

# Successful Tribal Community Policing Initiatives, volume 2

A resource for communities developing  
public safety programs and strategies



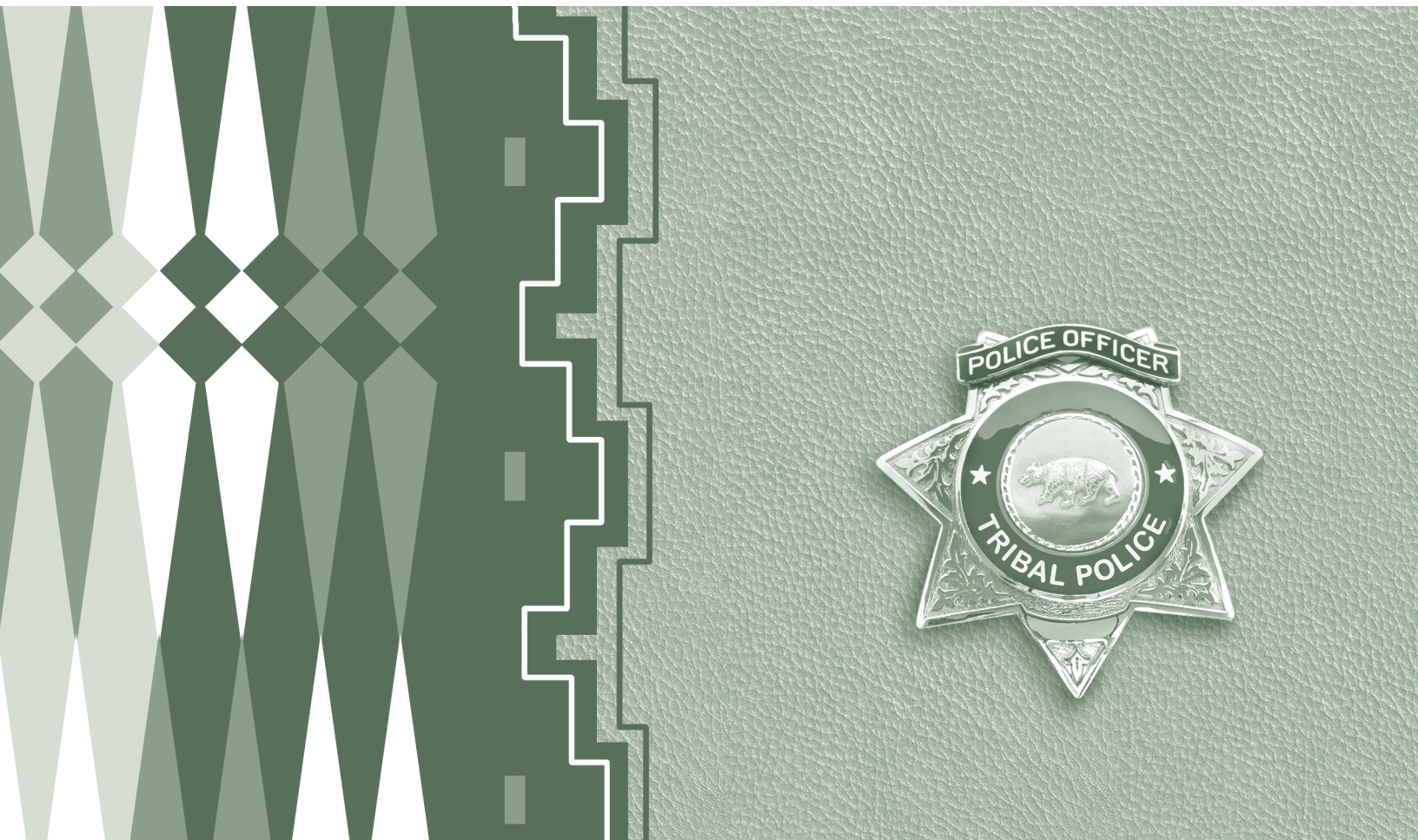
**COPS**  
Community Oriented Policing Services  
U.S. Department of Justice

**NCJTC**  
National Criminal Justice Training Center  
Fox Valley Technical College



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A resource for communities developing  
public safety programs and strategies



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## Letter from the Acting Director of the COPS Office

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Dear colleagues:

Many law enforcement agencies are called upon to address critical public safety issues such as substance abuse in the community, gangs and criminal organizations, and violent crime. Agencies in tribal communities also address these critical issues and often have to face them with dangerously limited resources and personnel. For more than 20 years, the Office of Community Oriented Policing Services (COPS Office) has been proud to deliver grants for hiring, equipment and technology, and training and technical assistance directly to tribes and tribal consortia under the Tribal Resources Grant Program—which since 2010 has been part of the Coordinated Tribal Assistance Solicitation in partnership with the Office of Justice Programs (OJP) and the Office on Violence Against Women (OVW).

In 2013, the COPS Office published *Successful Tribal Community Policing Initiatives: A Resource for Communities Developing Public Safety Programs and Strategies*. That publication summarizes some of the most promising practices and results tribal communities were developing based on Tribal Community Police Problem-Solving Teams (TTEAMS) training provided by Fox Valley Technical College's National Criminal Justice Training Center (NCJTC) with a COPS Office grant. Since 2012, that training has been known as Tribal Oriented Policing Strategies (TOPS), and we are pleased to present volume 2 featuring further successful strategies tribes and communities are implementing based on that training.

Tribal law enforcement and public safety agencies that consult this publication will be able to adopt strategies and practices to implement community policing programs and improve their communities' safety. It is a valuable resource, and I commend the NCJTC for its continued work with and for law enforcement in tribal, rural, and underserved areas.

Sincerely,



Robert E. Chapman  
Acting Director  
Office of Community Oriented Policing Services

## Acknowledgments

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## Introduction

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### Background

The Office of Community Oriented Policing Services (COPS Office) introduced the Tribal Resources Grant Program (TRGP) to Indian Country in Fiscal Year (FY) 1999, which is now solicited under purpose area #1 of the Coordinated Tribal Assistance Solicitation (CTAS). Under CTAS, the COPS Office offers funding designed to expand the implementation of community policing and meet the most serious needs of law enforcement in tribal nations through a broadened comprehensive program. The funding can be used to hire or rehire full-time career law enforcement officers and village public safety officers as well as procure basic equipment and training to assist in the initiation or enhancement of tribal community policing efforts. Since the program's inception, the COPS Office has dedicated more than \$550 million to hire and train community policing officers and purchase new equipment and technology.

In FY 2011, the COPS Office awarded the Fox Valley Technical College's National Criminal Justice Training Center (NCJTC) a cooperative agreement to provide training and technical assistance (TTA) to the 57 tribes and agencies awarded CTAS purpose area #1 funds that year based on needs in the field. The NCJTC assisted these tribes and agencies in enhancing community policing by providing the Tribal Oriented Policing Strategies (TOPS) training, formerly known as the Tribal Community Police Problem-Solving Teams (TTEAMS) training.

The TOPS training is intended to strengthen relationships between the community and tribal law enforcement agencies. Designed specifically for Indian Country by Native American community policing practitioners, the training brings together tribal law enforcement, tribal leaders, youth, and elders as well as representatives from criminal justice agencies, local governments, social service agencies, educational organizations, surrounding jurisdictions, and the community.

TOPS demonstrates how law enforcement and the community can work together in organized problem-solving teams to address key public safety issues such as crime, social disorder, and fear of crime by using the community policing philosophy. The highly interactive training format encompasses various instructional methods including the principles of adult learning, group discussion, applied learning, team building, and interactive exercises. Throughout the training, students learn how to work together to identify problems and underlying conditions, leverage resources, and develop creative solutions through a six-step problem-solving process resulting in a community policing action plan. Action plans developed as a result of training focused on key public safety concerns such as alcohol and substance abuse, crime related to alcohol and substance abuse, criminal damage to property, gangs, lack of communication between and among agencies and key stakeholders, domestic violence, juvenile delinquency, truancy, loss of culture, lack of resources, and more.

Key highlighted evaluation feedback from TOPS participants demonstrate the benefits of the relationship and community trust building aspects of the training as well as the six-step problem-solving process and overall community policing strategies discussed. Sample comments from law enforcement include the following:

- “This program is a great way to better policing practices as well as gain the trust of the community.”
- “The training gave me an understanding of how to conduct policing with other resources and support.”
- “I plan to get to know someone by spending time with them before you make any decisions about a situation or that person.”

- “These strategies are at the core of what we do as village public safety officers. I think that this excellent training will help us be much more effective in our communities.”
- “I have finally realized the benefits of community support to public safety.”
- “I feel that the course provided excellent materials to be used on a regular basis for better community oriented policing techniques.”

Sample comments from community stakeholders and members include the following:

- “I appreciated the opportunity to meet and form a friendship with our police department.”
- “I now have empathy for police officers and have lightened up my opinions.”
- “As a community member of my tribe and a social worker, I didn’t expect to have as much interest as I did. I am glad to see our police officers are on board with issues that we see as well. I really liked the teamwork and planning activities. I will take these skills with me to better provide service in my community.”
- “I thoroughly enjoyed the training. It provided me an opportunity to meet and have valuable conversation with law enforcement and other key stakeholders.”

Additional examples of general comments include the following:

- “I could relate to everything that was taught in this training; it incorporated Native values.”
- “We have a gap between community and police. This training opened our eyes on how to bridge that gap.”
- “We hope that this will bring the community to a healing and help them to take pride again for their community and encourage wellness. We would not have tried this if it had not been for the training you brought here to show all of us it is possible to work together. This was an extremely positive experience. It is a road to hope of recovery of traditional values.”
- “We have a big problem with teen violence, graffiti, and alcohol and drug abuse in our community. No one knew where to start until now!”
- “I was pleasantly surprised the training was being done by Native presenters. It had humor, visuals, and Native culture that made it have an impact.”
- “This was an excellent training and was presented very well. I think it opened a lot of people’s eyes on the need for community policing. It also gave us the tools to help start community policing in our community.”
- “Extremely impressed with the course. Very relative material that left a deep impression and enhanced awareness of what community policing represents. Helped me identify voids in service and opportunities for enhanced collaborations.”

To date with COPS Office funding, the NCJTC has delivered 85 TOPS trainings, serving representatives from approximately 130 tribes and Alaska Native Villages and more than 2,500 participants.

Through the FY 2011 project, the NCJTC delivered onsite specialized technical assistance to tribes on the following topics in addition to the TOPS trainings conducted: community policing strategies, alcohol and substance abuse, methamphetamine in Indian Country, Native gangs, civilian active shooter response, critical issues in campus safety, individualized tribal community safety summits, and more. Through the project, the NCJTC also conducted four regional tribal community safety summits focusing on pressing public safety concerns in each region and multijurisdictional partnership approaches and promising practices in tribal community policing. Webinars focused on crime prevention strategies, leveraging technology and media to enhance community

policing, and facility dogs as tribal court and school resource officer partners. All webinars were recorded and remain available as a resource. Finally, NCJTC translated the TOPS training concepts into online learning modules. The online modules explore the key principles discussed during the TOPS classroom training and are broken out into the following: (1) Course Introduction, (2) Community Policing, (3) Team Building, and 4) Problem Solving. Topics covered include defining community policing, fostering positive community ethics, partnership building, communication strategies, and review of a successful community policing strategy implemented as a result of the six-step problem-solving process. The online TOPS modules are a free resource and can be accessed at <https://ncjtc.fvtc.edu/trainings/TR00003082/TRI0011489/tribal-oriented-policing-strategies-online-training-program>.

This publication highlights successful strategies implemented by FY 2011 CTAS purpose area #1 recipients and is intended to serve as a resource for communities wishing to develop programs and strategies to improve public safety through community policing implementation. The NCJTC's and CTAS purpose area #1 grantees' award periods were for three years, so TTA was delivered through the end of 2014. In addition, some tribes needed a year or more to fully implement their community policing strategies and have enough outcome-based information to share for the purposes of this publication. Some information included was collected as recently as spring 2020. The information contained for each of the highlighted tribal communities comes from interviews with the lead contacts listed for each community and the tribe's website.

## What is Community Policing?

The COPS Office defines community policing as a “philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.”<sup>1</sup>

The community policing philosophy comprises three key components: (1) community partnerships, (2) organizational transformation, and (3) problem solving. The first component, community partnerships, recognizes that public safety issues are rarely solved without the help of relevant stakeholders and partners.<sup>2</sup> Examples of important community partners include the following:

- Government agencies such as courts, probation and parole, corrections, schools, and social services
- Community members or groups such as volunteers, advocates, activists, residents, tourists, tribal elders, and formal or informal community leaders
- Nonprofits and service providers such as service clubs, support groups, community development corporations, faith-based organizations, and victim advocacy groups
- Private businesses, chambers of commerce, visitor centers, etc.
- Media such as newspapers, news stations, and social media sites<sup>3</sup>

The second component, organizational transformation, focuses on implementing organizational and management structural changes to ensure the philosophy of community policing is infused throughout the department from management to patrol and civilian staff. Elements of organizational transformation can include agency management (e.g.,

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1. *Community Policing Defined* (Washington, DC: U.S. Department of Justice, Office of Community Oriented Policing Services, 2014), <https://cops.usdoj.gov/RLC/Publications/cops-p157-pub.pdf>.
2. *Community Policing Defined* (see note 1).
3. *Community Policing Defined* (see note 1).

climate and culture, leadership, labor relations, strategic planning, policies, evaluation, and structure), geographic assignment of officers; personnel (e.g., recruitment, hiring, and selection; personnel supervision and evaluation; and training), and information systems (i.e., technology).

The third component, problem solving, shifts the focus of responding to a crime after it occurs to developing proactive, creative solutions to address the underlying conditions.<sup>4</sup> The problem-solving approach represents a change in the way law enforcement thinks about its work and also calls upon community members to contribute insight and ideas for the overall improvement of public safety. Agencies successful in implementing community policing use problem solving as a fundamental approach for officers and staff to carry out their functions and daily routines.<sup>5</sup>

A problem-solving model commonly used in community policing is SARA (scanning, analysis, response, and assessment). The scanning component includes “identifying recurring problems of concern to the public and police, identifying consequences, prioritizing problems, and determining how frequently the problem occurs and how long it has been taking place.”<sup>6</sup> The analysis component includes “understanding underlying conditions, identifying relevant data that needs to be collected, researching what is known about the problem, and identifying resources that may be of assistance.”<sup>7</sup> The response component involves “brainstorming new interventions, outlining a response plan, identifying responsible parties, identifying objectives for the response plan, and carrying out the activities.”<sup>8</sup> The assessment component involves “process evaluation, collecting qualitative and quantitative data, determining whether the objectives were met, identifying any new strategies needed to adjust the original plan, and conducting ongoing assessment to ensure effectiveness.”<sup>9</sup> The six-step problem solving process used in the TOPS training is similar to the SARA model but was tailored to be more broad-based in nature to help incorporate community stakeholders, community members, tribal leaders, elders, etc., in addition to law enforcement in the problem-solving process.

When discussing implementing community policing in tribal communities, it is imperative to acknowledge that each tribal community is unique and has distinct culture, traditional practices, beliefs, language, and its own history. It is vital that law enforcement working in tribal communities be educated on these aspects of the community they are serving and respect the tribe’s culture and traditions. In this respect, relationship building with tribal members, leaders, and elders is of utmost value to successful community policing implementation and sustainability. Also significant to note are some of the complexities of policing in tribal communities such as jurisdictional barriers, lack of formal agreements with surrounding agencies, lack of cross-deputization for tribal officers to enforce state laws, often times limited staffing and resources, and inadequate backup services. Tribal communities are often able to leverage their strong traditions, cultural resources, and values to be innovative in addressing some of these barriers. In the following successful initiative section of this document, you will find key themes of the initiatives focus on relationship building, incorporating cultural approaches and overcoming some of the complexities and barriers mentioned. For more information and in-depth resources on community policing in tribal communities, please visit the COPS Office’s Tribal Community Policing Resource Center at <https://cops.usdoj.gov/tribalpolicing>.

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4. *Community Policing Defined* (see note 1).

5. Edward Maguire and William Wells, eds., *Implementing Community Policing: Lessons from 12 Agencies* (Washington, DC: U.S. Department of Justice, Office of Community Oriented Policing Services, 2009), <http://cops.usdoj.gov/RIC/ric.php?page=detail&id=COPS-P172>.

6. “The SARA Model,” Center for Problem-Oriented Policing, 2013, <https://www.popcenter.org/about/?p=sara>.

7. “The SARA Model” (see note 6).

8. “The SARA Model” (see note 6).

9. “The SARA Model” (see note 6).

## Successful Initiatives

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### Match-E-Be-Nash-She-Wish Band of Pottawatomi Indians

#### About the tribe

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The Match-E-Be-Nash-She-Wish Band of Pottawatomi Indians (Gun Lake Tribe) is part of the historic Three Fires Confederacy, an alliance of the Pottawatomi (Bodewadmi), Ottawa (Odawa), and Chippewa (Ojibwe).<sup>10</sup>

The Gun Lake tribe has resided in western Michigan for more than 200 years. About half of the 430 tribal members live on or around the reservation. Because the tribe has a young population—60 percent of members are under the age of 25 and approximately half are under the age of 18—youth services programs are of significant importance to the tribe.

The Gun Lake Department of Public Safety was established in 2011. The director worked closely with the tribe's pre-existing public safety committee and other stakeholders to develop culturally infused five-year and 10-year strategic plans for the department.<sup>11</sup>

In the development of the department, partnerships and collaborative public safety efforts were also important to the Gun Lake Department of Public Safety. It has its own records system but also shares record systems with all Allegan County Law Enforcement Agencies and Allegan County Central Dispatch. Information sharing also is conducted with federal, state, county, and local agencies as well as the Michigan State Department of Natural Resources.

#### Overview

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The Gun Lake Tribe hosted the TOPS training May 13–14, 2014. Attendees included law enforcement, educators, judges, court personnel, health and human service professionals, and tribal members. As a result of this training, attendees identified multiple areas to further examine in developing a community policing strategy. These opportunities included prescription drug abuse, alcohol and drug abuse, juvenile delinquency, and lack of community collaboration and trust. Furthermore, the growing problem of opioid abuse is having an increasing impact on the youth of Gun Lake, which is especially concerning.

After further analysis and significant research, the Gun Lake Tribe Department of Public Safety determined that it needed first to address the community partnership and trust challenges to create sustainable future policing initiatives. They concluded that they could most effectively move forward by building from existing connections and programs. However, they also recognized that they would be establishing a new paradigm, building on the power of family, which is so important to the tradition of the Gun Lake Tribe.

#### Community policing strategies implemented

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The Department of Public Safety recognized that through extensive research it could determine the best direction to move forward to address the issues and develop programs. Completing due diligence was imperative to ensure that any program would be both viable and sustainable within the community. However, passion was also critical to the success of any endeavor, as was appropriate education and training.

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10. "Gun Lake Tribe," Gun Lake Tribe, accessed December 10, 2018, <https://gunlaketribe-nsn.gov>.

11. Richard Rabenort, interview with NCJTC staff, November 6, 2014.

The Department of Public Safety outlined the following strategies to increase community partnerships and collaboration and build trust within its community:

- Improve interagency communication and collaboration.
  - Develop a tribal multidisciplinary team (including housing director, personnel from public health and the schools, finance staff and the police department). Determine issues that require multi-agency response.
  - Establish a formal plan to connect officers and community members.
  - Identify and market benefits of collaboration in community.
  - Establish collaboration with the schools.
- Raise community awareness and increase community-officer connections.
  - Formulate a strong interagency marketing campaign to promote the greatest possible turnout for events.
  - Instill the culture and mindset of community policing from the day the officer is hired.
  - Build awareness of a more casual approach to attendance at programs.
  - Rely on interagency marketing and word of mouth to get the word out.
  - Piggyback marketing information with other agencies to ensure wider dissemination in a cost-effective manner.
  - Abstain from requiring RSVPs on events to underscore low-key approach.
- Establish sustained programs to address tribal issues of prescription drug abuse, youth-related abuse issues, juvenile delinquency, and lack of collaboration and trust.
  - Hold meetings with all involved agencies and organizations.
  - Evaluate available services.
  - Work with all agencies to identify potential problems.
  - Identify gaps in service and research opportunities for enhancement.
  - Implement a referral process.
  - Build on existing programs and relationships when possible.
  - Find community resources to address the problems.
  - Use research to implement programs on a regular basis.
- Develop a juvenile risk-reduction program.
  - Conduct research on long-term sustainable programs.
  - Reach out to key stakeholders interested in assisting in the development of the program.
  - Provide training for the officers involved.
  - Institutionalize the program through a sustainability plan.

- Focus on teamwork, collaboration, and enhanced training.
  - Identify ways to incorporate traditional and cultural values.
  - Identify interagency contacts and resources.
  - Establish goals and identify desired outcomes of collaboration.
  - Determine areas of collaboration with the schools.
  - Provide specific officer training for identified programs.
  - Identify resources that for collaboration, especially in adaptive situations.
- Enhance educational public safety programs for tribal families.
  - Identify the target audience and age groups.
  - Research sustainable programs (e.g., the ride-along program).
  - Identify lead officer or person to coordinate program.
  - Seek ways to gain community buy-in for the program.
  - Build family loyalty through multilevel programming.

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#### Outcomes and observations to date

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##### *Improve interagency communication and collaboration.*

Following the TOPS training in May 2014, the team members formed multidisciplinary teams to move away from the typical “power structure” of the past and address the issues in a more collaborative manner. Group members included the housing director, personnel from public health and the schools, finance staff, and the police department. The lead for any given event or project was then determined by the project rather than by traditional roles or power structures.

##### *Raise community awareness and increase citizen–officer connections.*

There was a general feeling that the community was not connected to the agencies except through formal or ceremonial circumstances. TOPS team members wanted to build a more casual relationship with tribal community members without pressuring them to cooperate or require their attendance. The team also sought to establish an ongoing relationship between officers and families in the community. It was a conscious decision not to require RSVPs for events so as not to pressure families to attend. Instead, the team tried to build programs that would attract tribal community members and ensure that meals were offered at these events.

The TOPS team has been even more successful than it hoped it would be at this point, because these tribal programs are scheduled regularly and publicized by including them with other agency notices and newsletters. Now, families interact with the team on social media. They proudly take pictures of their children with tribal police officers and share the photos on their Facebook pages.

An added benefit is the renewed dedication of Gun Lake tribal police officers. Seeing the positive reactions from the community has re-energized them.

*Establish sustained programs to address tribal issues of prescription drug abuse, youth-related abuse issues, juvenile delinquency, and lack of collaboration and trust.*

In any community, personnel and council members change over time. With those changes, often there are significant alterations in how things are done. This can cause confusion and sometimes uncertainty in the community. The TOPS team wanted to create programs based on specified needs and interests of the community members that would last beyond the personalities of any specific persons in agencies or leadership roles. Initially, a great deal of time was spent on research to determine the types of programs that would be most successful and sustainable. That has been the key for the team—research at the front end to ensure sustainability over the long term.

*Develop a juvenile risk-reduction program.*

After significant research, the Gun Lake Public Safety Department chose to concentrate its initial efforts on a Bike Rodeo in order to promote a healthy, active event that would focus on the juvenile population but involve the entire family. The event was chosen for several reasons including the fact that it would bring entire families in contact with officers, establish positive contacts for younger children with officers, and in the longer term enhance the affirming influence of officers on the lives of young people. The public safety department has achieved great success in this area. Now, tribal children and youth treat Gun Lake police officers as family; in fact, many of them call the officers “Uncle Rick” or “Uncle John.”

Public safety department events now draw “return” families over and over again. The department has anecdotal evidence of young people who are making different life choices because of the influence of tribal police officers in their lives. For example, one teen volunteer was headed down the wrong path, hanging out with the wrong crowd, and making poor choices. However, after engaging with law enforcement, he changed his group of friends and indicated it was because he did not want to disappoint the officer he had befriended. This is a prime example of the growing trust between youth and law enforcement due to community policing and related programming.

The sustainability plan for the Bike Rodeo (or youth programs in general) involved ensuring the initiative could carry on throughout the seasons and not just in the summer. This plan included working with the hunting committee and doing a hunter safety class for children ages 8–10 on how to safely handle firearms. Because older children and elders love to hunt, this was an important opportunity to connect elders with the youth and to engage various age groups simultaneously. Also, because hunting is very important to the community, residents who normally would not get involved do get involved. Another portion of the sustainability plan involved training sessions on snowmobile safety and how to drive properly on ice.

*Focus on teamwork, collaboration, and enhanced training.*

While the TOPS team has always worked with other agencies and organizations, the TOPS training has enhanced tribal law enforcement efforts in this area. For instance, the public safety department increased the collaboration between the schools and tribal police officers, even stepping in to assist where other agencies have had to pull back to conserve resources. Also, because the public safety department is more agile, it can quickly respond to problems that are brought to its attention by other agencies and organizations. Finally, this effort has provided the tribal police with the opportunity to increase training in specific areas, such as bicycle safety, thereby enabling the department to be more responsive to the needs of the Gun Lake tribal community.



### *Enhance educational public safety programs for tribal families.*

Many tribal families are unaware of specific basic safety skills and equipment. For example, several parents were unaware of the importance of bike safety helmets for children or basic bike safety training. The Bike Rodeo Program has enabled the tribal police to boost these skills and others for tribal families while offering an enjoyable and enriching event.

The rodeo, which is held multiple times per year, includes staff from all tribal agencies committed to mentoring Gun Lake youth. It draws a significant number of families and council members from the community and gives tribal law enforcement a great opportunity for many people to work together on so many different levels.

### Lessons learned / Opportunities for enhancement

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- Knocking down many of the obstacles up front by getting the right stakeholders involved as early in the process as possible is one of the keys to successful planning.
- It is very important to make sure that programs and strategies are sustainable. Sometimes, changes in tribal personnel or council members cause wholesale changes in how things are done. Significant time was spent researching programs to make sure they would fit well with the community and would be sustainable for an extended time and that all different parts of the community would buy into them.
- The tribe learned that if parents like one program, they will be much more likely to buy into others. For instance, if a mother likes the bicycle safety program, she will now be more likely to bring her family to other events tribal police officers offer. Because of this support, tribal police officers now get the training they need to present the best programs possible to the Gun Lake Tribe community, who will in turn value them and the information they provide.
- Flexibility is a key component, because sometimes people will mishear something or something will not be exactly as planned, and everyone has to work with others to get the word out correctly or fix a situation right away. By working together, the parties may not always agree with each other—but the Gun Lake Public Safety department staff now interacts so often that they can change things quickly if needed.
- Successful efforts are enhanced when a single individual facilitates the entire strategic plan so that resources can be integrated, maximized, and used most effectively.
- As with any partnership, the people involved always have too much to do and too little time in which to do it. One solution is to show other partners how this partnership will help them reach their goals and help promote what they do. That way, everyone can build together and be more efficient.
- Similarly, it is important to anticipate potential questions and obstacles with regard to every decision that is made. A tribe should look down the road and try to think up front about all the different angles and consequences, because public safety professionals know that others will be doing the same.

### Contact information

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#### Gun Lake Department of Public Safety

2869 Mno Bmadzewen Drive  
Shelbyville, MI 49344  
Phone: 269-397-1610

### Lead contact

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Rick Rabenort, Chief of Police | [Richard.Rabenort@glt-nsn.gov](mailto:Richard.Rabenort@glt-nsn.gov)

### Lead agency demographics

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All Gun Lake Tribal Police Officers hold the following certifications and deputizations, which allow them to enforce tribal, state, and federal laws on and off Tribal Trust Land for both native and nonnative individuals: (1) State of Michigan (MCOLES) certification, (2) Allegan County Sheriff Deputy deputization, (3) Tribal deputization, and (4) Special Law Enforcement Commissions held through the Bureau of Indian Affairs.

### Mission statement

*The goal of the Public Safety Department is to protect human life, maintain peace, and protect the property and resources of the tribe and its citizens, families, and guests. We strive to achieve these goals through self-dedication; appropriate training; use of officer experience, skills, and talents; and the use of accepted law enforcement techniques and practices. By providing these basic core values through training, policy, and sound ethical decisions, we intend to instill integrity, ethics, and honesty to our members. It is our intent that we will continue working together, with genuine concern for one another, as we move toward achieving excellence in the delivery of service to meet the challenges of the future. The officers and members of this department take pride in their position with the Gun Lake Tribe Public Safety Department and are expected to carry out these responsibilities professionally, courteously, and with due diligence at all times.<sup>12</sup>*

### Additional community policing activities

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The Gun Lake Public Safety Department is also engaging in several other opportunities to connect with community members including a ride-along program, an intern program, collaborative efforts with the schools, developing a multidisciplinary team, providing Drug Endangered Children presentations and trainings, and continuing to implement and build upon its overall strategic plan.

## Miami Tribe of Oklahoma (Miami Nation)

### About the tribe

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The ancestral home of the Miami Nation is the Great Lakes area. The traditional homelands spanned what are now Indiana, western Ohio, eastern Illinois, and the southern regions of Michigan and Wisconsin. A series of forced removals in the mid-1800s relocated the Miami to their present location in northeastern Oklahoma. However, all of the lands where the Miami have ever lived are still referred to as “Myaamionki” (the Place of the Myaamia). Tribal citizens can be found living in all 50 states as well as outside the boundaries of the United States.

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12. Rabenort, interview (see note 11).

Today, the Miami Tribe of Oklahoma maintains a 1,400-acre land base and many tribal businesses in and around Miami, Oklahoma, approximately 90 miles northeast of Tulsa. The population of the tribe is approximately 4,400. The Myaamias are of the Central Algonquian linguistic group.<sup>13</sup>

Website: <https://miamination.com>

### Overview

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The Miami Nation hosted the TOPS training on August 19–20, 2014 and again on January 23–24, 2018. They hosted the training a second time because of a change in leadership and several new staff needing to be trained in the same concepts. Attendees for both trainings represented tribal law enforcement, the Sex Offender Registration and Notification Act (SORNA)<sup>14</sup> program, the medical field, and courts personnel. Several other tribes attended including Citizen Pottawatomie Nation, Kickapoo Tribe, Muscogee Creek Nation, Osage Nation, Quapaw Tribe, and Rosebud Sioux Tribe. Additional agencies represented included the Bureau of Indian Affairs (BIA), Northeastern Tribal Health System, and Ottawa County Sheriff's Office. As a result of the training, the Miami Nation Police Department identified key issues it wished to address including enhancing collaboration between tribal and federal law enforcement to help address drug trafficking issues and increase communication with the public about specific crimes in their area.

### Community policing strategies implemented

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The Miami Tribe of Oklahoma identified and implemented the following strategies as a result of the training:

- Enhance collaboration between tribal and federal law enforcement.
  - Identify key issues that require information exchange with federal agencies.
  - Identify federal agencies, contacts, and resources needed to address the key issues.
  - Develop a process for sharing information.
- Communicate with the public about specific crimes in their area.
  - Identify key issues.
  - Identify methods to communicate.

### Outcomes and observations to date

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#### *Enhanced interagency partnerships*

The Drug Enforcement Administration (DEA) and BIA were identified as key stakeholders and resources that would be beneficial to enhance communication and collaboration with to address the trafficking issue. There is now regular established communication between these agencies, and the DEA, BIA, and Miami Nation Police Department continue to share information and data to help curtail drug activity in northeast Oklahoma.

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 13. "About Us," The Miami Tribe of Oklahoma, accessed December 19, 2018, <https://www.miamination.com/about>; Veronica E. Velarde Tiller, *Tiller's Guide to Indian Country: Economic Profiles of American Indian Reservations*, Third Edition (Albuquerque, NM: BowArrow Publishing Company, 2015), 634–635.

14. Adam Walsh Child Protection and Safety Act of 2006, 34 U.S.C. §§ 20911 et seq., <https://uscode.house.gov/view.xhtml?path=/prelim@title34/subtitle2/chapter209&edition=prelim>.

When tribal police lack the authority to investigate or arrest perpetrators outside their normal jurisdictional boundaries, they can be granted commissions that empower them to exercise certain jurisdiction. The Miami Nation has obtained sheriff's commissions and federal commissions for individual officers in the department to conduct work on and off the reservation. Oklahoma House Bill 2319 passed in 2016, which expanded the tribe's police jurisdiction to include any tribally owned property regardless of trust status.<sup>15</sup>

The tribe also entered into an agreement with the agencies of Ottawa and Delaware Counties to establish a Combined Area Response Team. This team provides tactical support to high-risk situations throughout Ottawa and Delaware Counties.

#### *Develop online public sex offender registry*

For community safety purposes, the Miami Tribe of Oklahoma Police Department now maintains and provides public information on sex offenders who are required to register in Miami tribal jurisdictions pursuant to section 113(a) of SORNA<sup>16</sup> and section 2.02 of the Miami Tribe of Oklahoma Sex Offender Registry Code.<sup>17</sup>

At the site, members of the public may submit tips to the registry about offenders. The site also offers a Community Notification System to notify the public by email when a sex offender registers a home, work, or school address that is near an address of interest to that person. The site also offers a list of related online resources.

For more information about the tribe's SORNA compliance efforts, visit "Sex Offender Registry," Kiiloono Myaamiaki The Sovereign Miami Tribe of Oklahoma, accessed August 27, 2020, <https://miamination.nsopw.gov/>.

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#### Contact information

##### **Miami Nation Headquarters**

3410 P Street  
Miami, OK 74354  
Phone: 918-541-1300

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#### Lead contact

Ronnie Gilmore, Police Chief | [rgilmore@miamination.com](mailto:rgilmore@miamination.com)

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#### Lead agency demographics

In addition to the chief of police, the Tribal Police Department has a team of 12 officers serving the Nation and one additional municipality. The police department is in charge of routine surveillance of all tribal lands within the Oklahoma jurisdiction boundary as well as the tribal headquarters facility. Officers also handle investigations as needed on tribal lands and protection of tribal officials, employees, visitors, casino patrons, tribal property, vehicles, and equipment at the Nation's facilities.<sup>18</sup>

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15. 21 O.S. 2011, §99a (2016), <http://www.oklegislature.gov/BillInfo.aspx?Bill=HB2319&Session=1600>.

16. Adam Walsh Child Protection and Safety Act of 2006 (see note 14).

17. Miami Tribe of Oklahoma Sex Offender Registry Code, 2 § 2.02.

18. "Miami Nation Police Department," The Miami Tribe of Oklahoma, accessed June 19, 2020, <https://www.miamination.com/police-department>.

### Mission statement

*“The men and women of the Miami Nation Police Department are committed to the enhancement of the quality of life and lessening the criminal fears of all citizens. Utilizing the authority and safeguard of the Constitution of the Miami Nation, the law and order code of the Miami Nation, we, the members of the Miami Nation Police Department, will work cooperatively with all segments of the general public and government to provide a safe environment and preserve the peace. This partnership is drawn on the premises that our product be one of service to all citizens with special focus toward solving the real and perceived problems within the community. Our remedies and resources shall be from all levels of government working together to accomplish our desired goals, thus, as a Department of, and on behalf of the people of the Miami Nation, we obligate ourselves, all services and functions of the Miami Nation.”<sup>19</sup>*

## Pueblo of Isleta

### About the tribe

Centrally located in the Rio Grande Valley, the Pueblo of Isleta is 15 miles south of Albuquerque, New Mexico. The pueblo covers more than 329 square miles and has a diverse geographical terrain that ranges from forests in the Manzano Mountains in the east to the desert mesas of the Río Puerco in the west.<sup>20</sup>

The government of the Pueblo of Isleta was formed in the 1930s, and the pueblo is home to 3,980 enrolled members with a total population of 4,853.<sup>21</sup> The Isleta Police Department is a 638 self-governing BIA contract agency.<sup>22</sup>

The name Isleta is Spanish for “little island.” Many “traditions, songs and dances are still practiced and passed down from generation to generation.”<sup>23</sup> The historic St. Augustine Church, rebuilt in 1716, is located on the pueblo’s main plaza.<sup>24</sup>

The pueblo’s website can be found at “Welcome to the Pueblo of Isleta,” Pueblo of Isleta, accessed August 27, 2020, <https://isletapueblo.com>.

### Overview

The Pueblo of Isleta hosted a regional TOPS training as well as a Regional Community Safety Summit on July 22–23, 2014. Participants from Isleta Pueblo included tribal law enforcement, victim specialists, probation officers, community service representatives, tribal officials and attorneys.

The Pueblo of Isleta Police Department participated in the publication project for the first volume of *Successful Tribal Community Policing Initiatives* (2013) and has since continued to expand on its efforts to address alcohol and substance abuse related crime.

The Pueblo of Isleta Police Department’s records management system indicates that approximately 80–85 percent of calls for service identify alcohol and substance abuse as a major contributing factor in offenses related to domestic violence, disorderly conduct, driving under the influence (DUI), child neglect, and other crimes.

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19. “Miami Nation Police Department” (see note 18).

20. Tiller, *Tiller’s Guide* (see note 13).

21. “Pueblo of Isleta,” Pueblo of Isleta, accessed December 10, 2018, <https://www.isletapueblo.com/index.html>.

22. “Pueblo of Isleta” (see note 21).

23. “Pueblo of Isleta” (see note 21).

24. “Pueblo of Isleta” (see note 21).

### Community policing strategies implemented

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The Isleta Pueblo Police Department elected to implement training concepts from TOPS and the Community Safety Summit to outline and implement the following strategy to address alcohol and substance abuse–related crime:

- Develop and implement a formal MDT.
- Conduct officer outreach programs to enhance police-community relationships.
- Raise community awareness.

### Key outcomes and observations to date

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#### *Multidisciplinary team*

The Isleta Pueblo Police Department led the development of an MDT by reaching out to invite key stakeholders to participate. Key stakeholders that were confirmed and regularly participate in meetings include behavioral health; social services; truancy program; police department; courts staff; and representatives from the New Mexico Children, Youth, and Families Department. Approximately 10 to 15 attendees participate in each meeting. On average, meetings are held once a month. If a period of higher incidents is occurring, meetings are held twice a month.

An agenda is established prior to each meeting, and discussion topics focus on key public safety concerns, specific cases or clients as necessary, potential collaborative solutions, and strategies and next steps to implement those solutions. Social Services has since taken the lead on setting up the meetings and the agendas. The meeting location is rotated amongst the different offices: tribal police department, social services office, behavioral health office, etc.

An example of a key successful collaborative initiative that resulted from the MDT includes implementing a caseworker officer position in the police department. This officer responds to mental health crises in the community and works on establishing and maintaining a rapport with individuals living with mental health disorders. The presence of this officer helps enhance a comfort level with individuals with mental illnesses when a response to their home is necessary. The caseworker officer also has the skill set necessary to understand based on behaviors which mental health disorder a person may be living with and therefore how to effectively de-escalate a mental health crises situation accordingly. Being law enforcement, the caseworker officer also has the ability to enforce any court orders as necessary, whereas social services staff would not have that ability in all situations.

The caseworker officer also has a lead role in the Elderly Watch Initiative. Through this effort, regular checks are conducted on elderly members of the tribal community. The caseworker officer makes certain each elderly person has a contact and contact number of someone they can get hold of in an emergency. The caseworker officer also regularly ensures other general needs of the community are being met and connects residents with appropriate services such as medical, mental health, elder care, alcohol and substance abuse treatment and resources, etc.

#### *Conduct officer outreach programs to enhance police–community relationships and public safety*

To meet the goal of enhancing police-community relationships to increase public safety, the Isleta Pueblo Police Department created and implemented Camp Triumph, a school resource officer (SRO) program at local schools, a Reach for the Stars Program, assigning officers to knock and talks, and hosting community policing meetings for the community.

The Isleta Pueblo Police Department collaborated with key partners and community stakeholders to develop and deploy Camp Triumph Summer Youth Prevention Program. The partners and stakeholders involved include the following:

- Isleta Behavioral Health Department
- Isleta Casino
- Isleta Education Department
- Isleta Elementary School
- Isleta Head Start
- Isleta Library Program
- Isleta Recreation Center
- Isleta Social Services
- Isleta Tribal Administration
- Isleta Tribal Council
- Isleta Truancy Department
- U.S. Attorney's Office for the District of New Mexico
- U.S. Marshals Service

The program is geared toward at-risk youth ages 8–17, but is also open to other interested youth. Camp Triumph uses a structured curriculum with emphasis on building youth self-image, goal setting, and law enforcement mentorship with the goal of promoting positive choices. In addition to alcohol and substance abuse prevention presentations, other topics addressed as part of the program included bullying, gangs, and gun violence. The program also has similar components to youth police explorer programs exposing them to careers in law enforcement, fire, emergency medical services (EMS), and other criminal justice professions. Additional activities include field trips with the mentors to the zoo and the National Guard, participating in obstacle courses, and visiting the Abo Unit of Salinas Pueblo Missions National Monument to learn about their heritage and culture.

The SRO program was deployed at local schools including the elementary school, Head Start program, and two local high schools just outside of Isleta Pueblo. The SRO is employed part time and spends time at each of the schools engaging with the students including providing awareness presentations on gangs, alcohol and substance abuse, internet safety, etc. and being present at school events such as sporting events and dances. In addition, the SRO reads to the younger students and eats lunch with the students on a frequent basis. The SRO participates in career day to talk to the students about what a job in law enforcement or criminal justice entails. The principals regularly call upon the SRO to participate in various other activities with the students or to provide specific presentations. The youth occasionally challenge the SRO and other officers to basketball games, and the officers are happy to participate. The SRO also plays a lead role in Camp Triumph. It is clear to the Isleta Pueblo Police Department staff that the students thrive on this interaction with the law enforcement, and it has helped establish a rapport and level of trust with the students.

*Law enforcement officers have said camp participants acknowledge them outside the Pueblo with greetings and handshakes, while families noted how they enjoy the bond their children developed with their mentors.*

The Isleta Pueblo Police Department is working on transitioning the SRO program into a full-time position. A new SRO will be assigned full time upon completion three-week training with the Federal Law Enforcement Training Center (FLETC). The new SRO will also become certified in the Drug Abuse Resistance Education (D.A.R.E.) program and implement D.A.R.E. in the schools. The current SRO will resume investigative duties once the new officer has transitioned in.

Another youth engagement initiative the Isleta Pueblo Police Department implemented and held around the Christmas holiday is called Reaching for the Stars. Paper stars are cut out, and a child’s name, age, and gender are written on each. The stars are hung on a Christmas tree in the Public Safety building lobby. Employees take a star from the tree and purchase toys and gifts for the child on the star, wrap the gifts, and drop them off at the tribal police department. The gifts collected are then distributed at the family event. This program is open to the whole community and is typically held annually on an evening in mid-December just before the Christmas holiday. It is hosted at either the tribal recreation center or the fitness center. Santa and Mrs. Claus come in to visit with the youth, and officers hand out the gifts. There is a full meal, additional refreshments, and a photo booth where youth can take pictures with their families or officers (or both).

At the community meetings, community members regularly mention how much they appreciate these type of community engagement activities and how much officers are visible in the community. They expressed this engagement helps them feel like their needs are being tuned into.

*Raise community awareness*

In an effort to continue raising community awareness on alcohol and substance abuse issues, the Isleta Pueblo Police Department first identified current effective community awareness methods for continuation. Those for continuation included activities such as distributing brochures and pamphlets with information on the dangers of prescription drug abuse, how to safeguard prescriptions in the home, how to safely dispose of prescription medication, etc.; implementing a prescription drug drop-off site; and hosting open houses for the community.

Next, they identified potential additional events, programs, and activities that could be developed and implemented to raise even more awareness. New programs and activities included implementing a K-9 officer program, participating in the Red Ribbon Campaign,<sup>25</sup> and hosting community awareness presentations.

The Isleta Pueblo Police Department recently acquired a new K-9 unit. The K-9 officer will not only be used for drug detection purposes but also will be brought into the schools to help educate the staff and students. The dog will be introduced to the community at a community meeting.

The Isleta Pueblo Police Department also participates in the Red Ribbon Campaign and Red Ribbon Week, and the SRO provides alcohol and substance abuse awareness and prevention presentations at the schools in the community. Beginning in 1985 and organized by National Family Partnership, the Red Ribbon Campaign is one of the largest national drug prevention campaigns. It aims to serve as a catalyst to mobilize communities by educating youth and encouraging participation in drug prevention activities.

The Isleta Pueblo Police Department also hosts community awareness presentations in the evening for parents, community members, and elders. These presentations include an awareness event held in conjunction with the Drug Identification and Recognition to Support Tribal Justice Training the department hosted in collaboration with the National

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25. "About Us: Red Ribbon Week," Red Ribbon Campaign, accessed August 27, 2020, <https://www.redribbon.org/about>.



Criminal Justice Training Center of Fox Valley Technical College for tribal law enforcement, criminal justice professionals, and other service providers. The evening community awareness event was an opportunity for participants to learn about the most current drug trends with emphasis on opioid and prescription drug abuse and methamphetamine. Participants also had an opportunity to ask questions and talk with the subject matter expert presenter on concerns and issues they were seeing in the community.

In addition to the topic-specific presentations, the Isleta Pueblo Police Department hosts regular community meetings to continue raising awareness on alcohol and substance abuse and other key public safety concerns. The meetings allow community members to voice concerns and ask questions.

Officers are also assigned to conduct regular “knock and talks” to visit with community members. This helps establish a level of trust and maintain a rapport with the residents.

Many of the community engagement strategies described earlier also serve to support raising community awareness through regular and ongoing interactions with the community members and youth.

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### Additional community policing activities

The local schools and community members expressed a number of concerns over frequent speeding in school zones and suspicious vehicles and individuals on or around school property. In response, the Isleta Pueblo Police Department implemented the Community Highway Safety Project. This project includes monitoring school bus stops to ensure school bus zone laws are enforced, speed limits are followed, and any suspicious vehicles or individuals are addressed. Community members expressed their appreciation for the officer presence and reported they feel the speeding issues have been reduced.

The Isleta Pueblo Police Department also has a new records management system allowing them to track and categorize incidents, including those specific to alcohol and substance abuse.

The Isleta Pueblo Police Department established ongoing collaboration with the Federal Bureau of Investigation (FBI) and coordinates with its Citizen Police Academy to offer tribal community members an opportunity to participate. The FBI also comes in and provides topic specific presentations as necessary. Through their collaboration with the FBI, the police department also learned about the Project Safe Neighborhoods grant project, which helped provide funding support for Camp Triumph.

The Isleta Pueblo Police Department is using the COPS Office’s Community Policing Self-Assessment Tool to assess the success of their community policing efforts.

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### Contact information

#### Pueblo of Isleta

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Isleta, NM 87105  
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#### Lead contact

Jesus Garay, Lieutenant | [poi06027@isletapueblo.com](mailto:poi06027@isletapueblo.com)

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#### Lead agency demographics

The Isleta Pueblo Police Department has an authorized budgeted strength of 40 sworn positions. This includes three traffic enforcement officers, one detective, and one gang and drug investigator. There are an additional 12 civilian staff including six dispatchers and their supervisor, two records clerks, a special project administrator, a secretary, and an assistant secretary.

### Mission statement

*“The mission of the Isleta Police Department is to serve and protect the Pueblo of Isleta; uphold the laws and ordinances established by the Tribe, Federal, and the State of New Mexico; foster an atmosphere of mutual respect for citizens; render service in a professional manner; utilize the public safety and leadership skills that serve to guide and protect us in the daily demands of our jobs as Law Enforcement Officers.”<sup>26</sup>*

## Pueblo of Laguna

### About the tribe

The Pueblo of Laguna is located 45 miles west of Albuquerque and is surrounded by mesas, rolling foothills, and Mount Taylor.<sup>27</sup> Evidence of archaic Indian presence has been found in the area reaching as far back as 3,000 BCE.<sup>28</sup>

With a population of around 7,700, the Laguna Pueblo reservation encompasses 500,000 acres of land divided into six villages: (1) Encinal, (2) Laguna, (3) Mesita, (4) Paguate, (5) Paraje, and (6) Seama, each with its own traditional government.<sup>29</sup> The villages meet regularly to discuss governance, events, programs, services and concerns.

The pueblo’s Department of Public Safety comprises the Emergency Management Program, Fire & Rescue Program, Detention Program, Law Enforcement Program, and Laguna Community Alerts System. They work hand in hand with traditional and cultural components of the pueblo and the tribe.

The Pueblo’s website is at <https://lagunapueblo-nsn.gov/>.

### Overview

Although the community of the Pueblo of Laguna is small, law enforcement faces particular challenges in addressing crime in the area. The Pueblo’s casino is only 10 miles from Albuquerque, and Interstate 40 crosses six miles of the reservation. These create spillover violence. As with other tribes in Indian Country, there are jurisdictional gaps that complicate investigations, arrests, and prosecutions relating to the pueblo.

Several Laguna Police Department staff attended a regional TOPS training hosted by Pueblo of Isleta in Albuquerque on November 12–13, 2013. In addition to law enforcement Laguna social services, resident services and crime victim services participated in the training.

Laguna Pueblo deployed the COPS Office’s Community Policing Self-Assessment Tool (CP-SAT) to the community in 2016. The CP-SAT is a free tool available to all tribal law enforcement agencies and helps gauge the perspectives of community stakeholders on identifying strengths and gaps in community policing implementation.<sup>30</sup> Surprisingly, pueblo leadership, law enforcement officers, and the community reported being satisfied with the job law enforcement was doing. Respondents mostly wished to improve programs and services going forward. Discussions at the community level continued to revolve around how public safety is everyone’s responsibility. The community noted to Public Safety Director Jesse Orozco that they had a strong interest in creating youth programs and programs that responded to community needs.

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26. *Department Manual and Code of Conduct* (Pueblo of Isleta, New Mexico: Pueblo of Isleta Police Department, 2013), 11.

27. “Pueblo of Laguna,” Pueblo of Laguna, accessed August 27, 2020, <http://www.lagunapueblo-nsn.gov/>.

28. “Pueblo of Laguna” (see note 27).

29. “Laguna Pueblo,” New Mexico History, accessed November 14, 2018, <http://newmexicohistory.org/places/laguna-pueblo>.

30. Beth Heinen, Daniel Fien-Helfman, and Matthew Lysakowski, “Measure Community Policing for Free,” *Community Policing Dispatch* 8, no 4 (April 2015), [https://cops.usdoj.gov/html/dispatch/04-2015/measure\\_cp\\_for\\_free.asp](https://cops.usdoj.gov/html/dispatch/04-2015/measure_cp_for_free.asp).

### Community policing strategies implemented

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The Pueblo of Laguna youth program approach encompasses the following strategies:

- Develop youth programs.
- Develop a planning committee.
- Identify the target youth audiences and age groups.
- Outline goals and objectives of the youth program.
- Identify and recruit program instructors, role models, volunteers, and other staff.
- Develop program curriculum with cultural content with planning committee.
- Obtain support and buy-in from the tribal council.
- Obtain sponsors for donations if needed.
- Develop the program agenda, and invite presenters.
- Plan meals and any special events to be included.

### Outcomes and observations to date

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The Pueblo of Laguna created and implemented three youth programs: (1) Junior Public Safety Academy, (2) Safety Academy Outdoor Junior Expo, and (3) Positive Interactions Archery Program.

#### *Junior Public Safety Academy*

The Pueblo of Laguna Junior Public Safety Academy began in June 2016. Pueblo children aged seven through 11 apply to participate in the academy through an open application process. Twenty to 25 children participated in the June 2018 academy.

In the program, every public safety department has an opportunity to spend time with and mentor participating youth. The program engages youth and staff in activities aimed at making the youth feel more confident and better supported when facing tough decision-making. The program also puts them more in touch with their Native American heritage, and appeals to the pueblo's unique identity.

The academy curriculum includes an introduction to the criminal justice system, which helps pueblo youth understand the roles and perspectives of officers, victims, and interviewers. Youth participate in a staged crime during which they interact with detectives to investigate and process a scene, collect evidence, analyze fingerprints, view footprint casts, take witness statements, apply for an arrest warrant, observe the detention and booking process, work with prosecutors, visit courts, and more.

Meals are provided by council-approved budget for this academy and the Safety Academy Outdoor Junior Expo. Participants have pizza on Friday, but a healthy diet is served throughout the week.



Photo: Laguna Pueblo Safety Department

▲ A June 2018 Junior Public Safety Academy participant gets to practice archery with a mentor.



Photo: Shannon Stevens

Shannon Raquel Stevens  
PHOTOGRAPHY

▲ Group photo from the June 2017 Junior Public Safety Academy.



Photo: Laguna Pueblo Safety Department

▲ Laguna Pueblo youth get their photo taken with Santa Claus during the 2019 Badges with Buddies program.

In July 2016, the Laguna Police Department purchased a Fatal Vision Alcohol Awareness Kit and provided a presentation to 33 participating youth on the effects of alcohol on individuals.<sup>31</sup> The youth played several interactive games and activities with the kit's goggles to learn how alcohol can alter a person's basic motor functions and responses.

Because of the academy's success and popularity, the pueblo plans to start holding two academies, one for younger children and one for older youth.

### *Safety Academy Outdoor Junior Expo*

The Pueblo of Laguna Safety Academy Outdoor Junior Expo is a two-day program held in October to introduce youth to the traditional and cultural side of hunting and to build teamwork and self-confidence. Staff from participating departments teach approximately 25 youth about emergency first aid, survival in the wilderness, tribal customs, environmental principles, traditional harvesting of animals, conservation practices, archery, firearm safety, and more.

Project partners have included the pueblo's Environmental Department, Law Enforcement Program, Fire and Rescue Program, courts, Public Defender's Office, and Emergency Management Services.

Youth participants are recruited by newspaper advertisement, fliers posted to bulletin boards around the six pueblo villages, a recruiter booth at Fourth of July celebrations, and a tribal email list. Release photo forms are contained in the youth's application packages.

The program centers on hunting. The pueblo Law Enforcement Department shoots, kills, and hangs a bull elk, which the youth then learn how to skin and quarter. Participants and staff have a cookout with family members, and afterwards give the extra meat to the community. The first hour and a half of the Expo focus on traditional and cultural aspects of the hunt. Grandparents can share values and traditions with the group. Youth practice archery and are given a first aid kit to take home.

### *Positive Interactions Archery Program*

The Pueblo of Laguna Positive Interactions Archery Program is an eight-week program held on the pueblo in October using tribal members with a history of hunting. The program is culturally based and has support from the community. The program is designed to help youth who are on the cusp of becoming involved in the criminal justice system and prevent them from entering the prison pipeline. These are youth who have issues with trust, self-pride, and confidence and who are susceptible to making bad decisions. The aim is that they will gain enough trust and confidence in officers to call them and ask for their advice.

The pueblo's Juvenile Probation, Social Services, and Behavior Health identify and recruit appropriate youth to the program. Youth are those who may have committed a minor crime, have behavioral issues, or be having a hard time socially integrating. They may also be students who are being bullied or have trust or self-confidence issues.

The program equipment is purchased with council-approved tribal funds. Program staff measure and adjust bows and arrows for each participating youth's height and weight to ensure they have a set that is appropriate to their size. Each participant is issued their set and uses it for indoor and outdoor practice throughout the program. They are expected to clean and maintain their set, always putting it back in the case, which instills responsibility and accountability.

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31. Bureau of Indian Affairs Indian Highway Safety Program, *FY 2016 Annual Report* (Albuquerque, NM: U.S. Department of the Interior, 2016), [https://www.nhtsa.gov/sites/nhtsa.dot.gov/files/documents/bia\\_fy2016\\_annual\\_report\\_.pdf](https://www.nhtsa.gov/sites/nhtsa.dot.gov/files/documents/bia_fy2016_annual_report_.pdf).

Staff from the pueblo's Environmental Program, Behavioral Health, and Juvenile Probation conduct the program activities. They meet with participating youth once a week for two to three hours in the evening. Social Services staff spend about an hour with the youth to help them develop life skills. Behavioral Health gives them informal on communication. Environmental Program staff help participants to learn backcountry skills and respect for the land.

At the start of the program, many of the participating youth do not want to be there; it is just another program to sit through. However, after youth begin to participate in the activities, staff observe they begin to relax and let down their barriers. The youths' attitudes begin to change. Some who come in shy with arms crossed become more at ease. Others start to interact and make jokes.

The Pueblo of Laguna plans to expand the Positive Interactions Archery Program from eight to 16 weeks.

### *Badges with Buddies*

Badges with Buddies began on the Laguna Pueblo several years ago as Shop with a Cop. The program offers disadvantaged pueblo families a fun, daylong Christmas outing and a means for children to buy clothes and other items they need. The children invited to participate are typically in the age range of 10–17, and approximately 20–30 children participate annually.

All pueblo Public Safety Department divisions participate and work with social services and behavioral health departments to identify and invite families to participate. The program begins in the morning where families are escorted with a "siren" ride down the main road of the reservation led by Santa Claus in a parade in a fire truck with other public safety vehicles. Dignitaries provide opening remarks at a gathering place. Officers and other program volunteers are assigned a "buddy" to spend a day filled with activities.<sup>32</sup>

The department hosts a breakfast for the children and their families to familiarize the officers with the buddies, "because we know if the families are comfortable, then the child will more likely to be comfortable," Lieutenant Frances Flores explained.<sup>33</sup>

The pueblo's Public Safety Department raises money each year through private donations and gives each participating child a \$125 gift card. Staff work with the parents or grandparents to get their child's sizes and find out what the child needs. The parents and grandparents tell volunteers to make sure the children use the funds to buy for themselves and not for their relatives.

After breakfast, the officers and buddies travel to the Albuquerque Walmart for some holiday shopping. The volunteer staff then help the children shop for things like clothes and jackets, keeping track of the amount. Each child also gets a toy. Should the total exceed the \$125, volunteer buddies cover the cost.

The pairs then go to the trampoline park and for a pizza dinner. At the end of the day, the officers drop off their buddies with the gifts. As part of the program, families in need also receive a box full of groceries for a Thanksgiving meal. The Public Safety Department partners with the Laguna Detention Facility Program to have the inmates wrap the meal boxes in Christmas paper.

The Laguna Pueblo Fire and Rescue Department, Detention, Police Department, and the Detention Facility Program engage the entire pueblo community in a festive holiday shopping and wrapping day for the Random Acts of Kindness Program based

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32. Madeleine Smith, "The Laguna Pueblo Public Safety Department: Proactive Approach to Trust-Building and Community Policing," *Community Policing Dispatch* 11, no. 11 (November 2018), [https://cops.usdoj.gov/html/dispatch/11-2018/nov\\_photo\\_contest\\_winner.html](https://cops.usdoj.gov/html/dispatch/11-2018/nov_photo_contest_winner.html).

33. Smith, "The Laguna Pueblo Public Safety Department" (see note 32).

in Albuquerque. This program is for children younger than age 10. The volunteers pick a child's name, go shopping for that child, and come back together and wrap the gifts. There is a day set aside to host a lunch for the families. The children get their names called, take a picture with Santa, and receive their gift. Approximately 50–60 children get to participate annually.

The Laguna Community Foundation provides funding support for the Badges with Buddies and Random Acts of Kindness programs, and other related programs as applicable. Overall, the programs are highly regarded by the tribal council and community. In addition, implementing these programs helped open the lines of communication with the youth, which in turn, opened the lines to parents, guardians and the rest of the community.

### Additional community policing activities

The Department of Public Safety encourages the community to be comfortable reporting criminal activity through its Neighborhood Watch Program. The program educates the public on how to be a good witness or a good crime preventer with messages (e.g., do not leave keys in cars). The program has buy-in from the pueblo community and is regarded as a success. In August 2018, a local community tip to law enforcement resulted in an escaped inmate being safely captured by a patrol within 36 hours of escape.

**Coffee with a Cop** allows Laguna Pueblo police officers a great opportunity to relax and chat with elderly residents in the community outside of crisis situations. This program recognizes the importance of the elders of the community.

**Public Safety Day.** There are national recognition weeks established for law enforcement, telecommunicators, fire personnel, emergency medical services personnel and detention workers. The Laguna Pueblo Public Safety Department used this practice as a model but established a Public Safety Day for the community to recognize all these professions in one large celebration. A free cookout is held for the whole community. As part of this day, backpacks are filled with school supplies needed for the year and are donated to students in need. One such event included provision of 70 total backpacks.

**SRO program.** An SRO program was implemented at the high school, and the Laguna Pueblo Public Safety Department observed initial successes with the program building relationships between law enforcement and the school community. The assigned SRO also regularly sends communications to the tribal wide email system to get important information out to the community.

### Contact information

#### **Laguna Pueblo Public Safety Department**

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### Lead contacts

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Rudy Mora, Chief of Police | [rmora@pol-nsn.gov](mailto:rmora@pol-nsn.gov)

### Lead agency demographics

The Public Safety Department consists of the Law Enforcement, Fire Protection, Emergency Management, and Detention Facility Programs, including the Open Space, Animal Control, Dispatch, EMS Divisions, and Criminal Investigations Bureau within these programs.<sup>34</sup>

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34. "Department of Public Safety," Pueblo of Laguna, accessed October 10, 2019, [https://www.lagunapueblo-nsn.gov/Public\\_Safety.aspx](https://www.lagunapueblo-nsn.gov/Public_Safety.aspx).

### Mission statement

*“The Pueblo of Laguna Public Safety Department’s mission statement is to provide safety and security to its six villages, infrastructure, the transient population, and to improve the overall quality of life of every Pueblo of Laguna Tribal member; through a coordinated effort by all programs working together as a team and handling their responsibilities in a professional and efficient manner.”<sup>35</sup>*

## Wyandotte Nation

### About the tribe

The Wyandotte Nation is located entirely in Ottawa County, Oklahoma, and approximately 100 miles northeast of Tulsa and 35 miles southwest of Joplin, Missouri. With a population of approximately 1,700, the Wyandotte tribal lands cover roughly 213 acres near the Neosho and Spring rivers at Grand Lake o’ the Cherokees.

The tribe is governed by an elected chief, second chief, and four-member board of directors. The tribe operates its own police department that also serves as the municipal police department in Wyandotte, Oklahoma.<sup>36</sup>

The tribal police department has ongoing projects and services including emergency management, traffic safety program, sex offender registry implementation, community policing, tribal justice and court implementation, safe schools program, drug education programs, and crime prevention programs.<sup>37</sup>

### Overview

The Wyandotte Nation Police Department hosted a regional Tribal Community Safety Summit on March 24–25, 2015. Core topics focused on core elements of the TOPS training including community policing action planning and successful initiatives, the impact of substance abuse on Indian Country, drug abuse trends including prescription drugs, and restorative practices.

Given that Wyandotte is a small town, the Wyandotte Nation Police Department felt that substance abuse issues among youth and use on school property was becoming far too rampant. Use of a K-9 unit in the schools found more and more hits of substances and drug paraphernalia on school property. The police department was mostly seeing issues with marijuana and students vaping with cartridges laced with THC or other compounds derived from cannabis and doing this while on campus. The cartridges being used are shaped similarly to a USB drive, and the most common brand is JUUL™. Students were previously able to fly under the radar using these, as they are each assigned a Google Chromebook for school, for which they need a USB drive to save and work on files for school assignments. It was estimated that nearly 1 out of 20 students in high school had drug paraphernalia. Although seen amongst mostly high school students, it was also noticed that a few junior high school students who were learning habits from their older siblings and friends were also starting to engage in substance use.

It was observed by the tribal police department that many of the youth using substances are not necessarily engaging in the behavior just because they think it is “cool” but rather as a coping mechanism to deal with various traumas they have been exposed to, such as witnessing domestic violence or alcohol and substance abuse in their home or being a victim to crime.

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35. “Department of Public Safety” (see note 34).

36. Tiller, *Tiller’s Guide* (see note 13).

37. “Law Enforcement,” Wyandotte Nation, last modified January 28, 2011, <https://www.wyandotte-nation.org/tribal-news/law-enforcement/>.



### Community policing strategies implemented

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To address the identified public safety concerns, the Wyandotte Nation Police Department applied the community policing training concepts paired with their COPS Office Coordinated Tribal Assistance Solicitation purpose area #1 (CTAS PA1) funding to implement the following action plan and strategy:

- Implement youth alcohol and substance abuse prevention measures.
  - Further support the current D.A.R.E. officer's efforts.
  - Hire an additional officer to patrol, with a particular emphasis on alcohol and substance abuse response.
- Assign a crime victim advocate to work directly in the schools and with the youth.

### Outcomes and observations to date

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#### *Crime victim advocate assigned to schools*

The Wyandotte Nation created a unique Crime Victim Advocate program and position within the schools assigned to work with youth and schools. There are five or six other police departments in the state that have victim advocates on staff, but this is currently the only position directly assigned to work in the schools.

The tribal police department already had a D.A.R.E. officer assigned to the schools full-time who has been with the department for five years. The crime victim advocate collaborates closely with the D.A.R.E. officer to address child victim issues such as sexual assault, stalking, child abuse, human trafficking, and internet crimes.

The victim advocate program conducts lunch and learns and offers training topics to help raise awareness on crime victim issues and available services and resources. Other police departments and crime victim advocates are invited. The program also offers school staff in-service opportunities for teachers, guidance counselors, and mental health counselors.

The victim advocate interacts regularly with the students and helps raise awareness on what victimization is, as many times youth are being victimized without even realizing it. These awareness efforts help the students know there are services and resources available to support them should they be experiencing victimization and feel comfortable going to the advocate with questions. The victim advocate also works closely with the forensic interviewer at the local child advocacy center and is easily able to make referrals if students report being sexually assaulted.

The department and crime victim advocate contacted all local service providers and key stakeholders to let them know about the program and resources. They have even received inquiries from other counties and tribes from other states interested in learning more about what they do and how the program works.

In addition to the work with youth in schools, the crime victim advocate also has overall responsibilities with the tribal police department in supporting all crime victims of sexual assault, stalking, domestic violence, elder abuse, theft, and other crimes.

#### *Youth alcohol and substance abuse prevention*

In an effort to prevent alcohol and substance abuse among youth, the Wyandotte Nation Police Department further enhanced their D.A.R.E. officer program and strengthened communication and collaboration with the schools. The D.A.R.E. officer position is currently a full-time one, and having the officer stationed full time with the school has helped foster the students' respect of the officer and establish a level of trust and strong rapport. Chief Glenn Johnston noted that when the D.A.R.E. officer talks, people listen.

Regular meetings are held approximately monthly with the chief of police; D.A.R.E. officer; elementary, junior high, and high school principals; and school superintendent to discuss students who are having specific challenges and come up with collaborative plans to assist those students. Often, referrals are made to the victim advocate. This team also collaborates closely with the school counselor to help connect students to additional resources as needed. The D.A.R.E. officer also started adding visits to the elementary schools to try and reach kids starting at a younger age.

When the Wyandotte Nation Police Department receives calls to the school related to substance abuse issues, the D.A.R.E. officer is quick to react and respond. Based on this, the school system knows that the police department is invested and willing to get things done when it comes to address these issues.

In addition, the department leveraged its CTAS PA1 funds to hire a new officer to focus on additional patrol, particularly near the schools and on school grounds. The new officer also conducts walk-throughs of local businesses, convenience stores, and casinos to monitor for any alcohol and substance abuse-related issues. Chief Johnston shared that based on the police department's efforts, the public knows they are serious about addressing substance abuse, and their added presence in the community and schools has certainly made an impression. The department even received acknowledgment from the mayor and the tribal president for their efforts.

#### Contact information

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##### Wyandotte Nation Police Department

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#### Lead contacts

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Glenn Johnston, Chief of Police | [gjohnston@wntpd.com](mailto:gjohnston@wntpd.com)

Kristi Johnston, Crime Victim Advocate | [kjohnston@wntpd.com](mailto:kjohnston@wntpd.com)

## Ysleta del Sur Pueblo

### About the tribe

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The Ysleta del Sur Pueblo is a U.S. federally recognized Native American tribe and sovereign nation. The tribal community known as “Tigua” established Ysleta del Sur in 1682. After leaving the homelands of Quarai Pueblo because of drought, the Tigua sought refuge at Isleta Pueblo and were later captured by the Spanish during the 1680 Pueblo Revolt and forced to walk south for more than 400 miles. The Tigua settled and built the Ysleta del Sur Pueblo and soon after created an acequia (canal) system that sustained a thriving agriculture-based community. The tribe's early economic and farming efforts helped pave the way for the development of the region. The tribe maintains its traditional political system and ceremonial practices and continues to flourish as a Pueblo community. Tribal enrollment is more than 1,600 citizens and 1,500 descendants.

The tribe owns and operates a diverse set of tribal enterprises that both provide employment for tribal members and allow the tribe to remain an active participant in the regional business community. The tribe's business systems not only support its economic endeavors but also provide resources for their unique community and cultural needs. Income from these businesses is used to fund essential community services such as health care, education, law enforcement, tribal courts, elder assistance, housing, economic development, infrastructure improvements, and the general welfare of the tribe. This system helps advance

the tribe toward self-determination and self-governance. Law enforcement of criminal activity is modeled under Public Law 280, which establishes concurrent state and tribal jurisdiction.<sup>38</sup>

### Overview

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In seeking to address criminal activity, especially preventable crime, the Ysleta del Sur Tribal Police have traditionally faced the challenge of communicating effectively with other local, state, and federal law enforcement agencies. Like many other tribal departments, they are commissioned under 25 U.S.C 2803 and fall within the jurisdiction of the BIA. Because there are so few tribal departments in Texas, this has sometimes meant they were viewed as outsiders rather than as an integral part of the customary law enforcement community. The result has been that there is often a lapse in communication among law enforcement agencies concerning incidents on tribal lands. With an ever-growing percentage of criminal activity in the tribal community being committed by nontribal individuals, the chief of police recognized the need to more aggressively address this situation.

Three geographic considerations influence the reservation's crime statistics. Because (1) the reservation's land configuration is a "checkerboard" with noncontiguous boundaries and because of the presence of the Speaking Rock Entertainment Center, a growing percentage of the criminal activity on the reservation can be attributed to nonresidents. Further, (2) the general growth of the El Paso corridor is causing crime to spill over onto reservation lands. Finally, (3) the reservation runs along the border with Mexico, presenting an opportunity for criminal activity from that country to cross onto the reservation. These factors present their own set of problems when dealing with criminal enforcement activities against non-Indians within the tribal community.

### Community policing strategies implemented

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The Ysleta del Sur Pueblo Tribal Police Division (TPD) hosted the TOPS training on April 15–16, 2014. Attendees represented Ysleta del Sur tribal agencies and disciplines including law enforcement, legal department, courts, emergency management, tribal administration, and economic development. A number of tribal elders were also in attendance.

The Ysleta del Sur Pueblo TPD identified the broad difficulty of transient criminal activity and the resulting jurisdictional concerns as its major challenge in addressing community safety concerns and elected to apply the TOPS training concepts to implement the following strategy:

- Earn Special Law Enforcement Commissions (SLECs) for qualified officers.
- Enter into a Memorandum of Understanding (MOU) with the U.S. Border Patrol.
- Establish a more formal relationship with the FBI.
- Educate tribal members and community about concurrent jurisdiction.

### Outcomes and observations to date

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#### *Earn Special Law Enforcement Commissions for qualified officers.*

The TPD worked with the Assistant U.S. Attorney (Western District) and the BIA, Office of Justice Services (OJS) to earn SLECs for qualified officers. The BIA can issue SLECs to tribal, federal, state, and local full-time certified law enforcement officers who serve without compensation from the Federal Government. This enables Ysleta del Sur Pueblo tribal officers to enforce applicable laws (e.g., drug offenses, aggravated assaults) with non-Indian offenders and facilitated a closer working relationship and development of MOUs and memoranda of agreement (MOA) with other local, county (El Paso and Socorro County Sheriffs' Offices) and state agencies. SLECs have also helped reduce the traditional

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 38. "Ysleta Del Sur Pueblo," Ysleta del Sur Pueblo, accessed October 10, 2019, <http://www.ysletadelsurpueblo.org/>.

perception that tribal police officers are somehow less competent or less well-trained than their local and state counterparts. The TPD opted to let the Texas Department of Public Safety handle the registration of sex offenders on the reservation. This decision has enhanced relations with both the Department of Public Safety and the El Paso County Sheriff's Office, and it has removed a potentially divisive situation between the TPD and the tribal community. These efforts have also provided more seamless public safety services for the tribal community.

*Enter into a Memorandum of Understanding with the U.S. Border Patrol.*

The TPD was able to successfully establish a MOU with the Border Patrol, and one of the most important results of the MOU thus far has been the ability to share resources to address serious crime including human trafficking, drug trafficking, and gang activity. The MOU has also led to collaborative prevention efforts related to the potential ability of terrorists to use the reservation as a means to enter the country. The MOU includes established procedures for joint monitoring operations, such as the TPD's certified officers conducting motorcycle patrol with members of the Border Patrol.

*Establish a more formal relationship with the FBI.*

Historically, the TPD has lacked the resources needed to fully investigate and prosecute significant criminal activity. In addition, TPD personnel lacked the security clearances necessary to take part in task forces and other sensitive enforcement activities required to keep the tribal community residents safe. To amend this situation, the FBI and the TPD have established a liaison relationship to provide a more seamless delivery of services. The enhanced relationship has also provided additional personnel assistance to the TPD when needed. This also allows the TPD to assist in investigations of federal crimes.

*Increase awareness among tribal members about why other law enforcement agencies have concurrent jurisdiction, even though the tribe is a sovereign nation*

Traditionally, tribal members had concerns with their sovereignty in relation to concurrent jurisdiction. The TPD educated the community and tribal members about the benefits of concurrent jurisdiction while still maintaining their sovereignty through regular tribal meetings and through fliers, knock and talks, elder center visits, school visits, and emergency meetings on Saturdays as needed. The TPD continues to move forward with additional partnerships with other federal, state, and local law enforcement agencies and plans to keep tribal members fully informed about these partnerships.

**Additional community policing activities**

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In addition to the opportunity to enhance communication with other law enforcement agencies, the TPD is focusing on boosting community awareness of crime prevention strategies and reporting criminal activity. This includes working closely with Social Services to address juvenile substance abuse and domestic violence.

In the schools, the TPD is working with educators to deliver presentations on careers, bullying, cyberbullying, and other timely issues to raise awareness of the youth on the reservation.

**Lessons learned / Opportunities for advancement**

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The TPD learned that, when seeking to establish several MOUs and MOAs, it works best to have a single point of contact within the state. For the Ysleta del Sur Pueblo Police Department, that contact has been the Assistant U.S. Attorney for the Western District. Without MOUs and MOAs, when there is a personnel change within an agency (which happens frequently), often the process reverts back to "square one."

### Contact information

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#### Ysleta del Sur Department of Public Safety

Pueblo Judicial Facility  
 9241 Socorro Road  
 El Paso, TX 79907  
 Phone: 915-860-7155

### Lead contact

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Robert Martinez, Chief of Police | [rmartinez@ydsp-nsn.gov](mailto:rmartinez@ydsp-nsn.gov)

### Lead agency demographics

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The TPD consists of a team of dedicated professionals who provide excellent service, which enhances the quality of life for the pueblo community that they serve. Chief Robert Martinez and his officers patrol the tribal communities, follow up on investigations of all crimes, and ensure that pueblo rights are respected and followed. The TPD enjoys an excellent reputation as one of the premier tribal law enforcement agencies as attested to by reviews by the U.S. Department of Justice. Ysleta del Sur Tribal Police serve the pueblo community 24 hours a day, seven days a week.

### Mission statement

*“To serve, to protect the rights of people, and to promote and preserve the peace within the Ysleta del Sur Pueblo.*

*“The Tribal Police Division (TPD) affords law enforcement services to the people of the Ysleta del Sur Pueblo and to visitors who enter the boundaries of the Pueblo. TPD strives to secure all rights and powers which are inherent of the Tribe’s sovereign status through professionalism and integrity. TPD aims to safeguard life and property, to enforce Tribal law in a fair and impartial manner, to preserve peace and order within the boundaries of the reservation, and to aggressively pursue their mission in conformance with the culture and values of the Pueblo.”<sup>39</sup>*

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 39. Tribal Police Division, “Mission Statement,” Ysleta del Sur Pueblo, accessed October 10, 2019, <https://www.ysletadelsurpueblo.org/tribal-services/department-of-public-safety/tribal-police-division>.



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## Conclusion

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Since its inception in 1999, the COPS Office's Tribal Resources Grant Program's (TRGP) Tribal Community TOPS training has provided a foundation for tribal communities to address issues affecting community safety. With an emphasis on sharing the basic concepts of community policing and encouraging the development of problem-solving teams, the training provided opportunities for tribes to build community and interagency relationships to improve community safety. These teams, with an appreciation of each other's roles, identified community concerns and problem-solving approaches to address these concerns effectively.

Many valuable lessons can be gleaned from the tribes discussed in this publication that successfully implemented and continue to implement the TOPS process and community policing concepts, such as the importance of collaboration and the use of partnerships to develop strategies to improve community safety and the value of establishing community trust and enhancing communication between key community stakeholders. For example, the Gun Lake Department of Public Safety's focus on establishing an MDT to collaboratively address public safety concerns such as prescription drug abuse, the impact of substance abuse on youth, and juvenile delinquency helped increase community trust and enhance communication between law enforcement and key community stakeholders. In addition, the youth-focused programs implemented by Laguna Pueblo helped build trust and open the lines of communication between the youth and tribal law enforcement, thereby opening the lines of communication and trust with parents and grandparents in the community. Engaging key stakeholders in the programs to support the tribal youth in the community also helped build and further enhance those partnerships as well.

Since the TOPS training first began in Indian Country, it has noticeably changed, as it now involves agencies beyond tribal boundaries. The participation of county sheriffs, municipal police, state police, and representatives of other nontribal agencies at TOPS trainings emphasizes the importance of including these agencies when implementing community policing concepts. For example, the Ysleta del Sur Pueblo Tribal Police Division applied TOPS training concepts to overcome some jurisdictional and communication barriers around crimes occurring on tribal lands committed by nontribal members and was able to enter into an MOU with the U.S. Border Patrol and establish a more formal working relationship with the FBI.

The contributions of the tribes herein who have shared their experiences in developing community policing initiatives have provided a comprehensive resource for other tribes wishing to implement community policing programs to improve safety in their communities. Each tribe has provided contact information for individuals interested in seeking more detailed, program information.

The intent of the COPS Office's TRGP is to assist tribal law enforcement agencies with implementing or enhancing community policing practices. For more information on TRGP, please contact Matthew Lysakowski, Senior Advisor for Tribal Affairs with the U.S. Department of Justice, Office of Community Oriented Policing Services, at 202-514-6392 or [matthew.lysakowski@usdoj.gov](mailto:matthew.lysakowski@usdoj.gov) or contact the COPS Office Response Center at 800-421-6770 or [askCopsRC@usdoj.gov](mailto:askCopsRC@usdoj.gov).

## About the National Criminal Justice Training Center

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The **National Criminal Justice Training Center (NCJTC)** of Fox Valley Technical College is a leading national training organization in the field of criminal justice. Established more than 25 years ago, NCJTC has extensive experience managing complex national training and technical assistance projects that demand attention to detail, competency, diversity, flexibility, and innovation. NCJTC also works with rural and underresourced communities and in culturally sensitive areas, such as tribal communities, to provide the training and technical assistance they need to address specific public safety concerns. NCJTC leverages the expertise of hundreds of experienced staff, subject matter experts, and practitioners to deliver the right training and tools to bring meaningful change to communities. NCJTC facilitates training and technical assistance for the following areas:

- Alcohol and substance abuse
- Child abuse and neglect
- Child sex trafficking
- Community policing and prevention
- Courts and community corrections
- Death investigations
- Endangered, missing, and abducted children
- Leadership, management, and planning
- School safety
- Sex offender management
- Technology facilitated crimes against children
- Technology investigations
- Victims and at-risk populations

NCJTC delivers training in a variety of ways including online training using the most advanced educational techniques and technologies, on-site training at your location, or at select locations throughout the United States. NCJTC has offices in Wisconsin; New Hampshire; Texas; and Washington, D.C.



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## About the COPS Office

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The **Office of Community Oriented Policing Services (COPS Office)** is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources.

Community policing begins with a commitment to building trust and mutual respect between police and communities. It supports public safety by encouraging all stakeholders to work together to address our nation's crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns, and allocate resources.

Rather than simply responding to crime, community policing focuses on preventing it through strategic problem-solving approaches based on collaboration. The COPS Office awards grants to hire community policing officers and support the development and testing of innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders, as well as all levels of law enforcement.

Since 1994, the COPS Office has invested more than \$14 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing. Other achievements include the following:

- To date, the COPS Office has funded the hiring of approximately 130,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.
- Nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office-funded training organizations and the COPS Training Portal.
- Almost 500 agencies have received customized advice and peer-led technical assistance through the COPS Office Collaborative Reform Initiative Technical Assistance Center.
- To date, the COPS Office has distributed more than eight million topic-specific publications, training curricula, white papers, and resource CDs and flash drives.
- The COPS Office also sponsors conferences, round tables, and other forums focused on issues critical to law enforcement.

COPS Office information resources, covering a wide range of community policing topics such as school and campus safety, violent crime, and officer safety and wellness, can be downloaded via the COPS Office's home page, <https://cops.usdoj.gov>.





The COPS Office awarded the Fox Valley Technical College's National Criminal Justice Training Center (NCJTC) a cooperative agreement in FY 2011 to provide training and technical assistance to the tribes and law enforcement agencies awarded Tribal Resources Grant Program funds that year. NCJTC helped these tribes and agencies enhance community policing by providing training and technical assistance in community policing and other public safety issues.

*Successful Tribal Community Policing Initiatives Volume 2: A Resource for Communities Developing Public Safety Programs and Strategies* describes various tribes' experiences in developing community policing initiatives. Their contributions provide a comprehensive resource for other tribes working to implement community policing programs to improve public safety in their communities.



**COPS**

Community Oriented Policing Services  
U.S. Department of Justice

U.S. Department of Justice  
Office of Community Oriented Policing Services  
145 N Street, NE  
Washington, DC 20530

To obtain details on COPS Office programs,  
call the COPS Office Response Center at 800-421-6770.

Visit the COPS Office online at [cops.usdoj.gov](http://cops.usdoj.gov).

**NCJTC**

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Visit NCJTC online at [ncjtc.fvtc.edu](http://ncjtc.fvtc.edu).