



# CRIME-REDUCTION BEST PRACTICES HANDBOOK *Making Indian Communities Safe* 2012



BUREAU OF INDIAN AFFAIRS: OFFICE OF JUSTICE SERVICES

## **LESSONS LEARNED**

HIGH PRIORITY PERFORMANCE GOALS 2009-2011

MESCALERO, ROCKY BOY'S, STANDING ROCK, WIND RIVER

# HOW TO USE THIS HANDBOOK




This handbook is organized so readers can gain an understanding of HPPG crime-reduction approaches ranging from broad to very specific:

- 1) The Conceptual Framework: Section 1, entitled “Formula for Success,” page 14, overviews the crime-reduction strategies and how they interrelate to achieve the overall goal of reduced violent crime.
- 2) Implementation and Results: Sections 2 through 6, beginning on page 16, describe the implementation of each strategy; which was successful; what challenges were faced; and what positive outcomes were achieved.
- 3) Detailed Tools and Formats: The Appendices provide specific formats and vehicles used to implement the strategies. This part of the handbook is particularly useful to facilitate implementation at other reservations.
- 4) Information contained in the Appendices:
  - **APPENDIX A** – Contains the formats used for each strategy (e.g., shift reports, operating plans, memoranda of understanding (MOUs) with other agencies, press releases).
  - **APPENDIX B** – Contains violent crime and property crime statistics at each HPPG reservation.
  - **APPENDIX C** – Compares demographic information for each HPPG reservation with other non-HPPG locations with similar population and acreage. These comparisons may identify constraints or enablers in implementing successful strategies in other locations.
  - **APPENDIX D** – Contains a blank interview guide used in obtaining specific information from the HPPG reservations.
  - **APPENDIX E** – Lists the information sources used to compile this handbook.

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## SYMBOLS USED THROUGHOUT THIS REPORT

-  Best Practice
-  Reference to Appendix
-  Identified Challenge

# EXECUTIVE SUMMARY

In 2009, the Secretary of the Interior and the Assistant Secretary-Indian Affairs established a High Priority Performance Goal (HPPG) to reduce violent crime by a combined 5% within 24 months on targeted tribal reservations. The selected reservations were Rocky Boy's (Montana), Mescalero (New Mexico), Wind River (Wyoming), and Standing Rock (North and South Dakota). By the end of 2011, the strategies implemented and practiced by the law enforcement agencies operating on these reservations resulted in a combined reduction of violent **crimes by 35%**. This handbook is a compilation of the strategies that were instrumental in achieving and surpassing the goal. The findings were drawn from several sources:

- Individual interviews conducted with the police chiefs and command staff of each HPPG reservation
- A focus group session involving all interview participants
- Demographic data that profiled each HPPG reservation and its citizens
- Documentation submitted by the four reservations

## PURPOSE OF THE HANDBOOK

The 'best practices' identified in this handbook are intended as guidelines for law enforcement entities operating throughout Indian Country. The handbook contains the successful strategies and those that have not worked as well as expected. The information ranges from general approaches to specific details necessary to implement strategies. Readers should review this handbook to determine which strategies are applicable to their situation and can be implemented with relative ease. Although specific applications of best practices may vary from location to location, the basic approach to crime-reduction outlined in this handbook is relevant to all law enforcement entities in Indian Country.

## APPROACH TO CRIME-REDUCTION

The Office of Justice Services (OJS) worked diligently to create an approach to crime-reduction that combines elements of short-term enforcement actions with longer term prevention. In the short-term, law enforcement officers, through a team effort with federal and tribal partners, were deployed to the selected reservations. They also forged strong working relationships with tribes, community service providers, other

law enforcement entities and the community at large. These relationships are instrumental in building an ongoing service capacity in Indian Country to address and correct conditions that contribute to crime. It raises the likelihood that not only can crime be reduced but sustained at a lower level for the foreseeable future. The ability to implement these strategies was made possible by a substantial increase in the number of law enforcement officers that were assigned to the HPPG reservations, and through partnerships with other federal and tribal law enforcement organizations within the United States. These additional resources provided the needed capacity to shift from a reactive response mode to a more proactive mode to support both community-building and law enforcement efforts in reducing crime.

## KEY ELEMENTS OF THE CRIME-REDUCTION APPROACH INCLUDED:

- COMMUNITY ASSESSMENT, CRIME-REDUCTION PLANNING AND REPORTING – A performance-based approach to assessing community conditions and baseline crime statistics; developing an action plan based on this assessment; and reporting on key metrics and milestones to track progress.
- RECRUITMENT AND TRAINING – Increase the number of trained law enforcement officers, enhance officer presence in communities; and increase the ability to develop community projects and crime-reduction efforts with community involvement.
- INFRASTRUCTURE – Establish an effective records management system, appropriate organizational configurations and facilities to support the effort, as well as analytical support staff to include grant writers who will explore new sources of funding.
- RISK-BASED DEPLOYMENT OF LAW ENFORCEMENT OFFICERS – Focus law enforcement efforts on the highest risk areas based on criminal intelligence (e.g., sharing operational intelligence from shift-to-shift).
- PREVENTION ACTIVITIES – Work with youth and address alcohol-related incidents, both of which can be contributing factors to more serious crimes. Achieving longevity in crime-reduction begins with the support of youth in the community.
- COLLABORATION WITH KEY STAKEHOLDERS – Including tribal leaders, the tribal court system, law enforcement entities,

community services, federal agencies, and community members. Communication was a key factor in achieving success and increasing community support.

- INCREASED VISIBILITY AND ACCESSIBILITY OF LAW ENFORCEMENT OFFICIALS IN THE COMMUNITY AT LARGE – Establish trust and confidence with the community; ensure accessibility and responsiveness; and reinforce the image that law enforcement is a positive force.

#### HOW THE INFORMATION WAS OBTAINED

Interviews and a focus group session with the police chiefs from each of the HPPG reservations supported the development of this handbook. These meetings generated a wide range of strategies and extensive discussions about the challenges and successes of each strategy. These face-to-face sessions were supplemented by extensive documentation provided by these reservations, as well as criminal statistics from the Federal Bureau of Investigation (FBI) and demographic data from the 2005 American Indian Population and Labor Force Report.

#### LESSONS LEARNED

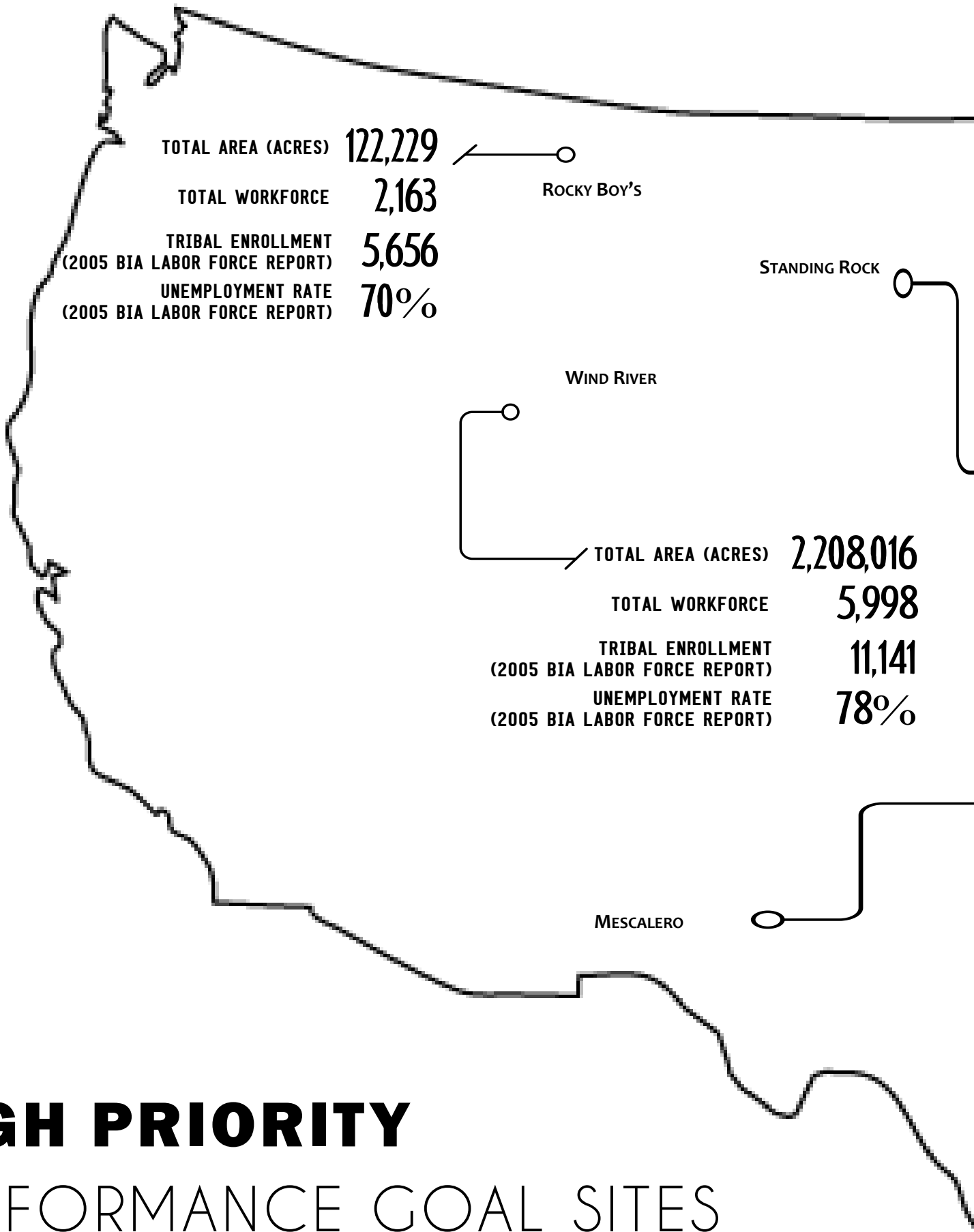
- Expect to shift from a reactive to a proactive mode of operation. Law enforcement officers' roles expand from reacting to calls for assistance to anticipating, addressing and preventing conditions that may lead to crime. Community policing training is an essential element in assisting with the change. It will also bring new ideas and open the individual law enforcement officer's thought process. This is all made possible through enhanced funding which leads to increased capacity to carry out these jobs.
- Engage in systematic integrated planning prior to implementing crime-reduction strategies including a comprehensive plan based on a credible assessment of the current situation and the involvement of all key stakeholders.
- Involve tribal leaders early in the planning process to ensure appropriate participation by decision makers. Tribal leader support is essential to gain the momentum needed by each tribal department stakeholder in providing support and involvement in crime-reduction strategies and crime-reduction projects.

- Maintain communications with all stakeholders throughout the planning and implementation process to minimize misunderstandings, delays in actions and wasted resources.
- Although Operation Alliance preceded the HPPG initiative, it established the key law enforcements principles that were successfully adopted by the HPPG initiative.

#### CHALLENGES REMAINING

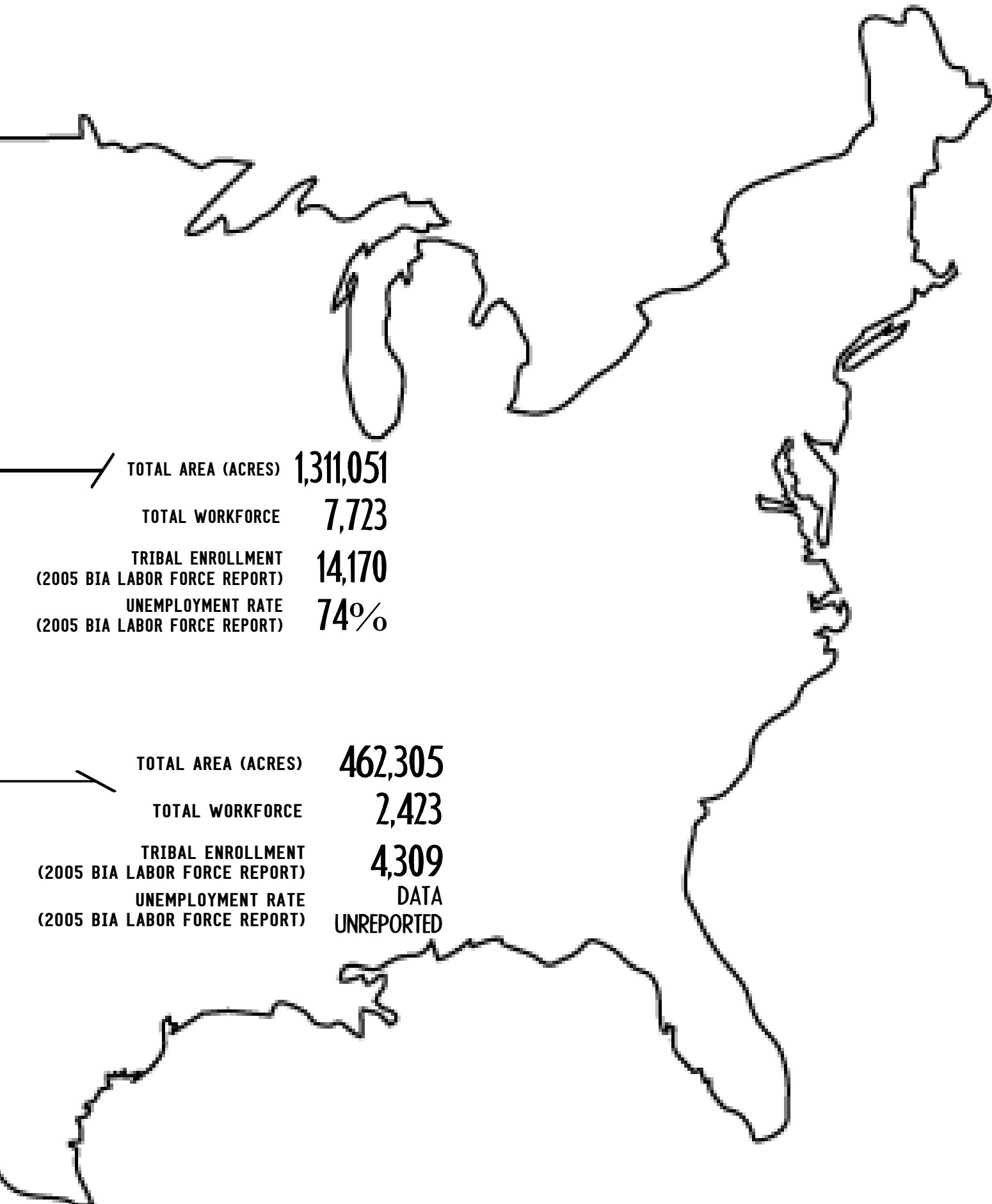
Although many successful strategies have been implemented, significant challenges must still be addressed:

- UPDATE TRIBAL COURT CRIMINAL CODES – Current codes in many tribal jurisdictions are outdated and need to be corrected to ensure uniform application of the law.
- SECURE ADEQUATE DETENTION FACILITY CAPACITY – Current capacity is stretched and locations are often in remote areas.
- IMPROVE THE EFFICIENCY OF THE RECRUITMENT PROCESS – Preliminary planning with human resources organizations, effective screening processes backed by clear standards, and backup plans should be implemented to cover situations regarding large turnover in recruits.
- ADOPT CONTEMPORARY POLICE TECHNOLOGY – Modern technology such as Computer Aided Dispatch systems and Mobile Data Terminals (MDTs) would allow more efficient data collection and rapid data sharing among tribes and across jurisdictions. These are cost-effective investments for making needed data available to decision makers.
- ENHANCE ANALYTICAL CAPABILITIES – Trained program analysts support the police force by assessing crime statistics and determining incident trends to support the deployment of law enforcement resources to the highest risk venues.
- EMPLOY GRANT WRITERS TO SOLICIT NEW SOURCES OF FUNDING – In light of the austere budget climate, tribes might find it helpful to capitalize on additional funding sources via grants by successful and experienced grant writers.
- SUSTAIN COLLABORATIVE EFFORTS – Cooperation among stakeholders often started out strong but waned as the initiative progressed. Leadership should explore ways of maintaining participation, continuity, and interest over the long-term.



# HIGH PRIORITY

# PERFORMANCE GOAL SITES



TOTAL AREA (ACRES) **1,311,051**  
TOTAL WORKFORCE **7,723**  
TRIBAL ENROLLMENT  
(2005 BIA LABOR FORCE REPORT) **14,170**  
UNEMPLOYMENT RATE  
(2005 BIA LABOR FORCE REPORT) **74%**

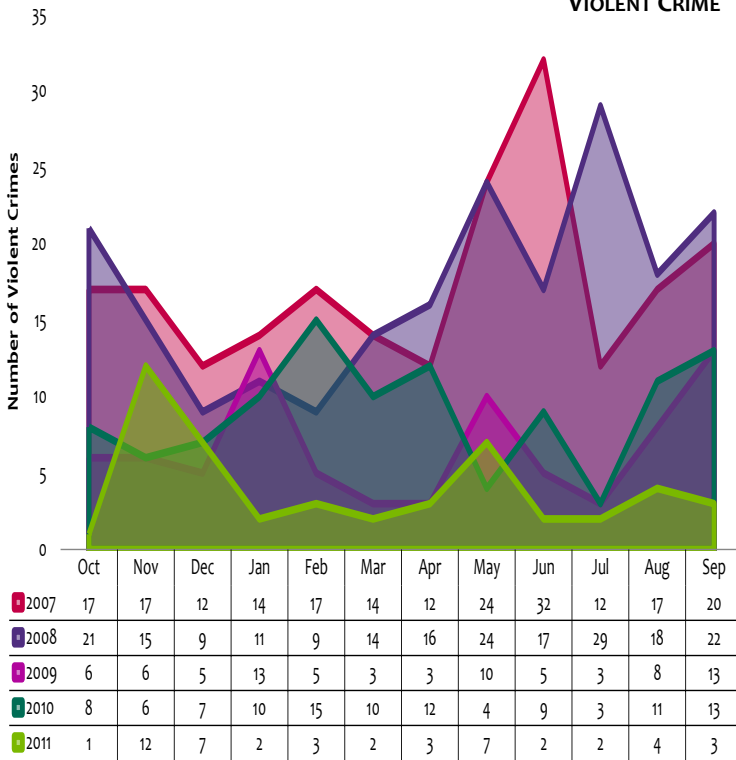
TOTAL AREA (ACRES) **462,305**  
TOTAL WORKFORCE **2,423**  
TRIBAL ENROLLMENT  
(2005 BIA LABOR FORCE REPORT) **4,309**  
UNEMPLOYMENT RATE  
(2005 BIA LABOR FORCE REPORT) **DATA  
UNREPORTED**

# HPPG SITES: DEMOGRAPHIC PRO

The tables below contain demographic data for the four HPPG reservations. Selected categories, such as trust acres, enrollment, and workforce, are reported for the four HPPG reservations. The rationale is that strategies detailed in this report may have a higher probability of being successful at reservations.

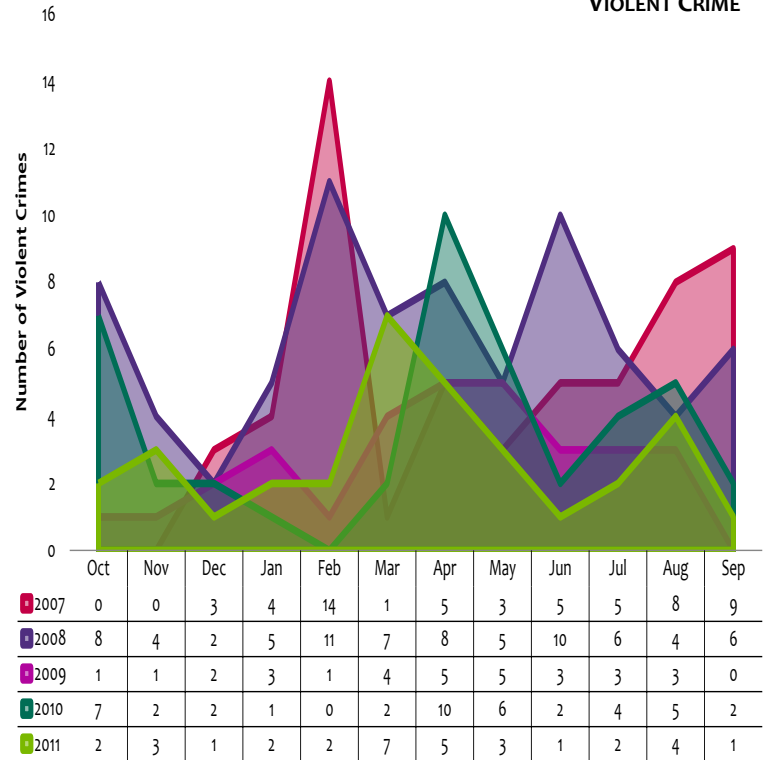
## MESCALERO

VIOLENT CRIME



## ROCKY BOY'S

VIOLENT CRIME



### PHYSICAL DESCRIPTION

Extends from the arid Tularosa Basin on the western boundary to the densely forested peaks and valleys of the Sacramento Mountains.

| DEMOGRAPHIC CHARACTERISTICS                     | MESCALERO       |
|---|-----------------|
| Total Trust Acres (TAAMS)                       | 462,305         |
| Tribal Trust Acres (TAAMS)                      | 462,305         |
| Non-Tribal/Individual Trust Acres (TAAMS)       | 0               |
| Tribal Enrollment (2005 BIA Labor Force Report) | 4,309           |
| Total Workforce (2005 BIA Labor Force Report)   | 2,423           |
| Unemployment Rate (2005 BIA Labor Force Report) | Data Unreported |

### PHYSICAL DESCRIPTION

High rolling plains grasslands to the sub-alpine environment of the Bear Paw Mountains.

| DEMOGRAPHIC CHARACTERISTICS                     | ROCKY BOY'S |
|---|-------------|
| Total Trust Acres (TAAMS)                       | 122,229     |
| Tribal Trust Acres (TAAMS)                      | 122,221     |
| Non-Tribal/Individual Trust Acres (TAAMS)       | 8           |
| Tribal Enrollment (2005 BIA Labor Force Report) | 5,656       |
| Total Workforce (2005 BIA Labor Force Report)   | 2,163       |
| Unemployment Rate (2005 BIA Labor Force Report) | 70%         |

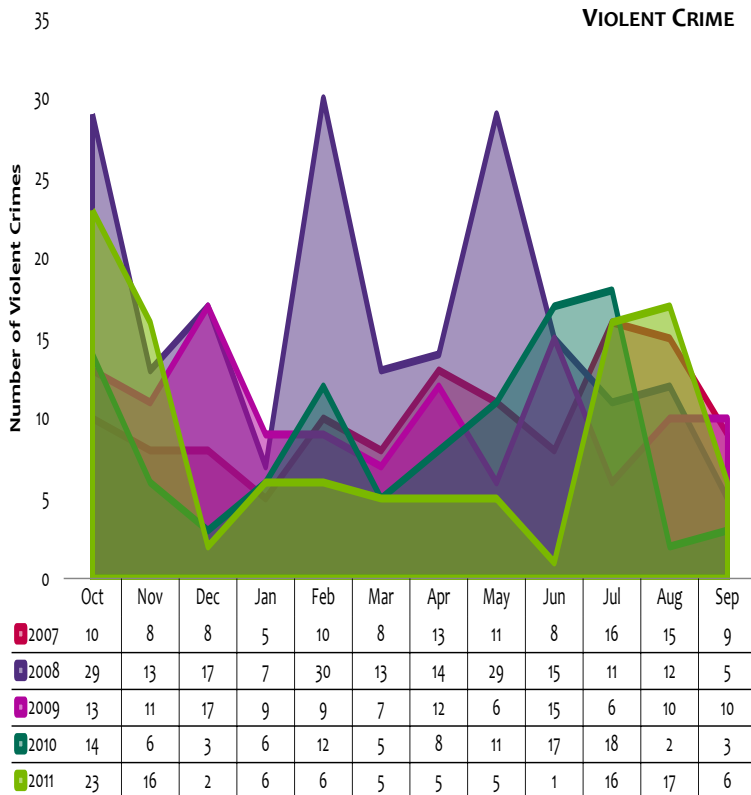
Trust Asset and Accounting Management System (TAAMS) information as of January 6, 2012.



# FILES

ment, workforce, and unemployment rate, can be used to draw correlations between the HPPG reservations and other reservations with similar demographic characteristics.

## STANDING ROCK

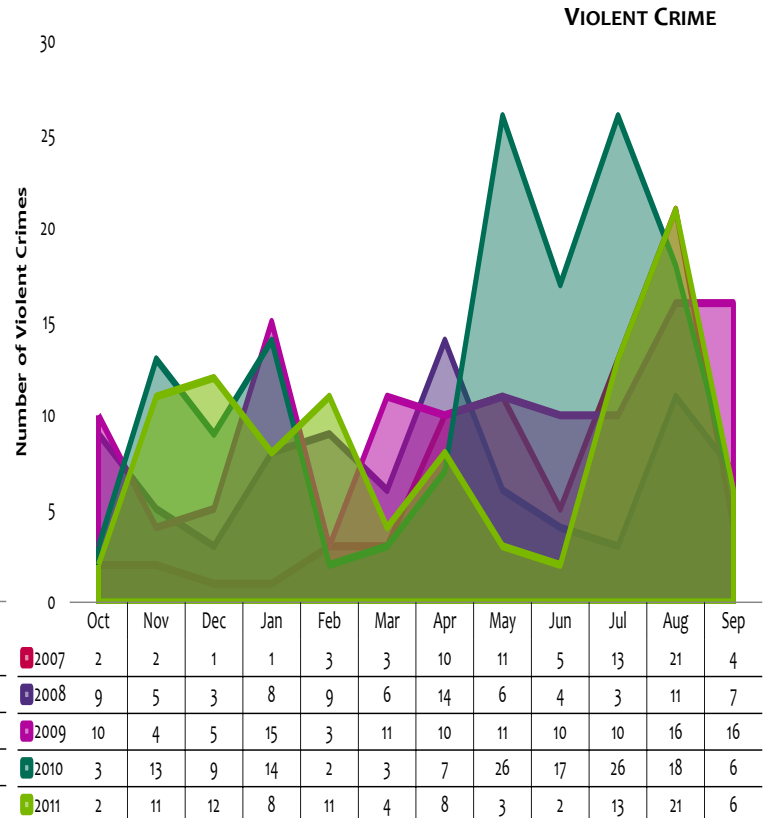


### PHYSICAL DESCRIPTION

Classic prairie, with broad valleys and rolling hills, dotted with buttes above 2,000 feet in elevation, and badlands typical of the Great Plains.

| DEMOGRAPHIC CHARACTERISTICS                     | STANDING ROCK |
|---|---------------|
| Total Trust Acres (TAAMS)                       | 1,311,051     |
| Tribal Trust Acres (TAAMS)                      | 443,962       |
| Non-Tribal/Individual Trust Acres (TAAMS)       | 867,089       |
| Tribal Enrollment (2005 BIA Labor Force Report) | 14,170        |
| Total Workforce (2005 BIA Labor Force Report)   | 7,723         |
| Unemployment Rate (2005 BIA Labor Force Report) | 74%           |

## WIND RIVER



### PHYSICAL DESCRIPTION

Rugged and mountainous in parts, with significant forest and grazing lands.

| DEMOGRAPHIC CHARACTERISTICS                     | WIND RIVER |
|---|------------|
| Total Trust Acres (TAAMS)                       | 2,208,016  |
| Tribal Trust Acres (TAAMS)                      | 1,992,517  |
| Non-Tribal/Individual Trust Acres (TAAMS)       | 215,499    |
| Tribal Enrollment (2005 BIA Labor Force Report) | 11,141     |
| Total Workforce (2005 BIA Labor Force Report)   | 5,998      |
| Unemployment Rate (2005 BIA Labor Force Report) | 78%        |

# GLOSSARY OF ACRONYMS

|             |                                   |              |   |               |   |
|-------------|-----------------------------------|--------------|---|---------------|---|
| <b>ASAC</b> | Assistant Special Agent in Charge | <b>FBI</b>   | Federal Bureau of Investigation                   | <b>MOA</b>    | Memorandum of Agreement                                   |
| <b>BAT</b>  | Breath and Alcohol Testing        | <b>FWS</b>   | Fish and Wildlife Service                         | <b>MOU</b>    | Memorandum of Understanding                               |
| <b>BIA</b>  | Bureau of Indian Affairs          | <b>HPPG</b>  | High Priority Performance Goal                    | <b>NPS</b>    | National Park Service                                     |
| <b>BLM</b>  | Bureau of Land Management         | <b>HR</b>    | Human Resources                                   | <b>OJS</b>    | Office of Justice Services                                |
| <b>BOR</b>  | Bureau of Reclamation             | <b>IHS</b>   | Indian Health Service                             | <b>RMS</b>    | Records Management System                                 |
| <b>DOI</b>  | Department of the Interior        | <b>IPA</b>   | Indian Police Academy                             | <b>SAMHSA</b> | Substance Abuse and Mental Health Services Administration |
| <b>DOJ</b>  | Department of Justice             | <b>IT</b>    | Information Technology                            | <b>SRO</b>    | School Resource Officer                                   |
| <b>DUI</b>  | Driving Under the Influence       | <b>MDT</b>   | Mobile Data Terminal                              | <b>TAAMS</b>  | Trust Asset and Accounting Management System              |
| <b>DWI</b>  | Driving While Intoxicated         | <b>IMARS</b> | Incident Management Analysis and Reporting System | <b>UCR</b>    | Uniform Crime Report                                      |

# **HPPG** INITIATIVE FINDINGS

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# BENEFITS **AND** LIMITATIONS

## BENEFITS

The Bureau of Indian Affairs (BIA) Office of Justice Services (OJS) produced this best practices handbook to share successful crime-reduction approaches from the HPPG reservations with other reservations.

Successes include prevention approaches involving close collaboration with community service providers, information-sharing arrangements, and efficient deployment of personnel and equipment to interdict criminal activities.

During the early implementation of the HPPG initiative, a key component was the OJS ability to adequately staff the selected locations at a level which was consistent with the national averages for similarly situated communities. In an effort to augment the existing staff in the most expeditious manner OJS worked with several Bureaus within the Department to seek assistance. Through this collaboration, an Operation Alliance was developed to provide law enforcement staff from the various DOI Bureaus to the targeted reservations. Operation Alliance augmented the existing law enforcement resources by bringing in officers from other bureaus at DOI. The rapid influx of officers allowed the programs to immediately implement crime-reduction initiatives and to become a proactive force. As more officers were made available, the community noticed a subsequent reduction in crime. There were approaches and initiatives from this operation that were used in the HPPG initiative. This operation aided greatly in the success of the HPPG initiative.

## LIMITATIONS

As other reservations review the best practices in this handbook, they should consider the factors that may limit or call for different approaches in application. As is the case with any best practice, “one size does not fit all.” These factors include:

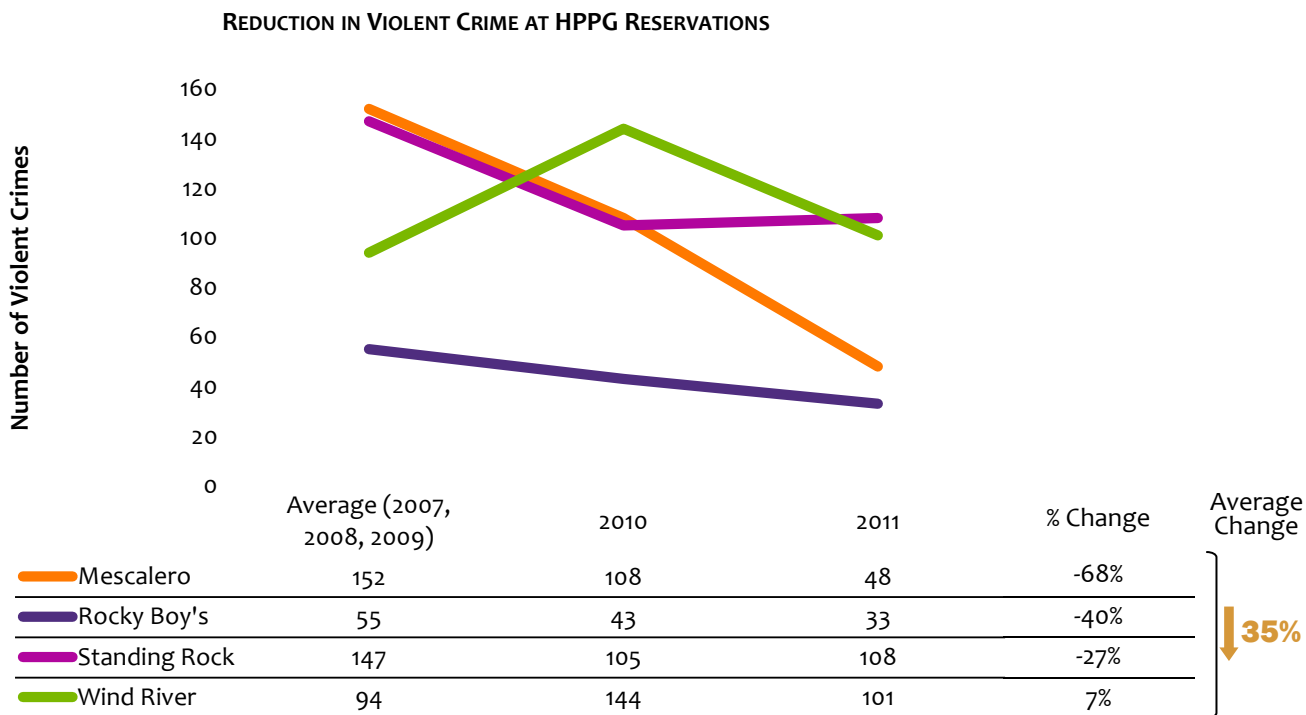
- **SOCIO-ECONOMIC CHARACTERISTICS** – These include characteristics of the service population (size, education, and income levels), prevalent economic conditions (unemployment rate), and geographical characteristics. These factors may be well beyond the control of law enforcement officers to influence, but may affect how strategies are implemented.
- **FUNDING AVAILABILITY** – The HPPG reservations realized success in reducing crime because of a major increase in staff. Other locations should determine if reprogramming within their budget or availability of grant money are viable options in enhancing law enforcement initiatives. Grant sources should also be considered. Participants in the police chief interviews identified the potential for hiring effective grant writers who might capitalize on new funding streams not previously identified.
- **AVAILABILITY OF COMMUNITY SERVICES** – In the planning phase, agencies should conduct a survey to determine the extent and type of community services available (i.e., social services). Survey results should assist in determining which prevention activities are feasible

# IMPLEMENTING BEST PRACTICES

## FRAMEWORK FOR SUCCESSFUL CRIME-REDUCTION

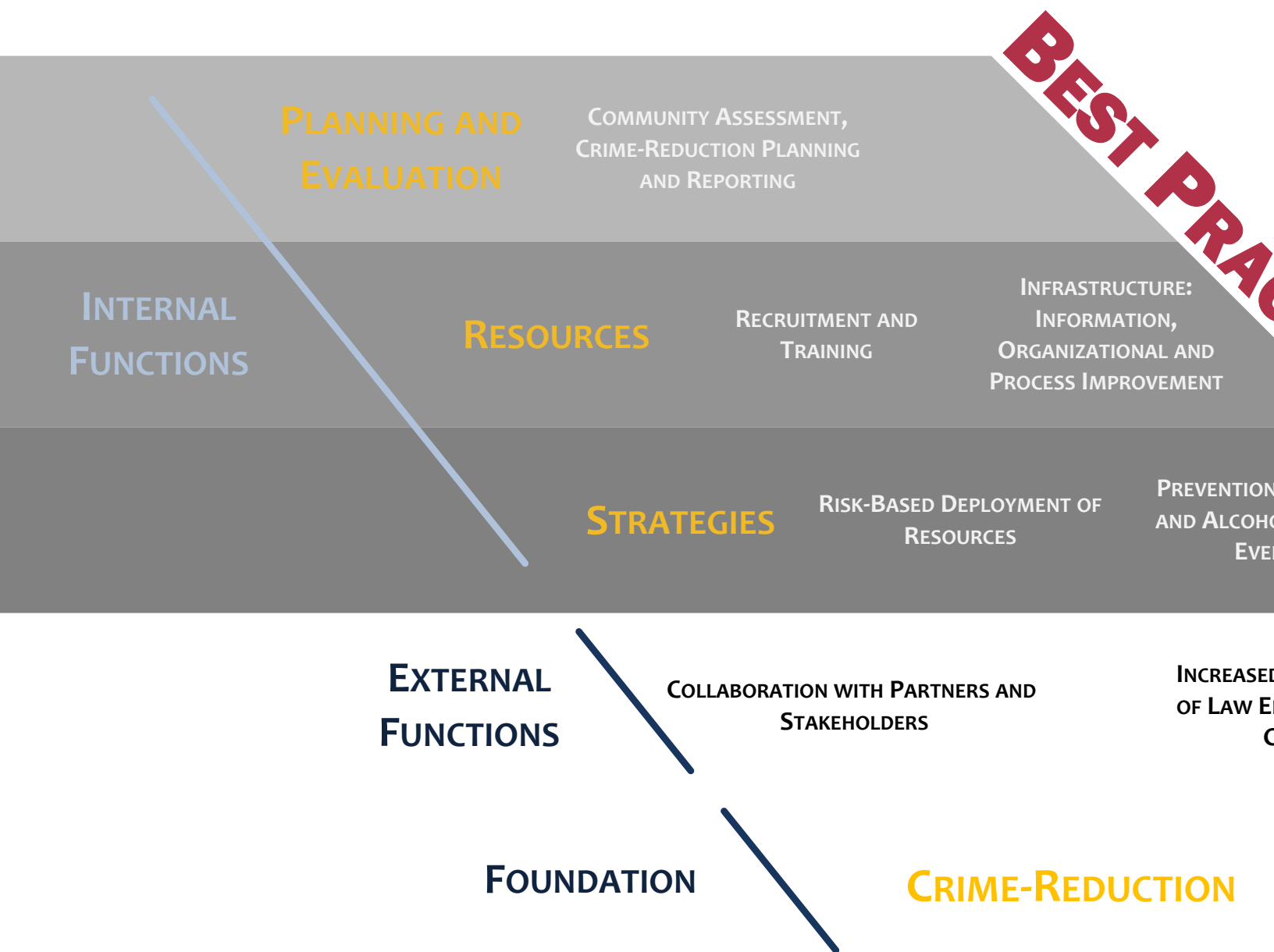
The reduction of violent crime by 35% at the HPPG reservations indicated successful law enforcement strategies. Law enforcement officers worked diligently to create an approach to crime-reduction that strengthened relationships with all parties who had a vested interest in reducing crime and who were willing and able to participate in the effort. The ultimate goal is to build an ongoing capacity in Indian Country to address and correct conditions that contribute to crime. This approach raises the likelihood that not only can crime be reduced but sustained at a lower level for the foreseeable future.

An overarching conclusion of the focus group session was that an effective community policing philosophy is an essential ingredient to crime-reduction. Community policing is preventive in nature as it addresses and reverses the conditions that lead to criminal action. This is accomplished through constructive community relationships which enhance the ability to eliminate the causes of criminal activity.



# IMPLEMENTING BEST PRACTICES

Although not all elements of the framework were completely implemented at each of the HPPG reservations, participants generally agreed that these elements represented key success factors.



(CONTINUED)

## CRIME-REDUCTION PHILOSOPHY

Discovered through the **HPPG** initiative, the following strategies contribute to our Crime-Reduction Philosophy:

- ONE** *shift from reactive to proactive*
- TWO** *integrated systematic planning to anticipate unintended consequences*
- THREE** *early involvement of tribal leaders in the planning process*
- FOUR** *prevention by getting to the root of the problem*
- FIVE** *team approach by involving all stakeholders*
- SIX** *increased communication to all stakeholders*

**CRIMINAL JUSTICE FRAMEWORK**

CHILDREN  
ADULT-RELATED  
OFFENSES

INCREASED VISIBILITY AND ACCESSIBILITY  
OF ENFORCEMENT OFFICIALS IN THE  
COMMUNITY AT LARGE

PHILOSOPHY



Officers participate in a HPPG planning session.




# COMMUNITY ASSESSMENT, CRIME-REDUCTION PLANNING **AND** REPORTING




## DESCRIPTION OF INITIATIVES

This initiative encompasses the assessment, planning, and reporting functions that steer the HPPG initiative. It is based on the premise that a carefully planned approach to crime-reduction must be based on an assessment of the current operating environment.

The assessment includes collecting credible and standardized data on crime statistics, determining the communities' views on the most troublesome crime problem areas, the availability of community services to improve conditions that can prevent crime, and the adequacy of current law enforcement and prevention efforts in stemming crime.

Community assessments should

be undertaken prior to the implementation of a crime-reduction plan to establish a baseline, and periodically after the plan has been implemented, to determine the impact of the HPPG initiative. 

HPPG reservations solicited the participation of tribal leaders in conducting these community assessments. Memoranda of Agreements (MOAs) were signed between BIA and tribal leaders to clarify roles and responsibilities, as well as the resources required to conduct these assessments.   

Crime-reduction plans, based on the results of community assessments, have been formulated at the national level, as well as at each HPPG reservation, and have served as a basis for implementing both

interdiction and prevention strategies. 

Key elements of the planning and reporting component include:

- Conducting accurate crime trend analysis
- Conducting community assessments
- Maximizing available resources through intelligence-based assignments and proactive police operations
- Supporting crime-prevention programs/initiatives such as aggravated assaults, motor vehicle thefts, and gang-related activities and increased liaison/partnership building
- Establishing accountability at all levels of the operation

# COMMUNITY ASSESSMENT, CRIME REPORTING (CONTINUED)

The OJS has established several vehicles for reporting on the status of crime-reduction efforts. These include:

- Periodic reporting to the Deputy Secretary of the U.S. Department of the Interior (DOI)
- Weekly conference calls with HPPG reservations
- Quarterly reporting on a standard set of performance metrics and milestones <sup>88</sup> \*

In addition to national reporting, the HPPG reservations have also implemented weekly and bi-weekly reporting to keep the chief of police for each reservation informed about the HPPG initiative. <sup>88</sup> <sup>89</sup> \*

In addition to the periodic reporting formats, HPPG reservations have developed formats for reporting on serious incidents when they occur. <sup>90</sup> \*

## WHAT WORKED WELL

Clear guidelines were established by OJS for conducting pre-assessment, planning, and reporting components of the initiative. Planning and reporting steps were carried out in a uniform

manner consistent with national guidelines. These guidelines framed more specific planning and reporting efforts at the local level.

## CHALLENGES FACED AND HOW THEY WERE ADDRESSED

Because the HPPG initiative was launched in a relatively rapid time frame, there was not adequate time at most reservations to conduct a pre-planning community assessment. The absence of a baseline hinders the determination of the impact that this initiative has had on a community's perception of success. <sup>i</sup>

## LESSONS LEARNED

A community assessment should be conducted prior to formulating crime-reduction strategies because it is:

- 1) A useful source of information for helping to shape the prevention and interdiction strategies and guide the future goals and strategies
- 2) A baseline for determining the impact of these strategies on community views

(1) and (2) HPPG planning sessions.



# CRIME-REDUCTION PLANNING **AND**

| STRATEGY   | RATING    |             |               |            | REFERENCE (PAGE) | ILLUSTRATIONS AND FORMATS (APPENDIX B)              |
|--|-----------|-------------|---------------|------------|------------------|---|
|  | MESCALERO | ROCKY BOY'S | STANDING ROCK | WIND RIVER |                  |   |
| <b>Community Assessments</b>                                     |           |             |               |            | 17               | A. Community Assessment Form                        |
| <i>MOA with Tribes to Conduct Community Assessments</i>          |           |             |               |            | 17               | B. Memorandum of Agreement on Community Assessments |
| <i>Pre-Community Assessment Costs</i>                            |           |             |               |            | 17               | C. Pre-Community Assessment Costs                   |
| <i>Completed Pre-Community Assessment</i>                        |           |             |               |            | 17               | D. Completed Pre-Community Assessment               |
| <b>Crime-Reduction Planning</b>                                  |           |             |               |            | 17               | E. General Crime-Reduction Plan                     |
| <i>Agency Crime-Reduction Operational Planning</i>               |           |             |               |            | 17               | F. Mescalero Plan for Reducing Aggravated Assaults  |
| <i>Agency Strategic Plan</i>                                     |           |             |               |            | 17               | G. Wind River Strategic Plan                        |
| <b>Reporting on Crime-Reduction Efforts</b>                      |           |             |               |            | 18               | H. Safe Indian Communities                          |
| <i>Weekly Reporting at Agency Level</i>                          |           |             |               |            | 18               | I. Weekly HPPG Report                               |
| <i>Illustration of a Completed Bi-Weekly Report on Incidents</i> |           |             |               |            | 18               | J. Completed Bi-Weekly Report                       |
| <i>Serious Incident Report Format</i>                            |           |             |               |            | 18               | K. Serious Incident Report                          |





Officers participate in Police officer assault training.

# RECRUITMENT **AND** TRAINING

## DESCRIPTION OF INITIATIVES

All HPPG reservations saw substantial increases in the number of law enforcement officers between 2009 and 2011. The chart on the following page shows the percent change in staffing levels from FY 2009 to FY 2011.

In FY 2010, all four locations received an increase in base funding to support additional sworn law enforcement staff. The additional resources assisted in closing the staffing gap and bringing each location up to national sworn staffing levels as listed under the U.S. Department of Justice (DOJ) Uniform Crime Report (UCR) staffing averages.

For special initiatives, such as Operation Alliance, these

positions were augmented by law enforcement officers from other DOI bureaus, including the National Park Service (NPS), the Bureau of Land Management (BLM), and the U.S. Fish and Wildlife Service (FWS), as well as tribal police and DOJ.

## WHAT WORKED WELL

This increase in capacity allowed a sufficiently large force to begin implementing all facets of a total crime-reduction strategy. This meant that officers were available to engage in community building, as well as targeting high-risk crime areas. In addition, program analyst and victim advocate positions were created at the agencies.

This increased capacity allowed:

- 1) Officers to spend more time with victims on serious calls

- 2) Officers to provide more thorough preliminary investigative services
- 3) A dedicated position to evaluate crime statistics
- 4) Meaningful feedback to police officers to guide deployment strategies

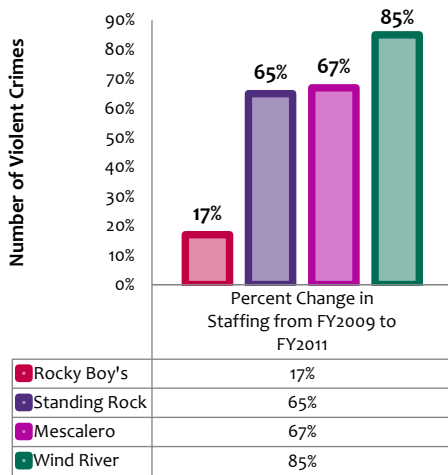
The expansion of law enforcement capacity was achieved through a concerted effort on the part of OJS Human Resources (HR) staff and district offices. Several avenues were used to attract new police officers. The Standing Rock Reservation held a local job fair in cooperation with BIA District Office and OJS HR. A special “bridge” program was initiated in which OJS provided federal training to state trained/certified officers. This training focused on federal statutes, policies and

# RECRUITMENT **AND** TRAINING

procedures, and augmented their existing competence as certified state police officers.

HPPG reservations also used open recruitment strategies to expand the pool of qualified candidates. This enabled recruiters to consider American Indian and non-Indian candidates and local as well as non-local recruits. \*

OJS management offered hiring incentives and used a recruitment pool to speed up the hiring process. They also detailed personnel to the HPPG reservations to support operations while the hiring process took place.



“Wind River Reservation reports that, with the increase in staff, no calls went unanswered and we had officers on the ground in every community with little or no response time to incidents.” Chief of Police Joseph Brooks III – Uintah & Ouray Agency \*

## CHALLENGES FACED AND HOW THEY WERE ADDRESSED

Because the HPPG reservations were located in remote areas, a key challenge was having sufficient housing to support the recruits and their families. The Standing Rock Reservation was able to address this challenge through a grant received by the Standing Rock Sioux tribe. This was a \$2.4 million grant which enabled an additional eight houses to be constructed. (i)

Other recruitment and retention issues remain. Police chiefs report that screening local candidates can be an arduous process, and the pool of qualified and willing candidates making it through the screening process may be small. (i)

- (1) Orientation with new recruits at Mescalero Joint Special Operations Needs.
- (2) Officer assault training.
- (3) Mescalero Joint Agency Active Shooter Drill
- (4) Officer assault training.



# (CONTINUED)

Local candidates have also expressed a reluctance to leave their home base for any extended period of time to be trained. Some HPPG reservations reported that non-local recruits developed second thoughts about serving as police officers once they experienced life in remote areas of the country.

As a result, these reservations reported high turnover rates for non-local recruits. ⓘ

One way to widen the candidate pool is to promote the availability of positions through the local electronic and print media. See the excerpt from a Wind River Reservation press release issued by the Wind River Chief of Police:

## **Opportunities to Serve Wind River Reservation**


*The Bureau of Indian Affairs is looking for men and women that want to serve Indian communities throughout the United States. The agency is sending interested people to Land Management Police Training. There are several officers at the Wind River Police Department that are from the Northern Arapaho and Shoshone tribes. Hiring of more officers in Indian Country is part of a national initiative that President Obama began a year ago.*

*If you live adjacent to or on the Wind River Reservation, you probably have noticed the strong presence of law in the area this summer. The reservation has gone from eight law officers to 30 since May, because of an agreement between the BIA and various Interior Department agencies and the Forest Service. This effort is dubbed Operation Alliance, by some, “the surge”. Bottom line, the effort is trying to reduce crime by 5% in short order on four western U.S. reservations. This program which nearly quadruples law on this reservation will serve as a crime-fighting model for the nation.*

*The program was developed to work on reservations struggling with high crime rates, specifically violence. If you want to make communities safer from crime, while building relationships with others who want to, consider joining this devoted team of federal officers. People interested in working in law enforcement should come into the police station in Fort Washakie.*



# RECRUITMENT **AND** TRAINING

Clear HR policies and procedures are needed to ensure recruits are hired and processed in a timely manner. One way to accelerate the process is the mandate established by the Tribal Law and Order Act to conduct background checks within specified time frames. 

Finally, there is a need for field training for new officers. Although police officer candidates receive formal training at the Indian Police Academy (IPA), there is still a need for on-the-job field training. Many officers go through the Academy and learn theory, but find that they are not fully prepared when they face real-life

situations. A mentorship program that pairs senior officers with new recruits to acclimate them to their environment, particularly the cultural characteristics of the tribes, is essential.  

#### EVIDENCE OF SUCCESS

The increased number of law enforcement officers aligned the staffing-to-population ratios closer to the national standard for rural populations of 2.8 officers per 1,000 persons. The table below illustrates this improvement:

#### LESSONS LEARNED

|                      | FY09 Staffing | FY09 Staffing Ratio | FY10 Staffing | FY10 Staffing Ratio | FY11 Staffing | FY11 Staffing Ratio |
|----------------------|---------------|---------------------|---------------|---------------------|---------------|---------------------|
| <b>Mescalero</b>     | 7             | 1.62                | 12            | 2.78                | 15            | 3.48                |
| <b>Rocky Boy's</b>   | 10            | 2.44                | 12            | 2.93                | 12            | 2.93                |
| <b>Standing Rock</b> | 13            | 1.22                | 17            | 1.60                | 24            | 2.26                |
| <b>Wind River</b>    | 11            | 0.98                | 13            | 1.16                | 23            | 2.05                |



# (CONTINUED)

It is important to work closely with HR staff to develop a streamlined approach for recruiting qualified police officer candidates in a rapid time frame. This requires:

- 1) Furnishing HR staff with a clear set of criteria so they can properly classify applicants by age, status and experience
- 2) Designing a careful screening process to ensure that the system does not get bogged down with candidates who do not have serious intentions of completing the hiring process
- 3) Designing a meaningful incentive system. Currently, some employees who have received incentives have signed three-year contracts, but it is too soon to tell if the incentives will provide motivation for them to stay on the job

“*Clear HR policies and procedures are needed to ensure recruits are hired and processed in a timely manner.*” Deputy Bureau Director Darren Cruzan – Office of Justice Services, Washington, DC

# RECRUITMENT **AND** TRAINING

| STRATEGY                                    | RATING    |             |                  |            | REFERENCE<br>(PAGE) | ILLUSTRATIONS AND FORMATS<br>(APPENDIX B) |
|---|-----------|-------------|------------------|------------|---------------------|---|
|   | MESCALERO | ROCKY BOY'S | STANDING<br>ROCK | WIND RIVER |                     |   |
| Recruiting Qualified Officers               |           |             |                  |            | 22                  |   |
| Applicant Processing Time                   |           |             |                  |            | 24                  |   |
| Officer Turnover                            |           |             |                  |            | 23                  |   |
| OJS Hiring Initiative—Local Job Fair        |           |             |                  |            | 21                  |   |
| New Officer Training and Mentoring Programs |           |             |                  |            | 24                  |   |
| Officer Staffing-to-Population Ratio        |           |             |                  |            | 24                  |   |
| Cultural Training                           |           |             |                  |            | 24                  |   |



# (CONTINUED)

| STRATEGY  | RATING    |             |                  |            | REFERENCE<br>(PAGE) | ILLUSTRATIONS AND FORMATS<br>(APPENDIX B) |
|---|-----------|-------------|------------------|------------|---------------------|---|
|   | MESCALERO | ROCKY BOY'S | STANDING<br>ROCK | WIND RIVER |                     |   |
| Program Analyst and Victim Advocate Positions                   |           |             |                  |            | 21                  |   |
| <i>Grant Writers</i>  |           |             |                  |            | 29                  |   |
| Incident Response Time  |           |             |                  |            | 22                  |   |
| Bridge Program  |           |             |                  |            | 21                  |   |
| Open Recruitment (American Indian, Non-Indian, Local/Non-Local) |           |             |                  |            | 22                  |   |
| Incentive Programs  |           |             |                  |            | 22                  |   |
| Officer Housings  |           |             |                  |            | 22                  |   |



Police officer at a sobriety checkpoint.

# INFRASTRUCTURE: INFORMATION, ORGANIZATIONAL **AND** PROCESS IMPROVEMENT

## DESCRIPTION OF INITIATIVES

An essential component of the crime-reduction effort is having the necessary infrastructure to support the operation. This includes:

- Providing the right information at the right time to support deployment strategies and judicial decisions
- Having flexible organizational structures that can adapt enforcement efforts to the challenge at hand
- Designing and implementing cost-effective business processes
- Operating in facilities that support mission-critical activities
- Providing the appropriate supporting personnel to facilitate the law enforcement

operation (e.g., program analysts, victim advocates, and grant writers)


Reports from the HPPG reservations have identified several initiatives in the above areas. Some are works-in-progress and others have realized early success.

## WHAT WORKED WELL

### INFORMATION IMPROVEMENTS

Improvements in information collection, storage and dissemination are essential to formulating appropriate deployment strategies, and in the case of evidence, for supporting correct judicial decisions.

For example, the Mescalero Reservation established a tracking log spreadsheet for all incoming calls. It further records the incidents that occur on each

shift, including the type, date, time, and location. 

The information gathered from prior police officer shifts is shared with the incoming shifts to provide specific coverage assignments.

The criminal complaints, investigations, and referrals are reviewed by supervisors prior to dissemination.

This tracking log filters and addresses spikes in crime statistics. The intelligence produced in minutes from the log has allowed field supervisors to address crimes by location and time. This strategy has allowed agencies to adjust police patrol tactics quickly and spontaneously.

The Standing Rock Reservation has made similar improvements in

# INFRASTRUCTURE: INFORMATION PROCESS IMPROVEMENT (CON

department shift briefings by providing recent crime statistics to incoming shifts on “hot sheets.” \*

The HPPG reservations also provided more historical perspective by using three years of baseline crime statistics to help guide future deployment strategies. All HPPG reservations were trained on classifying crime incidents using UCR Guidelines. This enabled them to track every report and classify it properly to produce credible statistics and provide accurate intelligence to field operations. \*

New developments in evidence collection and storage were also reported at the HPPG reservations. For example, an evidence storage pod was purchased at Mescalero where it is fully operational and in compliance with evidence storage requirements. \*

Associated with this new storage capability, additional training is needed for law enforcement officers to improve evidence collection methods to credibly support evidence based prosecutions. Annual training for the evidence custodians is also required.

Officers have participated in advanced evidence processing training provided by the IPA.

Improvements to the dispatch function are also underway. The Mescalero dispatch center will receive a new dispatch console that will be loaned from the New Mexico state 911 unit until applications for a new permanent station are approved by the state.

Currently, dispatchers open a report in the Incident Management Analysis and Reporting System (IMARS) system as the preliminary report with the initial call information. The report is linked to the officer and when the officer comes into the station the coversheet is done and the officer completes the report.

The Wind River Reservation has actively pursued an MOA with the Fremont County Dispatch program for backup support services to create a unified dispatch center in Lander, Wyoming. Currently, all 911 calls go into the county and are then rerouted to Wind River Reservation dispatch.

## ORGANIZATION IMPROVEMENTS

(1) New detention facility at Rocky Boy's Reservation. (2) Dispatch equipment.

# N, ORGANIZATIONAL **AND** (CONTINUED)

During the HPPG initiative, there were two collaborative operations that provided an increased number of officers from federal and tribal departments. Operation Alliance was conducted for six months under a federal-tribal partnership (BLM, Bureau of Reclamation (BOR), NPS, U.S. Forest Service Rangers, and tribal law enforcement programs). Although Operation Alliance preceded the HPPG initiative, it established the key law enforcement principles that were successfully adopted by the HPPG initiative. In an effort to sustain law enforcement's presence, a second initiative entitled "Operation Endeavor" was launched.

The Operation Endeavor team consisted of tribal police, BIA police officers and rangers from different DOI organizations such as the NPS. This team approach to problem solving enabled the local police chief more time to focus on administrative duties. Both initiatives were patterned, in concept, after the "Dakota Peacekeeper" initiative which began in FY 2008 prior to the HPPG effort.

The initial Dakota Peacekeeper effort was viewed negatively by some tribal members as a surge of unwelcome law enforcement. The two HPPG initiatives, through strong, proactive communication, however, changed perceptions so that the community viewed the efforts as a positive force intended to improve the quality of life in Indian Country.

The Standing Rock Reservation also established a substation located in the town of McLaughlin, South Dakota. This became a joint law enforcement center that can be used by BIA and tribal police officers, as well as rangers from other DOI bureaus. \*

The substation offers two major advantages:

- 1) Sharing office space and dispatch capability, leading to cost savings
  - 2) Decentralizing operations and allowing flexibility in adapting to local circumstances.
- A substation makes sense because of the size of the agency and the great distances between facilities. Police officers now have shorter distances to travel to file reports.



# INFRASTRUCTURE: INFORMATION PROCESS IMPROVEMENT (CON

## **PROCESS IMPROVEMENTS**

The Wind River Reservation is working to streamline the report-writing process so officers can focus more of their time on law enforcement and community policing activities. They are developing a standard report that can be saved to jump drives for personnel who are detailed into positions.

## **FACILITY IMPROVEMENTS**

A proud achievement of the HPPG initiative is the establishment of a new detention center at the Rocky Boy's Reservation. The detention center was awarded a grant in July 2009 and is scheduled to open in May 2012.

It will provide rehabilitation services for juveniles including anger management, chemical dependency, counseling, and education.

The primary goal of this facility is to reduce recidivism by placing juveniles on a long-term road to recovery and an improved quality of life.

## **SUPPORT PERSONNEL**

Support personnel identified by the respondents included program analysts to develop baseline

trend and cyclical crime data and grant writers to capitalize on new sources of funding.

All HPPG reservations were supported by a program analyst during this period. For example, at the Mescalero Reservation, the program analyst provides detailed crime statistics to police officers.

This includes both short-term incident patterns reflecting the days of the week and times of the day that criminal incidents are most prevalent and longer-term trends and cycles of crime.

In addition, the Rocky Boy's Reservation used a grant writer to increase the likelihood of additional funding streams to support enhanced law enforcement and community policing efforts.

## **CHALLENGES FACED AND HOW THEY WERE ADDRESSED**

- **MOBILE DATA TERMINALS (MDTs) WOULD PROVIDE INFORMATION ON A REAL TIME BASIS** – The dissemination of real time incident data would be greatly enhanced with the availability of MDTs. MDTs offer several advantages to police departments:



# N, ORGANIZATIONAL **AND** (CONTINUED)

- Sensitive transmissions are more secure (scanners cannot listen in on MDT-based digital dialog)
- Workload management is improved
- Time-utilization statistics are collected which enable better time management of officers and thus, greater efficiency **i**
- **ADDITIONAL OFFICE SPACE IS NEEDED** - The use of evidence storage pods is dependent on the availability of modular office space. At the Wind River Reservation, this construction is under way and should be available for occupancy within 24 hours of completion. However, lack of adequate office space for law enforcement officers remains a problem. **i**
- **THE AVAILABILITY OF DETENTION FACILITIES REMAINS A MAJOR CHALLENGE.** To illustrate, the Mescalero Reservation utilizes three contracted detention facilities off the reservation. The closest facility is about two hours away and the farthest is about five hours. In addition, there is limited bed space at the closest facility. The nearest facility with adequate room is five hours away. The Mescalero

Reservation has two transport officers, but as the personnel staffing level is not adequate, patrol officers are required to complete transports thereby reducing officer presence in the community. Two additional transport officers are needed to adequately provide transport services. The Mescalero Reservation is currently working with DOJ to obtain funding approval for its own detention facility. However, this pending grant would not cover staffing positions as this project is still in the initial stages. **i**

## LESSONS LEARNED

- 1) To implement an effective intelligence-based policing initiative, agencies need to train personnel on analysis of crime statistics and effectively communicate the results.
- 2) The availability of grant writers provides a promising approach to securing additional streams of funding. Law enforcement districts can benefit from the creative approaches that the Rocky Boy's Reservation utilized in securing grant funding.

“

*At Mescalero Reservation, the program analyst provides detailed crime statistics to the police officers. This includes short-term incident patterns reflecting the days of the week and times of the day that certain criminal incidents are most prevalent.” Officer Eddie Smart Jr. – Mescalero Reservation*

# INFRASTRUCTURE: INFORMATION PROCESS IMPROVEMENT (CON

| STRATEGY   | RATING    |             |               |            | REFERENCE (PAGE) | ILLUSTRATIONS AND FORMATS (APPENDIX B) |
|--|-----------|-------------|---------------|------------|------------------|--|
|  | MESCALERO | ROCKY BOY'S | STANDING ROCK | WIND RIVER |                  |  |
| Call/Incident Tracking Log   |           |             |               |            | 29               | L. Call/Incident Tracking Log          |
| Evidence Collection and Storage  |           |             |               |            | 30               |  |
| Shift Briefings  |           |             |               |            | 30               |  |
| Crimes Statistics Report   |           |             |               |            | 30               |  |
| Creation of Substations to Enhance Flexibility and Accessibility of Law Enforcement Capacity |           |             |               |            | 31               |  |
| Dispatch Function and Equipment  |           |             |               |            | 30               |  |
| Mobile Data Terminals (MDTs)   |           |             |               |            | 32               |  |



# N, ORGANIZATIONAL (CONTINUED)

**AND**

| STRATEGY                                      | RATING    |             |                  |            | REFERENCE<br>(PAGE) | ILLUSTRATIONS AND FORMATS<br>(APPENDIX B) |
|---|-----------|-------------|------------------|------------|---------------------|---|
|   | MESCALERO | ROCKY BOY'S | STANDING<br>ROCK | WIND RIVER |                     |   |
| Detention Center Capability and Capacity      |           |             |                  |            | 32                  |   |
| Report/Case Processing Time                   |           |             |                  |            | 30                  |   |
| Computers Available to Officers               |           |             |                  |            | 32                  |   |
| Office Space                                  |           |             |                  |            | 33                  |   |
| Incident Command Team                         |           |             |                  |            | 31                  |   |
| IMARS Database                                |           |             |                  |            | 31                  |   |
| Officer Training in Crime Statistics Analysis |           |             |                  |            | 32                  |   |



Use of saturation patrols.

# RISK-BASED DEPLOYMENT OF RESOURCES

## DESCRIPTION OF INITIATIVES

All of the HPPG reservations developed innovative approaches for targeting their law enforcement resources toward the highest risk situations.

Armed by baseline crime statistics and real time feedback between police shifts, these reservations were able to allocate their resources based upon intelligence (e.g., crime date, time, location) to develop both long-term and short-term strategies.

## WHAT WORKED WELL

A major improvement in risk-based deployment of resources is the concept of “shift-sharing.” This is a proactive approach that entails providing feedback from previous shifts to incoming shifts

based on daily log checks. Briefings are conducted and officers are provided with a task list based on feedback from the previous shift, as opposed to reacting to calls as they are received. The task lists are targeted as high-risk areas. <sup>95</sup> <sup>96</sup> \*

Alcohol-related traffic fatalities are a prime area of concern on the HPPG reservations. On the Wind River Reservation, a 17-mile stretch of road was well known as one of the most dangerous roadways to travel in Wyoming.

Police officers reported that people in the community were afraid to use the road to carry out simple tasks such as going to the store. Funerals due to highway fatalities were conducted almost daily.

In response to this crisis situation, Wind River police officers used saturation patrols, sobriety checklists, and highway checkpoints to stop offenders and prevent potential accidents. \*

Specific protocols identified a step-by-step approach to assessing and managing alcohol-related traffic incidents. <sup>92</sup>

In addition, employment of the Breath and Alcohol Testing (BAT) Mobile has contributed to a decline in traffic fatalities to near zero. \*

BIA special agents worked with recruits and explained the intricate details of the interviewing techniques used at checkpoints such as these.

# RISK-BASED DEPLOYMENT

Another example of risk-based deployment is the increased presence of uniform patrols in areas of high family violence. Identification of these areas was possible by tracking family violence in cooperation with tribal courts, probation, corrections, and local family violence advocacy centers.

Police intelligence also is used to identify “hot spots” for parties and the over-consumption of alcohol, as well as gatherings such as tribal holidays, tribal paydays, community celebrations, and casino special events, and to increase police presence via vehicles or foot patrols. Police officers identified frequent victims and offenders and referred them to the appropriate social, community, or faith-based organization for assistance.

On the Wind River Reservation, a “Sitting Eagle” technique was used whereby law enforcement officers park their patrol units and, with the top lights on, patrol the vicinity by foot. The technique promotes visibility, deterrence, and

the opportunity to engage with residents. This technique gave the community the opportunity to meet face-to-face with law enforcement officers. \*

When ample numbers of officers are deployed to these areas, a rapid response to calls discourages further crime from happening. Additional signs of success are increased trust and confidence in the police community as a result of making conditions safer and improving the general quality of life.

Because an enhanced law enforcement staff enabled quicker response times following calls, this led to an increase in the reporting of violent crime. Improved collaborations with domestic violence/sexual assault advocacy programs also gave citizens greater confidence that their problems were being addressed.

- (1) Officers responding to a ‘hot spot’ for drinking parties.  
(2) Officers at a sobriety checkpoint. (3) Officer on highway patrol.



# RESOURCES (CONTINUED)

## CHALLENGES FACED AND HOW THEY WERE ADDRESSED

Ongoing challenges to targeting high-risk crime areas are the unintended consequences that result from the focused law enforcement effort. These may include:

- Temporary increase in crimes reported because of increased vigilance. Some of the HPPG reservations reported increases in Driving While Intoxicated (DWI) arrests and vandalism over the duration of the HPPG initiative. Two factors may contribute to this result:
  - 1) Increase in proactive patrols (i.e., DWI checkpoints) expanded officer coverage in problematic community areas \*
  - 2) Greater confidence in law enforcement presence led to greater willingness to report crimes ⓘ
- Greater workload on social service organizations when increased arrests and incarcerations lead to difficult family situations, including loss of stability and negative economic consequences (i.e., the sole wage earner is no longer present in the household) ⓘ
- Increased violence in the home as a result of crackdowns on alcohol-related incidents on the highway as offenders transfer their aggression from the road to the residence ⓘ
- Initial mistrust of law enforcement officials who may be considered as outsiders within tribal communities ⓘ
- Shifting of offenses from heavily patrolled tribal communities to adjacent communities which may not be as heavily patrolled ⓘ



# RISK-BASED DEPLOYMENT **OF**

## LESSONS LEARNED

When resources are allocated based upon intelligence-based data, crime patterns can be addressed more effectively. HPPG reservations can also be better prepared to address the unintended consequences by engaging in joint planning with their stakeholder communities.

Communication is a key component. Keeping all parties informed of impending increases in law enforcement presence, and reminding them that officers are there to help improve their quality of life and not just to arrest people, goes a long way toward creating a more accepting and trusting climate.



# RESOURCES (CONTINUED)

| STRATEGY                                | RATING    |             |               |            | REFERENCE<br>(PAGE) | ILLUSTRATIONS AND FORMATS<br>(APPENDIX B) |
|---|-----------|-------------|---------------|------------|---------------------|---|
|   | MESCALERO | ROCKY BOY'S | STANDING ROCK | WIND RIVER |                     |   |
| Communication of HPPG to Public         |           |             |               |            | 40                  |   |
| Saturation Patrols                      |           |             |               |            | 37                  |   |
| Foot Patrols                            |           |             |               |            | 38                  |   |
| “Sitting Eagle” Technique               |           |             |               |            | 38                  |   |
| Sobriety Checkpoints                    |           |             |               |            | 37                  | M. Sobriety Checkpoint Operational Plan   |
| Knock and Talk                          |           |             |               |            | 38                  |   |
| Shift Sharing/Shift Briefing            |           |             |               |            | 37                  | N. Daily Task Order Report                |
| Shift Task Order Form                   |           |             |               |            | 37                  | O. Shift Task Order Form                  |
| Breath and Alcohol Testing (BAT) Mobile |           |             |               |            | 38                  |   |
| Increased Community Crime Reporting     |           |             |               |            | 39                  |   |

Successful   
 Mostly Successful   
 Mixed Success   
 Minimally Successful

Officers issuing citations at a sobriety checkpoint.



# PREVENTION: CHILDREN **AND** ALCOHOL-RELATED INCIDENTS

## DESCRIPTION OF INITIATIVES

This component focuses on preventing violent crimes by conducting early interventions. This can potentially help to avoid more serious criminal activity at a later time.

Early points of intervention include:

- 1) School resource officer (SRO) working with school children to serve as a positive role model and to encourage appropriate behaviors. \*
- 2) Addressing and reversing the chronic alcohol situation in Indian country to prevent intoxication from leading to more serious criminal actions

## WHAT WORKED WELL

### WORKING WITH YOUTH

A major initiative at the HPPG reservations involved working with SRO/DARE officers on truancy and dropout issues. Law enforcement officers worked closely with the SROs to create a safe and orderly learning environment in the schools. These efforts allowed youth to experience first-hand the positive impacts of youths' perception of law enforcement. A detailed operations plan helped to guide these activities for SROs. 97 \*

On the Wind River Reservation, an MOA between the Fremont County School District, the BIA/OJS, and the Shoshone and Arapaho tribes placed a BIA/OJS SRO in a Wyoming Indian K-12

school. 100 \*

SROs are now an integral part of creating a safe and productive school environment. 104 \*

SROs conducted classes for students including the effects of alcohol/drug abuse and gun safety, and for school staff on subjects such as gang identification. Officers working in the schools also obtain intelligence that aid law enforcement in the prevention of possible criminal activity before it can occur. \*

To ensure an orderly school environment, police officers were placed on school buses.

# PREVENTION: CHILDREN (CONTINUED)

**AND**

On the Rocky Boy's Reservation, an evaluation process was instituted involving both parents and children so that the causes of school truancy could be assessed on a case-by-case basis to determine whether parents or children are accountable. Accurate analysis of the causes serves as a credible basis for designing appropriate intervention strategies. <sup>105</sup>

Police presence at school events has been a successful strategy at HPPG reservations. For example, patrol units were parked in front of the school during football games and saturation patrols were present during prom night. The visibility of law enforcement demonstrated support while fostering a safe environment for community members. On the Wind River Reservation, no major incidents were reported during officer coverage of school sporting events. \*

Other successful school-related activities included enforcement of speed zones, visible demonstrations, and displays demonstrating the

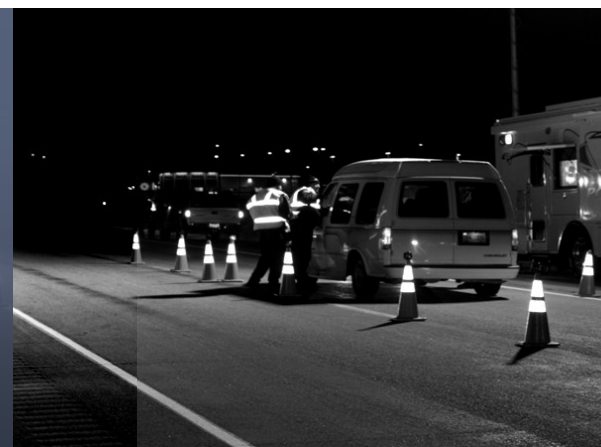
importance of a drug-free school environment, police dog search demonstrations, and lock-down drills.

## ALCOHOL INTERVENTIONS

Efforts to prevent the repeated incarceration and release of offenders continue. Currently, an offender may be arrested for intoxication, fined a small amount and sentenced to two to three days in jail. The offender is then back on the street without sufficient intervention.

To address this revolving-door situation, HPPG reservations are enlisting the Indian Health Service (IHS) at the regional level through agreements to conduct medical evaluations to determine appropriate treatment. Assuming that an evaluation can be successfully completed within the context of the values and culture of the tribal community, these interventions can stop the revolving-door.


(1) A driver in the van is being interviewed by two team members. (2) An officer issues a citation to a driver at a checkpoint. (3) To the side of the Breath and Alcohol Testing (BAT) Mobile are two newly hired police officer recruits who are watching and learning. An IA Special agent is with the recruits and explains the intricate details of the interviewing techniques used at checkpoints such as these. (4) Officers are preparing to arrest the driver for driving under the influence (DUI).




# ALCOHOL-RELATED INCIDENTS

## CHALLENGES FACED AND HOW THEY WERE ADDRESSED

### ALCOHOL INTERVENTIONS

Law enforcement officers at HPPG reservations perform double duty in helping to stem alcohol problems. At times, due to staffing shortages, SROs were used to cover patrol shifts, leaving schools without an officer present on the grounds. In addition, police officers were asked to assist offenders with chemical dependency evaluations due to the lack of other human resources personnel. The workload on officers is made worse because of repeat offenders. 

Lack of effective capacity in substance abuse programs/intervention, timely prosecution, and/or meaningful probation services hinder a solution to the alcohol problems in Indian Country. Without the integration of law enforcement, social services and the tribal courts, success in treating the problem will be limited. 

“*The visibility of law enforcement demonstrated support while fostering a safe environment for community members.*” *Officer Eddie Smart Jr.*  
– *Mescalero Reservation*



# PREVENTION: CHILDREN (CONTINUED)

## LESSONS LEARNED

When officers worked proactively with youth in the school environment, students were more likely to confide in law enforcement, which many times provided officers with intelligence to deter criminal activity prior to its occurrence.

It will require a unified effort between law enforcement, the courts, federal agencies such as the IHS and the Substance Abuse and Mental Health Services Administration (SAMHSA), and

tribal leaders to formulate an integrated approach for addressing the alcohol problem. Any agreed-upon strategy must serve the best interests of the tribe.

All aspects of the problem must be addressed, including prevention of future alcohol-related incidents that threaten the safety of the community, preservation of tribal culture and values, and improving the overall quality of life in Indian Country.

| STRATEGY  | RATING    |             |               |            | REFERENCE (PAGE) | ILLUSTRATIONS AND FORMATS (APPENDIX B)                        |
|---|-----------|-------------|---------------|------------|------------------|---|
|   | MESCALERO | ROCKY BOY'S | STANDING ROCK | WIND RIVER |                  |   |
| <b>Working with SROs (e.g., DARE and GREAT)</b>   |           |             |               |            | 43               | P. Operations Plan for School Activities                      |
| <i>MOA Between Schools and Tribes</i>             |           |             |               |            | 43               | Q. MOA Between Shoshone, Arapaho, and County School Districts |
| <i>SRO Monthly Activity Report</i>                |           |             |               |            | 43               | R. SRO Monthly Activity Report                                |
| <b>Conducting Information Sessions in Schools</b> |           |             |               |            | 43               |   |

Successful    
 Mostly Successful    
 Mixed Success    
 Minimally Successful

# ALCOHOL-RELATED INCIDENTS

| STRATEGY   | RATING    |             |               |            | REFERENCE (PAGE) | ILLUSTRATIONS AND FORMATS (APPENDIX B)  |
|--|-----------|-------------|---------------|------------|------------------|---|
|  | MESCALERO | ROCKY BOY'S | STANDING ROCK | WIND RIVER |                  |   |
| Officers in School Buses                                     |           |             |               |            | 43               |   |
| Evaluation of Truancy Cases                                  |           |             |               |            | 44               | S. Juvenile Diversion Information Sheet |
| Police Presence at School Events                             |           |             |               |            | 44               |   |
| Changing Youth Perception of Law Enforcement                 |           |             |               |            | 43               |   |
| Alcohol Rehabilitation Services                              |           |             |               |            | 44               |   |
| Alcohol Programs Aimed at Curbing Recidivism/ Revolving Door |           |             |               |            | 44               |   |
| IHS Involvement in Alcohol-Related Cases                     |           |             |               |            | 44               |   |

“ High Priority Performance Goal reservations have entered into agreements with the Indian Health Service to conduct medical evaluations to help stop the ‘revolving-door’ of substance abuse problems. Assistant Special Agent-in-Charge Marcelino ToersBijns – District IV OJS



Officers present the colors at a community pow-wow.



# COLLABORATION WITH PARTNERS **AND** STAKEHOLDERS

## DESCRIPTION OF INITIATIVES

Collaboration and communication lie at the heart of the crime-reduction philosophy. It is based on the premise that the reduction of crime is a community outcome rather than an outcome solely attributed to any single organization. Cooperation among all key community stakeholders is necessary to achieve crime-reduction goals. Experiences at the HPPG reservations reveal that collaboration with five key stakeholder groups was instrumental in reducing crime:

- LAW ENFORCEMENT AUTHORITIES AT THE TRIBAL, LOCAL, STATE, AND FEDERAL LEVELS. Leveraging the strengths of all enforcement authorities has a greater combined impact on reducing crime than individual jurisdictions working on their own. \*
- COMMUNITY SERVICE PROVIDERS. Resources such as social workers, mental health care providers, job trainers, and medical treatment professionals provide the foundation for prevention activities. When community service providers and law enforcement work together, they provide an integrated approach to eliminating the root causes of crime; and targeting resources toward the highest risk crime areas. 76 \*
- TRIBAL LEADERSHIP. Law enforcement officials must work closely with tribal leadership to involve the key decision makers in tribal affairs. Tribal councils reflect the values and practices that represent the cultural core of the community. When law enforcement officials coordinate with tribal leadership, strategies will more likely be owned by the community and become part of the governance structure that guides community behavior.
- TRIBAL COURTS. It is necessary to have a tribal judicial system that imposes relevant sentencing standards. This is critical to ensuring appropriate sentencing and post-incarceration treatment. These standards have the potential to reduce the incidence of future criminal activity.

# COLLABORATION WITH PARTNERS

- OTHER FEDERAL AGENCIES, such as IHS, are paramount in assessing and treating repeat offenders in alcohol-related incidents, thereby preventing future criminal activity.

## WHAT WORKED WELL

### CROSSCUTTING

A centerpiece of the HPPG collaborative effort was regular community meetings. These meetings initiated discussion and solicited information/concerns from tribal programs. In addition, all HPPG reservations partnered with tribal leaders, essential services programs and community members. These partnerships included agreements with social services, education, tribal courts, IHS, and federal, state and local law enforcement agencies, and community members.

### LAW ENFORCEMENT AUTHORITIES

HPPG reservations participated with tribal, federal, state, and local law enforcement authorities to address crime. Actions included:

- A Mutual Aid Agreement between the BIA/OJS Mescalero Reservation, the State of New Mexico, Otero County Sheriff's Department, and the Ruidoso City Police Department to increase

law enforcement services for special operations, critical incidents and/or natural disasters. <sup>76</sup>

- The Wind River Reservation strengthened its relationships with the towns of Riverton and Lander and with the Wyoming Highway Patrol to train with each other locally at Central Wyoming College for IPA and college credit hours.
- The Wind River Reservation launched Operation Alliance in cooperation with tribal police. A new traffic code was initiated in 2008 and the number of police officers increased from six to 33. <sup>110</sup>
- The Wind River Reservation successfully collaborated with the local Lander FBI office to support a joint call-out roster and an agreement for office support services to house two BIA agents. As a result, the two share vital resources such as the new-age crime scene processing equipment (LICA Scan), Mobile Command Center, Tactical Training and Special Operations (Warrant Service/Fugitive Recovery), and MDT Support.

(1) Officers participate in a pow-wow. (2) Working with other law enforcement agencies at Wind River Operation Alliance. (3) Officers participate in a pow-wow.

# **AND** STAKEHOLDERS (CONTINUED)

- Standing Rock established a cross-deputization agreement with the Sioux County Sheriff on the North Dakota side of its reservation.
- Several HPPG reservations established neighborhood watch programs.



## **COMMUNITY SERVICE PROVIDERS**


Law enforcement officials at HPPG reservations engaged in a wide range of partnerships with community service providers to address a broad spectrum of crime-related issues. Examples of successful partnerships include the following:

- **VANDALISM** – At the Mescalero Reservation, a community cleanup that identified a high volume of vandalism locations has been coordinated and readied for implementation. The Wind River Reservation also focused on gang activities by performing a thorough assessment of gang-related activities to better understand gang issues. They coordinated the gathering of vital information by forming partnerships with the educational system and community-based organizations. Finally, they provided the necessary community-based
- training for gang-awareness and suppression strategies.
- **SEXUAL ASSAULT AWARENESS** – Team members consisting of BIA/OJS special agents, victim advocate, domestic violence, and the Mescalero Tribal Prosecutor’s Office presented training on this subject to several audiences including Mescalero day care staff and the Mescalero High School superintendent and staff.
- **CHILD PROTECTION** – The Mescalero Reservation continues to participate in local Child Protection Team meetings. These meetings include stakeholders from the local service providers and the United States Attorney’s Office to ensure follow up and prosecution involvement continues.
- **SUICIDE** – The Standing Rock Reservation reported highly successful collaboration among regional IHS officials, the district office, and tribal leaders to address suicide issues. Suicide rates for this agency were extremely high and drew national attention. Prior to July 2010, BIA law enforcement officers could only react to suicide calls for service. The crisis reached a



# COLLABORATION WITH PARTNERS

peak in July after two teenagers committed back-to-back suicides in communities in close proximity to each other. An emergency meeting was held with the chairman of the Standing Rock Tribal Council and with tribal department directors. This group created an outreach and mobilization team to provide counseling to survivors of persons who had died in suicides. The team worked closely with community stakeholders and medical providers. This resulted in a decline in calls for service to address suicides, attempts, or ideations.  109 

The Rocky Boy's Reservation provides an illuminating example of how to successfully integrate all of the stakeholder groups into a coordinated planning effort. They established an HPPG working group in August 2009 under the direction of the Chippewa-Cree Business Committee and the BIA. 

All community interests were represented, including law and order, mental health, schools, and the courts. The group established a comprehensive crime-reduction strategy that involved four phases: planning, implementation,

evaluation, and sustainment. A key component of the crime-reduction strategy was knowledge of the community: understanding their issues and concerns, and gaps in service.

Their plan outlined eight key strategies:

- Increased police officer staffing
- Targeted reduction of burglary, larceny and theft
- Targeted reduction of assault
- Saturation patrols
- Strategic officer placement in housing villages; increased community policing efforts
- Increased adjudication, case management tracking system, and probationary oversight
- Targeted prevention approaches
- Installation and accurate maintenance of Records Management System (RMS) and Public Information Technology (IT) Program

At the March 2010 community summit, this effort was lauded by Michael W. Cotter, U.S. Attorney for the District of Montana, who stated:

*“The Chippewa-Cree Tribe has done a masterful job of finding resources necessary to tackle the problems of home, head on. Success comes*

*when the right people are at the table. It is individuals like Ms. Gardipee – the thoughtful, reliable, creative, detail implementers – who provide the foundation for strong and culturally appropriate community-based solutions.”*

Within the context of the crime-reduction plan, the Rocky Boy’s Reservation established successful collaborations along a broad range of community services.

These include: anger management classes; parenting classes; Healing-to-Wellness Drug Court; youth court (Juvenile Probation/Offender Program); adult and civil criminal courts; the Truancy Prevention Program; Intensive Probation Services; Moral Recognition Therapy, VOICES curriculum for girls; Strengthening Families Program; Behavioral Health Services; chemical dependency out-patient services; talking circles; traditional healing, teaching, and counseling (through a group of tribal elders called the Peacemakers); Teen Dating Violence Prevention, Teen Suicide Prevention, HIV/AIDS Prevention, and Youth Empowerment Program; TANF; the

Workforce Investment Act Program; Veteran’s Support Services; Safe Trails Task Force (a multi-agency drug task force); Safe On All Roads program to reduce speeding and DUIs/DWIs; Sexual Offenders Registration Notification Act (SORNA) and the Adam Walsh Act; and the Rocky Boy’s Children Exposed to Violence Program (RBCEVP) as part of the Defending Children’s Initiative.

#### **TRIBAL LEADERSHIP**

The HPPG reservations worked closely with their tribal councils to initiate MOAs. These agreements outlined the major goals of the HPPG initiative and identified a general plan of action.

A few of the HPPG reservations also established elder liaisons with the tribes to seek advice on matters that may deal with cultural sensitivities, and to establish a level of trust and confidence between tribal authorities and federal law enforcement officials. \*

#### **TRIBAL COURTS**

To address the problem of domestic violence, the Mescalero Reservation established a victim advocate position which has increased the

# COLLABORATION WITH PARTNERS

number of tribal convictions and decreased the number of uncooperative victims. The U.S. Attorney's Office is also taking repeat offenders through the federal process which results in greater consequences for violent offenses.


## **OTHER FEDERAL AGENCIES**

Some HPPG reservations have worked closely with IHS regional professionals to help stop the revolving-door, which involves arresting the alcohol-related offender for a short time period, having a small fine levied, and then releasing him or her to continue endangering family and community. To break this cycle, agencies have enlisted an IHS professional to conduct an alcohol evaluation and recommend long-term treatment for the offender.


## **CHALLENGES FACED AND HOW THEY WERE ADDRESSED**

### **CROSSCUTTING**


Though stakeholder meetings were well attended at the beginning of the initiative, participation and meeting attendance has declined. Continued attendance requires successful partnerships with tribal leadership and community decision-

makers. 

### **RESOURCE CHALLENGES**

BIA law enforcement depends upon community service providers as well as other federal agencies to address conditions that lead to crime, such as substance abuse and unstable family situations. Unless adequate resources are available to these institutions, law enforcement officials are forced to carry out functions beyond their scope. 

### **LAW ENFORCEMENT AUTHORITIES**

Relationships between BIA and state officials have been productive for meeting emergency situations, but are more difficult to maintain as permanent arrangements. One of the challenges is clarifying and, in some cases, changing state statutes that relate to arrests and jurisdiction between Native and non-Native offenders. 

A major challenge to initiatives such as Operation Alliance at the Wind River Reservation was a lack of advance planning and communication with the tribal community. A lack of cultural sensitivity by detailed officers also created many volatile

# **AND** STAKEHOLDERS (CONTINUED)

situations. In some cases, tribal leadership failed to notify their communities that Operation Alliance was starting.

For example, tribal members were stopped for violations they did not know existed and several community members filed complaints.

However, as operations grew and more officers were available, the community noticed a decline in traffic fatalities and opposition was reduced. ⓘ

## **WORKING WITH AGENCIES SUCH AS IHS**

Breaking the revolving-door phenomenon will only work if both the family and the tribal court are in agreement with the decision to send an alcohol-related offender away for treatment. This can become a difficult challenge if the offender's long-term absence from his or her family presents a disruption its economic support and the stability of family relations. This problem may be addressed if there were treatment facilities closer to the offender's residence. Unfortunately, this is often not the case. ⓘ

## **WORKING WITH TRIBAL COURTS**

A major challenge reported by HPPG agencies is the absence of tribal codes that are consistent with current crime scenarios. Codes should be updated so that sanctions and fines match the seriousness of the crime. A case in point is the revolving-door associated with alcohol-related incidents. Recidivism continues to be a major concern. Law enforcement has invested considerable time and resources in dealing with the same individuals on repeated offenses. This problem will continue to exist unless diversion, alternative sentencing, and intervention can be implemented. ⓘ

Rather than having token fines as the sanction associated with repeated DUIs/DWIs, tribal codes should include sanctions matching the severity of the crime and focus on mandatory treatment and rehabilitation backed by assessments provided by qualified health care professionals. Alternative sentencing needs to be incorporated as part of sentencing for those found guilty of an offense. This could include behavior health treatment,

# COLLABORATION WITH PARTNERS

alcohol abuse treatment, community services, and house arrest, and must include stricter probationary supervision that is not occurring adequately. ⓘ

## WORKING WITH CORRECTIONAL FACILITIES

It is important to ensure there is adequate bed space to properly house inmates. Additionally,



there is a need to assist law enforcement with transporting inmates to correctional facilities. ⓘ

## LESSONS LEARNED

Many partnerships experienced success at first, but, as was the case with stakeholder meetings, maintaining interest over time was difficult. To sustain successful partnerships, it is critical for law

| STRATEGY  | RATING    |             |               |            | REFERENCE (PAGE) | ILLUSTRATIONS AND FORMATS (APPENDIX B)                 |
|---|-----------|-------------|---------------|------------|------------------|--|
|   | MESCALERO | ROCKY BOY'S | STANDING ROCK | WIND RIVER |                  |  |
| Collaboration Among Community Service Providers                     |           |             |               |            | 49               |  |
| Suicide Prevention Initiatives                                      |           |             |               |            | 51               | T. Standing Rock Protocol for Suicide Assessment       |
| Collaboration Among Law Enforcement (tribal, local, state, federal) |           |             |               |            | 49               | U. MOA Between BIA and Community Services              |
| Operation Alliance at Wind River                                    |           |             |               |            | 50               | V. Press Release on Operational Alliance at Wind River |
| Collaboration Among Tribal Leadership (i.e., tribal council)        |           |             |               |            | 53               |  |
| Establishment of Appropriate Tribal Court Codes                     |           |             |               |            | 55               |  |



# **AND** STAKEHOLDERS (CONTINUED)

enforcement to maintain tribal leadership’s involvement, as well as that of key community decision makers. It is also critical to communicate continually with stakeholders throughout the HPPG initiative and to stress its importance in improving tribal quality of life.

Law enforcement agreements should be documented through MOUs, MOAs, or other joint

agreements that cover not just emergency situations, but more sustained relationships as well. In addition, law enforcement officials must differentiate between those issues which can be resolved through joint agreements and tribal resolutions from those that require statutory changes at the state level.

| STRATEGY  | RATING    |             |               |            | REFERENCE (PAGE) | ILLUSTRATIONS AND FORMATS (APPENDIX B) |
|---|-----------|-------------|---------------|------------|------------------|--|
|   | MESCALERO | ROCKY BOY'S | STANDING ROCK | WIND RIVER |                  |  |
| Law-Trained Judges/Prosecutors Address Domestic Violence Against Women/Children |           |             |               |            | 51               |  |
| General Working Relationships with Tribal Courts                                |           |             |               |            | 53               |  |
| Collaboration with Other Federal Agencies (e.g., IHS, SAMHSA)                   |           |             |               |            | 54               |  |
| Stakeholder Meetings/Community Summits  |           |             |               |            | 52               |  |
| Cultural Elder Liaison to Tribes  |           |             |               |            | 53               |  |
| Neighborhood Watch  |           |             |               |            | 51               |  |



Police officer interacting with children in community outreach at Wind River.

# INCREASED VISIBILITY **AND** ACCESSIBILITY **OF** LAW ENFORCEMENT OFFICIALS IN THE COMMUNITY AT LARGE

## DESCRIPTION OF INITIATIVES

A successful community policing effort establishes trust and confidence with the community ensuring accessibility and responsiveness, and reinforcing the image that law enforcement is a positive force, rather than an intrusive one that arrests offenders and disrupts families.

## WHAT WORKED WELL

Several examples were provided by HPPG reservations that demonstrated how an increased number of police officers provided an opportunity for law enforcement to play an accepted integral role in tribal community life.

This, in turn, has led to three positive outcomes:

- 1) Increased level of trust in the HPPG communities
- 2) Enhanced positive image of

law enforcement

- 3) Behavior change, particularly among the youth

An example of this kind of integration was the “door hanger” campaign launched on the Wind River Reservation. This initiative consisted of periodic checks by police officers to determine if homes and vehicles were securely locked to protect against theft. An example is shown on page 61.

When an officer discovered an unlocked home or vehicle, a door hanger was left behind to let residents know police had been there, and as a reminder to secure their homes and vehicles in the future.

Police also provided community-based training on vehicle security, accountability, and key

control.

Police officers at the Rocky Boy’s Reservation participated in community activities that helped make areas more livable for tribal members.

The Mescalero Reservation worked with the community to establish the “We Tip” program, whereby community members can anonymously call the police department to identify vandalism and gang tagging. Hidden cameras were used to identify taggers.

The Wind River Reservation also launched an initiative to paint over graffiti and used inmates willing to work off time as a source of man power.

# INCREASED VISIBILITY **AND** ACCESS OFFICIALS IN THE COMMUNITY

The Standing Rock and Wind River Reservations began car seat initiatives that focused on proper installation and use of child restraints. The local agency collaborated with the IHS on this effort.

Community events are great opportunities to establish positive relations between law enforcement and citizens. The Wind River Reservation pointed out the results of an open gym night in the following quote:

The HPPG reservations stressed the importance of ongoing communications with the community to reinforce the purpose of the HPPG initiative, and to publicize positive results when they were achieved.

Press releases were used in community outreach initiatives to solicit help from all sources in improving the community's quality of life.

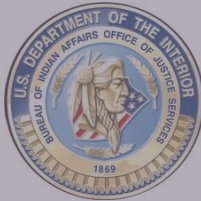
All four agencies used the technique of posting documents at public locations to publicize any

“Possibly the most important goal of our plan, was to support community events on the reservation. Our department learned of a community objective to provide an open gym night on Friday nights, as an alternative choice for youths, to refrain from other ill-advised choices of entertainment. The goal of our involvement was to not only foster a safe environment for the youth on Friday nights, but to allow the kids to see a different side of our officers. Although we were able to meet our goal, our true success in this area was a direct result of the opportunity to interact with the youth, and show them the more human side of law enforcement officers; all while supporting a safe, drug-free alternative to weekend entertainment.” Chief of Police Joseph Brooks III – Uintah & Ouray Agency

(1) Officers participate in community events. (2) Officer participation at Standing Rock High School homecoming events. (3) Officers help maintain clean and safe play areas for children. (4) Officers aim to change perception of law enforcement among youth.



# VIABILITY **OF** LAW ENFORCEMENT AT LARGE (CONTINUED)




This property/vehicle was checked by Law Enforcement and found to be secured/unsecured


Officer: \_\_\_\_\_

Date: \_\_\_\_\_


Time: \_\_\_\_\_


BUREAU OF INDIAN AFFAIRS  
Office of Justice Services  
District V

information related to the HPPG initiatives. 

The HPPG reservations also used print and electronic media whenever possible to make communities continuously aware of the HPPG initiative, and how it would benefit them. 

Press releases were issued in advance to announce how the influx of law enforcement officials would result in increased community safety and security while remaining culturally sensitive.

A press release issued by the Wind River Reservation announced the beginning of Operation Alliance, a joint law enforcement effort by BIA, BLM, FWS, and officers representing several tribes. 

Press releases were also issued to publicize how law enforcement officers were making a positive contribution to the community. 

Increased visibility and helpfulness of HPPG law enforcement officers was recognized by a local community. An illustration of this was a letter submitted to the local newspaper commending a



# INCREASED VISIBILITY **AND** ACCESS OFFICIALS IN THE COMMUNITY

law enforcement officer for providing needed assistance regarding a boating incident in September 2011. The officer helped an elderly disabled boater to free his boat which was grounded in shallow water at a local lake. The officer requested time off from work and conducted the rescue using his own personal watercraft to assist in the recovery. The officer reunited the boater with his family.

The Wind River Reservation established good relationships with the local press that resulted in several newspaper articles being published on Wind River Law Enforcement Services throughout the project period.

## CHALLENGES FACED AND HOW THEY WERE ADDRESSED

In some locations there was an initial level of mistrust associated with the perceived surge of police officers in the community. Continuous involvement by law enforcement officers in

community activities did much to dispel this initial resistance. **i**

Community cooperation grew when it became clear that the primary goal of the HPPG initiative was to improve the quality of life in tribal communities. **i**

## LESSONS LEARNED

Advanced planning involving community leaders and decision makers is essential in implementing a successful community policing initiative. Continuous communication through document postings and cooperation of the local press and electronic media is essential to sustaining the effort.

# VIABILITY **OF** LAW ENFORCEMENT AT LARGE (CONTINUED)

| STRATEGY                                      | RATING    |             |               |            | REFERENCE (PAGE) | ILLUSTRATIONS AND FORMATS (APPENDIX B) |
|---|-----------|-------------|---------------|------------|------------------|--|
|   | MESCALERO | ROCKY BOY'S | STANDING ROCK | WIND RIVER |                  |  |
| Door Hanger Campaign                          |           |             |               |            | 59               |  |
| We-Tip Program                                |           |             |               |            | 59               |  |
| Graffiti Abatement Program                    |           |             |               |            | 59               |  |
| Wind River Car Seat Installation Initiative   |           |             |               |            | 60               |  |
| Sponsorship/Participation in Community Events |           |             |               |            | 61               | W. Community Outreach                  |
| Communication Through Local Media Outlets     |           |             |               |            | 61               |  |



# OUTCOMES, GENERAL CHALLENGES OBSERVATIONS

## OUTCOMES

Successful outcomes have been achieved by the HPPG initiative from a number of perspectives:

- At the national level, violent crime has been reduced by a combined 35% over the two-year period of the initiative. This far exceeds the 5% target established in 2009.
- At the agency level, both violent crime and property crime were reduced from their pre-HPPG levels.
- The HPPG reservations have collected data indicating how specific crime categories have declined after targeted initiatives were implemented. Each of the HPPG reservations report significant declines in several crime categories as a result of targeted strategies. These statistics are identified below.

### **MESCALERO RESERVATION OUTCOMES**

#### AGGRAVATED ASSAULTS

Aggravated assault problems directly correlate with alcohol and narcotic addictions that persist on the Mescalero Reservation.

Prior to the HPPG initiative, suspects showed little or no concern for consequences tied to committing assaults. Low staffing levels resulted in little or no law enforcement response to aggravated assault crimes.

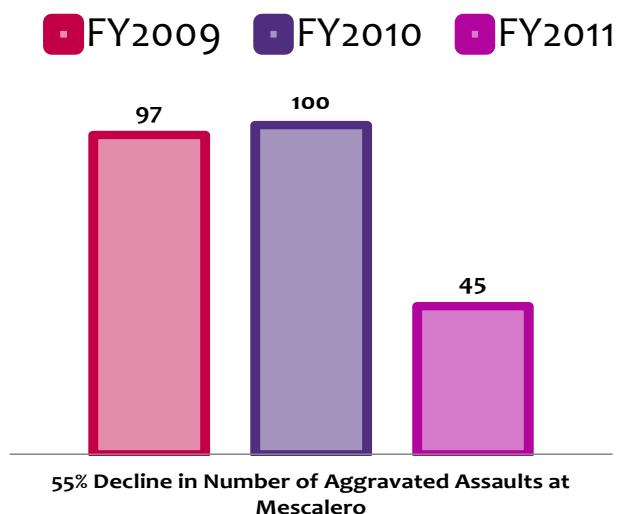
In March 2010, the HPPG initiative was implemented and two separate support elements to the HPPG Initiative (Operation Alliance and Operation Endeavour) were the result.

Officers detailed to the Mescalero Reservation helped bring staffing levels to full capacity to meet a 3.5 per 1,000 ratio. This continued through the end of FY 2011. It is likely that the increase in law enforcement staff was largely responsible for the 55% decline in the number of aggravated assaults committed over the period covered by the HPPG initiative, as depicted on the chart on page 65.

Strategies executed in FY 2010 targeted aggravated assaults. These key strategies mainly focused on high visibility patrols on highways and in communities that were known to be problematic in the past. Crime trend analysis



# CHANGES **AND** CONCLUDING

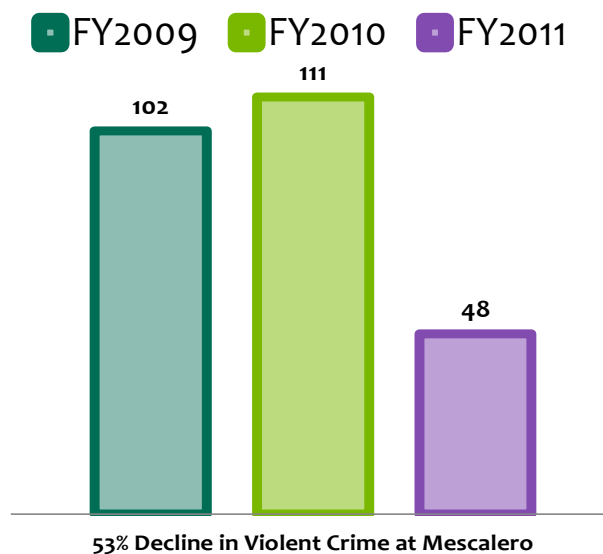


identified problem areas in the community to focus law enforcement resources during high-risk days and times. Officers conducted foot patrols and made community contacts in an effort to build and strengthen community partnerships.

#### VIOLENT CRIME

Before the HPPG initiative was implemented, violent crime totaled 102 incidents in FY 2009. After the initiative was implemented, violent crime totals increased to 111 in FY 2010, but then

decreased dramatically in FY 2011 to only 48 incidents. This is a 53% total decrease in violent crime from FY 2009 to FY 2011.



#### DOMESTIC VIOLENCE

In FY 2009, before the HPPG initiative was implemented, domestic violence assaults were 105. After it was implemented, domestic violence assaults actually grew to a level of 126. The Mescalero Reservation recognized the need for a

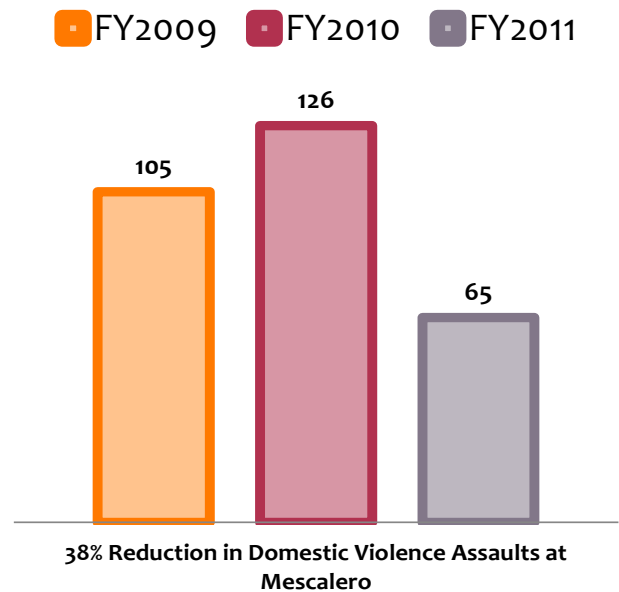
# OUTCOMES, GENERAL CHALLENGES OBSERVATIONS (CONTINUED)

more proactive approach and adopted the following strategies:

- Active prosecution of cases by involving federal resources on repeat offenders to reduce recidivism
- Lines of communication were opened with the tribal prosecutor and the U.S. Attorney's Office to increase prosecution of domestic violence cases
- In FY 2011, a BIA Victim Advocate position was created and assigned to the department. The victim advocate addressed domestic violence issues on the Mescalero Reservation. The numbers of court hearings increased, indicating victims were following up with court hearings and receiving support in stopping the cycle of violence
- The Mescalero Reservation now has a staff member trained in domestic violence prevention

From FY 2010 to FY 2011, the Mescalero Reservation saw a 48.4 % reduction in calls for service regarding domestic violence assaults.

From FY 2009 to the end of FY 2011, the Reservation saw a 38% total reduction in calls for service regarding domestic violence assaults.

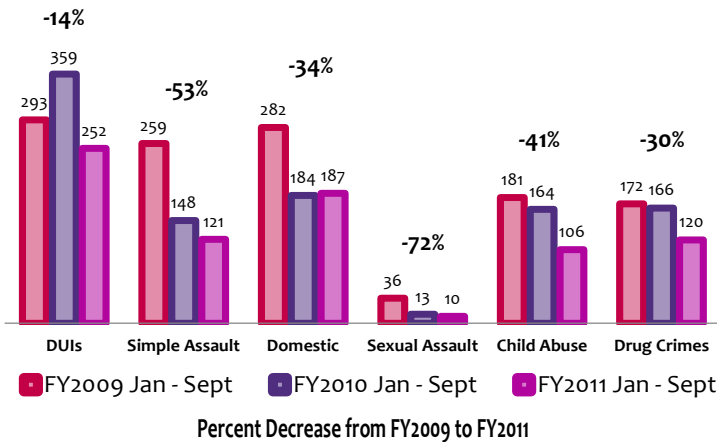


## STANDING ROCK RESERVATION OUTCOMES

The Standing Rock Reservation reported major declines in a number of categories between FY 2009 and FY 2011 as a result of their saturation patrols, targeting specific housing developments

# CHANGES **AND** CONCLUDING

and identification of hot spots for drinking parties.



## ROCKY BOY'S RESERVATION OUTCOMES

The Rocky Boy's Reservation reported a significant decline in Part I crimes, from 250 in 2009 to 45 in 2011. During this same period, the number of incidents involving burglary, larceny and motor vehicle theft declined from 136 to 23 and the number of assault crimes declined from 86 to 20.

These outcomes were achieved as a result of the following targeted strategies:

- 1) Increasing the number of officers to a ratio more comparable to the national rural standard
- 2) Positioning police officers on a 24/7 basis within designated high crime areas such as low-rent housing
- 3) Increased adjudication of individuals who commit any Part I offense through the Adult Healing to Wellness Program, which provides counseling, and continuous drug use monitoring/testing
- 4) Direct interventions performed by the Domestic Violence and Cultural Resource Department staff and law enforcement

## WIND RIVER RESERVATION OUTCOMES

In FY 2010, 85 violent crimes were reported on the Wind River Reservation, a 29% increase over the 66 reported in FY 2009. During the same time period, property crime increased by 58%, rising from 70 to 110 incidents. Although the number of incidents in both categories was up, this may have been an indication that citizens felt more confident in reporting such crimes as they

# OUTCOMES, GENERAL CHALLENGES, AND OBSERVATIONS (CONTINUED)

witnessed a greater presence of law enforcement officers who were able to respond more rapidly to their calls.

Law enforcement officers interacted regularly with the community at special events, worked closely with SROs in the schools, and had good relations with local press. In addition, they have been targeting high-risk areas by using saturation patrols and sobriety checkpoints. During October 2011, the number of DUIs reported was 19 compared to 120 in October of 2010. This is a good indication that although in the short-term there may be an increase in crimes reported, in the long-term these figures should begin to trend downward.

## QUALITATIVE OUTCOMES

The law enforcement officers who participated in this study identified a greater feeling of security within the community as an additional positive outcome resulting from the HPPG initiative. Here is a quote from the Wind River Chief of Police:

*“There is a renewed sense of pride in the community not because the police just changed*

*the quality of life, but because as a community partner we provided safe passage on roadways historically plagued by alcohol-related fatalities, provided guidance to safely communicate change, and formed new partnerships and alliances with a community which thought it had no voice. When a tribal leader who was the most vocal person requesting the initiative, announces in a national meeting, that he feels safe in his own neighborhood, this is one of the best indicators of our success.”*

Other comments from the community also reflected signs of progress. Here is a quote from one of the respondents:

*“ I think we're on the right track. I really do. The only people really complaining are the ones getting busted. There are legitimate concerns but I feel safer.” From a community member who completed the HPPG Law Enforcement Community Assessment—assessments were anonymous*

# CHALLENGES **AND** CONCLUDING

## GENERAL CHALLENGES

Although great strides have been made in reducing violent crime and implementing the community policing philosophy at the HPPG reservations, persistent challenges do remain.

- **THE NEED TO UPDATE TRIBAL COURT CODES** – Current codes in many tribal jurisdictions are still outmoded and do not reflect current crime scenarios. For example, the penalties for repeated instances of public intoxication by an offender do not reflect the serious or chronic nature of the situation. This results in a “revolving-door” effect, which presents continuous hazards to tribal citizens both on the highways and in the home. As another example, there is often not a sufficient distinction between the seriousness of a drug offense (i.e., same penalties for possession of marijuana whether the amount is a single roach or a pound).
- **ONGOING CHALLENGES WITH VIOLENCE AGAINST WOMEN, DRUG TRAFFICKING, AND CRIMINAL GANG ACTIVITY** – Continued vigilance is needed to identify and contain incidents in these areas through the implementation of collaborative strategies.
- **THE NEED FOR CONTEMPORARY POLICE TECHNOLOGY** – This is a necessary component of intelligence-based policing. Modern technology such as Computer Aided Dispatch systems would allow more efficient data collection and more rapid data sharing among tribes and across jurisdictions.
- **MORE RAPID AND COST-EFFECTIVE RECRUITMENT PROCESS** – Lessons learned from the surge in the number of police officers should be applied to new agencies that are launching this initiative. Effective screening processes backed by clear standards should be implemented, and back-up plans should be developed to cover situations in which there is large turnover in recruits.
- **IMPROVEMENT IN CRIMINAL INTELLIGENCE DATABASE** – General trend data are now reported on overall categories of crime. A next step is to develop a database that can show pre-and-post incident data associated with

# OUTCOMES, GENERAL CHALLENGES, AND OBSERVATIONS (CONTINUED)

implementation of specific strategies. Such a database should be able to track, for example, the number of DUIs/DWIs in a targeted area prior to implementing a saturation patrol and sobriety check strategy and compare it to the number of DUIs/DWIs at different stages of implementation to determine the impact of the strategy.

## CONCLUDING OBSERVATIONS

Although the crime-reduction recommendations offered by this handbook will not be applicable in all situations, several core principles are fundamental. While implementation details will vary in each new setting, the probability of success is higher when these fundamental guidelines are followed:

- **RESOURCES MUST BE ADEQUATE TO ALLOW FOR BOTH ENFORCEMENT AND PREVENTION STRATEGIES TO SUCCEED** – Additional resources are absolutely essential: 1) to provide the necessary manpower to address and to turn around the violent crime problem in Indian Country and 2) to allow a sufficient number of officers to move law enforcement agencies from a reactive mode to a proactive stance so that long-term prevention strategies can be implemented. To augment available resources in the current austere budget climate, reservations will also have to focus on locating alternative funding streams; ensure that limited resources are targeted to highest risk situations; and find more cost-effective approaches to carry out essential police processes.
- **ADVANCED PLANNING IS ESSENTIAL** – Specific goals and strategies should be based on a thorough assessment of the current environment. This includes an assessment of the current crime profile in your specific agency, and the community’s perception of the state of crime, availability of community services, and degree of satisfaction with law enforcement services.
- **THE PLANNING PROCESS SHOULD INVOLVE THE PARTICIPATION OF ALL KEY STAKEHOLDERS** – including tribal leaders, community service providers, relevant law enforcement authorities at every level, and other federal agencies.

# CHANGES **AND** CONCLUDING

- **PLANNING SHOULD BE SYSTEMATIC AND COMPREHENSIVE** – Planners should consider how all aspects of the criminal issues interrelate (e.g., the interaction between increased levels of enforcement, prevention activities, tribal court workloads and detention capacity).
- **PLANS SHOULD INCLUDE CONTINGENCY STRATEGIES** in the event that unintended consequences occur. For example, how is the agency prepared to address an upswing in domestic violence in the home when there is a major crackdown on DUIs/DWIs on the highway?
- **CREDIBLE INFORMATION** is fundamental for directing law enforcement resources to the highest risk situations.
- **ONGOING COMMUNICATION AND COMMUNITY INVOLVEMENT** is essential to sustain crime-reduction. If everyone in the community is on the same page the effort will be more unified and success will be more likely.

The Wind River police chief summarized these lessons learned with the following statement:

*“Communication and clear direction is the key!*

*It is important to communicate your direction and goals you have set with the tribal council, tribal communities, partner organizations, and management when building a police organization and bringing big change to a community. It is also important to facilitate avenues to generate feedback in order to adjust direction to meet desired goals.”*





# APPENDICES

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# APPENDIX A IMPLEMENTATION

## A. COMMUNITY ASSESSMENT FORM

Dear Community Member:

We are looking to assess and improve our services to the citizens of Indian Country and surrounding areas. The information you provide will be very instrumental in identifying and addressing your community concerns. After a community assessment is completed, the information will be analyzed to develop an action plan to address you and the communities concerns. To complete the survey we ask that you be at least 18 years old and a Tribal Community resident. Thank you for your participation.

Tribal Community you live in: \_\_\_\_\_ State: \_\_\_\_\_

Age of respondent:  18-29  30-39  40-49  50-59  60 and up

How long have you lived in the community? \_\_\_\_\_ Years \_\_\_\_\_ Months

Number of people in your household? \_\_\_\_\_

Number of children under 18 years of age in your household? \_\_\_\_\_

Does the community have adequate activity programs for your children and elders?  Yes  No

Have you requested law enforcement assistance in the past year?  Yes  No

If so, what type of incident, \_\_\_\_\_ and how many times have you requested assistance? \_\_\_\_\_

Was your request handled promptly and courteously?  Yes  No

Did the law enforcement officer(s) display a professional appearance?  Yes  No

Does your community have a neighborhood watch program?  Yes  No

Would you like to participate in a neighborhood watch program?  Yes  No

Is your Court System fair and impartial?  Yes  No

Do you feel your community is safe? Why or Why Not? (Identify any concerns regarding public safety)

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In your opinion, what would help you feel safe in your community? (List recommendations and suggestions for improvements)

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**FEEL FREE TO PLACE ADDITIONAL COMMENTS OR CONCERNS ON THE BACK OF THIS PAGE**

Return to: Your local BIA Law Enforcement Office or BIA Agency in a sealed envelope;

Or: Mail to BUREAU OF INDIAN AFFAIRS Attn: BIA LAW ENFORCEMENT CONCERNS

P.O. Box 1086 Fort Washakie, Wyoming 82514

# GUIDES **AND** TEMPLATES

PLEASE RANK THE FOLLOWING SERVICES USING THE SCALE BELOW:

0 = No Services    1 = Needs Improvement    2 = Average    3 = Above Average    4 = Excellent

|                        |                          |                       |                          |                           |                          |
|------------------------|--------------------------|-----------------------|--------------------------|---------------------------|--------------------------|
| Law Enforcement        | <input type="checkbox"/> | Schools               | <input type="checkbox"/> | Youth Programs            | <input type="checkbox"/> |
| Tribal Court           | <input type="checkbox"/> | Social Services       | <input type="checkbox"/> | Housing Authority         | <input type="checkbox"/> |
| Detention Facility     | <input type="checkbox"/> | Elderly Programs      | <input type="checkbox"/> | Community Security        | <input type="checkbox"/> |
| Fire Department        | <input type="checkbox"/> | EMS/Ambulance         | <input type="checkbox"/> | Youth Offender Programs   | <input type="checkbox"/> |
| Employment Programs    | <input type="checkbox"/> | Rehab Programs        | <input type="checkbox"/> | Medical/Hospital Services | <input type="checkbox"/> |
| Mental Health Services | <input type="checkbox"/> | Recreation Facilities | <input type="checkbox"/> | Access to Food/Groceries  | <input type="checkbox"/> |

PLEASE RANK THE FOLLOWING AREAS OF CONCERN USING THE SCALE BELOW:

1 = Not a Concern    2 = Somewhat Concerned    3 = Very Concerned

|                   |                          |                 |                          |                         |                          |
|-------------------|--------------------------|-----------------|--------------------------|-------------------------|--------------------------|
| Thefts/Burglaries | <input type="checkbox"/> | Vandalism       | <input type="checkbox"/> | Domestic Violence       | <input type="checkbox"/> |
| Juvenile Crimes   | <input type="checkbox"/> | Assaults        | <input type="checkbox"/> | DUI                     | <input type="checkbox"/> |
| Gang Activity     | <input type="checkbox"/> | Elderly Abuse   | <input type="checkbox"/> | Curfew Violations       | <input type="checkbox"/> |
| Drug Activity     | <input type="checkbox"/> | Child Abuse     | <input type="checkbox"/> | Vehicle Theft           | <input type="checkbox"/> |
| Sex Crimes        | <input type="checkbox"/> | Firearm/Weapons | <input type="checkbox"/> | Alcohol/Substance Abuse | <input type="checkbox"/> |

### ADDITIONAL COMMENTS

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# APPENDIX A IMPLEMENTATION

## B. MEMORANDUM OF AGREEMENT (MOA) ON COMMUNITY ASSESSMENTS

### Memorandum of Agreement High Priority Performance Goal Community Assessments *(Represents sections to be specified in each MOA)*

#### INITIATIVE OVERVIEW

A High Priority Performance Goal Initiative (HPPG) was implemented to reduce crime at four selected Indian Reservations. The Mescalero Apache tribe was one of the four selected tribes. The national average for police officer ratio has been increased from 2.5 per thousand service population to 3.5 per thousand service population as a result of this initiative. Additional funding has also been provided to the Mescalero Apache Tribal Court Services to enhance service abilities.

*“Achieve significant reduction in crime within 24 months on targeted Indian reservations by implementing this crime-reduction plan to utilize proven, sound policing methods including but not limited to intelligence-based, community oriented policing, proactive problem solving, proper utilization of existing resources, increasing necessary resources through sound management principles and nationally accepted criteria, an increased liaison and partnership building with critical interagency, intergovernmental partners and the Indian County citizens we serve.”*

#### PURPOSE (COMMUNITY ASSESSMENTS)

To acquire community perceptions of law enforcement services and judicial services as it relates to crimes occurring within the exterior boundaries of the service Indian reservation. The acquired information will be utilized to gain current community views and post community views as it relates to the High Priority Performance Goal Initiative. These community assessments will be identified as Pre-community Assessments and Post-community Assessments.

#### METHOD

A standard community assessment form will be provided by the Bureau of Indian Affairs, Office of Justice Services and will be utilized for both pre and post community assessments. The community assessment disbursement and assessment return method is at the discretion of the tribe. The targeted audience is the community service population for the perspective Indian tribe, typically identified as community members. A 70 percent

community return response is the target percentage, **but a measurable percentage is required.**

Community pre-assessment data collection forms will be distributed to the service population community within 30 days from the signing of this agreement between the tribe and the BIA Office of Justice Service. At the time of Pre-community Assessment distribution the Service Community Members will be informed the pre-assessments will need to be returned to the tribe within 30 days of receipt. The tribe will identify a contact person or method for community assessment returns either by direct point of contact return and/or utilization of the U.S. Mail service.

The Post-community Assessments will be distributed within 30 days after the HPPG Initiative completion date. The HPPG Initiative completion date is (enter date). At that time, the Post-community Assessment will be distributed to Community Members. Community members will be informed the Post-community assessments will need to be returned to the tribe within 30 days of receipt. The tribe will identify a contact person or method for community assessment returns either by direct point of contact return and/or utilization of the U.S. Mail service. **Costs for conducting the Post-community Assessments will be proposed by the tribe near the ending of the HPPG Initiative. At that time, the tribe will provide a cost estimate for services to be performed. A Memorandum of Agreement will be implemented that directly relates to the Post-community Assessments.**

#### RESULTS

Upon receiving the results, each question within the community assessment form, to include community comments, will be tallied and documented in a reporting format. An example data tally form will be provided by the BIA Office of Justice Services, but the style of this results form can be modified and/or changed as long as the data collected is captured and the data is reported consistent with the provided example. **The due date for the completed data report will be due no later than 60 days from the last day of the community assessment turn in due date.**

# GUIDES **AND** TEMPLATES (CONTINUED)

**PAYMENT REIMBURSEMENT**

The tribe agrees to assist the HPPG Initiative by completing a Pre-Community Assessment and Post-Community Assessment by utilizing the Community Assessment forms provided by the BIA-Office of Justice Services and as outlined within this agreement.

- The cost to complete the Pre-community Assessment amounts to: \$ xxxx.
- *The estimated costs for the Post-Community Assessment amounts to: \$ xxxx.*

*Due to limited tribal funding, initial startup cost in the amount of*

*\$xxxx will be provided to the tribe to complete the Pre-Community Assessments. However, OJS has the discretion to pay in advance, the full cost for Pre-Assessments and/or Post-Assessments.*

*An assessment as the need is identified.* OJS (HPPG Special Project) will begin the payment process immediately upon receipt of this Memorandum of Agreement. If initial startup costs are provided, the reimbursement process for the remaining balance will commence with a target reimbursement date of 30 days after receiving the final data collection report.

**C. PRE-COMMUNITY ASSESSMENT COSTS—EXAMPLE**  
**Pre-community assessment cost**

|   |                 |   |
|---|-----------------|---|
| <b>MEETING EXPENSES</b> (Two-large town hall community meetings ) |                 |   |
| <b>Meeting Description:</b>                                       |                 |   |
| <b>Expense Description</b>  | <b>Cost</b>     | <b>Notes</b>  |
| Little Wind Casino  | \$1,100         | (room rental/food)                                  |
| Two focus group meetings  | \$200           | (food)  |
| Survey replication  | \$50            | (500 pieces X 10 cents per piece)                   |
| <b>Total Meeting Expense</b>                                      | <b>\$1,350</b>  |   |
| <b>STAFF SUPPORTS</b>   |                 |   |
| <b>Expense Description</b>  | <b>Cost</b>     | <b>Notes</b>  |
| Staff Support Costs   | \$ 1,000        | 4 staff X \$10/hour X 5 hours each event X 5 events |
| Payroll Taxes   | \$177           | 0.1765%   |
| <b>Total Staff Expense</b>  | <b>\$1,177</b>  |   |
| <b>DATA COLLECTION COSTS</b>                                      |                 |   |
| <b>Expense Description</b>  | <b>Cost</b>     | <b>Notes</b>  |
| Staff Support Costs   | \$ 1400         | 10 staff X \$10 hour X 40 hours                     |
| Staff Training  | \$600           | \$75 X 8 hours                                      |
| <b>Total Data Collection Expense</b>                              | <b>\$4,600</b>  |   |
| <b>Grant Total</b>  | <b>\$7,127</b>  | Pre-Assessment Costs (Survey and Data Collection)   |
| <b>Total Funds</b>  | <b>\$14,254</b> | Total Funds for Pre/Post Survey and Data Collection |

# APPENDIX A IMPLEMENTATION

## D. COMPLETED PRE-COMMUNITY ASSESSMENT

### HPPG – (Enter name of the reservation) COMMUNITY PRE-ASSESSMENT (Year)

#### I. Executive Summary

The Bureau of Indian Affairs and (Enter tribe's name) are working together to aid a presidential initiative to reduce crime on the (Enter tribe's name) Reservation. This initiative is called the High Priority Performance Initiative. This initiative will last two years and began on October 1, 2009 and will end on September 30, 2011. Police officer current staffing levels have been increased at the (Enter tribe's name) to better service Indian Communities. Additional funding was also provided for Tribal Court Services. The national ratio for police officers has been increased to 3.5 per one thousand service population. To help aid the initiative, the Bureau of Indian Affairs, Office of Justice Services has teamed up with other Federal law enforcement partners in providing temporarily detailed officers pending the filling of new police officer positions to implement crime-reduction efforts.

As part of this initiative, receiving community opinions and views of the Law Enforcement Services and Tribal Court Services is a very important aspect of the initiative. We are asking community members to take part in a Pre-community Assessment and a Post-Community Assessment to aid these efforts.

The Pre-community Assessment inquires about community opinions and views of Law Enforcement Services and Tribal Court Services. This will be an opportunity for the community to voice their opinion of these services prior to the initiative.

#### II. PURPOSE

To acquire community perceptions of law enforcement services and judicial services as it relates to crimes occurring within the exterior boundaries of the service Indian reservation. The acquired information will be utilized to gain current community views and post community views as it relates to the High Priority Performance Goal Initiative. These community assessments will be identified as Pre-community Assessments and Post-community Assessments.

#### III. METHOD

A standard community assessment form was provided by the Bureau of Indian Affairs, Office of Justice Services and was amended to be utilized for the pre-community assessments (Appendix). The community assessment disbursement (describe the method taken to complete the collection of data). The targeted audience was the community service population for (Enter tribe's name), typically identified as community members.

Community pre-assessment data collection was distributed to the service population community from (Enter the dates the distribution started and ended). At the time of Pre-community Assessment distribution, the Service Community Members were informed that the pre-assessments will be based on their views prior to the HPPG Initiative and their comments will be due no later than two weeks of receiving the pre-assessment form. The method for community assessment returns were either by direct point of contact return and/or utilization of the U.S. Mail service to the (Enter tribe's name if this method was used).

#### IV. RESULTS

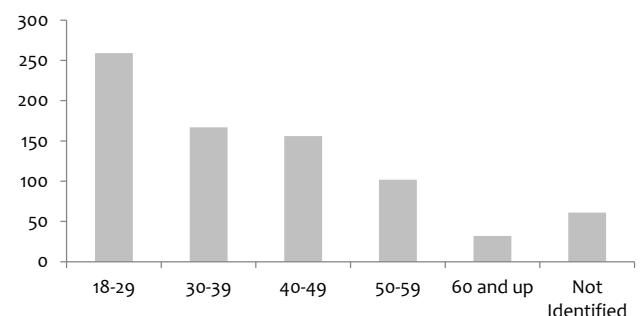
The (Enter Total Number) of surveys completed and returned was (Enter Number) with the following demographic breakdown:

- (Enter Number) from the (community)
- (Enter Number) from the (community)

Of the 777 individuals that completed surveys the following age groups were identified:

- (Enter Number) 259 in the 18-29 age range
- (Enter Number) 167 in the 30-39 age range
- (Enter Number) 156 in the 40-49 age range
- (Enter Number) 102 in the 50-59 age range
- (Enter Number) 32 in the 60 and up age range
- (Enter Number) 61 not identified

AGE GROUPS



# GUIDES **AND** TEMPLATES (CONTINUED)

Community Members were asked “Does the community have adequate activity programs for your children and elders?” with the following response:

- (Enter Number) 74 answered YES
- (Enter Number) 698 answered NO
- (Enter Number) 5 did not provide an answer

Community Members were asked “Have you requested law enforcement assistance in the past year?” with the following response:

- (Enter Number) 207 answered YES
- (Enter Number) 413 answered NO
- (Enter Number) 157 did not provide an answer

As a follow up members were asked “Was your request handled promptly and courteously?” with the following responses:

- (Enter Number) 125 answered YES
- (Enter Number) 207 answered NO

Community Members were asked “Did the law enforcement officer(s) display a professional appearance?” with the following response:

- (Enter Number) 340 answered YES
- (Enter Number) 96 answered NO

Community Members were asked “Does your community have a neighborhood watch program?” with the following response:

- (Enter Number) 5 answered YES
- (Enter Number) 762 answered NO
- (Enter Number) 10 did not provide an answer

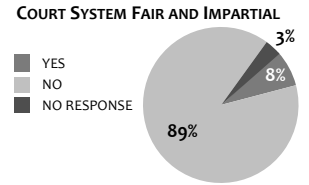
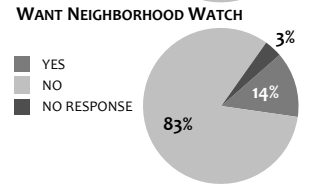
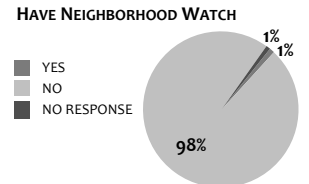
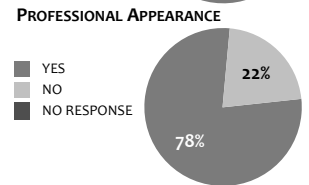
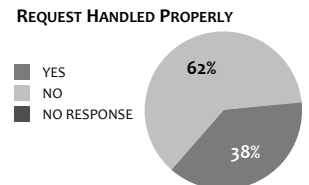
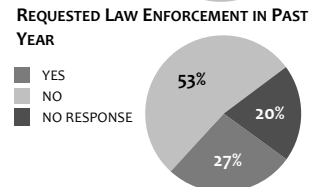
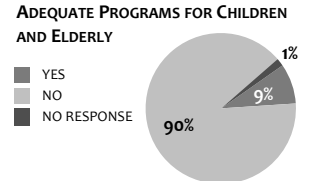
In addition, members were asked “Would you like to participate in a neighborhood watch program?” with the following response:

- (Enter Number) 111 answered YES
- (Enter Number) 647 answered NO
- (Enter Number) 19 did not provide an answer

Community members were asked “Is your Court System fair and impartial?” with the following responses:

- (Enter Number) 61 answered YES
- (Enter Number) 691 answered No
- (Enter Number) 25 did not provide an answer

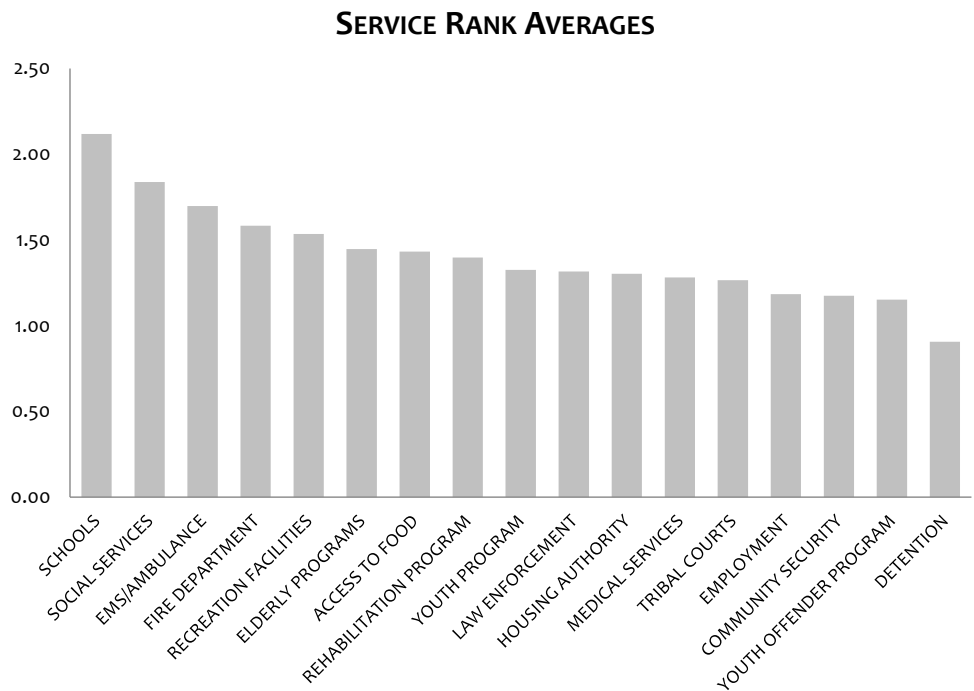
Next community members were asked the following “Do you Feel your community is safe? Why or Why not?” (Appendix) and “In your opinion, what would help you feel safe in your community?” (Appendix).



# APPENDIX A IMPLEMENTATION

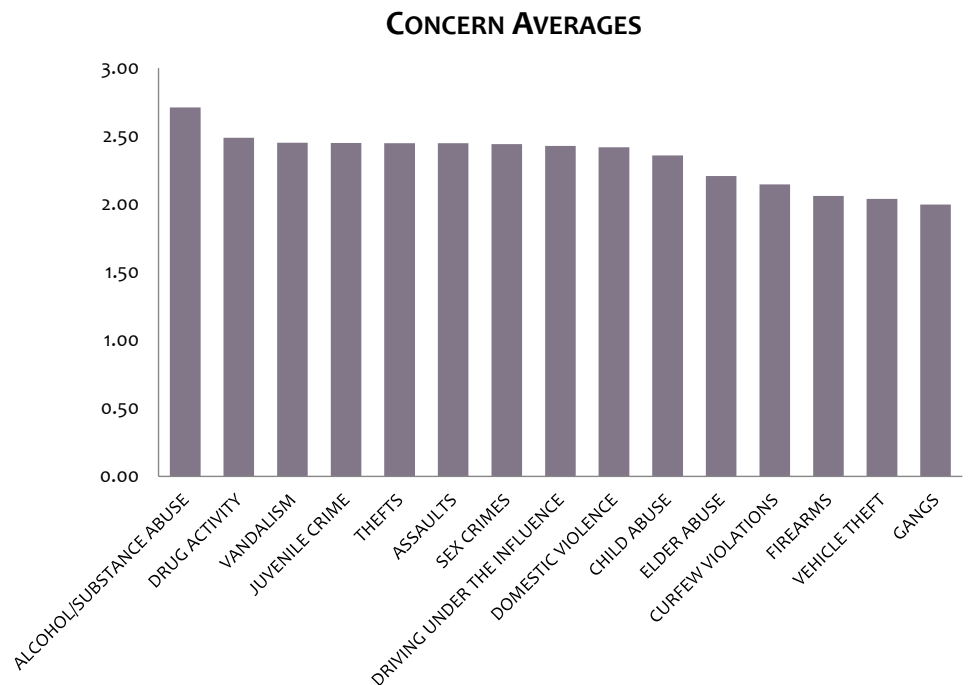
Community Members were then asked to rank services on the reservation in several categories on a 0-4 scale with 0 equaling No Service, 1 equaling Needs Improvement, 2 equaling Average, 3 equaling Above Average, and 4 equaling excellent. The following were the average ranking for each area: (Enter in the average for each item and change the number)

| CATEGORY               | SERVICE RANK AVERAGES |
|------------------------|-----------------------|
| Schools                | 2.12                  |
| Social Services        | 1.84                  |
| EMS/Ambulance          | 1.70                  |
| Fire Department        | 1.58                  |
| Recreation Facilities  | 1.54                  |
| Elderly Programs       | 1.45                  |
| Access to Food         | 1.43                  |
| Rehabilitation Program | 1.40                  |
| Youth Program          | 1.33                  |
| Law Enforcement        | 1.32                  |
| Housing Authority      | 1.30                  |
| Medical Services       | 1.28                  |
| Tribal Courts          | 1.27                  |
| Employment             | 1.18                  |
| Community Security     | 1.17                  |
| Youth Offender Program | 1.15                  |
| Detention              | 0.91                  |



Community Members were also asked to rank areas of concern using a scale of 1-3 with 1 equaling not a concern, 2 equaling somewhat of a concern, and 3 equaling very concerned. The following were the averages of the rankings: (Enter in the average for each item and change the number)

| CATEGORY                    | CONCERN AVERAGES |
|-----------------------------|------------------|
| Alcohol/Substance Abuse     | 2.71             |
| Drug Activity               | 2.49             |
| Vandalism                   | 2.45             |
| Juvenile Crime              | 2.45             |
| Thefts                      | 2.45             |
| Assaults                    | 2.45             |
| Sex Crimes                  | 2.44             |
| Driving Under the Influence | 2.43             |
| Domestic Violence           | 2.42             |
| Child Abuse                 | 2.36             |
| Elder Abuse                 | 2.21             |
| Curfew Violations           | 2.15             |
| Firearms                    | 2.06             |
| Vehicle Theft               | 2.04             |
| Gangs                       | 2.00             |





# GUIDES **AND** TEMPLATES (CONTINUED)

The community members were asked to provide additional comments. Of the (Enter the number) surveys completed (Enter the number) provided additional comments (Appendix).

## V. APPENDIX A

WHY? WHY NOT? (Enter the comments provided deleting the current comments used as an example – at least 100 comments)

1. (Example) I feel it is in the process of me feeling safe with the additional police officers. Seeing them patrol our neighborhoods is very comforting.

## VI. APPENDIX B

What Would Help the Community? (Enter the comments provided deleting the current comments used as an example – at least 100 comments)

1. (Example) More people need to get involved with the community.

## VII. APPENDIX C

ADDITIONAL COMMENTS (Enter the comments provided deleting the current comments used as an example – at least 100 comments)

1. (Example) I believe our community is in the right direction of improving.

---

## E. GENERAL CRIME-REDUCTION PLAN

### OVERVIEW

OJS will implement this general crime-reduction plan at four (4) specific Indian Country law enforcement programs in support of a comprehensive Indian Country crime-reduction strategy which has been designated as a “High Priority Goal” by the Department of the Interior, the Bureau of Indian Affairs and the Office of Justice Services. The goal and objective of the general plan is:

*“Achieve significant reduction in crime within 24 months on targeted Indian reservations by implementing this crime-reduction plan to utilize proven, sound policing methods including but not limited to intelligence-based, community oriented policing, proactive problem solving, proper utilization of existing resources, increasing necessary resources through sound management principles and nationally accepted criteria, an increased liaison and partnership building with critical interagency, intergovernmental partners and the Indian Country citizens we serve.”*

This crime-reduction plan will first be implemented by the law enforcement programs at the following Indian Country locations:

1. Mescalero Reservation (NM)
2. Rocky Boy’s Reservation (MT)
3. Standing Rock Reservation (ND)
4. Wind River Reservation (WY)

This plan’s multi-faceted approach to crime-reduction will succeed by utilizing proper leadership/management principles;

adequate staffing and resources; accurate analysis of current and historic criminal activity/trends; community assessments; intelligence-based law enforcement assignments and proactive operations; crime-prevention programs; and accountability at all levels of the operation. Properly applying these fundamental principles of law enforcement have always been necessary to effectively reduce criminal activity which leads to an improved quality of life for the citizens of the community.

The five (5) primary components of the plan are:

1. Conducting accurate crime trend analysis
2. Conducting community assessments. Some consideration must be taken with Program Assessments. This assessment was conducted by the BIA Professional Standards Division that identified the resources in all sites with the exception of Rocky Boy’s.
3. Maximizing available resources through intelligence-based assignments and proactive police operations
4. Supporting crime-prevention programs/initiatives and increased liaison/partnership building
5. Accountability at all levels of the operation.

### DETAILS

#### I. Accurate Crime Trend Analysis

An accurate crime trend analysis will be conducted at each target location. Each agency will compile and analyze current criminal activity data (previous 12 months) and historical crime data

# APPENDIX A IMPLEMENTATION

(previous 36 months). The purpose of the analysis process is to develop an accurate crime rate profile for each location.

The analysis process will begin by examining the types of crime being committed, the locations where crimes are being committed, days of the week and times of day when the crimes are occurring most frequently. This initial analysis will yield data which facilitates identifying current and historic crime trends, determining criminal relationships (suspects and locations), patterns and possible points of origin. Once accomplished, the analysis will provide an accurate portrait of the base crime rate or “crime rate profile” for each location.

The crime profile developed from analyzing the current crime data will provide the necessary information for management personnel to quickly prioritize their law enforcement response to most effectively begin reducing the crime rate at each location. The crime profile developed from analyzing the historic crime data will be used to identify previous crime trends, patterns of criminal behavior, and pinpointing reoccurring, increasing or decreasing crime trends.

Valuable information can be obtained through liaison with surrounding communities which, if captured, can be analyzed to determine the probable relationships of crime trends and criminal activity in the surrounding area which directly impact the reservation communities. This information is a critical component of an effective crime-reduction initiative.

Create cooperative strategies and partnerships to effectively reduce the crime rate not only in specific locations, but throughout the area. Liaison, obtain and analyze information from the area prosecutor’s offices (tribal, state and federal) and court clerk’s offices which can provide criminal case resolution data regarding criminal cases within and/or with a direct nexus to the Indian Country locations.

The accurate information this analysis process yields is the foundation of the operation. The success of this analysis process and subsequently this entire endeavor is dependent on the accuracy of the input information. The initiative’s operational management personnel at each location will be held absolutely accountable for insuring the accuracy of the input data used in the analysis process. The fundamental rule for successfully implementing this portion of the plan can be captured in the following formula: accurate input information + thorough assessment and analysis of data = **Actionable Intelligence Data (AID)**.

## II. Community Assessment Process:

Concurrent with the crime analysis, a community assessment will be conducted at each targeted location. The goal of the

assessment is to ascertain the citizen’s perceptions of the reservation’s criminal activity, how they prioritize the crime problem, the effectiveness and availability of social services, public health services, educational opportunities, access to mental health care and the effectiveness of their law enforcement program, with their recommendations for program improvements. The assessment data will be captured in a simple form document which will be made available to the citizenry through varied avenues which will facilitate maximum participation. At the conclusion of a specific time frame the forms from each location will be collected, collated and analyzed.

This analyzed assessment data will provide a comparative tool used to prioritize effective law enforcement strategies and tactics to directly address crime related issues perceived as priorities by the citizenry of each location. The assessment will also provide other non-law enforcement programs with benchmark information pertaining to the priority needs of the community as they perceive them to be. As part of the assessment, liaison with surrounding communities to determine the probable relationships of crime trends and criminal activity in the area, and create cooperative strategies and partnerships to effectively reduce the area’s overall crime rate. Liaison and obtain information from the area prosecutor’s offices and courts (tribal, state and federal) which provides resolution data on the criminal cases within and with a direct nexus to the Indian Country location.

Recognizing that community assessments of perceived crime problems don’t always mirror the actual crime rate profile based on factual data, it doesn’t lessen its importance. By directly and effectively addressing the community’s law enforcement priorities facilitates an increased flow of information from citizens of the community to their law enforcement program.

## III. Criminal Intelligence-Based Assignments / Proactive Law Enforcement Operations

Law enforcement management personnel at the initiative’s locations will utilize the crime analysis and community assessment tool for prioritizing their resources by effectively scheduling their personnel and making shift assignments which will maximize this initiative’s impact and potential for success in reaching the objective of lowering the crime rate by at least five percent (5%) over a twenty-four month period.

Initiative management personnel will be responsible and accountable for best utilizing their law enforcement (investigative and patrol) resources to aggressively address and mitigate the crime problems they’ve prioritized based on factual analytical data and community input.

# GUIDES **AND** TEMPLATES (CONTINUED)

The initiative's overall success will be facilitated by effectively implementing the following principles:

- employing proven law enforcement techniques and proactive enforcement operations when possible
- maximizing and prioritizing available resources based on sound analysis of accurate data and credible sources of information
- building cooperative partnerships for additional resources
- focus must be placed on the most frequently occurring criminal activity affecting the community (prioritization), identifying criminal suspects, and developing credible sources of accurate information

Priority based patrol assignments must be developed utilizing the crime rate profile established by an accurate crime analysis. The crime rate profile will provide information as to the type of crimes being committed most frequently, the locations where the crimes are being committed most frequently, and the days of the week and times of day when the crimes are being and have been committed most frequently. This timely information also provides the law enforcement program with information necessary to implement effective crime-reduction operations. The significance of patrol schedules, shift assignments and proactive law enforcement operations being planned is to directly address the current crime rate profile, historical crime patterns and trends.

Implementing proven, intelligence driven and community oriented policing practices which are based on the sound analysis of accurate crime data from a specific location will facilitate the goal of reducing crime. This is nothing more than applying sound police practices and dramatically changing from reactive to proactive enforcement of the law to target and reduce criminal activity and threats to the community. For this process to be truly successful, it must be continual. Continually analyze accurate crime data; effectively evaluating and allocating available resources to address the overall crime problem in these specific areas.

#### **IV. Crime-Prevention Initiatives**

Law Enforcement management personnel at each initiative location will liaison with, and apply resources to foster partnerships with the reservation communities, tribal governments, other non-law enforcement, social/public safety programs and surrounding communities to implement new crime-prevention programs if they don't exist, improve and increase participation in existing crime-prevention programs. National crime-prevention programs proven to be valuable crime

-reduction tools include but aren't limited to; GREAT, DARE, Police Athletic Leagues (PAL), Neighborhood Crime Watch Programs, establishing anonymous crime tip lines, reward programs for valuable witness information, etc. Examples of law enforcement Community Policing techniques proven to foster positive community reaction are foot patrols, Child Protection Team participation, speaking to civic groups, veteran's groups, elder groups, churches, and sponsoring summer youth programs, etc.

Direct involvement with promoting and making law enforcement representatives available to provide input and mentoring to these low cost programs have yielded substantial reductions in criminal activity within communities. Additionally, involvement with the programs facilitates a freer exchange of valuable information which can assist ongoing law enforcement investigations and prioritize proactive law enforcement operations.

In direct contrast to only responding to calls for service, successful crime-prevention and reduction programs must include increased community interaction and community involvement. The empowerment of the community to address its own problems is the only lasting prevention tool in the arsenal of law enforcement. Communities require positive interaction and information flow from law enforcement which empowers and motivates them to become more active partners in addressing crime problems which negatively affects their quality of life. Law enforcement requires credible information from the community to be effective in controlling the criminal activity within their jurisdiction. When both sides of the equation aren't present, the community suffers.

#### **V. Accountability**

Law enforcement management at each location will identify measurable goals, objectives, and timelines to facilitate the successful implementation of the action plan. Each location will establish a clear and concise mission statement which captures the goals and objectives of the plan and facilitates ownership by all involved parties.

Follow clearly established chains of command. Management personnel should push the decision making process to the lowest viable level. Support sound decision making and viable plans even when they may not be the best possible practices. Management should mentor, nurture and support the leadership initiative of your subordinates. Management personnel should identify those with natural leadership qualities and place interested and motivated personnel in positions of increased responsibility.

Provide training opportunities which will provide prospective

# APPENDIX A IMPLEMENTATION

leaders with the necessary tools to mature and grow into an effective leader. Establish fair, impartial and credible accountability measures which will reward excellence, recognize above satisfactory, note satisfactory and correct unsatisfactory decisions/behavior. Most importantly, the accountability measures must be clearly understood and implemented throughout the chain of command (from the very bottom to the very top).

The initiative's program management team will be responsible and held accountable for ensuring the crime-reduction plan at each location is implemented and supported. The BIA OJS will ensure relationships with the participating tribes and communities are continually reinforced to facilitate their

continued support of the initiative. BIA is responsible for ensuring the initiative locations are provided with the necessary resources to achieve success in this endeavor. Management personnel at all levels will ensure that to the fullest extent possible, all activities are focused on maximizing their resources to achieve the goal of reducing crime. It is crucial for fair and impartial accountability measures to be pushed down to the lowest affective operational level as soon as feasible. All management personnel should always adhere to the most important principle of effective leadership; authority can be delegated but responsibility cannot.

---

## F. Mescalero Plan for Reducing Aggravated Assaults

### OBJECTIVE 1.1: REDUCE AGGRAVATED ASSAULTS

The Mescalero Apache reservation reported a total of 65 aggravated assaults for fiscal year 2009 as defined in the UCR Categories. The elevated number of assaults is a negative result of not having adequate law enforcement coverage on the reservation. Thoughts from the community have indicated the lack of law enforcement presence on the reservation directly links to this violence. Alcohol and narcotic addiction is also been identified as a major contributor. The criminal violators often assault individuals without fear of punishment because they know they can more than likely get away without arrest due to inadequate police response to these types of crimes.

#### STRATEGY 1

Increased presence of uniform patrols in the XXX housing area. This area has been identified as high call areas for aggravated assaults on the reservation.

- Law Enforcement Resources are strategically assigned to areas identified through crime trend analysis. The increase of police presence will show a strong law enforcement presence on a continual basis.
- Increased static patrols in targeted locations throughout the housing area.
- Law Enforcement will identify trouble locations and engage large social gatherings prior to disruptions occurring and other disturbances that lead to serious criminal offenses. Longer "stays" in these communities continue to occur to include door to door friendly contacts with community members.

#### TARGETS

- Reduce overall aggravated assaults during FY 2011, as compared to FY2010 reported totals.

- Reduce aggravated assaults by 4% during the months of June through September. These months have been identified as having the highest number of reported aggravated assaults.

#### MEASURE OF EFFECTIVENESS

In order to achieve the target, the measurements being used will show a decrease in the number of aggravated assaults at the end of FY2011 and within the months of June through September in identified housing areas. The outcome will be measured by showing a specific percentage of decrease in aggravated assaults reporting into the OLES database.

#### OUTCOME

- Success was achieved by reducing the aggravated assaults in FY2011 by 5% during the identified timeframe utilizing outlined strategies.
- Success was achieved by reducing the aggravated assaults by 6% in the months of June through September 2011 by utilizing outlined strategies.

#### LESSONS LEARNED

When additional officers were strategically assigned in the housing areas at the times and locations identified as high call area, we observed a drastic reduction in calls for service during these times.

At times when officers were not assigned and were conducting routine patrols, we observed no reduction in calls for service in the areas identified as high call areas. This is contributed to numerous factors such as but not limited to; large number of participants in a condensed area; increased presence of unsupervised juveniles; availability of alcohol and drugs.

# GUIDES **AND** TEMPLATES (CONTINUED)

## STRATEGY 2

Increase high visibility presence by engaging social event (e.g. pow wow, dances, concerts, etc.) that are identified to be a disturbance and/or potential sites of illegal activity.

- Assign additional officers to identified social gathering to provide a visual deterrent to criminal activity.
- Post the District Command Post on site for citizens to report criminal activity at the event and to provide additional police presence.
- Increase foot patrols on site during the social event.
- Increase static patrols in targeted areas in the vicinity of the identified social event.

## TARGETS

- Increase the number of social gatherings officers attend by 10% in FY2011.
- Decrease the overall number of calls for service during specific social event.

## MEASURE OF EFFECTIVENESS

In order to achieve the target, the measurements being used will show an increase in the number of social events that officers

attend and a decrease in the number of calls for service during the social event. The outcome will be measured by showing a specific percentage of increase in events attended and a decrease in the number of calls for service.

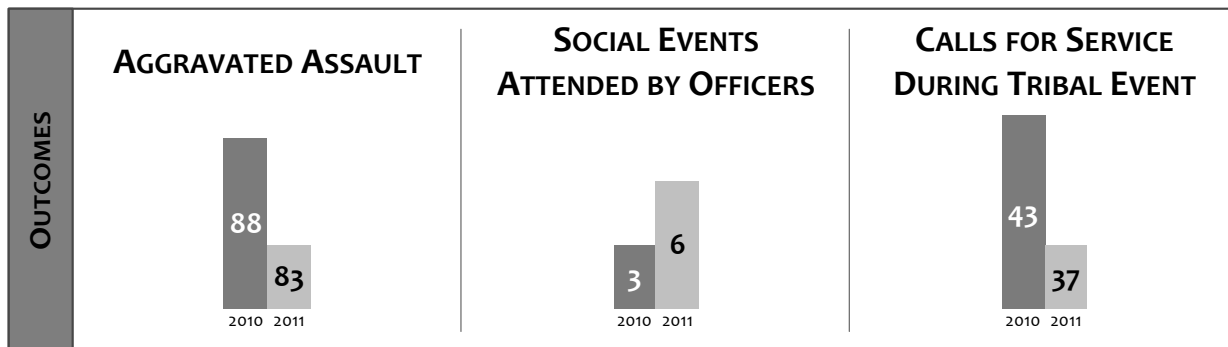
## OUTCOME

- Show an increase in the number of social events attended by officers for the purpose of reducing calls for service and potential criminal activity.
- Show a decrease in the number of calls for service during the identified social events.

## LESSONS LEARNED

The increase of officers at the social events had a measurable impact on calls for service during the event. This also enhanced the personal contact with tribal citizens.

Law Enforcement has identified that calls for service rise during specific social events. This is contributed to numerous factors such as but not limited to; large number of participants in a condensed area; increased presence of unsupervised juveniles; availability of alcohol and drugs.



## G. WIND RIVER STRATEGIC PLAN

Achieve significant reduction in crime within 24 months on the Wind River Indian Reservation by implementing the BIA-OJS Crime-Reduction Initiative General Plan to utilize proven, sound policing methods including but not limited to intelligence-based, community oriented policing, proactive problem solving, proper utilization of existing resources, increasing necessary resources through sound management principles and nationally accepted criteria, an increased liaison and partnership building with critical interagency, intergovernmental partners and Indian County citizens we serve.

### INTRODUCTION

Based on an accurate and comprehensive examination of the Wind River Reservation crime statistics the following crime

trends have been identified as significant hurdles in our efforts to lower the crime rate to a community acceptable level.

### PART I CRIMES

#### AGGRAVATED ASSAULT

1. Arapahoe Area 32
2. Ethete Area 22
3. Ft. Washakie Area 7

#### Proposed Solution

Increased and frequent patrols of the Arapahoe, Fort Washakie and Ethete areas, maximizing the use of field contacts and the gathering of community-based intelligence. Identify the hot

# APPENDIX A IMPLEMENTATION

spots for parties and the over-consumption of alcohol. Identify frequent victims and offenders and refer them to the proper social, community and faith based organization for assistance. Because a large majority of the victims are female, self-defense classes were taught by or in partnership with violence against women organizations. Provide assistance and training in the preparation of paperwork for protection order through partnerships with the Victim witness organizations.

## **Analysis**

Wind River Agency and with the coordination of federal and tribal resources tripled the number of police officers on the streets and in these affected areas. With the use of saturation patrols in the targeted areas of Aggravated Assault the numbers have drastically reduced.

With the use of traffic safety checkpoints we have reduced the number of intoxicated individuals making it back to the residences and causing some of the more serious offences.

## **Associated Problems**

We went through a transition when Operation Alliance ended and BIA attempted to deploy tribal and BIA officers to Wind River. We had to go back to being reactive without the numbers to sustain the saturation efforts.

## **MOTOR VEHICLE THEFT**

1. Ft. Washakie Area 15
2. Arapahoe Area 13
3. Ethete Area 8

## **Proposed Solution**

Have increased and frequent patrols where all fleet and GSA vehicles are kept in the three locations. Provide community-based training on vehicle security, accountability and key control. Identify frequent offenders and developed intelligence by analyzing how the vehicles were stolen. Provide assistance in acquiring services through Lo Jack or On Star for vehicle tracking.

## **Analysis**

During our analysis of this particular offence we discovered that there is no tribal offence for use of a motor vehicle without the owner's permission. A majority of these offences are just that for example a Grandson takes his grandmother's keys from her purse and goes joy riding. When the grandmother calls the PD it is classified as a stolen vehicle because there is no other category to classify it in.

Wind River Agency has started a door hanger campaign to let residents know we have been there and checked the home and vehicles for making sure they are secure for their security. The

door hangers are left on the door or the residence or vehicle letting the community member know the time and date we were there.

## **Associated Problems**

Community members have called with concerns that the home or vehicle was being searched and we have responded with the reasons for the campaign. A majority of the population is in our support of this effort.

## **LARCENY**

1. Ft. Washakie Area 12
2. Ethete Area 11
3. Arapahoe Area 10

## **Proposed Solution**

Have increased and frequent patrols in all three locations keeping a law enforcement presence in the problem areas for a longer period of time. Hold community-based training on home security and formulate partnerships to start Neighborhood Watch and Crime Stoppers groups.

## **Analysis**

In trying to coordinate with the tribal housing agency we have ran into road blocks such as there is nothing in the law and order code to support neighborhood watch members from retaliation offences. This has created hesitation from community members wanting to participate in the program.

We have been trying to limit the moments of opportunity for the criminal element to steal items in the housing communities by providing frequent patrols and using the door hanger campaign.

## **SPECIALIZED AND SCHOOL OPERATIONS**

### **GANG IDENTIFICATION AND GRAFFITI ABATEMENT INITIATIVE**

There have been 15 Different street gangs identified on the Wind River Reservation. These gangs are multi-generational and most are family based. By performing a community, cooperative and thorough assessment of the gang related activities on the Wind River Reservation we can better understand the gang issues. We will coordinate and gather vital information by forming vital partnerships with the Wind River educational system and community-based organizations. BIA OJS will sponsor, provide and develop the necessary community-based training for gang-awareness and suppression strategies.

We will begin a process of documenting individuals and organizations and quickly paint over or remove graffiti from properties on the reservation. We will partner with BIA OJS Corrections to use inmates willing to work off time as a source of man power for the graffiti abatement project.

# GUIDES **AND** TEMPLATES (CONTINUED)

We will initiate a Neighborhood Watch and Crime Stoppers program so that members of the community can call and report crime as its happening and anonymously if needed.

## **SCHOOL OPERATIONS**

The Wind River Reservation has approximately 15 schools and two School Resource Officers assigned to it. In the educational system we need to start creating a partnership with schools to identify what their needs are and what programs they believe are needed.

We can start GREAT and DARE programs as needed but the first priority would be to get additional field staff to start building the bridge between the schools and law enforcement. Additional SRO's will be requested as part of this initiative. SRO's are key in developing intelligence that occurs among youth in the school system. A problem that arises in school often boils over into the street. It is crucial to have law enforcement personnel and SRO's at major school sporting events and activities.

## **Analysis**

School Operations is a vital and crucial part of Community Policing efforts. Operation Alliance assisted us in bringing more officers into the community but provided very little in the way of community-based programs.

The two week rotations of officers prohibited the community from bonding or facilitating trust relationships with officers they saw as the problem not the solution. However Operation Alliance provided us the opportunity to hire and train a SRO to work in the schools.

The SRO has his hands full with so many schools and very little time. We have concentrated on traffic safety in school zones, Wetip and providing a safe and drug-free environment for them to learn in.

## **SUMMARY**

Wind River Agency has provided the best Law Enforcement coverage possible given the 2.2 million acres of land mass to cover. When Operation Alliance began the number of officers grew from 6 to 33. The addition of 27 detailed personnel overnight created a "They are bringing back the Calvary" mentality in the community.

This mentality combined with the lack of cultural sensitivity by select groups of detailed officers created many volatile situations. This sparked a series of community meetings which gave the citizens of Wind River a chance to vent some of their frustrations.

A major obstacle was that the tribal leadership failed to notify its people. That one, Operation Alliance was starting and two, they voted in a new traffic code in 2008.

Due to OJS having few officers from 2008 until recently the code

was not enforced the agency was strapped with prioritizing calls for service and stuck in a reactive posture.

When Operation Alliance began we gave the detail officers the traffic code and asked them to enforce it after being sworn in and with tribe's blessings. The tribal membership was stopped for violations they did not know existed and several community members filed complaints about harassment violations of civil rights. As the operation grew the opposition became weaker. The communities on and off the reservation began to notice a major change in highway safety and accident fatality rates.

Wind River Agency OJS is in a rebuilding phase even though we have enough officers to patrol the reservation we have yet to create the necessary partnerships and get all of the new personnel on the same page with our agencies community policing philosophies. This is new for them and new for the tribal community; we will have to grow together.

As we move forward we will analyze our current data to create better partnerships which foster community cohesiveness and formulate patrol strategies that generate more community contact and officer involvement.

# APPENDIX A IMPLEMENTATION

## H. SAFE INDIAN COMMUNITIES MEASURES

| SAFE INDIAN COMMUNITIES MEASURES |          |   |                  |                  |                          |                   |
|----------------------------------|----------|---|------------------|------------------|--------------------------|-------------------|
| ID                               | Category | Measure   | FY2011 Q3 Target | FY2011 Q3 Actual | Type (Actual, Estimated) | Actual Value Data |
| 515                              | Key      | Reduction in Violent (Part I) Crime                   | -4%              | -30%             | Estimated                | 7/1/2011          |
| 516                              | Support  | Indian Country Law Enforcement Officers on the Street | 62               | 68               | Actual                   | 7/1/2011          |
| 517                              | Support  | Law Enforcement Officers who Attended Basic Training  | 25               | 26               | Actual                   | 7/1/2011          |
| 518                              | Support  | Number of Intergovernmental Partnerships              | 8                | 9                | Actual                   | 7/1/2011          |
| 519                              | Support  | Number of DOJ Agents Serving the Reservations         | 6                | 6                | Actual                   | 7/1/2011          |
| 520                              | Support  | Number of Corrections Officers on Duty                | 23               | 23               | Actual                   | 7/1/2011          |

## I. WEEKLY HPPG REPORT - FORMAT

### High Priority Performance Goal Weekly report (May 31th – June 6th, 2010)

STAFFING (If an employee reports during the week, that employee will be listed):

| EMPLOYEE NAME | START DATE | LMPT TRAINING START DATE | LMPT TRAINING END DATE | HOUSING NEEDED |
|---------------|------------|--------------------------|------------------------|----------------|
|               |            |                          |                        |                |
|               |            |                          |                        |                |
|               |            |                          |                        |                |

WEEKLY DATA CALL (Data to be reported - Monday 12 mid to Sunday 11:29 pm):

| TYPE                  | NUMBER |
|-----------------------|--------|
| Calls for Service     |        |
| No. of Cite & Release |        |
| No. of Arrests        |        |

**HPPG Work Group Updates** (Crime-Reduction Highlights):

- Met with joint business council on modular building sites
- Attended three community meetings on law enforcement concerns and number of officers detailed to Wind River
- Attended joint law enforcement meeting at CWC.

**Public Relation Events** (school, community, tribal events, etc.):

- Provided judges and traffic control for Ft. Washakie School Parade

**School Community Projects** (Dare, Gang, Safety Awareness, etc.)

- N/A

**Special Law Enforcement Events** (Saturation, Check Points, Warrant Roundups, etc.):

- N/A

**Community Policing Projects:**

- Scheduled self-defense training for juvenile females, class will be taught by Officer Dollard.

**Other** (Any activity relating to HPPG):

- Opened substation at 789 Casino
- 2<sup>nd</sup> Phase Orientation, 6 USDA, 5 BLM and 11 NPS and 3 Poarch Creek Officers



# GUIDES **AND** TEMPLATES (CONTINUED)

## J. COMPLETED BI-WEEKLY REPORT - FORMAT

### Bi-Weekly Crime Analysis Report (Example)

HPPG Site: **Mescalero**  
(Date)

So far, for the month of November, the total calls for service has been 371. The total calls for service per week for the past two weeks are shown below:

- November 7-November 13: **110 calls for service**
- November 14-November 20: **89 calls for service**

These numbers indicate a 19.1% decrease in calls for service over the past two weeks.

Over the past couple of weeks, the highest volume of calls for service occurred on the following days:

- 11/10 (Thursday)=18 calls for service
- 11/11 (Friday)=21 calls for service
- 11/18 (Friday)=19 calls for service

In the month of November, the highest volume of calls for service continues to be experienced on or around the weekend days (Thursdays, Fridays, Saturdays, and Sundays):

- Thursdays=57 calls for service
- Fridays=63 calls for service
- Saturdays=57 calls for service
- Sundays=53 calls for service

#### PART I OFFENSES

There are currently 3 reported Part I offense for the month of November:

- 1 Burglary-Unlawful entry, no force. It occurred on Wednesday, 11/3/2011, at 4:15 PM in the (**Name**) community. The offense was alcohol-related and a suspect was identified but no arrest was made. The corresponding case number for this offense is (**Case Number**).
- 1 Burglary-Forcible entry. It occurred on Wednesday, 11/16/2011, at 7:14 PM in the (**Name**) community. The offense was alcohol-related and no suspect was identified. The corresponding case number for this offense is (**Case Number**).
- 1 Aggravated Assault-Other dangerous weapons. It occurred on Friday, 11/25/2011, at 11:06 PM near the (**Name**) community. The offense was alcohol-related and a suspect was identified but no arrest was made. The corresponding case number for this offense is (**Case Number**).

#### RECOMMENDATION

- Officers should be placed in relevant areas of the community where their presence will result in the strongest crime-reduction. Areas of interest include, but are not limited to, the (**Name**) community, (**Road Name**), (**Road Name**), E and W Hwy 70, (**Road Name**), and Agency. Since the calls for service continue to rise as the week progresses, plenty of officers should be scheduled towards the end of the week and on weekend shifts.

# APPENDIX A IMPLEMENTATION

## K. SERIOUS INCIDENT REPORT FORMAT

### SERIOUS INCIDENT REPORT

**DATE OF REPORT:** (Date)  
**SUBJECT:** Sexual Assault & Aggravated Assault and Battery  
**TIME & DATE OF INCIDENT:** (Date) @ (Time) hours  
**LOCATION:** (Address) Wind River Agency, Ft. Washakie, WY

**SUMMARY:**

On (Date) at (Time) hours. BIA Wind River Agency Police Officer (Officer Name) responded to (address) for a call regarding (age) year old (Name/Gender) being assaulted and possibly raped.

Upon the arrival of Officer (Officer Name) spoke with (Name) who advised that her brother (Name) beat her up, someone tried to stab her, and she blacked out and may have been raped. (Name) advised when they tried to stab her she grabbed the knife and threw it. (Name) also advised there were several people at the residence and they had been “Drinking and Chillin (hanging out).” (Name) advised she had a liter of alcohol herself and a registered 0.201 when given a PBT test at the ER by Officer (Officer Name).

Officer (Officer Name) observed (Name) to be under the influence of alcohol and injured. Officer (Officer Name) observed (Name) to have laceration type injuries to both her legs, scratches to the neck area, and her left eye nearly swollen shut. Officer (Officer Name) also observed a wound on the palm area of (Name) right hand which appeared to be consistent with grabbing the blade of a knife.

(Name) was taken by BIA Patrol Unit to the (Hospital Name) Hospital Emergency Room for treatment and a rape exam. FBI Agent (Agent Name) from the (Field Office) responded to (Hospital Name) Hospital with the BIA Victim Witness Specialist (Name).

(Name) has not been found and is sought for questioning in the case.

**NAME & TITLE:** (Special Agent Name), Supervisory Special Agent

**STATUS OF CASE & AGENCIES NOTIFIED:** Open; SA (Name); FBI, (Name); BIA Victim Witness Specialist, (Name)

**BUREAU/OFFICE CONTACT**

(Special Agency Name), Supervisory Special Agent

BIA Police Officer

PO Box 1086

Ft. Washakie, WY 82514

(307)-332-6880

# GUIDES **AND** TEMPLATES (CONTINUED)

## L. CALL/INCIDENT TRACKING LOG - FORMAT

| FY           | MONTH | CALLS FOR SERVICE |
|--------------|-------|-------------------|
| 2010         | Oct   |                   |
| 2010         | Nov   |                   |
| 2010         | Dec   |                   |
| 2010         | Jan   |                   |
| 2010         | Feb   |                   |
| 2010         | Mar   |                   |
| 2010         | Apr   | 257               |
| 2010         | May   | 260               |
| 2010         | Jun   | 311               |
| 2010         | Jul   | 307               |
| 2010         | Aug   | 278               |
| 2010         | Sep   | 218               |
| <b>Total</b> |       | <b>1631</b>       |

| FY           | MONTH | CALLS FOR SERVICE |
|--------------|-------|-------------------|
| 2011         | Oct   | 203               |
| 2011         | Nov   | 237               |
| 2011         | Dec   | 280               |
| 2011         | Jan   | 180               |
| 2011         | Feb   | 133               |
| 2011         | Mar   | 194               |
| 2011         | Apr   | 157               |
| 2011         | May   | 260               |
| 2011         | Jun   | 275               |
| 2011         | Jul   | 292               |
| 2011         | Aug   | 324               |
| 2011         | Sep   | 423               |
| <b>Total</b> |       | <b>2958</b>       |

| Month  | Number of "Part I" Offenses |
|--------|-----------------------------|
| Oct-11 | 3                           |
| Nov-11 | 3                           |
| Dec-11 |                             |
| Jan-12 |                             |
| Feb-12 |                             |
| Mar-12 |                             |
| Apr-12 |                             |
| May-12 |                             |

# APPENDIX A IMPLEMENTATION

## M. SAFETY CHECKPOINT OPERATIONAL PLAN

### SAFETY CHECKPOINT OPERATIONAL PLAN

Location(s): 1. Mile Marker 123 on Wyoming Highway 789 (Boyson Cosway)

Starting Date: March 4, 2011  
Starting Time: 7:00 pm

Ending Date: March 4, 2011  
Ending Time: 8:30 pm

2. Mile Marker 92 on Wyoming Highway 789 (N. Hudson).

Starting Date: March 4, 2011  
Starting Time: 9:30 pm

Ending Date: March 4, 2011  
Ending Time: 10:30 pm

3. Wyoming Highway 287 at the Plunkett Road Intersection.

Starting Date: March 4, 2011  
Starting Time: 11:00 pm

Ending Date: March 4, 2011  
Ending Time: 12:00 am

Supervisor in Charge: Lead - Frisco Saunders, Highway Safety Lieutenant  
Gilbert Peck, Highway Safety Officer  
Lloyd Goggles, Highway Safety Officer

#### Purpose:

To detect and arrest those persons operating motor vehicles under the influence of intoxication liquor and/or drugs, on the streets and roadways of this jurisdiction in the State of Wyoming and the Wind River Indian Reservation.

#### Authorization:

Upon review and authorization by the Department Commanding Officer(s) as noted, the Safety Checkpoint will commence at the location and time indicated above.

#### I. Checkpoint Supervision

The checkpoint will be overseen by the supervisor who will conduct an operational briefing, including a review of the duties of all participating in the checkpoint. Additional duties as needed to insure safety and proper operation.

#### II. Checkpoint Location

The checkpoint location was selected based on the location provides adequate sight distance for personnel. The location also provides an adequate area for personnel and officers to conduct interviews and field sobriety tests.

#### III. Safety

The safety of the officers and the motorists is the primary concern. Reflective vests, flashlights and other safety equipment will be used to prevent injury to themselves or to others.

#### IV. Nature of Checkpoint

The official nature of the DWI Checkpoint is to educate the public. Uniformed officers, marked police vehicles and other personnel will be used to inform the public and reassure motorists that the checkpoint is for the benefit of the community.

#### V. Frequency and Time Duration of Vehicles to be Inspected

Due to the anticipated amount of traffic, the duration of the checkpoint will be at the discretion of the supervisor in charge. The duration will be determined by the safety of the officers and the motoring public. The duration will not be delayed to an unreasonable length of time to allowing all traffic to pass through the checkpoint.

1. The approach of emergency vehicle(s)
2. When traffic is delayed to an unreasonable length of time
3. When an unforeseen hazard exists, the termination of the checkpoint.

# GUIDES **AND** TEMPLATES (CONTINUED)

supervisor in charge. The supervisor in charge shall  
this operational plan, with all assigned officers  
nal officers at the checkpoint shall be assigned  
er conduct and procedures of officers.

because the area, terrain and roadway design  
ception and reaction of approaching motorists.  
area to accommodate safe movement of vehicles  
sobriety testing.

ing public will be monitored by the supervisor in  
her safety devises and methods will be utilized to

nt shall be immediately apparent to the public.  
s, and signs shall be used to reduce apprehension  
the checkpoint is for the well being and safety of

## **Vehicle Stopped**

**Every vehicle** will be stopped at the checkpoint. If  
area is starting to become congested that it will be  
rge to alter the routine and make sure that the  
blic is not compromised. Vehicle traffic shall not  
me. The supervisor in charge shall be responsible  
checkpoint, of the following conditions occur:

operating emergency lights and siren.

able length of time.

is necessitates the temporary postponement or

Once the situation for ceasing the checkpoint has been resolved or all emergency vehicles have passed, the supervisor in charge shall signal the officer to continue stopping vehicles at the checkpoint.

## **VI. Discretion of Officers**

Assigned officers shall contact the driver of the stopped vehicle at the contact/screening point and conduct a brief screening. The screening shall include an officer introduction, explanation of the nature of the checkpoint and questions narrowly related to impaired driving violations including: alcohol/drug consumption, or other potential criminal activity. Contact officers shall.

1. Attempt to determine related alcohol/drug or criminal violations based upon their observations, such as signs of intoxication by the driver, admission of alcohol consumption by the driver, visible evidence of alcohol or drug paraphernalia, or evidence of other potential criminal activity.
2. Release of the vehicle to proceed through the checkpoint if no evidence or reason to believe that an alcohol/drug or criminal violation exists.
3. Direct the vehicle to the safe/interview area for further investigation and/or field sobriety testing if by the driver's admission or the officer's observation, it is believed that an alcohol/drug or criminal violation may have occurred.

During the course of their duties, officers shall be vigilant and take immediate action to prevent harm to the public and officers, or the disposal of evidence.

Document inspections for driver's license, proof of financial responsibility and vehicle registration shall be conducted at the safe/interview area.

Warrant, MVD inquires, and searches beyond the "plain view doctrine" shall be conducted at the safe/interview area.

Officers shall arrest all DWI violators. Officers shall arrest or issue citations for all violations and process all seized evidence pursuant to the law and relevant department policy.

Officers shall release persons detained once it has been determined a crime has not been committed.

The checkpoint operation and officer conduct shall be consistent with Law and Department Policy and procedures.

# APPENDIX A IMPLEMENTATION

## M. SAFETY CHECKPOINT OPERATIONAL PLAN (CONTINUED)

A juvenile who has consumed alcohol or illicit drugs shall be released to a parent/guardian or other responsible adult unless the juvenile is so intoxicated that they must be detained.

### VII. Supervisor Discretion

The supervisor in charge may alter or otherwise deviate from the operational plan should any circumstance arise that jeopardized the motoring traffic and officers safety.

### SAFETY CHECKPOINT REVIEW AND AUTHORIZATION

Safety checkpoint request and operational plan are submitted for review and approval in accordance with judicial requirements of District V and relevant department policies and procedures.

Location(s): **1. Mile Marker 123 on Wyoming Highway 789 (Boyson Cosway)**

Starting Date: March 4, 2011  
Starting Time: 7:00 pm

Ending Date: March 4, 2011  
Ending Time: 8:30 pm

**2. Mile Marker 92 on Wyoming Highway 789 (N. Hudson).**

Starting Date: March 4, 2011  
Starting Time: 9:30 pm

Ending Date: March 4, 2011  
Ending Time: 10:30 pm

**3. Wyoming Highway 287 at the Plunkett Road Intersection.**

Starting Date: March 4, 2011  
Starting Time: 11:00 pm

Ending Date: March 4, 2011  
Ending time: 12:00 am

Supervisor in Charge: Lead - Frisco Saunders, Highway Safety Lieutenant  
Gilbert Peck, Highway Safety Officer  
Lloyd Goggles, Highway Safety Officer

### SAFETY CHECKPOINT AUTHORIZATION

Approved:  Date: 3/4/2011  
Chief of Police

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
Dist. V/S.A.C.

# GUIDES **AND** TEMPLATES (CONTINUED)

## N. DAILY TASK ORDER REPORT - EXAMPLE

**DAILY TASK ORDER REPORT  
TURN OVER LOG  
(Date)  
“The Honor is to Serve”  
WIND RIVER AGENCY**

### SHIFT COMMANDER TASK ORDER BRIEFING INFORMATION AND FIELD INTERVIEW CHECKLIST

#### KNOCK & TALK/SECURITY CHECKS/OPERATION SITTING EAGLE II LOCATIONS

14 Knock and Talks; 100 security checks were conducted during the shift

#### FOOT PATROLS/SATURATION PATROLS/HIGHWAY SAFETY/EXTRA PATROL

One HSO on duty

#### SHIFT INFORMATION AND STATISTICS

There were 28 calls for service with 6 arrests made during the shift

#### ILLEGAL ACTIVITY IN COMMUNITIES/GANG INTELLIGENCE

N/A

#### ALCOHOL/DRUGS/NARCOTICS

5 alcohol-related arrests

#### ATTEMPT TO LOCATE (PERSON OR VEHICLES)

2000 Silver/Gold Mazda Passenger Car, WY License (**Plate Number**) taken from (**Road Name**); possibly driven by (**Name**) (confirmed Tribal Warrant); unknown location; taken without permission.

#### WAYWARDS

Make an attempt to locate wayward at least once per shift (keep on list until located)

N/A

#### BOLOS OR ACTIVE SIGNED COMPLAINTS (NOTE TIME OF COMPLAINT)

N/A

#### COMMUNITY POLICING/STAKEHOLDER INFORMATION

Wind River Casino Security vs. Wind River Police Basketball Fundraiser slated for November 9<sup>th</sup> and 23<sup>rd</sup> at Blue Sky Hall, 6:30pm. Officer Gamble is the contact for sign up. (**Name**) requested that her residence, (**Road Name**), to be added to the Knock & Talk list. No drinking or drunks allowed on the property.

#### INDICATE WHICH PERSONS/LOCATIONS WERE CONTACTED DURING THE SHIFT

(**Name/Location**) No contact  
(**Name/Location**) In rehabilitation  
(**Name/Location**) Contacted and in good health  
(**Name/Location**) In custody

#### INDICATE WHICH PERSONS/LOCATIONS WERE CONTACTED DURING THE SHIFT

(**Name/Location**) Check for children, non should be present until NADFS states it is ok  
(**Name/Location**) Federal Probation Violent Offender Residence USE EXTREME CAUTION. OFFICER SAFETY IS A PRIORITY

# APPENDIX A IMPLEMENTATION

## O. SHIFT TASK ORDER FORM - EXAMPLE

|  |   |
|--|---|
| <b>OPERATING PERIOD (Date &amp; Time):</b>   |   |
| <b>Law Enforcement Program:</b><br>Mescalero Agency  | <b>Chief of Police Approval Signature:</b><br>Enter Name of Chief of Police and sign.   |
| <b>Mission:</b><br>Local crime trend for the period of September 20-26, 2010 have identified a “spike” of criminal activity, namely DWI, Drunkenness & D/C. The Part I offense of aggravated assaults is still an issue that requires prevention measures. Since DWI’s have the highest possibility of turning into a Part I offense, such as Inv Manslaughter & Assault SBI, Saturation Patrols & Safety Checkpoints will be used | <b>Enforcement Objective:</b><br><b>Prevent:</b> Part I offenses in targeted areas by conducting Safety Checkpoints & Saturation Patrols with the intention of detecting drunk drivers within the 17 Mile Road Arapahoe Area.<br><ul style="list-style-type: none"> <li>■ <b>Prevent:</b> Stop crime before it occurs</li> <li>■ <b>Reduce:</b> Reduce crime by 5% in the targeted area in one reporting period</li> <li>■ <b>Security:</b> Provide safety to members of the community, living their lives w/o any victimization</li> </ul> |
| <b>Policy Review:</b><br>Supervisors will become familiar with proper field interviewing techniques and the appropriate law & order codes. To ensure OJS Handbook compliance, supervisors will review the appropriate Handbook policy and disseminate that knowledge to their assigned team members  | <b>Prevention Objective:</b><br><ul style="list-style-type: none"> <li>■ <b>Objective:</b> Stop and or reduce violent offenses,</li> <li>■ <b>Key Contacts:</b> Community members/business owners</li> <li>■ <b>Action:</b> Team Members will use Saturation Patrols/Safety Checkpoints. Identify drunk drivers in a cordial/professional manner within established legal guidelines</li> </ul>   |
| <b>Target Area Location:</b><br>Identify the locations to be targeted  | <b>Post Shift Goal:</b><br>Shift goal will be to have no violent offenses reported during the operating period due to successful LE intervention  |
| <b>Team Members Assigned:</b><br>Names of Officers on the Shift  | <b>Uniform/Equipment/Vehicle Issues:</b><br>Report any matters/concerns   |
| <b>POST SHIFT RESULTS<br/>“SCORE-BOARD”</b>  |   |
| <b>Enforcement Results:</b><br>Identify the results of the Objective. What did the officer do?   | <b>Prevention Results:</b><br>Identify the prevention results of the Objective. What did the officer do to prevent crime in line with the objective?  |
| <b>Total Traffic Citations Issued:</b><br><b>Total Serious Incident Reports:</b><br><b>Total Citizen Contacts:</b><br><b>Total Citizens Trained:</b>   | <b>Total Calls for Service:</b><br><b>Total Incidents:</b><br><b>Total Part I Crimes:</b><br><b>Total Other Crime:</b><br><b>Total Referred for Investigation:</b>  |
| <b>Supervisors Signature:</b> _____ <b>Date:</b> _____   |   |
| <b>Chief of Police Post Review:</b> _____ <b>Date:</b> _____   |   |



# GUIDES **AND** TEMPLATES (CONTINUED)

## P. OPERATION PLAN FOR SCHOOL ACTIVITIES

**OPERATIONS ORDER:** DV  
**CREATED:** January 24, 2011  
**PLAN OF OPERATION:** Uniform Law Enforcement Operations Wind River Agency  
**DATE OF OPERATION:** 02-01-2011 – 02-28-2011  
**TASK ORGANIZATION:** Wind River Agency

### I. SITUATION

TO INCREASE OFFICER PRESENCE IN SCHOOL RELATED TRAFFIC ZONES, SPORTING EVENTS, AND AFTER SCHOOL ACTIVITIES, THROUGHOUT THE MONTH OF FEBRUARY, 2011.

### II. MISSION

The Mission of BIA – Office of Justice Services is to promote and enhance the quality of life for all citizens of Indian Country.

### III. EXECUTION

The BIA – OJS anticipates the immediate implementation of the following strategies in accordance with the overall Mission and Goal as stated above: Enhanced uniform law enforcement presence during all school-related functions throughout the month of February. The strict adherence to this plan will provide an extra 40 hours of school zone speed enforcement, an extra 46 hours of officer presence at school sporting events, and an extra 8 hours of officer presence at community events. This saturation of officer presence at school-related activities will provide a total of 94 hours of presence in the month of February, 2011.

In an effort to assist the operation in the month of February with school zone speed enforcement, officers assigned to day shift

are asked to conduct traffic patrol / speed checks in the below listed school zones. Officers are required to spend one hour on their assigned day in the listed school zone. Although your schedule and calls will affect the time frame you are able to spend in the school zone, officers are needed to complete the hour within the relevant school hours, between: 7:45 am to 4:15 pm. If possible, officers are encouraged to aim to cover the busy bus periods, between 7:45 am to 8:15 am, and 3:30 pm to 4:00 pm. Officers may utilize their coverage to support foot patrols throughout the schools and parking lots. Each Officer has been scheduled 5 days, and each school will benefit from this patrol 10 times. Please ensure that dispatch has logged your time spend supporting school zone speed enforcement.

In an effort to increase officer presence in school-related activities, officers are required to attend the following sporting events in the month of February, 2011. Officers are requested to arrive at the game approximately 15 minutes before the listed game time. Officers are requested to remain on the school campus or be in the vicinity of the school's area (conducting traffic) approximately 15 minutes after the game has ended.

- S.S.** ■ ST. STEPHENS SCHOOL K-8 / ST. STEPHENS HIGH SCHOOL  
 ■ SEPARATE SCHOOLS-BOTH OFF OF MISSION ROAD
- A.S.** ■ ARAPAHOE SCHOOL / ARAPAHOE CHARTER HIGH SCHOOL (SEPARATE SCHOOLS)  
 ■ CHARTER HIGH SCHOOL ON LEFT HAND DITCH IN 100 BLOCK AREA  
 ■ K-8TH GRADE- NEAR INTERSECTION OF LEFT HAND DITCH/ LITTLE  
 ■ WIND RIVER BOTTOM ROAD
- F.W.** ■ FORT WASHAKIE SCHOOL / F. W. CHARTER HIGH SCHOOL  
 ■ K-8TH GRADE--100 BLOCK AREA OF ETHETE ROAD  
 ■ CHARTER 9-12--BEHIND MAIN CAMPUS OFF OF FORT WASHAKIE SCHOOL ROAD
- W.I.** ■ WYOMING INDIAN MIDDLE / ELEMENTARY / HIGH SCHOOL (SEPARATE SCHOOLS)  
 ■ W.I. ELEMENTARY—300 TO 400 BLOCK AREA OF BLUE SKY HIGHWAY  
 ■ W.I. MIDDLE—500 BLOCK AREA OF ETHETE ROAD  
 ■ W.I.H.S.—600 BLOCK AREA OF BLUE SKY HIGHWAY

|   | MONDAY                                    | TUESDAY                                   | WEDNESDAY                                 | THURSDAY                                  | FRIDAY                                   |
|---|---|---|---|---|--|
|   |   |   | <b>1</b><br>am 5124 S.S.<br>pm 5146 S.S.  | <b>2</b><br>am 5127 A.S.<br>pm 5121 A.S.  | <b>3</b><br>am 5122 F.W.<br>pm 5123 F.W. |
| <b>6</b><br>am 5115 W.I.<br>pm 5129 W.I.  | <b>7</b><br>am 5115 F.W.<br>pm 5123 F.W.  | <b>8</b><br>am 5124 A.S.<br>pm 5146 A.S.  | <b>9</b><br>am 5127 S.S.<br>pm 5121 S.S.  | <b>10</b><br>am 5122 W.I.<br>pm 5129 W.I. |  |
| <b>13</b><br>am 5124 A.S.<br>pm 5146 A.S. | <b>14</b><br>am 5115 W.I.<br>pm 5129 W.I. | <b>15</b><br>am 5124 S.S.<br>pm 5146 S.S. | <b>16</b><br>am 5127 A.S.<br>pm 5121 A.S. | <b>17</b><br>am 5122 F.W.<br>pm 5123 F.W. |  |
| <b>20</b><br>am 5127 A.S.<br>pm 5121 A.S. | <b>21</b><br>am 5115 F.W.<br>pm 5123 F.W. | <b>22</b><br>am 5124 A.S.<br>pm 5146 A.S. | <b>23</b><br>am 5127 S.S.<br>pm 5121 S.S. | <b>24</b><br>am 5122 W.I.<br>pm 5129 W.I. |  |
| <b>27</b><br>am 5122 F.W.<br>pm 5123 F.W. | <b>28</b><br>am 5115 W.I.<br>pm 5129 W.I. | <b>29</b>                                 |   |   |  |

# APPENDIX A IMPLEMENTATION

## P. OPERATION PLAN FOR SCHOOL ACTIVITIES (CONTINUED)

Each officer has been scheduled 3 to 5 games. Officers may utilize their coverage to support foot patrols throughout the schools and parking lots.

| TUESDAY                                   | WEDNESDAY                                 | THURSDAY   | FRIDAY   | SATURDAY                                      |
|---|---|--|--|---|
|   | <b>1</b> G#1 5127<br>G#2 5127<br>G#3 5123 | <b>2</b> G#4 5123<br>G#5 5122<br>G#6 5122                            | <b>3</b>   | <b>4</b>                                      |
| <b>7</b> G#7 5123<br>G#8 5124<br>G#9 5124 | <b>8</b> G#10 5122<br>G#11 5122           | <b>9</b> G#12 5121<br>G#13 5121<br>G#14 5121*<br>G#15 *<br>G#16 5123 | <b>10</b> G#17 5115<br>G#18 5115*<br>G#19 *<br>G#20 5146<br>G#21 5146<br>G#22 5146 | <b>11</b> G#23 5124<br>G#24 5124<br>G#25 5115 |
| <b>14</b> G#26 5123                       | <b>15</b>                                 | <b>16</b>  | <b>17</b>  | <b>18</b> G#27 5127<br>G#28 5127<br>G#29 5127 |

\*Games carrying over to next shift; contact night shift supervisor for relief

| FRIDAY   | SATURDAY                           |
|--|------------------------------------|
| <b>3</b> Canine Search<br>Fort Washakie School<br>5117, 5123, 5124         | <b>4</b> 6:00 to 8:00 pm<br>*5118  |
| <b>10</b> Canine Search<br>Wyoming Indian High Schools<br>5117, 5129, 5123 | <b>11</b> 6:00 to 8:00 pm<br>*5119 |
| <b>17</b> Canine Search<br>St. Stephens Schools<br>5117, 5123, 5127        | <b>18</b> 6:00 to 8:00 pm<br>*5118 |
| <b>24</b> Canine Search<br>Arapahoe Schools<br>5117, 5123, 5122            | <b>25</b> 6:00 to 8:00 pm<br>*5119 |

In an effort to promote school safety during the month of February, 2011, it will be the goal of the Wind River Police Department to run the drug dog through each of the schools on the Wind River Indian Reservation. The K-9 officer's shift will be modified for the duration of the operation.

In an effort to support community events, the night shift supervisor is requested to ensure that an officer attend the Arapahoe Open Gym Night, scheduled on Friday evenings between 6:00pm and 8:00 pm. The open gym is open to the community as a method to provide an alternative drug-free form of entertainment. It will be held at the Arapahoe Elementary School, located in the old gym. The officers assigned are subject to change at the discretion of the night shift supervisor. Officers assigned should use the opportunity to interact with the youth and challenge suspicious activity in and around the gym.

### A. CONCEPT OF OPERATION

- Coordination and deployment of said personnel will be conducted by Joseph Brooks, Chief of Police or their designee(s), LT. Knispel.

|       |           |                              |                            |
|-------|-----------|------------------------------|----------------------------|
| G #1  | 2/1/2011  | 1600 (Basketball Game)       | St. Stephens High School   |
| G #2  | 2/1/2011  | 1730 (Basketball Game)       | St. Stephens High School   |
| G #3  | 2/1/2011  | 1600 (Girls Basketball Game) | Fort Washakie School       |
| G #4  | 2/3/2011  | 1600 (Girls Basketball Game) | Fort Washakie School       |
| G #5  | 2/3/2011  | 1600 (Girls Basketball Game) | Arapahoe Elementary School |
| G #6  | 2/3/2011  | 1700 (Girls Basketball Game) | Arapahoe Elementary School |
| G #7  | 2/8/2011  | 1600 (Girls Basketball Game) | Fort Washakie School       |
| G #8  | 2/8/2011  | 1600 (Girls Basketball Game) | Arapahoe Elementary School |
| G #9  | 2/8/2011  | 1700 (Girls Basketball Game) | Arapahoe Elementary School |
| G #10 | 2/9/2011  | 1600 (Girls Basketball Game) | Arapahoe Elementary School |
| G #11 | 2/9/2011  | 1700 (Girls Basketball Game) | Arapahoe Elementary School |
| G #12 | 2/10/2011 | 1715 (Girls Basketball Game) | Arapahoe Elementary School |
| G #13 | 2/10/2011 | 1815 (Girls Basketball Game) | Arapahoe Elementary School |
| G #14 | 2/10/2011 | 1730 (Basketball Game)       | St. Stephens High School   |
| G #15 | 2/10/2011 | 1900 (Basketball Game)       | St. Stephens High School   |
| G #16 | 2/10/2011 | 1600 (Girls Basketball Game) | Fort Washakie School       |
| G #17 | 2/11/2011 | 1600 (Basketball)            | Wyoming Indian High School |
| G #18 | 2/11/2011 | 1730 (Basketball)            | Wyoming Indian High School |
| G #19 | 2/11/2011 | 1900 (Basketball)            | Wyoming Indian High School |
| G #20 | 2/11/2011 | 1600 (Basketball Game)       | St. Stephens High School   |
| G #21 | 2/11/2011 | 1730 (Basketball Game)       | St. Stephens High School   |
| G #22 | 2/11/2011 | 1900 (Basketball Game)       | St. Stephens High School   |
| G #23 | 2/12/2011 | 1200 (Basketball)            | Wyoming Indian High School |
| G #24 | 2/12/2011 | 1330 (Basketball)            | Wyoming Indian High School |
| G #25 | 2/12/2011 | 1500 (Basketball)            | Wyoming Indian High School |
| G #26 | 2/15/2011 | 1600 (Girls Basketball Game) | Fort Washakie School       |
| G #27 | 2/19/2011 | 1200 (Basketball Game)       | St. Stephens High School   |
| G #28 | 2/19/2011 | 1330 (Basketball Game)       | St. Stephens High School   |
| G #29 | 2/19/2011 | 1500 (Basketball Game)       | St. Stephens High School   |

# GUIDES **AND** TEMPLATES (CONTINUED)

- The estimated operations time is for no more than twenty-eight (28) days.
- Daily operation commanders are the School Resource Officers.

## **B. COORDINATING INSTRUCTIONS**

- Shift Supervisors will be responsible for any special community policing or enforcement actions during their shift.
- Legal issues that meet the requirements for federal prosecution will continue to be forwarded to the United States Attorney's Office, District of Wyoming. Violations of Tribal Criminal Code will continue to be forwarded to the tribal prosecutors for review and prosecution. Violations of Wyoming State Criminal Code will be turned over to appropriate agency with jurisdiction. Violations of CFR/CVB will be handled by Federal Law Enforcement Officers with authority to cite into United States District Court. (Not authorized at present time)
- All media releases will be coordinated through BIA OJS and the Chief of Police or his designee. Participating personnel will not be authorized to grant individual interviews without specific and/or written consent from the Operations Commander, or his designee. The Operations Commander will coordinate with the Public Relations/Media Relations Officer already established by the BIA-OJS in releasing news information;
- Any and all information obtained or provided during the Operation will not be discussed with anyone other than authorized law enforcement personnel. Operational Security will be enforced and maintained at all times;

## **IV. SERVICE AND SUPPORT**

### **A. UNIFORM AND EQUIPMENT**

- All uniform personnel
- All patrol personnel will wear their standard issue ballistic vest as part of their daily uniform and during working hours.

### **B. FIREARMS/AMMUNITION**

- Uniform patrol personnel will utilize their duty issued handgun, rifle, and shotgun in addition to assigned duty ammunition.
- Issued ammunition should meet BIA standards in .40 caliber (180 grain), .223 caliber rifle, and 12 gauge 00/ Buckshot and Slug.

### **C. COMMUNICATION**

- The existing radio communications/dispatch system

already in place at Wind River Agency will be the primary communication system used for the duration of the Operation. Primary radio channel will be local and repeater digital channels and/or MSAT System.

- Backup communications will be on existing VHF radio frequencies and officer cell phones.
- Juvenile radio traffic will be transmitted over the MSAT System.

## **D. EMERGENCY MEDICAL SERVICES**

- IHS Clinics are located at Great Plains and Fort Washakie during normal
- Business hours. Hospitals are located at 1320 Randall Drive in Lander and 2100
- W. Sunset Drive in Riverton. Radio Contact for EMS will be handled by WRA
- Telecommunications. Air Transport will be from designated helicopter landing
- Zones at Fort Washakie. Dispatch of Air Transport will be handled according to existing policy.

## **E. LAW ENFORCEMENT RESOURCES**

- WRA BIA and tribal resources.

## **V. COMMAND AND BRIEFINGS**

The overall Command Staff and coordination will consist of WRA BIA and WR Highway Safety and COPS Officers. The Chain of Command will be as follows:

- BIA OJS COP or his designee
- Division/Shift Supervisors
- School Resource Officers

Shift Briefing will be held at the discretion of the Shift Supervisor. Daily Debriefing(s) will be conducted at the discretion of the Shift Supervisor. Final debrief and operations review will be conducted during week of March 1st, 2011. Shift supervisors will notify the school resource officers of the success or issues of the operation on a daily basis. School resource officers will report weekly stats to LT. Knispel.

# APPENDIX A IMPLEMENTATION

## Q. MOA BETWEEN BIA, SHOSHONE, ARAPAHO, AND COUNTY SCHOOL DISTRICT

MEMORANDUM OF AGREEMENT  
BETWEEN BUREAU OF INDIAN AFFAIRS,  
OFFICE OF JUSTICE SERVICES,  
THE SHOSHONE AND ARAPAHO TRIBES,  
AND THE FREMONT COUNTY SCHOOL DISTRICT #14

### ARTICLE I

#### AUTHORITY

This Memorandum of Agreement (MOA) is entered into by and among the Bureau of Indian Affairs, Office of Justice Services (hereafter, the BIA-OJS), the Shoshone and Arapaho Tribes (hereafter, the S&A Tribes), and The Fremont County School District #14 (hereafter, FCSD #14). Pursuant to the Indian Law Enforcement Reform Act, 25 U.S.C.2801 es seq.

The BIA-OJS currently administers Law Enforcement services for the S&A Tribes.

The S&A Tribes are federally recognized Indian tribes, which maintain a government-to-government relationship with the United States, said relations being grounded on Federal treaties and/or statutes; and the S&A Tribes exercise power of self-government, which have never been extinguished and include the authority to protect the health, safety, and welfare of tribal members and all other persons who come within the Tribes jurisdiction.

FCSD #14 is a state and federally recognized public school district, located on the Wind River Indian Reservation.

### ARTICLE II

#### PURPOSE

The project will provide a safe and drug-free environment at FCSD #14 Public Schools. It will provide a School Resource Police Officer (SRPO) for the district. The officer will be located in the elementary/middle/high school (Wyoming Indian Elementary, Wyoming Indian Middle School and Wyoming Indian High School).

The purpose of this Memorandum of Agreement (MOA) is to set forth the parties' understanding of their agreement concerning law enforcement services provided by the three parties on the Wind River Indian Reservation.

### ARTICLE III

#### LEGAL GUIDELINES AND AUTHORITIES

The following legal guidelines and authorities will be used: 45 CFR, Part 12; 40 1AM; Department of Justice, Testimony, Sup-part D-Privacy Act, Sub-Parts D and E; Process and Testimony of Employees, Sup-prts 2 and 3; 25, U.S. code, Sections 2803, 2804 (sections 4 and 5); 18 U.S.C. 379, 104 Stat. 475 and 476), the Indian Law Enforcement Reform Act, 25 U.S.C. 3205, 3210 ©, Pub. L 101-630, Title IV (104 Stat. 3487); Family Violence Prevention Act of November 28, 1994; Child Care Worker Employee Background Check Act; and the prohibition against possession or use of weapons in the presence of domestic violence), as supplemented by policies and procedures that provide effective law enforcement services; Title 28, U.S. Code, Section 9901 through (9)(pertaining to prohibitions for carrying firearms); Law Enforcement Services Handbook; Federal Tort Claims Act, as discussed below; Title 5, United States Code, Section 5315.

### ARTICLE IV

#### ADMINISTRATIONS OF PROGRAM

The S&A Tribes agree to commission the SRPO. The SRPO will have use of all tribal law enforcement/judicial services. The S&A Tribes and FCSD #14 will grant authority to the BIA-OJS and SRPO's.

FCSD #14 agrees to:

1. Employ the SRPO through district funds. The SRPO will have 12 days of personal/sick leave and 12 vacation days. The SRPO will be stationed in the Wind River areas during the school year and during the summer. The SRPO will be assigned to WRPD during the summer (Shoshone Indian Days, The Arapaho Sun Dance, and Pow Wow) and New Year's Eve for duty. The SRPO will maintain certification.
2. In the event of an emergency on the Wind River Reservation, temporary reassignment of the SRPO until the SRPO returns to duty.
3. Recruit, hire, and retain law enforcement personnel, develop policies and procedures, and S&A Tribes and FCSD #14 will provide appropriate training.
4. Disburse payroll checks with appropriate documentation.

# GUIDES **AND** TEMPLATES (CONTINUED)

## ARTICLE III

apply to this agreement: Title 25, Code of Federal Regulations, 25 CFR Part 2-Records and Information Management, Sections 2.45 through 2.79, and Sub-part E-Compulsory Process, Sections 2.80 and 2.82. (Touhy regulations) (202 Ed.); Title 18, United States Code, Sections 922 (g) (1) (Violating a firearm or ammunition); the BIA Law Enforcement Reform Act, as well as Sections 3202-3204 (Indian Child Protections and the Indian Child Welfare Act of 1975); Title 18, United States Code, Sections 2671-2680, as well as Sections 1111 and 1114.

## ARTICLE IV

as a tribal law enforcement officer. The SRPO will be stationed at the FCSD #14 schools and surrounding areas during the school year and during summer activities at FCSD #14 schools. The SRPO will be assigned to WRPD during three major summer events only (including the Shoshone Indian Days, the Arapaho Sundance, the Northern Arapaho/Ethete Celebration) and New Year's Eve for duty assignments and all necessary training to maintain certification. In the event of an emergency on the Wind River Reservation, the BIA-OJS agrees to notify FCSD #14 of its needs to use the SRPO at locations other than the district's elementary, middle or high school;

FCSD #14 will pay salary and benefits. The SRPO will receive sick leave, all district-recognized holidays, and 10 days of annual leave. The SRPO will be stationed at the FCSD #14 schools and surrounding areas during the school year and during summer activities at FCSD #14 schools. The SRPO will be assigned to WRPD during three major summer events only (including the Shoshone Indian Days, the Arapaho Sundance, the Northern Arapaho/Ethete Celebration) and New Year's Eve for duty assignments and all necessary training to maintain certification. In the event of an emergency on the Wind River Reservation, FCSD #14 agrees to the SRPO be stationed at the district's elementary, middle or high school; the SRPO will be assigned to WRPD during three major summer events only (including the Shoshone Indian Days, the Arapaho Sundance, the Northern Arapaho/Ethete Celebration) and New Year's Eve for duty assignments and all necessary training to maintain certification. In the event of an emergency on the Wind River Reservation, the BIA-OJS agrees to notify FCSD #14 of its needs to use the SRPO at locations other than the district's elementary, middle or high school;

5. Provide and manage employee fringe benefits, including, but not limited to pensions plans;
6. Provide SRPO opportunity to use leave in accordance with district policy/
7. Grant authority to the BIA-OJS to provide day-to-day supervision of the SRPO. The SRPO will be under the supervision and review of the Chief of Police and will report and respond through the established BIA-OJS chain of command;
8. Provide materials for DARE and GREAT classes;
9. Require district background check;
10. Meet monthly with BIA-OJS

The BIA-OJS agrees to do the following:

1. Provide day-to-day supervision and management of the SRPO;
2. Assist FCSD #14 in recruiting, hiring, and retaining SRPO, in accordance with district personnel policies and procedures, subject to BIA-OJS hiring prerequisites;
3. Provide SRPO training, as described in Article V;
4. Provide SRPO opportunity to use leave in accordance with FCSD #14 policy;
5. Recognize that the SRPO will be stationed at the FCSD #14 schools and surrounding areas during the school year and during summer activities at FCSD #14 schools. The SRPO will be assigned to WRPD during three major summer events only (including the Shoshone Indian Days, the Arapaho Sundance, the Northern Arapaho/Ethete Celebration) and New Year's Eve for duty assignments and all necessary training to maintain certification. In the event of an emergency on the Wind River Reservation, the BIA-OJS agrees to notify FCSD #14 of its needs to use the SRPO at locations other than the district's elementary, middle or high school;
6. Meet monthly with FCSD #14.

The SRPO shall be employed by the school district pursuant to a term contract which may be renewed with the mutual agreement of the employee and school board. During the term of the contract, the SRPO may be disciplined or discharged for good cause by the district after consultation with BIA-OJS.

## ARTICLE V

### TRAINING

SRPO shall complete minimum training requirements approved and recognized by the BIA-OJS, in compliance with 25 CFR 12.32, 12.35, and 12.36. The BIA will provide approved tuition free training to the FCSD #14 SRPO. If travel to training site is necessary, expenses will be covered by FCSD #14 as the SRPO will not be eligible for a JP Morgan Government charge Card for reimbursement purposes. SRPO will be granted Professional Leave for required trainings.

# APPENDIX A IMPLEMENTATION

## Q. MOA BETWEEN BIA, SHOSHONE, ARAPAHO, AND COUNTY SCHOOL DISTRICT (CONTINUED)

### ARTICLE VI

#### JOB DESCRIPTION

The officer's presence at the elementary, middle, and high schools is fundamental to his/her prevention role. The officer will address violations of the law (see ARTICLE IX) and will support efforts to maintain order in the schools. The following is the foundation of the SRPO's responsibility required by the FCSD #14 School District:

1. Present in halls, classrooms, and school grounds during the school day;
2. Present outside when school buses arrive and depart;
3. Present at selected extracurricular activities (for example, basketball games) as determined by FCSD #14;
4. Take a personal interest in students and their activities;
5. Assist administrators with parent and student meetings if safety issues are involved;
6. Monitor students who drive their cars to school, enforcing all relevant laws;
7. Take the lead in preventing the use of alcohol and drugs through student monitoring (for example: the use of a drug dog);
8. Implement a violence prevention program in targeted elementary, middle and high school classes;
9. Other duties as assigned by FCSD #14.

### ARTICLE VII

#### OPERATIONS PROTOCOL

Reports and documents generated by FCSD #14 SRPO in connection with official law enforcement duties are the exclusive property of the BIA-OJS and are to be maintained in accordance with BIA-OJS administrative standard policy and procedures. The SRPO, in accordance with the BIA Law Enforcement Services Handbook, will prepare reports and documents.

The SRPO shall adhere to the BIA-OJS Code of Conduct. The SRPI will sign the BIA-OJS Code of Conduct and strictly adhere to the philosophy and mandate contained therein.

The SRPO shall strictly maintain confidentiality of all on going police investigations to insure the integrity and success of such investigations.

### ARTICLE VIII

#### JURISDICTIONAL AUTHORITY

The SRPO, who has met all requirements, including completion and certification of a favorable background investigation and requisite training, may be deputized by the BIA pursuant to Title 25, United States Codes, Section 2804.

1. Such deputation shall be preceded by an agreement between the BIA-OJS and the S & A Tribes in accordance with the BIA Law Enforcement Services Handbook.
2. In the absence of a Deputation Agreement, the SRPO shall be subject to the Shoshone and Arapaho Law and Order Code of the S & A Tribes.

The SRPO is authorized to enforce or carry out the provisions of the BIA Law Enforcement Services Handbook, pursuant to Tribal Resolution No. 100, Act, Title 25, United States Code, Section 2803.

### ARTICLE IX

#### EQUIPMENT

The BIA-OLES agrees that:

1. As authorized in the Federal Acquisition Regulation, the BIA-OJS will authorize SRPO to use Government equipment such as pistols, rifles, shotguns, Police radios, keys and other assigned equipment. Use by the BIAS, provided the SRPO is instructed. Maintenance and custody of assigned government property will be returned upon completion of assignment, termination, and/or reassignment;
2. The BIA-OJS will authorize SRPO under supervision to use owned and or leased by the BIA, on a "need-to-know" basis for law enforcement activities;
3. Regular maintenance and upkeep of vehicle.

### ARTICLE X

#### DISCIPLINARY MATTERS

Violations and/or alleged violations of rules, policies and procedures in accordance with the BIA Office of Justice Services Handbook.

### ARTICLE XI

#### CHAIN OF COMMAND

The SRPO will report and respond through the chain of command to the BIA-OJS Chief of Police. Operational matters shall be reported to the Chief of Police. In addition, the SRPO will report

# GUIDES **AND** TEMPLATES (CONTINUED)

executed Deputation Agreement between the BIA-  
Title 25, United States Code, Section 2804, and  
Title 18, Volume 1, Chapter 2, Section 4,  
the SRPO is authorized to enforce only the  
state, and Tribal Ordinances duly enacted by the S &

out the laws of the S & A Tribes, without  
1-2004 and the Indian Law Enforcement Reform

## ARTICLE IX

regulations, Part 45, Government  
to use as necessary, United States  
rifles, batons, vehicles, ASP, pepper mace,  
equipment, defined in manuals approved for  
constructed and certified in the proper use,  
government property. All government  
law enforcement assignment,

supervision of the BIA to utilize and drive vehicles  
on a "duty" basis, for the sole purpose of law enforcement

shall be the responsibility of the BIA-OJS.

## ARTICLE XI

policies, regulations and/or codes will be handled in  
the Handbook and FCSD #14 personnel policy.

## ARTICLE XII

established BIA-OJS chain of command and will  
on issues will be addressed and resolved by the  
to report and respond to the FCSD #14 Superintendent,

who will also administer the district evaluation. If problems arise, the BIA-OJS Chief of Police  
and the FCSD #14 Superintendent will resolve the issues between them verbally and/or in  
writing.

## ARTICLE XIII

### DURATION AND TERMINATION OF AGREEMENT

The initial term of this Memorandum of Agreement shall be for the period beginning on the date  
of the execution of this agreement until September 30, 2015. At the expiration of the initial term,  
this MOA will be reviewed and may be renewed for one additional year, unless any party gives  
written notice of intent not to renew. The intent not to renew shall be communicated to the  
parties in writing, at least thirty (30) days before the expiration of the term, and the termination  
will be effective on the date indicated in the notice.

The MOA shall not be amended except by an instrument in writing, executed by the parties to  
this MOA, said executed amendment to be attached to this MOA, and incorporated herein by  
reference. Any notice required or permitted to be given under this MOA shall be deemed  
sufficient if given in writing and sent by registered or certified mail.

The provisions of this MOA are severable and should any provision be held invalid or  
unenforceable, the remainder of this MOA is to remain in effect, unless terminated, as provided in  
this MOA.

Nothing in this MOA shall be construed to cede any jurisdiction, to waive any immunities, to  
modify the legal rights of any person, to accomplish any act of violation of federal, state, or tribal  
law, so as to subject to absent this MOA.

This MOA will be in effect immediately upon signature of the parties. This MOA, reference  
above, represent all understandings, agreements, and proposed modifications of the pre-existing  
agreements, which are superseded, rescinded, voided, canceled, and revoked upon approval of  
the parties' signatory to this MOA.

**IN WITNESS WHEREOF**, the parties hereto execute this Memorandum of  
Agreement as of the latest of the four signatures affixed below:

# APPENDIX A IMPLEMENTATION

## R. SCHOOL RESOURCE OFFICER MONTHLY ACTIVITY REPORT - EXAMPLE

### BUREAU OF INDIAN AFFAIRS SCHOOL RESOURCE OFFICER MONTHLY ACTIVITY REPORT

OFFICER: (Name)

SCHOOL: Wyoming Indian High, Elementary and Middle School

MONTH: February

YEAR: 2012

| ACTIVITIES  | 1 <sup>ST</sup> WEEK | 2 <sup>ND</sup> WEEK | 3 <sup>RD</sup> WEEK | 4 <sup>TH</sup> WEEK | TOTAL      |
|---|----------------------|----------------------|----------------------|----------------------|------------|
| Offense Reports, supplements (all case reports)           | x                    | 2                    | 2                    | x                    | 4          |
| Juvenile Activity Reports, General Incidents              | 0                    | 2                    | 2                    | x                    | 4          |
| Adult Felony Arrests                                      | 0                    | 0                    | 0                    | 0                    | 0          |
| Adult Misdemeanor Arrests including citations             | 0                    | 1                    | 0                    | 0                    | 1          |
| Adult Drug Arrests  | 0                    | 0                    | 0                    | 0                    | 0          |
| Juvenile Felony Arrests                                   | 0                    | 0                    | 0                    | 0                    | 0          |
| Juvenile Misdemeanor Arrests including citations          | 0                    | 0                    | 2                    | 0                    | 2          |
| Juvenile Drug Arrests                                     | 0                    | 0                    | 0                    | 0                    | 0          |
| Traffic Citations Issued                                  | 0                    | 0                    | 0                    | 0                    | 0          |
| Traffic Warnings Issued (verbal & written)                | 2                    | 3                    | 4                    | 1                    | 10         |
| Trespass Warnings Issued                                  | 0                    | 0                    | 0                    | 0                    | 0          |
| Gang Related Incidents                                    | 0                    | 1                    | 0                    | 4                    | 5          |
| Assist Other Officer                                      | 1                    | 2                    | 1                    | 1                    | 5          |
| Advisory Sessions with Students (School-Related)          | 5                    | 5                    | 5                    | 8                    | 23         |
| Advisory Sessions with Students (Family-Related)          | 0                    | 0                    | 0                    | 0                    | 0          |
| Advisory Sessions with Students (Law Enforcement Related) | 0                    | 0                    | 2                    | 0                    | 2          |
| Advisory Sessions with Teachers/School Staff              | 5                    | 8                    | 6                    | 7                    | 26         |
| Conflict Resolution/De-escalations                        | 1                    | 2                    | 2                    | 1                    | 6          |
| Classroom Presentations                                   | 0                    | 0                    | 4                    | 0                    | 4          |
| Safety  | 0                    | 0                    | 0                    | 0                    | 0          |
| Drugs   | 0                    | 0                    | 2                    | 0                    | 2          |
| Law enforcement   | 0                    | 0                    | 0                    | 0                    | 0          |
| Call-outs from Class                                      | 1                    | 0                    | 0                    | 2                    | 3          |
| Special Events Attended                                   | 2                    | 2                    | 0                    | 3                    | 7          |
| Community Meetings Attended                               | 0                    | 0                    | 2                    | 1                    | 3          |
| Referrals or Assist Other Agencies                        | 0                    | 0                    | 0                    | 1                    | 1          |
| Suicide or Other Crisis Interventions                     | 0                    | 0                    | 0                    | 0                    | 0          |
| Court Appearances (criminal or civil)                     | 0                    | 0                    | 2                    | 0                    | 2          |
| Motorist Assists (jump starts, mechanical)                | 0                    | 0                    | 0                    | 0                    | 0          |
| Other: (List)   |                      |                      |                      |                      |            |
| <b>TOTAL CALLS FOR SERVICE</b>                            | <b>17</b>            | <b>28</b>            | <b>38</b>            | <b>29</b>            | <b>112</b> |



# GUIDES **AND** TEMPLATES (CONTINUED)

Weapons Confiscated (type, date, case #): 0  
 Value of Reported Stolen Property: 0  
 Value of Recovered Stolen Property: 0

**COMMENTS/SIGNIFICANT EVENTS**

I have been increasing patrols at the Wyoming Middle School due to the fact that I am seeing more Gang related activities. I have had the Department k-9 dog come in for a drug search at the Middle School. I have spoken with two boys in general about gang activities and tagging the bathroom walls. I did have two Juvenile girls huffing hair spray and they were contacted as well and a meeting was set up with their families.

I am continuing my presence at the High School. We have been having a lot of Basketball games in which several members of the Community show up. I have been corresponding with Lt. Armajo, and Sgt. Mathews on show of force at the games which has resulted in fewer incidents. I did do an administrative search of lockers during this month due to a bag of Marijuana being found in the Art Room. We did not find any further drugs but did seize other contraband such as medical prescriptions which is being handled by School Administration.

I am continuing to access and re-structure the School Response Guidelines as well as Law Enforcement Guidelines. I am also patrolling School Zones more frequently do to the icy roads and so forth. I do plan on implementing more resources in the classroom as time allows.

Thank you,

Officer (Name)  
 School Resource Officer  
 Wyoming Indian Schools

**S. JUVENILE DIVERSION INFORMATION SHEET**

| PART I: CHILD INFORMATION   |                              |                             |                      |           |                              |                                 |                               |
|---|------------------------------|-----------------------------|----------------------|-----------|------------------------------|---------------------------------|-------------------------------|
| Child's Name  |                              |                             |                      | Nick Name |                              |                                 |                               |
| Child's Current Address   |                              |                             |                      |           |                              | Zip Code                        |                               |
| Date of Birth   |                              |                             | Age                  |           | Sex:                         | <input type="checkbox"/> Female | <input type="checkbox"/> Male |
| Tribal Affiliation  | <input type="checkbox"/> Yes | <input type="checkbox"/> No | If yes, please list: |           |                              |                                 |                               |
| School  |                              |                             |                      | Grade     |                              |                                 |                               |
| Is it okay for a Juvenile Diversion staff member to visit your child at his/her school? |                              |                             |                      |           | <input type="checkbox"/> Yes | <input type="checkbox"/> No     |                               |
| Does your child have a job?   | <input type="checkbox"/> Yes | <input type="checkbox"/> No | If yes, where:       |           |                              |                                 |                               |
| <b>FORM CONTINUED ON NEXT PAGE</b>  |                              |                             |                      |           |                              |                                 |                               |

# APPENDIX A IMPLEMENTATION

## S. JUVENILE DIVERSION INFORMATION SHEET (CONTINUED)

| PART II: FAMILY INFORMATION  |                              |  |  |                            |     |     |
|--|------------------------------|--|--|----------------------------|-----|-----|
| Mother's Name  |                              |  |  | Father's Name              |     |     |
| Circle one (Biological/Step Parent/Other)  |                              |  | Circle one (Biological/Step Parent/Other)                |                            |     |     |
| Lives with   | <input type="checkbox"/> Yes | <input type="checkbox"/> No                              | <input type="checkbox"/> Both                            |                            |     |     |
| Phone  | (H)                          | (W)  |  | Phone                      | (H) | (W) |
|  | (C)                          |  |  |                            | (C) |     |
| <input type="checkbox"/> Address Same as Above   |                              |  | <input type="checkbox"/> Address Same as Above           |                            |     |     |
| Address  |                              |  |  | Address                    |     |     |
| Zip Code   |                              |  |  | Zip Code                   |     |     |
| Is it okay for a Juvenile Diversion staff member to contact you at work? See below.  |                              |  |  |                            |     |     |
| Mother   | <input type="checkbox"/> Yes | <input type="checkbox"/> No                              | If no, when would be a good time to contact you?         |                            |     |     |
| If yes, place of employment and phone number:  |                              |  |  |                            |     |     |
| Father   | <input type="checkbox"/> Yes | <input type="checkbox"/> No                              | If no, when would be a good time to contact you?         |                            |     |     |
| If yes, place of employment and phone number:  |                              |  |  |                            |     |     |
| Other Parent/Guardian(s):  |                              |  |  |                            |     |     |
| Name   |                              |  |  |                            |     |     |
| Relationship   |                              |  | Phone  |                            |     |     |
| <b>SIBLINGS</b>  |                              |  |  |                            |     |     |
| Name (First and Last)  | Age                          | Do they live at home?                                    |  | If no, where do they live? |     |     |
|  |                              | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |                            |     |     |
|  |                              | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |                            |     |     |
|  |                              | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |                            |     |     |
|  |                              | <input type="checkbox"/> Yes <input type="checkbox"/> No |  |                            |     |     |
| Is the Department of Social Services working with you or your family? <input type="checkbox"/> Yes <input type="checkbox"/> No |                              |  |  |                            |     |     |
| If yes, what is your caseworker's name?  |                              |  |  |                            |     |     |
| Is an attorney working with your family?   |                              |  | <input type="checkbox"/> Yes <input type="checkbox"/> No |                            |     |     |
| If yes, what is your attorney's name?  |                              |  |  |                            |     |     |
| Is there a problem with your child's relationship between his/her:   |                              |  |  |                            |     |     |
| Mother <input type="checkbox"/> Yes <input type="checkbox"/> No  |                              |  | If yes, please explain:                                  |                            |     |     |
| Father <input type="checkbox"/> Yes <input type="checkbox"/> No  |                              |  | If yes, please explain:                                  |                            |     |     |
| Siblings <input type="checkbox"/> Yes <input type="checkbox"/> No  |                              |  | If yes, please explain:                                  |                            |     |     |

# GUIDES **AND** TEMPLATES (CONTINUED)

| PART III: CRIMINAL HISTORY   |   |
|--|---|
| Prior probation?   | <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, where and when?      |
| Has your child spent time at the Juvenile Services Center? <input type="checkbox"/> Yes <input type="checkbox"/> No  |   |
| If yes, when and where?  |   |
| Has your child run away recently? <input type="checkbox"/> Yes <input type="checkbox"/> No   | If yes, when and for how long?  |
| Did you or someone else report this runaway to the police? <input type="checkbox"/> Yes <input type="checkbox"/> No  |   |
| PART IV: EDUCATION INFORMATION   |   |
| How does your child get to and from school? <input type="checkbox"/> Car <input type="checkbox"/> Walk <input type="checkbox"/> Bus <input type="checkbox"/> Other   |   |
| Does your child enjoy going to school? <input type="checkbox"/> Yes <input type="checkbox"/> No  | Does your child skip school? <input type="checkbox"/> Yes <input type="checkbox"/> No |
| If your child does skip school, where does he/she go, and how do they get there?   |   |
| Who is your child with when he/she skips?  |   |
| Has your child ever been diagnosed with a learning disability?   | <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain:      |
| Is your child on an Individual Education Plan (IEP)?   | If yes, please explain:   |
| How are your child's grades this year?   | Last year?  |
| Is your child involved in any extracurricular activities? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please list below:  |   |
| Sports   |   |
| Clubs, Youth Programs  |   |
| Church, Youth Programs   |   |
| Other Interests, Skills or Hobbies   |   |
| Strengths in School <input type="checkbox"/> Math <input type="checkbox"/> Science <input type="checkbox"/> English <input type="checkbox"/> Social Studies <input type="checkbox"/> Physical Education <input type="checkbox"/> ROTC <input type="checkbox"/> Fine Arts (drawing, music, etc.)<br><input type="checkbox"/> Industrial Classes (carpentry, auto mechanics, etc.) <input type="checkbox"/> Computers  |   |
| Challenges in School <input type="checkbox"/> Math <input type="checkbox"/> Science <input type="checkbox"/> English <input type="checkbox"/> Social Studies <input type="checkbox"/> Physical Education <input type="checkbox"/> ROTC <input type="checkbox"/> Fine Arts (drawing, music, etc.)<br><input type="checkbox"/> Industrial Classes (carpentry, auto mechanics, etc.) <input type="checkbox"/> Computers |   |
| PART V: HOME LIFE  |   |
| When your child does not obey rules, do you have consequences? <input type="checkbox"/> Yes <input type="checkbox"/> No  |   |
| If yes, please explain:  |   |
| What does your child do on weekends?   |   |
| What does your child do after school?  |   |
| Does your child have a curfew? <input type="checkbox"/> Yes <input type="checkbox"/> No  | If yes, what time is your child's curfew during the week? _____ weekend?              |
| Do you know the names, addresses, and phone numbers of their friends? <input type="checkbox"/> Yes <input type="checkbox"/> No Names?  |   |
| Does your child let you know where he/she is at all times? <input type="checkbox"/> Yes <input type="checkbox"/> No  |   |

# APPENDIX A IMPLEMENTATION

## S. JUVENILE DIVERSION INFORMATION SHEET (CONTINUED)

| PART VI: COUNSELING  |  |  |  |
|--|--|--|--|
| Is your child currently seeing a counselor or psychologist? <input type="checkbox"/> Yes <input type="checkbox"/> No   |  |  |  |
| If yes, please explain:  |  |  |  |
| Is your child currently taking prescription medications for anxiety, depression, ADHD, bipolar disorder, OCD, etc.? <input type="checkbox"/> Yes <input type="checkbox"/> No |  |  |  |
| If yes, please explain:  |  |  |  |
| PART VII: PERSONALITY/BEHAVIORS: CHECK ALL AREAS OF CONCERN WITH YOUR CHILD AND EXPLAIN  |  |  |  |
| <input type="checkbox"/> Trouble concentrating   | <input type="checkbox"/> Verbally aggressive |  |  |
| <input type="checkbox"/> Short attention span  | <input type="checkbox"/> Gang involvement    |  |  |
| <input type="checkbox"/> Frustrate easily  | <input type="checkbox"/> Poor peer selection |  |  |
| <input type="checkbox"/> Defiant   | <input type="checkbox"/> Stealing            |  |  |
| <input type="checkbox"/> Inflated self-esteem  | <input type="checkbox"/> Fire-setting        |  |  |
| <input type="checkbox"/> Low self-esteem   | <input type="checkbox"/> Suicide attempts    |  |  |
| <input type="checkbox"/> Depression  | <input type="checkbox"/> Anger               |  |  |
| <input type="checkbox"/> Shy   | <input type="checkbox"/> Health Problems     |  |  |
| <input type="checkbox"/> Physically aggressive   | <input type="checkbox"/> Other               |  |  |
| PART VIII: SUBSTANCE ABUSE   |  |  |  |
| Has your child used any of the following?  |  |  |  |
| Alcohol: <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how often?   |  | Marijuana: <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how often?       |  |
| Tobacco: <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how often?   |  | Methamphetamine: <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how often? |  |
| Other:   |  |  |  |
| Is there a family history of drug or alcohol use? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain?   |  |  |  |
| Is your child exposed to other using drugs or alcohol? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain?                                      |  |  |  |
| Other comments regarding any of the above:   |  |  |  |
| Parent/Guardian's Name (Print)   |  | Parent/Guardian's Name (Print)   |  |
| Date Completed   |  | Date Completed   |  |

# GUIDES **AND** TEMPLATES (CONTINUED)

## T. SUICIDE ASSESSMENT PROTOCOL

### 1. ASSESS SAFETY FIRST

- Utilize Suicide Assessment Form if Needed (attached)

### 2. IF UNSURE OF NEED FOR HOSPITALIZATION OR IF FURTHER ASSESSMENT IS REQUIRED CALL:

- On-Call Provider: ([Details](#))

### 3. IF NO HOSPITALIZATION IS NEEDED:

- **Step 1:** Safety Plan (see attached) – If adolescent, ensure that guardian is AWARE of and AGREEABLE to plan. If no guardian/guardian not agreeable, consider keeping youth as safe-bed until safety plan can be agreed upon/established OR hospitalization.
- **Step 2:** Ensure that patient referral is made to Oni Yapi for follow up (referral form attached). Please be sure to include the following information:
  - ✓ First and Last Name
  - ✓ Date of Birth
  - ✓ Phone Number & Address
  - ✓ Name of Legal Guardian (if minor)

**NOTE:** Patient may claim that they were intoxicated or acting “stupid” but not suicidal. However, if the patient has made a serious suicide attempt (e.g., ingested pills, attempted hanging, deep cuts on wrists) hospitalization is indicated.

- If adult or youth with suicide attempt (e.g., attempted hanging or other self-injury) express to the person and/or guardian the need for them to go to the ER/Mental Health for an evaluation
- If unable to locate legal guardian of youth with suicide attempt (e.g., attempted hanging or other self-injury) take into emergency custody for ER/Mental Health evaluation.

### STANDING ROCK RESOURCES FOR INDIVIDUALS WHO NEED SUPPORT

#### CRISIS PHONE NUMBERS (AVAILABLE 24 HOURS A DAY, 7 DAYS A WEEK)

|   |                             |   |
|---|-----------------------------|---|
| Police  | ( <a href="#">Phone #</a> ) | Call if you or someone you know is in danger of harming themselves or someone else; or is suicidal (explain this to the police and tell the police you need an assessment by mental health or the ER doctor). |
| Regional IHS Emergency Room                       | ( <a href="#">Phone #</a> ) | You may also drive yourself or the other person to the ER if it is safe to do so  |
| North Dakota – West Central Human Services Center | ( <a href="#">Phone #</a> ) | Call to talk about yourself or someone you are concerned about.   |
| South Dakota – Northeastern Mental Health Center  | ( <a href="#">Phone #</a> ) | Call to talk about yourself or someone you are concerned about.   |
| National Suicide Crisis Line                      | ( <a href="#">Phone #</a> ) | Call to talk about yourself   |

#### STANDING ROCK SUICIDE PREVENTION

|                  |                             |  |
|------------------|-----------------------------|--|
| Oni Yapi Office  | ( <a href="#">Phone #</a> ) | Available Monday-Friday 8:00 am to 4:30 pm |
| Oni Yapi On-Call | ( <a href="#">Phone #</a> ) | Available 4:30 pm to 8:00 am 7 days a week |

#### MENTAL HEALTH

|                       |                             |  |
|-----------------------|-----------------------------|--|
| IHS Mental Health     | ( <a href="#">Phone #</a> ) | Available Monday-Friday 8:00 am to 4:30 pm—for counseling appointments |
| Internship Program    | ( <a href="#">Phone #</a> ) | Available Monday-Friday 8:00 am to 4:30 pm—for counseling appointments |
| Mental Health On-Call | ( <a href="#">Phone #</a> ) | Available 4:30 pm to 8:00 am 7 days a week                             |

# APPENDIX A IMPLEMENTATION

## U. PRESS RELEASE ON BIA OPERATION ALLIANCE AT WIND RIVER

### PRESS RELEASE ON CRIME-REDUCTION INITIATIVE

The Wind River Indian Reservation has been selected as one of four Reservations to participate in President Obama's mandated High Priority Performance Goal (HPPG) to reduce violent crime. It is also the intent of the HPPG to develop successful community oriented policing strategies that can be implemented and used throughout Indian Country nationwide to reduce violent crime.

The Wind River Reservation has seen an increase in law enforcement officers over the past few months, but will see an even greater influx of officers on May 10, 2010. The past few months has brought detailed officers from the Comanche Nation of Oklahoma, Seminole Tribe of Florida, and the Porch Creek Tribe of Alabama.

On May 10, 2010, Operation Alliance will be bringing in approximately 21 detailed Federal Officers from federal partners such as the Bureau of Land Management, National Forest Service and National Fish and Wild Life Services. The Shoshone and Arapaho tribes are showing their support of Operation Alliance and welcome the presence of those additional officers. These officers will be present in our Communities until our own BIA Officers are hired, properly trained and ready to permanently staff Wind River Agency.

The Eastern Shoshone and Northern Arapaho tribes, the BIA Wind River Agency, Eastern Shoshone Department of Family Services, and Northern Arapahoe Social Services, respectively, have been working together to develop a comprehensive culturally sensitive law enforcement orientation class for all the officers who are detailed or hired to work on the Wind River Reservation. This will help educate and prepare the officers to work with the Eastern Shoshone and Northern Arapahoe tribal membership and provide the best possible public service to our community.

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## V. COMMUNITY OUTREACH

For Immediate Release

Bureau of Indian Affairs - Operation Alliance  
Wind River Reservation, Wyoming



Saturday, August 28, 2010 (0900)

Contact: David Peters

Wind River Operation Alliance, Public Information Officer  
406.690.7633

### Community Outreach Expands

If you know of a good community project, such as mowing a ball field, painting a community center, repairing a fence, putting up a sign, please share your idea with the Wind River Police Department. Officers are interested in working with the community on these types of projects.

In the past month law enforcement officers have done numerous outreach efforts in communities. Last week a neighborhood playground dedication had police presence, to show support for these types of community improvement projects. Some officers recently had an open house at Fort Washakie School to share information about Law enforcement efforts. The event was attended by kids and parents.

Booklets were given to children throughout the Wind River reservation by law officers during their daily patrol rounds. To expand community policing we are looking for teen groups, Boys and Girls members, athletic teams, church group, tribal or BIA departments, that wants to help the community by making completing a beautification project, please contact the Wind River Police Department.

The Shoshone Rose Casino and the BIA are funding the development of posters, billboards and bookmarks. The Coalition for Change is working with Wind River law office to develop a campaign to address various reservation issues. If you want to help the local coalition, we will be working on this project the end of August, so give the office a call.

# GUIDES **AND** TEMPLATES (CONTINUED)

## V. COMMUNITY OUTREACH (CONTINUED)

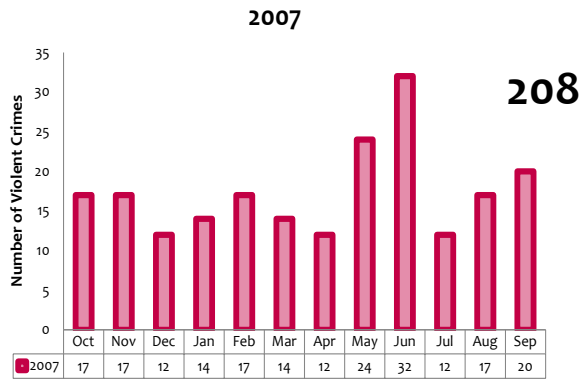


# APPENDIX B HPPG RESERVATION

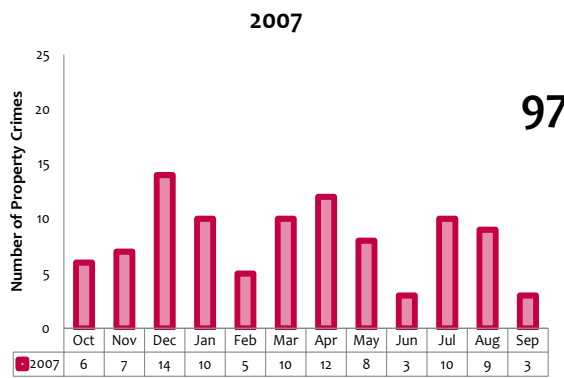
The following crime statistics were compiled beginning in 2007 and include the 2-year period of the HPPG Initiative. This data shows the Forcible Rape; Robbery-Firearm; Robbery Knife; Robbery-Strong-Arm; Robbery-Other Dangerous Weapon; Aggravated Assault-Firearm; Aggravated Assault-Other; includes: Burglary-Forcible Entry; Burglary-Unlawful Entry; Burglary-Attempted Forcible Entry; Larceny-Theft Not Motor Vehicle; Motor Vehicle Theft

## MESCALERO

### VIOLENT CRIME

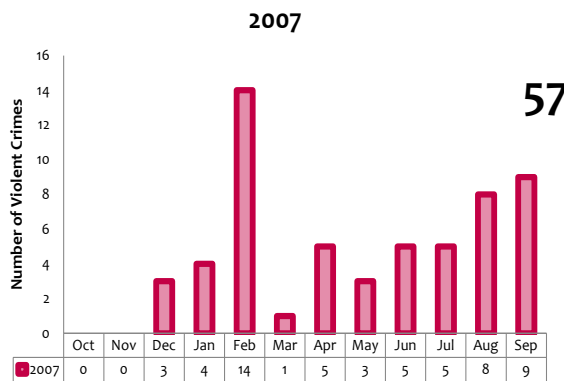


### PROPERTY CRIME

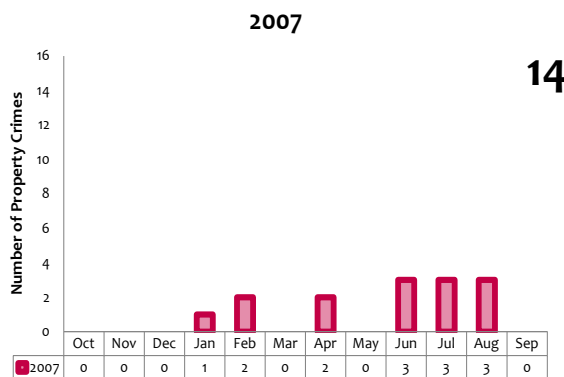


## ROCKY BOY'S

### VIOLENT CRIME



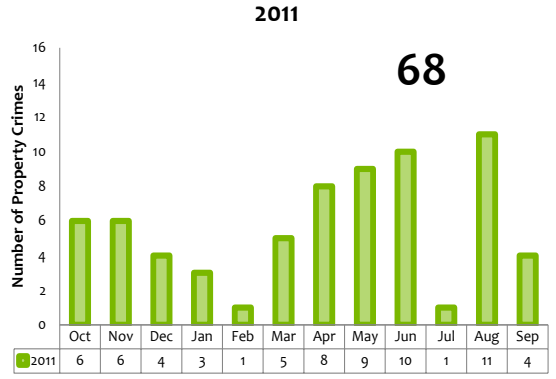
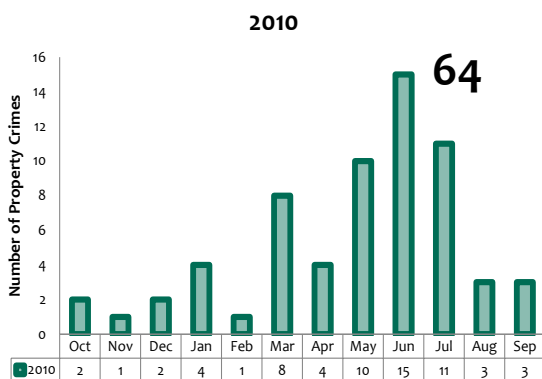
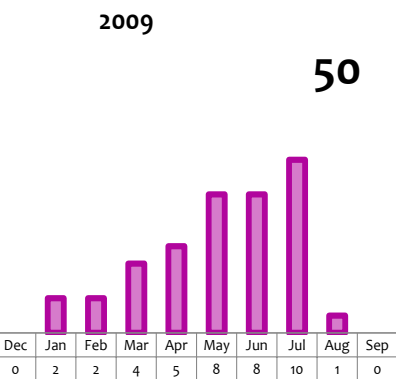
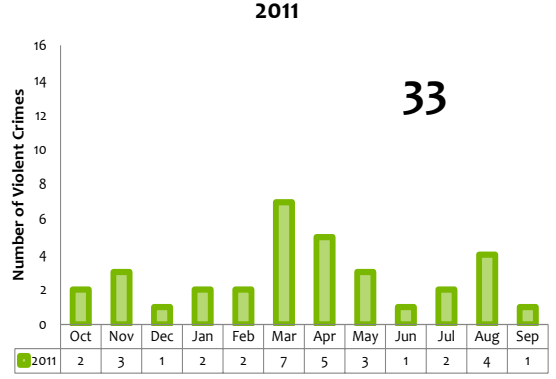
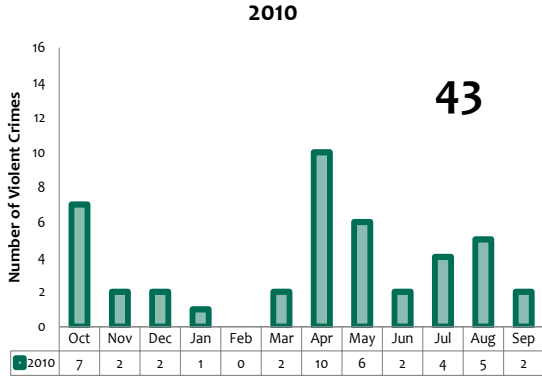
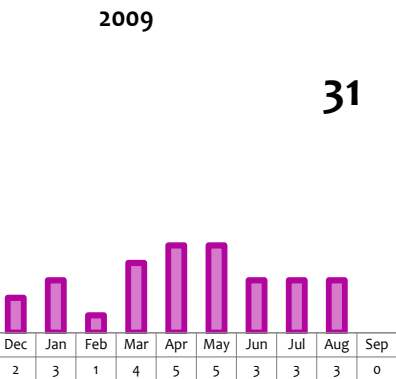
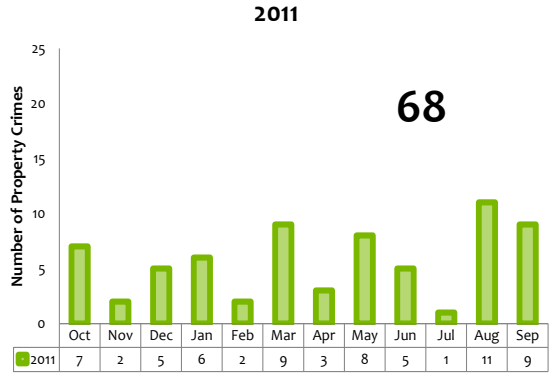
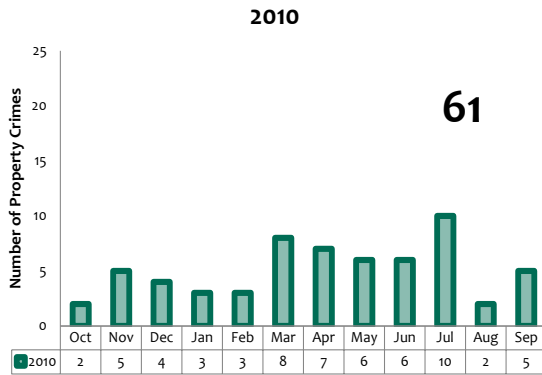
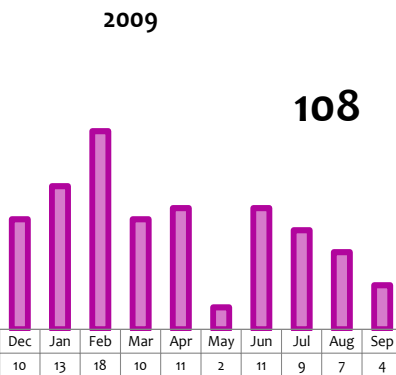
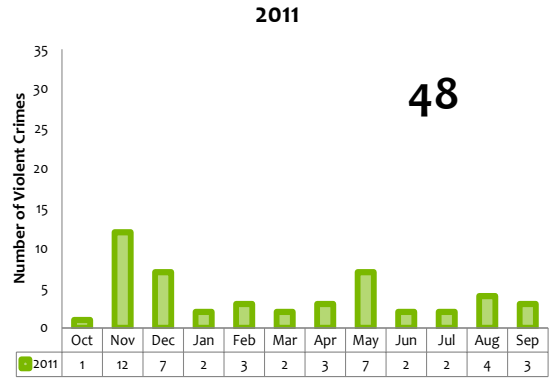
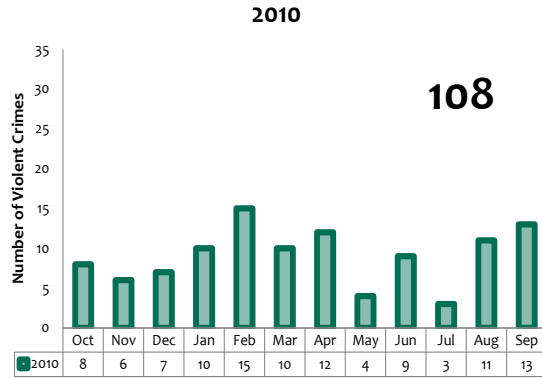
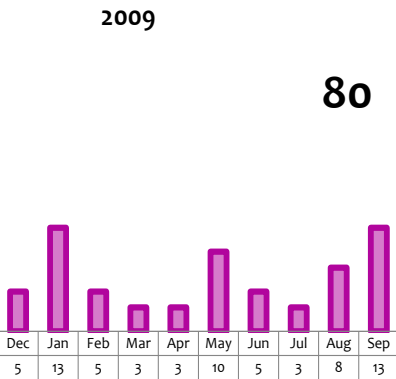
### PROPERTY CRIME





# CRIME STATISTICS

general reduction in violent crimes during the initiative. Violent crime includes: Homicide-Manslaughter; Manslaughter by Negligence; Aggravated Assault-Knife; Aggravated Assault-Other Dangerous Weapons; Aggravated Assault-Hands, Feet, Fists, etc. Property crime includes: Vehicle Theft-Auto; Motor Vehicle Theft-Trucks and Buses; Motor Vehicle Theft-Other Vehicles; Arson-Structural; Arson-Mobile; Arson-Other.

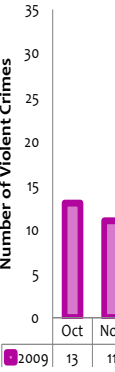
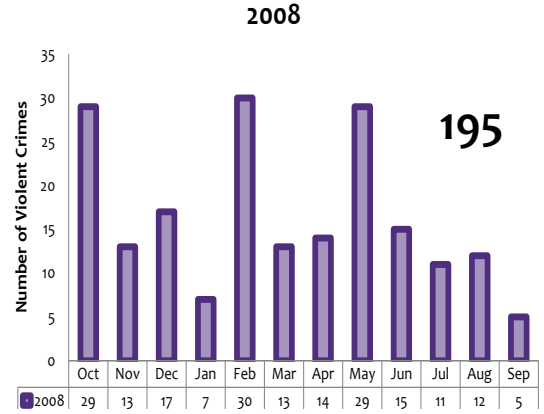
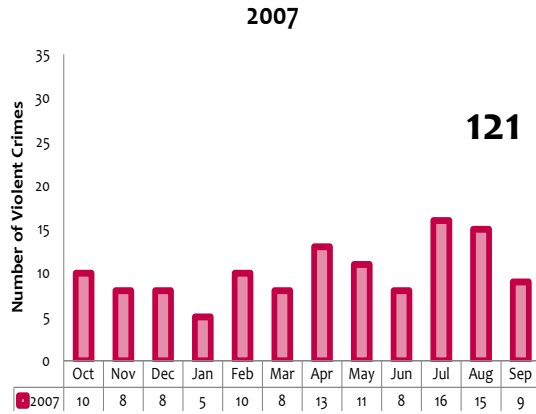


# APPENDIX B HPPG RESERVATION

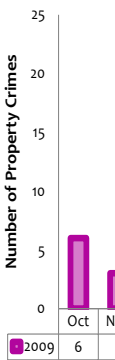
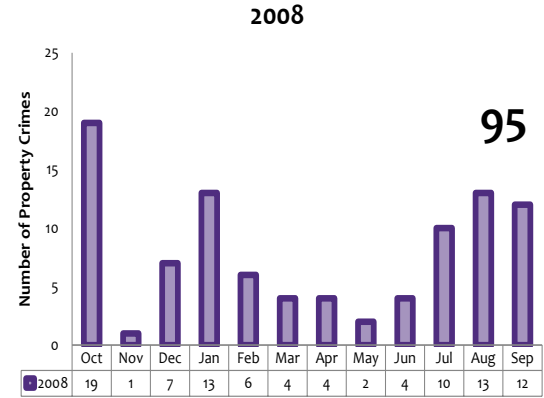
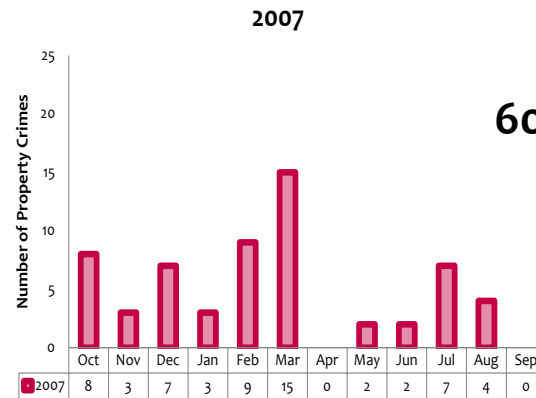
DOJ, FBI, and OJS conducted training and developed a process for consistent data collection, which provided an accurate view of

## STANDING ROCK

### VIOLENT CRIME

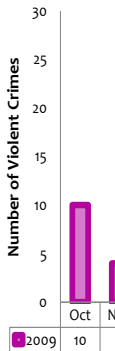
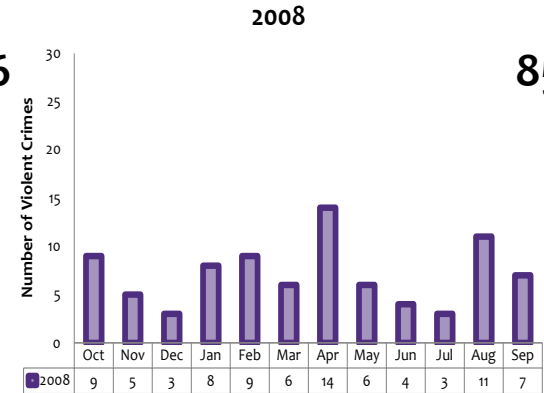
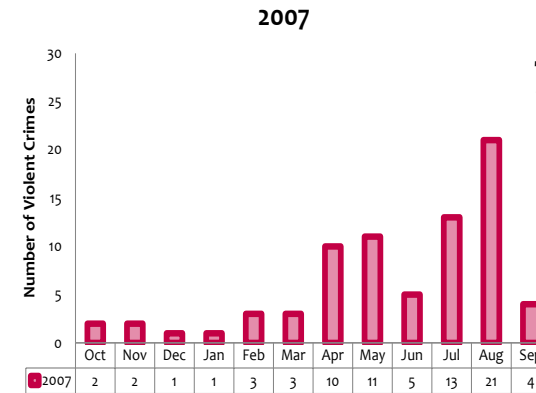


### PROPERTY CRIME

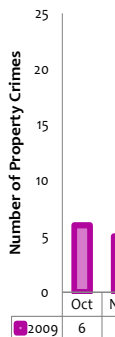
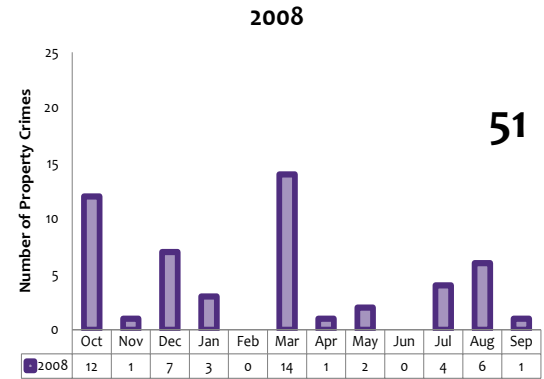
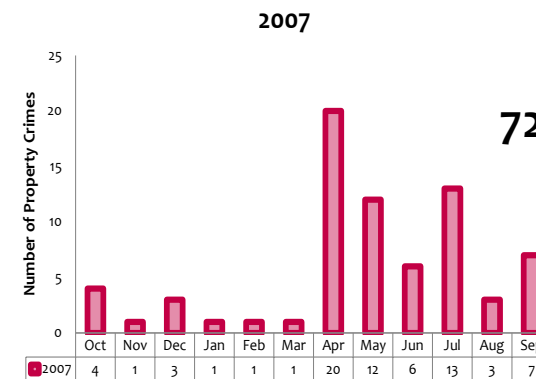


## WIND RIVER

### VIOLENT CRIME

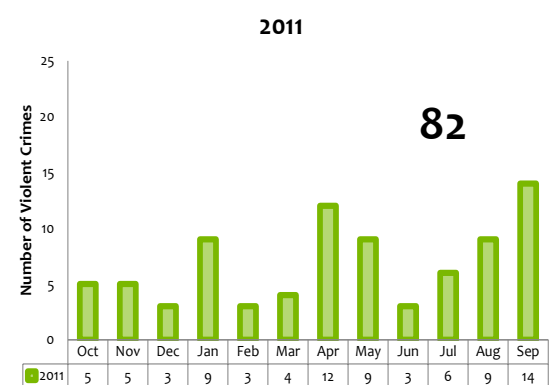
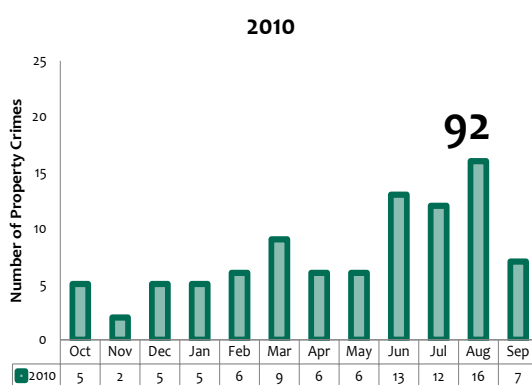
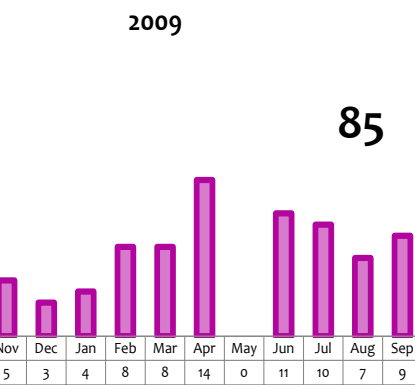
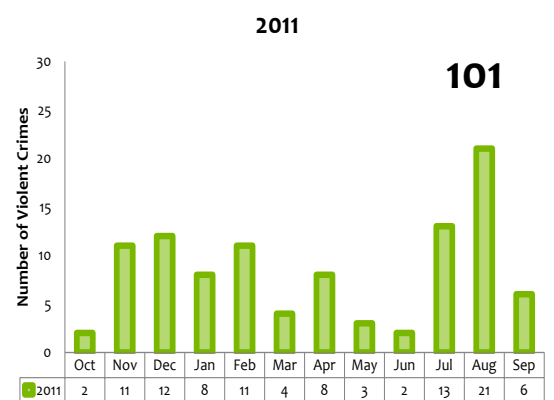
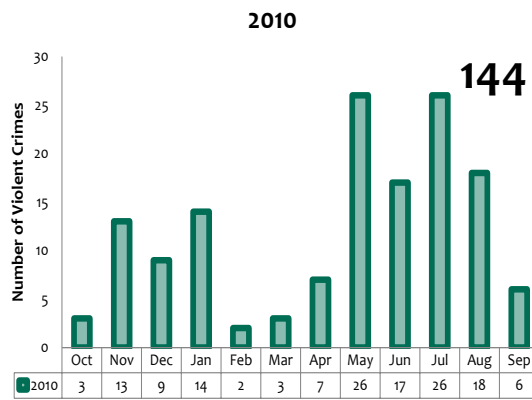
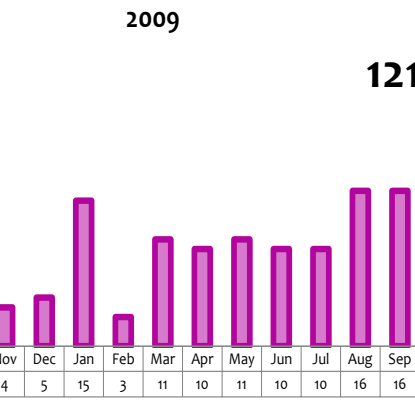
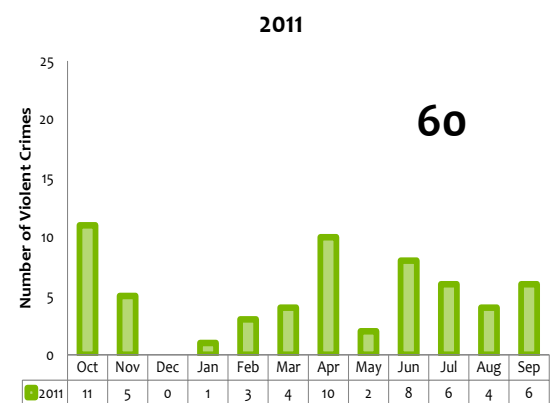
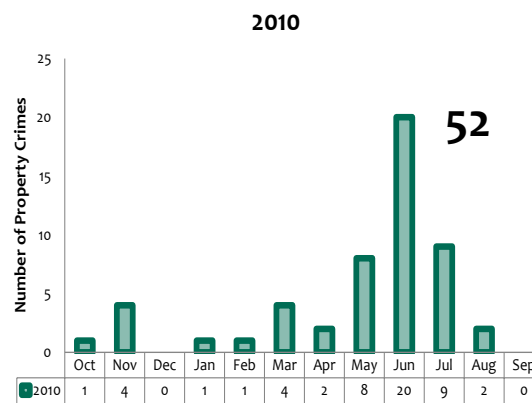
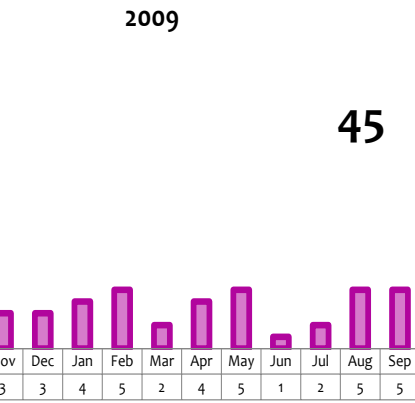
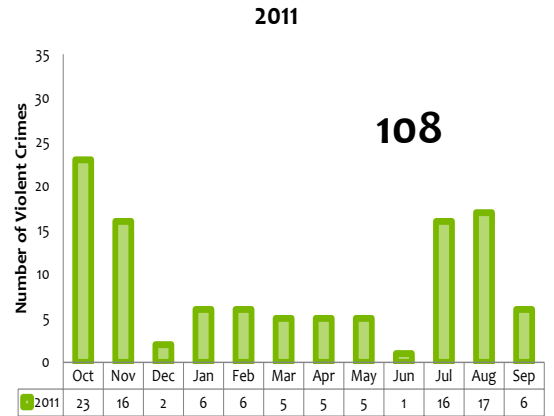
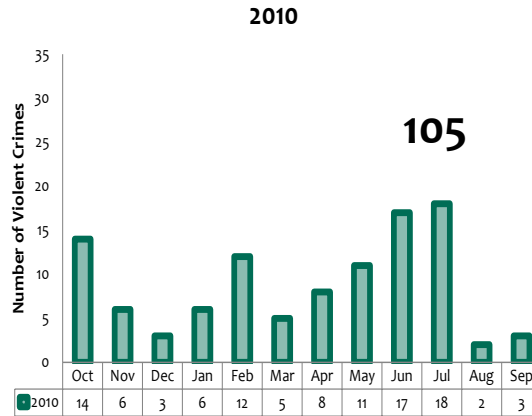
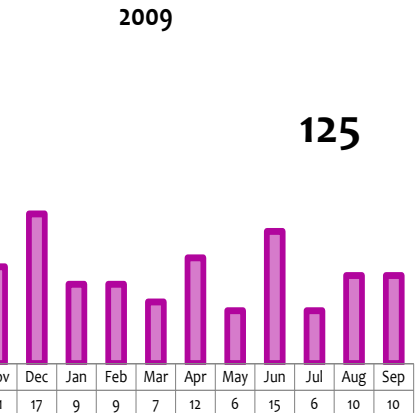


### PROPERTY CRIME

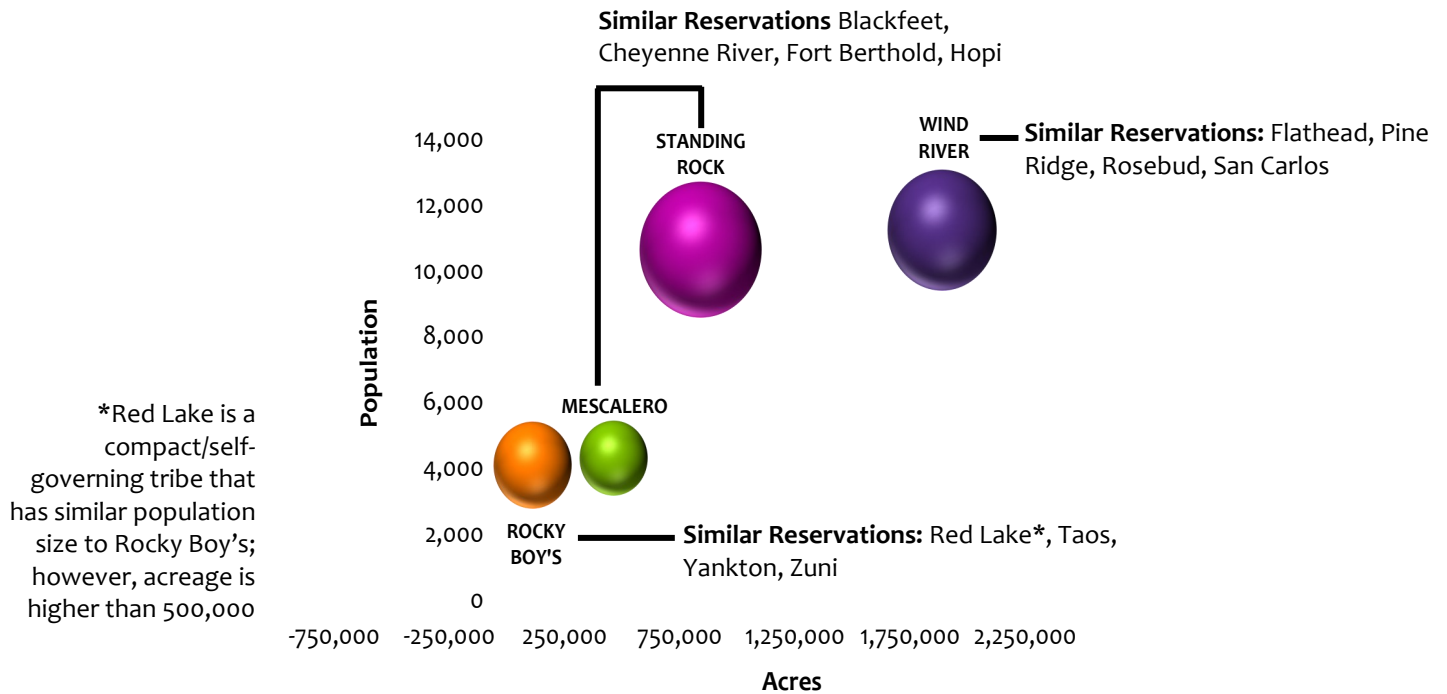


# CRIME STATISTICS (CONTINUED)

the types of crime and how to capture and report the data.



# APPENDIX C ADDITIONAL



Source for acreage information: Trust Asset and Accounting Management System (TAAMS)

## RESERVATIONS SIMILAR TO Mescalero AND Standing Rock

**Physical Description (Mescalero):** Extends from the arid Tularosa Basin on the western boundary to the densely forested peaks and valleys of the Sacramento Mountains.

**Physical Description (Standing Rock):** Classic prairie, with broad valleys and rolling hills, dotted with buttes above 2,000 feet in elevation, and badlands typical of the Great Plains.

| DEMOGRAPHIC CHARACTERISTICS                     | MESCALERO | STANDING ROCK | CHEYENNE RIVER | FORT BERTHOLD | HOPI      | BLACKFEET |
|---|-----------|---------------|----------------|---------------|-----------|-----------|
| Total Trust Acres (TAAMS)                       | 462,305   | 1,311,051     | 2,219,720      | 941,886       | 1,712,420 | 1,972,910 |
| Tribal Trust Acres (TAAMS)                      | 462,305   | 44,3962       | 1,217,129      | 468,701       | 811,630   | 898,296   |
| Non-Tribal/Individual Trust Acres (TAAMS)       | 0         | 867,089       | 1,002,591      | 473,185       | 900,790   | 1,074,614 |
| Tribal Enrollment (2005 BIA Labor Force Report) | 4,309     | 14,170        | 15,376         | 11,897        | 12,213    | 15,873    |
| Total Workforce (2005 BIA Labor Force Report)   | 2,423     | 7,723         | 11,205         | 4,381         | 6,020     | 6,061     |
| Unemployment Rate (2005 BIA Labor Force Report) | 0%        | 74%           | 88%            | 71%           | 66%       | 72%       |

# DEMOGRAPHIC STATISTICS

## RESERVATIONS SIMILAR TO ROCKY BOY'S

**Physical Description:** High rolling plains grasslands to the sub-alpine environment of the Bear Paw Mountains

| DEMOGRAPHIC CHARACTERISTICS                     | ROCKY BOY'S | TAOS   | RED LAKE | YANKTON | ZUNI    |
|---|-------------|--------|----------|---------|---------|
| Total Trust Acres (TAAMS)                       | 122,229     | 96,156 | 563,932  | 60,781  | 464,739 |
| Tribal Trust Acres (TAAMS)                      | 122,221     | 81,588 | 563,830  | 13,581  | 462,366 |
| Non-Tribal/Individual Trust Acres (TAAMS)       | 8           | 14,568 | 102      | 47,200  | 2,373   |
| Tribal Enrollment (2005 BIA Labor Force Report) | 5,656       | 2,410  | 9,541    | 8,300   | 10,258  |
| Total Workforce (2005 BIA Labor Force Report)   | 2,163       | 1,903  | 6,656    | 719     | 4,979   |
| Unemployment Rate (2005 BIA Labor Force Report) | 70%         | 0%     | 66%      | 12%     | 65%     |

## RESERVATIONS SIMILAR TO WIND RIVER

**Physical Description:** Rugged and mountainous in parts, with significant forest and grazing lands.

| DEMOGRAPHIC CHARACTERISTICS                     | WIND RIVER | SAN CARLOS | ROSEBUD   | FLATHEAD | PINE RIDGE |
|---|------------|------------|-----------|----------|------------|
| Total Trust Acres (TAAMS)                       | 2,208,016  | 1,842,926  | 1,204,553 | 764,317  | 2,224,342  |
| Tribal Trust Acres (TAAMS)                      | 1,992,517  | 228,078    | 555,365   | 700,135  | 741,245    |
| Non-Tribal/Individual Trust Acres (TAAMS)       | 215,499    | 1,614,848  | 649,187   | 64,182   | 1,483,097  |
| Tribal Enrollment (2005 BIA Labor Force Report) | 11,141     | 13,246     | 26,237    | 7,083    | 43,146     |
| Total Workforce (2005 BIA Labor Force Report)   | 5,998      | 7,602      | 14,428    | 6,125    | 29,539     |
| Unemployment Rate (2005 BIA Labor Force Report) | 78%        | 68%        | 83%       | 41%      | 89%        |

# APPENDIX D INTERVIEW GUIDE

## INTRODUCTION

The purpose of these interviews is to determine what worked well, what did not, and which efforts are too early to evaluate in helping to reduce crime in the target HPPG areas. The interview is organized into four sections: 1) description of general conditions in the targeted HPPG area – e.g., characteristics of the service population; geographical setting; socio-economic conditions, agency staffing, jurisdictional issues between Federal, state, local and Tribal authorities, etc., 2) crime reduction strategies implemented; 3) evidence of success; and 4) an open-ended section to capture additional views of the police chiefs.

## SECTION ONE – GENERAL CONDITIONS

1. How would you describe the geographical setting of your reservation

- Rural – but close access to suburban or urban areas [within 30 miles]
- Rural – but remote access to densely populated areas [greater than 30 miles]
- Small towns – population under 10,000
- Medium size towns – population > 10,000 to 50,000
- Sizable towns – population > 50,000 to 100,000
- Larger urban areas – population > than 100,000
- Mixed
- Other

2. How would you describe the job situation in your reservation

- Unemployment rate comparable to state levels
- Unemployment rate somewhat higher than state levels
- Unemployment rate significantly higher than state levels

3. How would you describe the degree of coordination and cooperation among different law enforcement authorities in addressing incidents in Indian country– i.e., among Federal, state, local and Tribal authorities

- Consistently high degree of coordination and cooperation; clear jurisdictional lines of authority
- Mostly smooth collaborative relations; generally clear lines of authority
- Frequent instances in which jurisdictional lines of authority are unclear – leading to delays in effective prosecution of cases
- Persistent coordination and collaboration problems; jurisdictional uncertainty leads to chronic problems in prosecuting cases

4. To the extent frequent or persistent coordination problems exist, can you describe the challenges in a little more detail?

---

5. Are there other characteristics that you feel are either enablers or obstacles to reducing serious crime and sustaining it at low levels for the foreseeable future?

Strengthens (Enablers)

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Weaknesses (Obstacles)

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# TEMPLATE

## SECTION TWO - CRIME REDUCTION STRATEGIES

- For each of the functions identified below indicate if this was an area of your operations which you targeted for improvement in the effort to reduce crime. If this was a targeted improvement area please describe: a) the problem that existed prior to improvement efforts; b) the nature of the improvement effort; and the results you were aiming for; and c) the current status of strategy implementation.

| CRIME REDUCTION STRATEGY                                 | TARGETED FOR IMPROVEMENT | NOT A TARGET FOR IMPROVEMENT |
|--|--------------------------|------------------------------|
| Recruitment and Training                                 | <input type="checkbox"/> | <input type="checkbox"/>     |
| Information Technology                                   | <input type="checkbox"/> | <input type="checkbox"/>     |
| Case Tracking and Management                             | <input type="checkbox"/> | <input type="checkbox"/>     |
| Evidence Collection                                      | <input type="checkbox"/> | <input type="checkbox"/>     |
| Investigation and Incident Inquiries                     | <input type="checkbox"/> | <input type="checkbox"/>     |
| Detention Facilities                                     | <input type="checkbox"/> | <input type="checkbox"/>     |
| Patrol Duties and Performing Arrests                     | <input type="checkbox"/> | <input type="checkbox"/>     |
| Dispatch   | <input type="checkbox"/> | <input type="checkbox"/>     |
| Judicial Functions                                       | <input type="checkbox"/> | <input type="checkbox"/>     |
| Community Policing                                       | <input type="checkbox"/> | <input type="checkbox"/>     |
| Collaboration with Community-Based Support Organizations | <input type="checkbox"/> | <input type="checkbox"/>     |
| Interagency Collaboration (DOJ, FBI, ICE, CBP)           | <input type="checkbox"/> | <input type="checkbox"/>     |
| Intra-agency Collaboration (Tribes, Agencies, Regions)   | <input type="checkbox"/> | <input type="checkbox"/>     |

Respondents were asked to select strategies from the following list and answer the questions below.

**Crime Reduction Strategies included:** Recruitment and Training; Information Technology; Case Tracking and Management; Evidence Collection; Investigation and Incident Inquiries; Detention Facilities; Patrol Duties and Performing Arrests; Dispatch; Judicial Functions; Community Policing; Collaboration with Community-Based Organizations; Interagency Collaboration (DOJ, FBI, ICE, CBP); Intra-agency Collaboration

What problem was being addressed?

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Describe improvement strategy[ies] and results aimed for

---

Implementation status [as part of your description, indicate if the strategy[ies] are working well, not working well or if it is too soon to tell]

---

# APPENDIX D INTERVIEW GUIDE

2. Are there other areas of your responsibility where you launched significant improvement initiatives in an effort to reduce crime? If so, please elaborate.

---

3. For each strategy identified above, identify those that can be implemented to others across the country. Check the appropriate box for each function

| FUNCTIONAL AREA  | SPECIFIC STRATEGIES IDENTIFIED | EASILY TRANSFERABLE TO OTHER AGENCIES AND TRIBES | TRANSFERABLE BUT MAJOR ADJUSTMENTS WOULD HAVE TO BE MADE | NOT TRANSFERABLE – STRATEGY IS UNIQUE TO MY AGENCY AND TRIBES | NO STRATEGY INITIATIVES IN THIS AREA |
|--|--------------------------------|--|--|---|--------------------------------------|
| Recruitment and Training                                 |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |
| Information Technology                                   |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |
| Case Tracking and Management                             |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |
| Evidence Collection                                      |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |
| Investigation and Incident Inquiries                     |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |
| Detention Facilities                                     |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |
| Patrol Duties and Performing Arrests                     |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |
| Dispatch   |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |
| Judicial Functions                                       |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |
| Community Policing                                       |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |
| Collaboration with Community-Based Support Organizations |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |
| Interagency Collaboration (DOJ, FBI, ICE, CBP)           |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |
| Intra-agency Collaboration (Tribes, Agencies, Regions)   |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |
| Other [specify]  |                                | <input type="checkbox"/>                         | <input type="checkbox"/>                                 | <input type="checkbox"/>                                      | <input type="checkbox"/>             |



# TEMPLATE (CONTINUED)

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## SECTION THREE – EVIDENCE OF SUCCESS

Crime statistics serve as a primary indicator of your strategies success. In addition, please share other criteria you use to gauge the success of your crime reduction efforts. These might include leading indicators that point to greater capacity for future crime reduction such as:

- More rapid recruitment
- Lower turnover eliminating the need for long learning curves
- Higher morale among the police force
- Stronger competencies
- More credible evidence to support case disposition
- Faster case processing and closing
- Greater cooperation among jurisdictions
- Greater feeling of security within the community
- Other

If Other, please specify: \_\_\_\_\_

Which of these other characteristics would you consider an important indicator of your strategies success?

---

## SECTION FOUR – FURTHER COMMENTS AND RECOMMENDATIONS

This section provides an opportunity to capture any further insights from the police chiefs, including additional insights, lessons learned, next steps in the crime reduction effort, and recommendations for other reservations and Tribes.

**Additional Insight**

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**Lessons Learned**

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**Next Steps**

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**Recommendations**

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# APPENDIX E SOURCES

## GENERAL

- FY2011 President's Budget
- 2005 American Indian Population and Labor Force Report
- BIA OJS High Priority Performance Goal Crime-Reduction Initiative General Plan
- Tiller's Guide to Indian Country 2005 Edition
- Census 2010 - New American FactFinder
- Uniform Crime Report FBI.gov
- High Priority Performance Goal - National Crime-Reduction Plan
- Comments from Community Assessments
- Trust Asset and Accounting Management System (TAAMS)

## MESCALERO

- High Priority Performance Goal End of Year Brief Mescalero Agency November 23 2011
- Aggravated Assault Crime Plan – Mescalero
- Domestic Violence Analysis – Mescalero
- Aggravated Assaults Analysis – Mescalero
- OJS Interview Guide by OPPM – Mescalero November 2011

## ROCKY BOY'S

- Chippewa-Cree Law Enforcement Services – High Priority Performance Goal Initiative
- Chippewa-Cree Tribe HPPG 2009-11 presentation from Rocky Boy's Tribal Police

- Chippewa-Cree Law Enforcement Services – High Priority Performance Goal Objectives and Strategies November 2011
- OJS interview Guide by OPPM – Rocky Boy's November 2011

## STANDING ROCK

- Objective and Strategies HPPG – Standing Rock December 2011
- Standing Rock Crime Stats December 2011
- Standing Rock - High Priority Performance Goal Objectives and Strategies
- OJS Interview Guide by OPPM – Standing Rock November 2011

## WIND RIVER

- Wind River – Objectives and Strategies: High Priority Performance Goal
- Wind River – Crime-Reduction Plan Analysis 2010
- Wind River – Crime-Reduction Plan Analysis 2011
- Wind River – District V HPPG Report
- Operations Plan for School Activities – Wind River February 2011
- OJS Interview Guide by OPPM – Wind River November 2011
- Wind River – Objective Crime Plan November 2011
- Operational Plan – Safety/Security Checkpoints from Sun Dance Grounds Security, Fort Washakie, WY

# APPENDIX F POINTS OF CONTACT

| NAME                 | TITLE   | EMAIL  | PHONE        |
|----------------------|---|--|--------------|
| ANDREA ANSPACH       | Program Analyst                                 | <a href="mailto:andrea.anspach@bia.gov">andrea.anspach@bia.gov</a>             | 505-563-3888 |
| MARCELINO TOERSBIJNS | Assistant Special Agent-in-Charge - District IV | <a href="mailto:marcelino.toersbijns@bia.gov">marcelino.toersbijns@bia.gov</a> | 505-563-3844 |
| PALMER S. MOSELY     | Special Agent - District II                     | <a href="mailto:palmer.mosely@bia.gov">palmer.mosely@bia.gov</a>               | 405-247-1665 |
| EDDIE SMART JR.      | Supervisory Police Officer - Mescalero          | <a href="mailto:eddie.smart@bia.gov">eddie.smart@bia.gov</a>                   | 575-973-5099 |
| ELMER J. FOURDANCE   | Supervisor Special Agent - District I           | <a href="mailto:elmer.fourdance@bia.gov">elmer.fourdance@bia.gov</a>           | 701-627-2504 |
| RICK GARDIPEE        | Chief of Police - Rocky Boy's                   | <a href="mailto:rick_gardipee@yahoo.com">rick_gardipee@yahoo.com</a>           | 406-395-4375 |
| STEVE HENRY          | Police Lieutenant - Rocky Boy's                 | <a href="mailto:sdhenry93@yahoo.com">sdhenry93@yahoo.com</a>                   | 406-945-7804 |
| NATE ST. PIERRE      | Rocky Boy's CEVP Community Outreach Coordinator | <a href="mailto:nrstpierre@gmail.com">nrstpierre@gmail.com</a>                 | 406-945-3524 |
| MATTHEW PRYOR        | Special Agent-in-Charge - District V            | <a href="mailto:matthew.pryor@bia.gov">matthew.pryor@bia.gov</a>               | 607-769-1618 |
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