all crimes or public safety needs down on their land. So henceforth, a true multi-jurisdictional police force that has capability of taking care of the people across whatever arena it is that they're working in.

So let's get into why we're talking about recruiting peacekeepers and that simple terminology in itself and why we need to retain our peacekeepers in our tribal communities. Let's start off with looking at traditional concepts of why tradition has to be part of what it is that we do. When you're thinking about it from this standpoint, when I was brought up into this field, I had already been told, the teaching had already started about what it is that I'm to do for my people, for my family, and for myself.

When you look at it from that aspect, all of our tribal communities have culture and tradition that's part of what it is and how we live, the basic principles of how we should be, what we should do in this world that we live in. When you think about that, in general, in the Navajo way, it's called the Naabaahii Dine. And those basic principles that they talked about-- and the Naabaahii Dine-- it means warrior, Navajo warrior. And as you're growing up, you're taught these lessons. And these lessons that you're learning come from the beliefs of the Navajo and that these lessons that you're being taught are like what it is that you want your police officers to have as principles.

You know they talk about teaching about the principles of service, of teamwork, of using and having appropriate tools, of setting goals, of being and having compassion, of belief and consistency. Those are the things that you talk about when you talk about Naabaahii Dine and these principles. And that's where when you talk about peacekeepers of Indian Country, you start to talk about what it is that we do. We're protectors, providers, and peacekeepers of our communities.

So in that traditional light, when you think about it, that's where that terminology comes from. You do this for the people. And whoever he or she is is here to serve the people first and then to be a leader who has humility, valor, honesty, integrity, and generosity. These are the basic teachings of what it is that they say we should have as peacekeepers. So that's where we start to get into these traditional concepts of what peacekeeping is. This is where the culture plays into what it is that we do in protecting, providing, and peacekeeping. These are some of the traditional things that we talk about and deal with because there are customs that we are following.

And, of course, there's nature. You know, we all can't live outside the natural law. And then there are laws created amongst our communities that we call common law. But the basic principle here is that the warrior-- the protector, provider, peacekeeper-- is a leader within the team, within the community, within the job that we do. These are the core values that come along with what it is that's expected of us. And that's where the tradition comes into this.

So how do we deal with this when we start to talk about recruiting our Indian Country peacekeepers? You know, we've been talking about them over and over today in this webinar about the challenges that we have, not only as smaller agencies, but with our benefits and everything else, but we also have been talking a little bit about the uniqueness of Indian Country, how it is where Rich and Warren are right now with being a Public Law 280 state.

Here, in the state of Arizona, there are only two treaty tribes. And the Navajo Nation is one of them. The rest are executive order tribes.

So again, it depends on where you're sitting at within Indian Country. But we all know that we're a nation within a nation. And that's where the sovereignty practices get put in place. And that's what we deal with every day when it comes to how and what we do as tribal law enforcement agencies or public safety providers comes into play.

Then when we talk about that also, we have to look at what it really means to be from a tribal community. And a lot of that comes down to family ties. Earlier when I introduced myself, being [SPEAKING NAVAJO], I am [SPEAKING NAVAJO], so if there was anybody in the room that I was in or a call that I went to or something I was doing and I introduced myself that way, then if they're related to me by clan, then they would be telling me that, or it could be by blood, like we identify ourselves now. You know, our family is identified by blood. But in our way, it's a by clan. So you're related either to my mother's clan or my father's clan or my grandfather's clans to begin with. So that's how the familial and relational ties come into play in all this.

And then again, when you get into it, you have to understand what it is and who it is that you're working for. What is it that they have as their culture? What is it they have their tradition? How do we get those practiced and continued forward in law enforcement in general?

My peers here, my team members here at Fort McDowell, I've been talking to a lot of them. Fort McDowell here is probably, oh, I'd have to say, 95% non-tribal and 5% tribal, which is a mixture of tribal representation from probably two or three different tribes. And the rest are like everyone else that makes up our country. You know, they could be of any other culture as well. But here, that's the way it is.

When you go back to the Navajo, you're about 98% Navajo and 2% non-Navajo. Most tribes, again, it depends on how big they are and how many people they have working for them. For the Hualapai Tribe, there's only like three of us who are tribal members and the rest who aren't.

So again, when we talk about that, how do we teach people that? Well, I've seen really good programs of culture and traditional teachings that have been given to our law enforcement providers. And we do that here in the state of Arizona through training that's provided by our Arizona post as well as the different tribes have training programs that they bring people in to teach people about culture and tradition, so that we all understand what it is that tribe we're working for that we know a little bit more about their traditions in general and what it is that we should take into consideration and do while we're providing for the people.

So when you look at that, one of the key elements again that we talk about, for like myself, is that I was told a long time ago that where I'm going to be and what I'm going to do, especially in being Naabaahii Dine, that you need to remember what it is. The visions, again you go back to the visions, the visions of the Naat'aanii, a leader. That in itself tells me that I must be

embraced by all. To do so, all must learn the history of the organization and what a Naat'aanii believes. You serve the people first, rather than the individual.

You know, when I was working for the Navajo Police Department, these are some deep rooted philosophies that are incorporated into the additional ways of being Navajo, which were taught to us as we're moving forward in our careers. So again, that's where all of this starts to come into play because you have to remember those who come before you, those who come with you, and those who are going to come after you.

So that's where we're at with our Indian Country peacekeepers of today and why they're here. My team members here at Fort McDowell, they were drawn to the smaller agency. That's the way it was when I worked with the Hualapai Tribe, smaller agency, close to their home areas or in their home areas. We would love to have our personnel and our people come from their tribes. But that's not always the case, but that's a draw for people who come to work in our communities and in Indian Country.

And they're here because they're driven to improve the quality of life for those who they serve. And when you think about that also, they also have beliefs and traditions that play into what they're taught and learned from being where they are, so that they can continue forward with a mission of providing services with a culture and tradition in mind that benefits everyone, to better the quality of life for everyone that we serve. And when we think about that in general that's where that terminology comes from about being in Indian Country peacekeeper.

And those are the people-- it doesn't matter who we bring into the position, we're going to teach them and bring forward out of them what it is that they already carry and teach them a little bit more, fine tune it into where it is that we're working here in Indian Country today. There are a lot of agencies and organizations out there that have incorporated a lot of tradition and culture into their entities. And in doing that, that's the basis for the service delivery and, believe it or not, a lot of that is what attracts our peacekeepers to come into the program and stay there despite the challenges we have with benefits and pay and technology and these other kind of things.

So in a nutshell, that's how important culture and tradition is to what we do. Thank you.

And we'll continue on with Rich.

So now that we recruited our folks and to make sure that once we got them, how do we keep them? Some of the things that we've been able to do in Oneida, because there were some specific challenges that we had, like I said before, we were authorized 21, but we generally run at about 19 sworn officers. All of our sworn officers are all enrolled Oneidas. So from the chief of police all the way down to the brand spanking recruit academy graduating police officer, all of us are enrolled Oneidas.

So our candidate pool is much smaller than most everyone else anyway. So one of the things that we needed to do was to make sure that once we were able to get them through the process, we kept them for a long time. Before we addressed some of these issues I'm going to talk about in a minute, we had a huge turnover issue. And I know that other tribal agencies in Wisconsin were having those same things like Warren had talked about. Because we were certified in the state of Wisconsin as a law enforcement officer, once we got them trained, they started with us, they'd stay with us for two years, and, poof, they were gone to another agency.

And those costs associated with not only paying for them to get through that recruit graduation and academy, but to outfit them and all those sort of things, there were huge issues that we needed to address. So what we did was look at the benefits that they were there getting. We wanted to make sure that those were in line with the other agencies that were around. And because of the geographics that we are-- the Oneida Nation is right outside of Green Bay, we had to compete with those folks, that agency, and some of the other larger agencies around there to make sure that we were at the same level as them.

So we did a wage analysis. So like what when I started, you know, I was coming out of the Navy. And those wages were much, much different than when I started at the police department. But at the same time, the local agencies were getting paid \$3 or \$4 an hour starting out more than that. I didn't know any different. I wanted to work for the Nation. So I stayed. But that wasn't the case. So what we did, and we've done several of them over the years, and periodically we do it just to make sure that we're keeping pace with the market, but making sure that we're paying our folks the comparables to the market that's around us.

The other thing that we did was and it's been talked about here several times already, but we created our own pension. Because we can't get into Wisconsin retirement system, we created a self-funded pension that is based off of that. Or it was based off of that probably 15 years ago. The requirements, the age, the service, all of that sort of stuff was comparable to what the state was providing. But at the same time, we had our own control over it. And once we got the wages comparable to our neighbors, we got the stability with the pension, those turnover issues really dropped.

But the other thing we wanted to do is make sure that our folks were happy coming to work and making sure-- let me back up a minute. So that pension system, I know that in Wisconsin anyway, none of the tribes, whether they're Public Law 280 or not, none of them are in the Wisconsin retirement system. So my experience is only that with Wisconsin, but whether or not there's other agencies out there in a retirement system, there are two others in Wisconsin that have created their own self-funded pension plan. But I think that's not the norm in Wisconsin anyways.

But since we had them, we wanted to make sure that folks were happy coming to work. So we created some of those specialties, the dear officer up in the schools, the committee resource officer working with the community programs. We participate in the local SWAT, the drug task forces, all those sort of things just to make sure that if a person wanted to simply work patrol,

they could do that. If they want to do some specialization, they were able to do that and have those things available to them.

And before we move into the final Q&A session, we would like to play a short video. And it's a recorded talk from Chief Bradley. And he recently completed that for the COPS office. It is part of their video series, "What's New in Blue," which highlights innovative developments and critical issues in law enforcement. The slide and handout contain the links to the full series and Chief Bradley's full talk. Let's run the clip with Chief Bradley and give some additional thoughts on using culture and tradition in the recruiting and training of tribal law enforcement.

When I first started my career as a Navajo police officer, the Academy training was only part of that training. My learning began when I met those who came before me, the old guard, as we call them, and how we were identified by them. It was those of us who came together, my academy class, that I'll call the ones who came with me, who learned our philosophy to police our people and communities and why who you are makes the difference in how you are recognized by the people, to today, where we are teaching all of those who come after how to police in Indian Country through these traditional concepts.

This way of thought as I was told in the beginning of my career is what will follow me to the day I leave the law enforcement service and the way of life I live as a protector, provider, and peacekeeper. Policing in Indian Country falls naturally into the fabric of community policing. Navajo warriors are referred to as Naabaahii Dine, which means we are protectors, providers, and peacekeepers.

Having worked in Indian country, all my career I was taught by those who came before me that the ways of the warrior was not just legend but a way of life we live as we're serving and protecting our people, our lands, and our way of life, no matter where we are. As we move through life with those around us, we share and teach the philosophy of the protectors providers and peace keepers with those who worked alongside us in the service we know as law enforcement.

OK. And with that, we've now reached our final question and answer section of the webinar. And we do have a question. And that is, are you aware of any tribal officers in any state that are able to participate in the state retirement system?

So I talked about that a little bit during my portion. And the short answer is no.

Yes, there are. In fact, here in the state of Arizona, there are a number of tribal agencies that are in the Arizona public safety retirement system.

And I think that's been my experience with traveling around and talking to other folks from other tribes is that it really depends on where you're at. We also tried to get involved in the federal retirement system. But without an act of Congress, we are definitely never going to be

able to participate in that. Even though we do receive federal funding for a portion of our program, we're not eligible to participate in the federal retirement either.

We do have another question. And this one is directed to Rich. Rich, would you see it beneficial for all tribes of Wisconsin to start a retirement pension.

Absolutely. It's one of the ways that we've been able to retain our folks, because of all the reasons that I talked about earlier, you know, quite frankly, law enforcement for a tribal nation is expensive. But unfortunately if the nation's desire is to have their own law enforcement agency, quite frankly they're going to have to compensate them or pay for those services, because that's the only way you're going to be able to keep your own folks to police, provide those services, improve the quality of life support for your community members.

So the ability for a tribal nation to provide for that pension system, I think is an absolute priority to make sure that they keep those folks that they're paying for, putting that financial outlay in, and to retain them after all that training is done, because quite frankly tribal law enforcement agencies are much different than any other ones, or non-tribal agencies. Like Francis had talked about providing that those services for the people, by the people, that's at the root of why the Oneida Nation chose to create its own police department back in 1985 was to have Oneidas providing law enforcement services for Oneidas.

And that that's kind of the theme that we've kept since 1985. And that's why we have just our enrolled members providing those services to Oneida. So sorry for the long answer. The short answer to that question is, yes, absolutely, I think it would be a benefit.

Great. Thank you, Rich. And it doesn't look like we have additional questions at this time. So I would like to take time to thank Rich, Francis, and Warren for their time and excellent insight during our webinar today. Again, you can find their contact information on the screen.

And just want to see if our presenters have any final thoughts to share with our audience today. We'll start with Rich, and then we'll go around. Rich, do you have any final thoughts?

First of all, thank all of you for listening. You know, the recruitment and retention strategies for tribal law enforcement are relatively the same as is non-tribal law enforcement agencies. But the same time we have our own unique issues and challenges. And trying to improve that to get those qualified folks from our communities, to police our communities, I think is the best way for us to do it.

There are challenges. There are issues. But the same time, if we keep our eyes open, we address those issues, we can absolutely make a difference in all of our communities. So thank you.

Great. Thank you, Rich. Warren, do you have any final thoughts to share?

I'd just like to thank everybody for taking time out of their day to come and listen to us. Hopefully, something that we said spark some interest. Maybe spark a change for you. Some of the challenges that we faced and overcame maybe will be an inspiration for somebody to do the same. And we keep moving forward every day doing what we're doing and protecting our community to the best of our abilities. And once again, thank everybody for participating, and we'll see you on the next one.

Thanks, Warren. And, Francis, do you have any final thoughts to share?

Yes, I do. In fact, I'd like to take this time to acknowledge all of those who came before me, all of those who took the time to teach me about what it is that I'm doing today and showing me that this life is a good life and a way to live, and then all of those who came with me, like my academy peers and you all who are here helping us today, and then all of those who are going to come after us, you know, all of those in the future are going to be providing for us in just this way.

But at the same time, this being national police week across the country, I'd like to give my condolences to all of those families, friends, and relatives who have lost loved ones in the service to our country in providing for public safety services here in this great country of ours, and those from Indian Country who have lost loved ones in doing the same, for the fellow warriors out there of our communities in protecting Indian Countries, ahehee, to all each and every one of you. And to all of you who are here with us today on this webinar, thank you very much for your time and attention. And if there's anything that I may be able to do to help you, please don't hesitate in reaching out.

And I thank you all for everything that you do every day and especially for getting up this morning and moving forward to where we are today so we can finish this day they are in a good way.

Thank you. And thank you to our presenters today for sharing such great information. Again, a special thank you to our presenters and all of you for attending our live webinar today. I hope you have a wonderful remainder of your day.