COPS

COMMUNITY ORIENTED POLICING SERVICES
U.S. DEPARTMENT OF JUSTICE

COPS Office Report to Congress as required by Tribal Law and Order Act of 2010

The COPS Office has awarded over 2,000 grants for more than **$400 million** to help Native American communities hire more than 1,700 new or redeployed law enforcement officers, and has aided tribal jurisdictions in obtaining necessary training, equipment, vehicles, and technology.

Contents

i. Requirement under Tribal Law and Order Act 5

I. Extent and effectiveness of the COPS initiative as applied in Indian Country . . . 5

COPS Tribal Resources Grant Program Funding 9

COPS Funded Items 11

Tribal Methamphetamine Initiative 12

Grant Related Training and Technical Assistance to Tribes 12

COPS Tribal Training and Technical Assistance 13

COPS Tribal (and other relevant) Publications 16

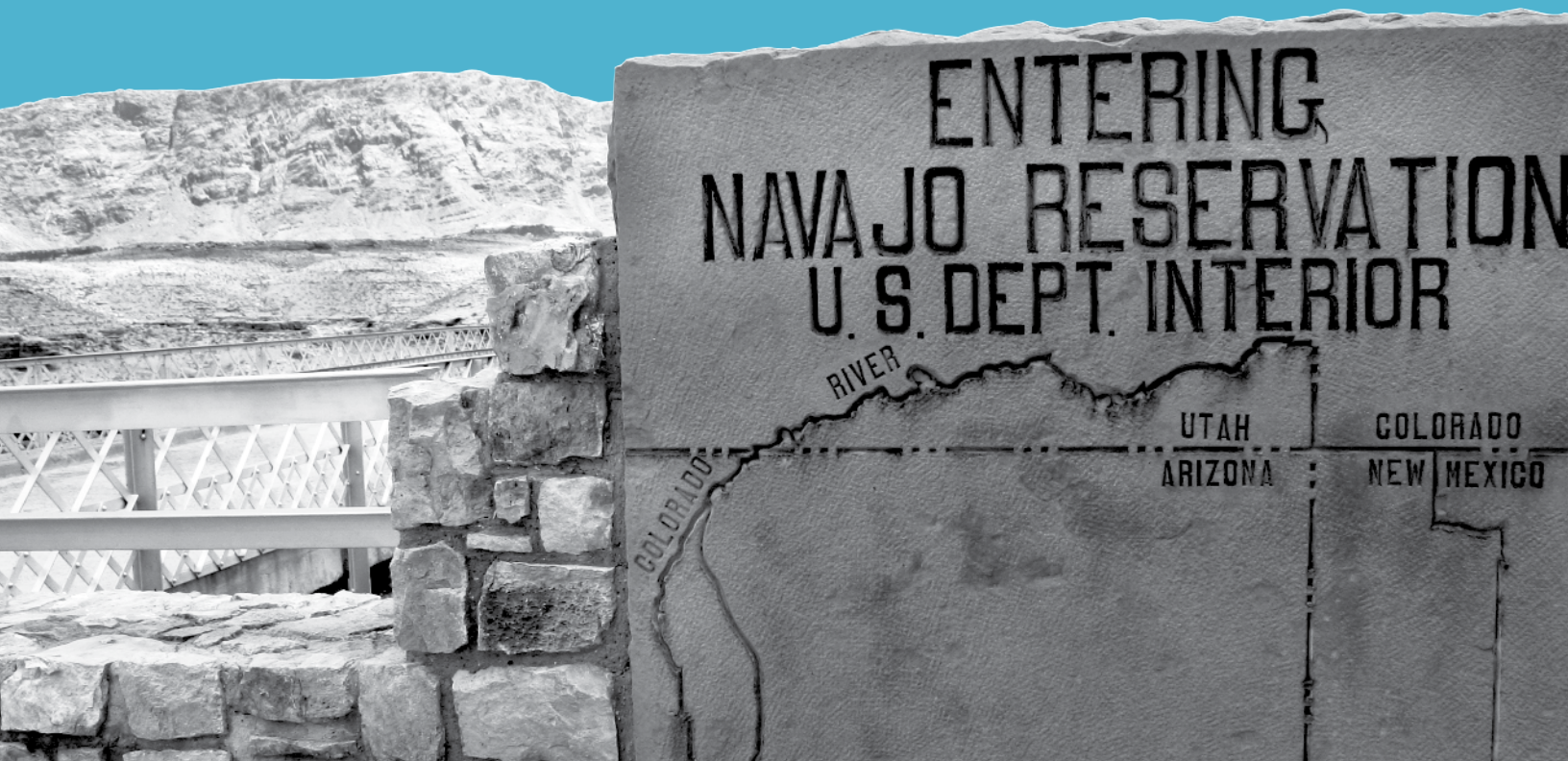
II. Intermittent funding 17

III. Integration of COPS personnel with existing law enforcement authorities . . . 19

IV. How the practice of community policing and the broken windows theory can most effectively be applied in remote tribal locations 21

Community Policing Defined 22

Appendix 1: COPS Tribal Funding by Year and Program 26



COPS Office Report to Congress as required by Tribal Law and Order Act of 2010

i. Requirement under Tribal Law and Order Act

Tribal Law and Order Act of 2010
SEC. 243. TRIBAL RESOURCES GRANT PROGRAM.
(k) REPORT.—Not later than 180 days after the date of enactment of this subsection, the Attorney General shall submit to Congress a report describing the extent and effectiveness of the Community Oriented Policing (COPS) initiative as applied in Indian country, including particular references to –

1. the problem of intermittent funding;
2. the integration of COPS personnel with existing law enforcement authorities; and
3. an explanation of how the practice of community policing and the broken windows theory can most effectively be applied in remote tribal locations.

I. Extent and effectiveness of the COPS initiative as applied in Indian Country

Since the creation of the COPS Office under the Violent Crime Control and Law Enforcement Act of 1994, the COPS Office has awarded over 2,000 grants for more than **$400 million** to help Native American communities hire more than 1,700 new or redeployed law enforcement officers, and has aided tribal jurisdictions in obtaining necessary training, equipment, vehicles, and technology. Through a myriad of grant programs, training, and technical assistance, the COPS Office recognizes and supports the unique law enforcement and other needs specific to tribal communities as a result of their limited resources and high rates of crime and violence.

Through our Tribal Resources Grant Program (TRGP) and Tribal Methamphetamine Program (Tribal Meth), and historical programs and funding initiatives such as the Tribal Hiring Renewal Grant Program (THRGP), Tribal Mental Health and Community Safety Initiative (TMHCSI), and the Tribal Court Pilot Program (TCPP), the COPS Office has proactively addressed the needs of law enforcement in Native American communities. These programs address quality-of-life issues and cover law enforcement expenses, including

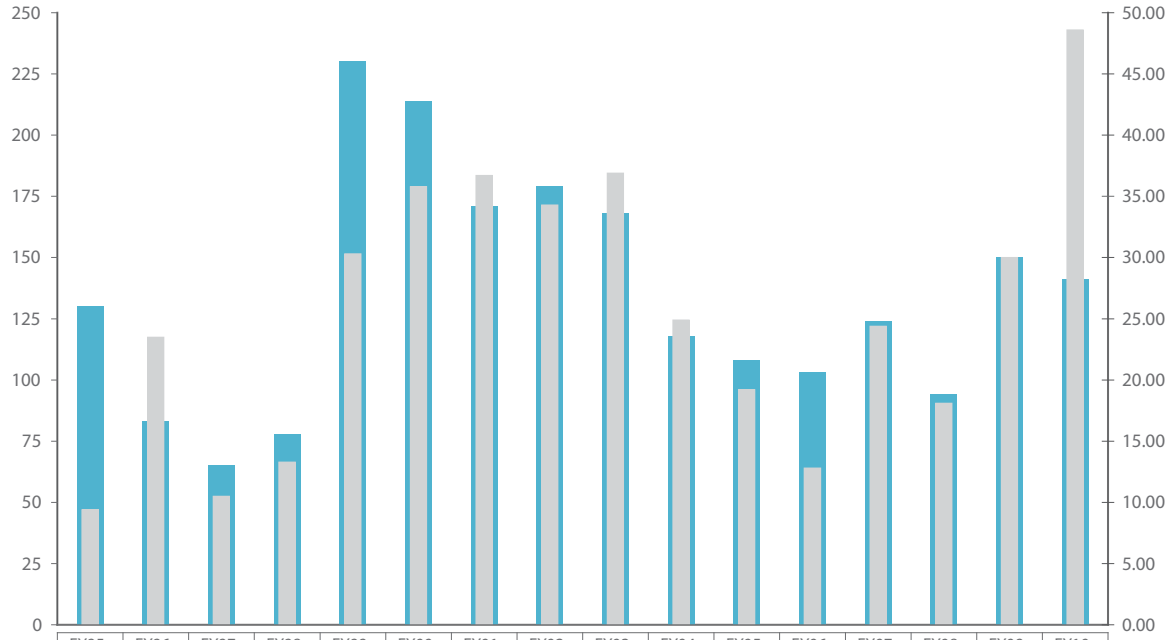
hiring and training new community policing officers, training existing forces, and purchasing new equipment, technology, vehicles, and more. To address the severe fiscal distress plaguing many tribal communities, the COPS Office transitioned from administering tribal grant programs which previously required a local match (which was quite often waived in full or part for many agencies following an extensive waiver review process) to tribal hiring and equipment/training grants that do not require a local match. As an example of the impact of the COPS Office's support to tribal jurisdictions, former Police Chief Rick Norris of the Washoe Tribe (Nevada) was previously quoted as saying, "We will modernize our computer systems and buy equipment for vehicles, add two officers, and provide more training. For a small department these grants are essential."

The COPS Office has partnered with numerous entities, including other federal agencies and DOJ components and national/local organizations, in our effort to be responsive to tribal communities. We have and will continue to work with other agencies within the Department of Justice to coordinate grant programs, applications, and awards. Additionally, the COPS Office has invested funding in a variety of publications and products to advance community policing in tribal jurisdictions and support tribal agencies with the implementation of their grants.

Since its inception, the COPS Office has made grants to tribal law enforcement agencies through our various hiring programs and through the Making Officer Redeployment Effective (MORE) program. However, in 1999, the Tribal Resources Grant Program was created to meet the most serious law enforcement needs in Indian Country. The grant program was open to all Federally Recognized Tribes with existing law enforcement agencies, and tribes with contracts with the Bureau of Indian Affairs (BIA) to provide law enforcement services. In addition, tribes with start-up agencies could partner or form consortia to establish law enforcement services.

The following charts provide a summary of annual COPS funding provided to tribal agencies across *all* COPS grant programs from 1995 to present. A detailed yearly breakdown of COPS Office funding to tribal jurisdictions is also included in Appendix 1.

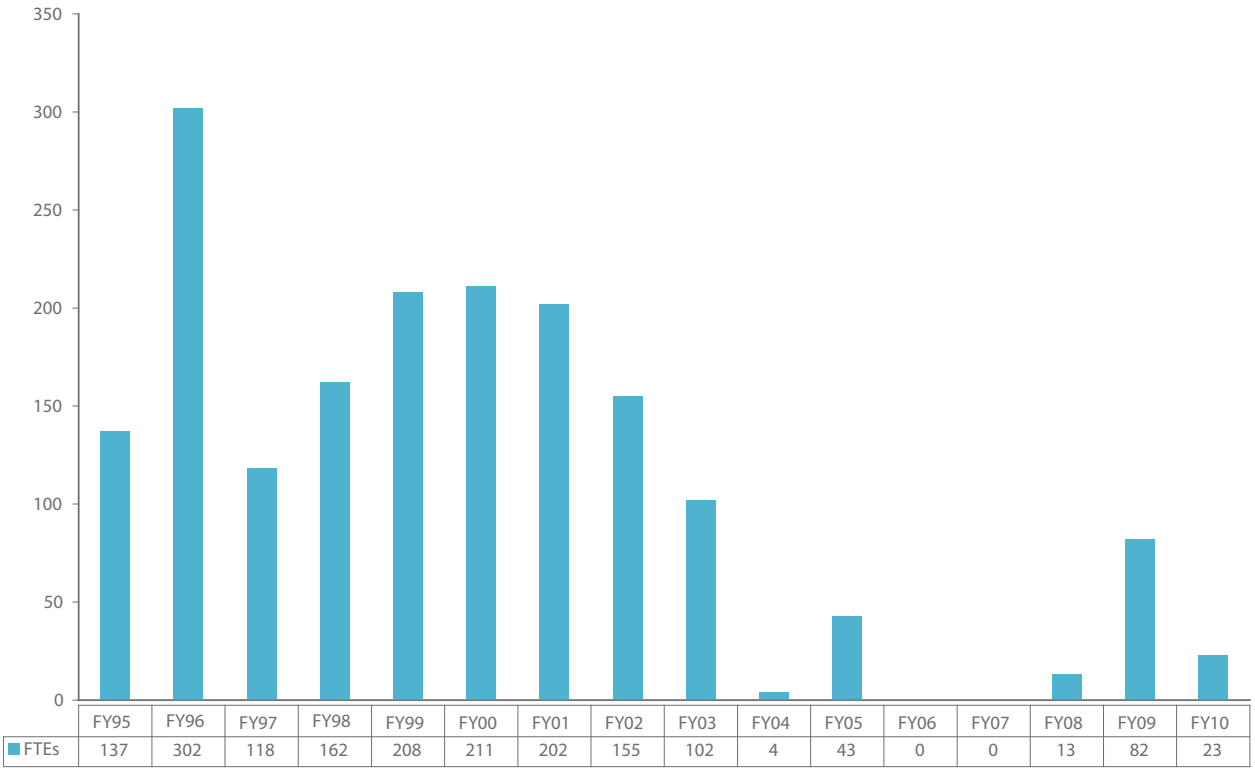
Through our Tribal Resources Grant Program (TRGP) and Tribal Methamphetamine Program (Tribal Meth), and historical programs and funding initiatives such as the Tribal Hiring Renewal Grant Program (THRGP), Tribal Mental Health and Community Safety Initiative (TMHCSI), and the Tribal Court Pilot Program (TCPP), the COPS Office has proactively addressed the needs of law enforcement in Native American communities.



	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
Awards	130	83	65	78	230	214	171	179	168	118	108	103	124	94	150	141
Awarded Funds (in millions)	9.4	23.5	10.5	13.3	30.3	35.8	36.7	34.3	36.9	24.9	19.2	12.8	24.4	18.1	30	48.6

Tribal Agency Funding for All COPS Grant Programs

Since its inception, the COPS Office has made grants to tribal law enforcement agencies through our various hiring programs and through the Making Officer Redeployment Effective (MORE) program.



	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
FTEs	137	302	118	162	208	211	202	155	102	4	43	0	0	13	82	23

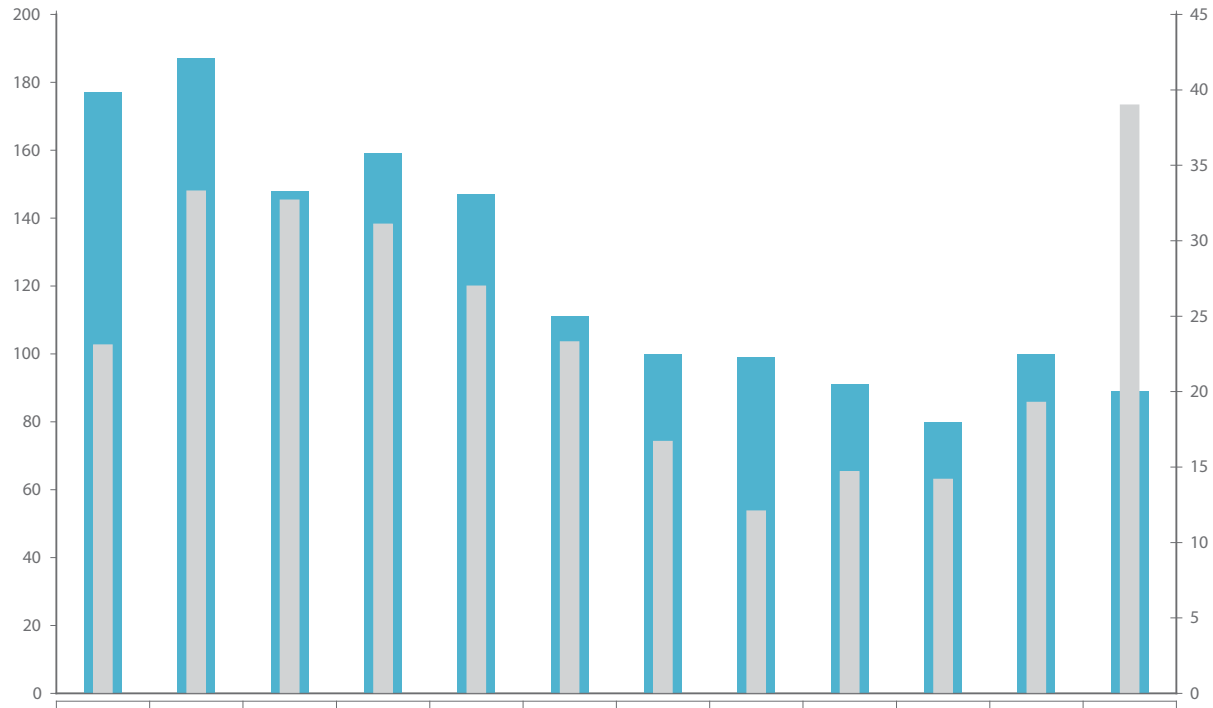
Tribal Agency Officer Funding

COPS Tribal Resources Grant Program Funding

FY1999	$35 million	FY2005	$20 million
FY2000	$40 million	FY2006	$15 million
FY2001	$40 million	FY2007	$15 million
FY2002	$35 million	FY2008	$15 million
FY2003	$35 million	FY2009	$20 million
FY2004	$25 million	FY2010	$40 million

At the peak of funding, TRGP distributed more than $100 million between 2000 and 2002. Two distinct programs were created: one for officer hiring (TRGP-Hiring) and one for equipment and training (TRGP-ET). As the initial TRGP Hiring grants began to expire, the Tribal Hiring Renewal Grant Program (THRGP) was created to enable agencies under severe fiscal distress to retain those officers they had hired for an additional time period. In addition, the Tribal Mental Health and Community Safety Initiative grants provided officers (TMHCSI-Hiring) and equipment and training (TMHCSI-ET) for substance abuse and other mental health-related programs.

The COPS Office has partnered with numerous entities, including other federal agencies and DOJ components and national/local organizations, in our effort to be responsive to tribal communities.



	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
Awards	177	187	148	159	147	111	100	99	91	80	100	89
Awarded Funds (in millions)	23.1	33.3	32.7	31.1	27.0	23.3	16.7	12.1	14.7	14.2	19.3	39.0

Tribal Resources Grant Program Funding

COPS Funded Items

A variety of personnel, equipment, and training have been provided to tribal communities through COPS Office grants including:

Personnel

- Sworn Officer Positions – New Hires, School Resource Officers
- Funding to maintain the increase of officers in tribal communities that experienced difficulty retaining COPS-funded officers due to severe fiscal distress

Equipment and Technology

- Law Enforcement Equipment (e.g., uniforms, body armor, weapons, accessories)
- Law Enforcement Vehicles (e.g., cars, 4x4s, boats, ATVs, snowmobiles)
- Law Enforcement Technology (e.g., communication equipment, computer equipment, record management systems, NCIC, fingerprint systems)

Training

- Law Enforcement Training (e.g., basic training, specialized training, training conferences)
- Grant Management Training
- Community Policing Training

Other

- Background Investigations for New Officers
- Tribal Court Projects (through special appropriation language) – a joint project with the Bureau of Justice Assistance
- Funding for interagency initiatives addressing law enforcement in tribal communities, and to provide community policing training for tribal law enforcement.

Tribal Methamphetamine Initiative

In FY2010, the COPS Office was funded to develop a Tribal Methamphetamine Initiative (Tribal Meth) to assist tribal communities in addressing the important health and safety issues resulting from the methamphetamine problem. The COPS Tribal Meth funding supports enforcement, training, and prevention in Indian Country, concentrating on areas that have the greatest need for assistance in combating methamphetamine production, distribution, and use. In FY2010, the COPS Office awarded funding totaling approximately $3.9 million to 25 federally recognized tribes for anti-methamphetamine related activities in Indian Country. This grant initiative advances the practice of community policing through prevention, partnerships, and problem solving to develop comprehensive strategies to combat methamphetamine production, use, and trafficking in tribal communities. Through a combination of direct grants to tribes and collaboration with a training and technical assistance provider, the COPS Office is able to support a larger number of tribes than would be possible through traditional meth enforcement grants, as well as provide training and technical assistance to all Tribal Meth grantees.

Grant Related Training and Technical Assistance to Tribes

The COPS Office has provided tribal grant recipients with grant-related technical assistance in the following ways:

- Assisting grantees by telephone to ensure that agencies meet award conditions and to ensure compliance and improve grant outcomes.
- Providing information about the COPS Office's tribal programs at selected seminars, training sessions, and conferences.
- Providing tribal applicants and grantees with application guides, Grant Owner's Manuals, and other resources about COPS' goals, objectives, and policies, compliance requirements of COPS grants, and the successful administration of tribal COPS awards.
- Conducting monitoring site visits to tribal agencies, including those in need of intensive grant-related technical assistance.

- Historically, the COPS Office has provided tribal-specific training and grants management assistance through Grants Management Training Seminars conducted by COPS and/or co-sponsored by COPS and the Office of Justice Programs. Currently, we also have numerous grant management resources available on the COPS website.

COPS Tribal Training and Technical Assistance

The COPS Office has partnered with several training and technical assistance providers to support tribes in their efforts to address public safety issues. A brief synopsis of the COPS Office's most recent partnerships is included below.

Fox Valley Technical College – Criminal Justice Center for Innovation

Fox Valley Technical College is delivering training and technical assistance to the 2008 Tribal Resources Grant Program (TRGP) awardees and other tribes as funds permit. The main curricula for the project is the Tribal Community Police Problem Solving Teams Training (TTEAMS) which is designed to strengthen relationships between law enforcement agencies and the community through a team approach that effectively addresses safety and enhances quality of life. Tribes may also request technical assistance on any law enforcement related topic that they would like help with, including drugs, gangs, youth safety, etc. One particular specialized topic that is offered is training and technical assistance surrounding methamphetamines in tribal lands, with a focus on meth awareness and understanding, as well as dealing with lab cleanup and removal. A guidebook/toolkit based on the trainings and resulting efforts of tribes will be completed at the conclusion of the project. The on-site training and technical assistance visits involve multiple types of stakeholders beyond tribal law enforcement—including tribal leaders, community leaders, and other local law enforcement.

Upper Midwest Community Policing Institute

The Upper Midwest Community Policing Institute (UMCPI) offers a set of training curricula for Native American settings. Using popular COPS Office publications, UMCPI has developed an innovative and culturally acceptable set of training, tools, and materials that provide valuable community policing information to Native American law enforcement agencies and their community

partners. Through consultation with tribal experts, UMCPI developed the Native American Training Series Phase I and Phase II. Phase I includes topics such as Domestic Violence, Graffiti, Community Policing Basics, Disorderly Youth, Problem Solving, Underage Drinking, and Community Engagement. The Phase II curriculum includes School Safety, Early Intervention Systems, School Crime Issues, School Resource Officers, Gangs, and Bullying and Harassment in Schools. Training participants also receive an Implementation Guidebook to assist them in utilizing the knowledge and skills from the training in their department. In partnership with the Community Safety Institute, UMCPI has also developed an online Native American Executive Leadership Training course. The training is designed to assist Native American law enforcement agencies with developing both current and future leaders within their organizations. Throughout the training, a wide variety of leadership models and theories are presented in order to broaden the leadership capacity of all participating students.

Western Community Policing Institute

The Western Community Policing Institute (WCPI) is working to address the need to build and enhance youth–police partnerships in tribal agencies. WCPI has developed a 36-hour Tribal Youth Partnerships for Public Safety training course and is providing both train-the-trainer and standard deliveries of the training to tribal communities. WCPI is also addressing the need to build and enhance executive leadership in tribal agencies. Through the development and delivery of a two-day Tribal Inspired Leadership Training course, WCPI will work to build the leadership capacity of tribal law enforcement agencies.

Strategic Applications International

To assist the 2010 Tribal Methamphetamine grantees with their projects to address methamphetamines, Strategic Applications International (SAI) will conduct onsite needs assessments, deliver 2–4 regional summits for grantees, and produce tribal meth action plans for each site. A tribal meth fellows program will be developed to offer content experts and generate white papers on content-specific best practices related to reducing the impact of meth, as well as mentoring grantees. Grantees will receive training in the three pillars of community policing; developing their own needs assessments; mobilizing key

stakeholders and communities; and designing a community-based participatory research model. Training and technical assistance deliverables will include the regional conferences, a COPS Guidebook on Tribal Meth Best Practices, webinars and white papers, and an update to Methpedia.org.

Lamar Associates

The COPS Office has partnered with Lamar Associates to develop and provide culturally proficient training and technical assistance to tribal law enforcement and community members on the methamphetamine problem in Indian Country (i.e., use, distribution, prevention, response). To combat the meth problem in tribal communities through a community policing approach, Lamar developed a curriculum and provided numerous deliveries of the curriculum via on-site and distance learning training modes. The COPS Office has also partnered with Lamar to address prescription drug abuse. This partnership will advance community policing by encouraging and training law enforcement agencies to build partnerships with public health, prevention, and treatment organizations in order to: 1) collaboratively address awareness of the prescription drug abuse problem in Indian Country by uniting federal, state, and tribal efforts and leveraging new resources at all levels; 2) assist law enforcement in identifying and addressing the needs of drug endangered children; and 3) train agencies and organizations within Indian Country to use community policing principles and problem solving techniques.

National Indian Youth Police Academy

From 2004–2008 the COPS Office supported the National Indian Youth Police Academy (NIYPA) hosted by Fox Valley Technical College. The NIYPA provides an opportunity for tribal youth to explore law enforcement and other criminal justice careers. Over the course of approximately two weeks, NIYPA students participate in a variety of activities that model the experiences of an adult police academy. Classroom and hands-on learning connect students with practitioners who provide instruction, serve as counselors during the academy, and answer questions about criminal justice careers. Through this project, more than 450 youth have successfully completed the academy and many have moved on to law enforcement careers and/or leadership roles within their tribes.

COPS Tribal (and other relevant) Publications

The COPS Office has developed several resources that can assist tribal law enforcement agencies with implementing community policing. Many of the resources that have been developed for small and rural agencies are also appropriate for tribal agencies. Some of the resources the COPS Office has developed include:

- Tribal Law Enforcement CD-ROM – This CD-ROM contains more than 100 COPS publications and resources that focus on issues faced by tribal communities, including alcohol and substance abuse and victims and victimization.
- Law Enforcement Tech Guide for Small and Rural Police Agencies – This guide provides strategies, best practices, recommendations, and ideas for successful IT planning and implementation for small rural police agencies.
- Law Enforcement Intelligence: A Guide for State, Local, and Tribal Law Enforcement Agencies – This guide assists law enforcement agencies with developing or enhancing their intelligence capacity and enabling them to be instrumental in fighting terrorism and other crimes while preserving hard-won community policing relationships.
- Strategies to Address Gang Crime: A Guidebook for Law Enforcement – This guide provides information about developing and enhancing local law enforcement responses to gangs in their jurisdictions and offers problem-solving strategies to help agencies select the interventions most appropriate for their communities.
- Clandestine Methamphetamine Labs, 2nd Edition – This problem-oriented policing guide addresses the problem of clandestine methamphetamine labs.
- Recruitment, Hiring, and Retention Resources for Law Enforcement CD-ROM – This CD-ROM is designed to assist chiefs and sheriffs, as well as other executives, in finding, training, and retaining qualified staff.
- Guidelines for Starting and Operating a New Police Department – This guide assists public officials and citizens in determining whether or not to start their own police departments, and offers guidance on how to do it efficiently and effectively.

- Promising Strategies from the Field: Community Policing in Smaller Jurisdictions – This publication highlights COPS-funded projects and the grantees that make them work. COPS hopes sharing these approaches will enable others to learn from and replicate these innovations.

These publications and all COPS publications can be found in the COPS Library on the COPS Office website: www.cops.usdoj.gov.

II. Intermittent funding

Since 1995 the COPS Office has provided over 2,000 grants to 349 tribes[1] and tribal law enforcement agencies. On average, tribal law enforcement agencies have received more than six grants per agency for over $1,000,000. Many agencies have received more than a dozen grants from the COPS Office, totaling in the millions of dollars. The top 10 agencies based on total award amounts are listed below.

State	Legal Name	No. of Awards	Total Award Amount
AZ	Navajo Division of Public Safety	14	$21,455,807
SD	Oglala Sioux Tribal Department of Public Safety	16	$13,853,933
MT	Ft. Peck Tribes	18	$9,799,864
MN	White Earth Reservation Tribal Council	22	$6,512,676
MN	Red Lake Band of Chippewa Indians	20	$6,007,455
ND	Three Affiliated Tribes	17	$5,629,089
AZ	San Carlos Apache Tribe	15	$5,079,142
AZ	Hopi Tribe	9	$5,005,778
ID	Nez Perce Tribe	12	$4,809,062
MT	Ft. Belknap Indian Community	15	$4,413,286

1. Note that due to tribes having multiple law enforcement agencies (i.e., natural resources police, etc.), the administration of grants to other entities within a tribe (i.e., courts, etc.), and the re-assignment of ORI numbers, these figures cannot be compared to the 565 Federally Recognized Tribes.

With the COPS Office having provided grants to tribal law enforcement agencies over the course of 16 years and an average agency receiving just over six grants, agencies have generally received a grant about every two and a half years. Due to the limited funding available, it is typical for the COPS Office to only fund small percentages of its applications for programs, including tribal programs. For example, in 2009 the COPS Office only funded 14 percent of the COPS Hiring Recovery Awards (CHRP). Although the pool of tribal applicants is much smaller, a limited amount of funding is available each year and the COPS Office is not able to fund every tribal application. Over recent years the COPS Office has been able to fund approximately 60 percent of TRGP applicants, a much higher percentage than other grant programs.

The issue of intermittent funding is potentially more problematic when referring to hiring of officers as opposed to purchases of technology and equipment or the funding of training and technical assistance. For this reason, among others, in latter years the COPS Office has focused TRGP funding on equipment, technology, and training needs of tribal law enforcement. To further assist tribes in implementing their grants successfully, the COPS Office has not required a local match for TRGP awards in recent years.

In the past, the COPS Office has specifically attempted to assist tribes with the retention of grant funded officers through continuation funding with the Tribal Hiring Renewal Grant Program (THRGP). This program assisted fiscally distressed tribes by renewing previous COPS hiring grant positions that have been exempted from the retention requirement on recently expired COPS hiring grants. THRGP provided 100 percent of allowable salary and benefit costs for renewed officer positions with no local match requirement for an additional two-year period. This program focused on tribal communities which had limited resources and many of which were affected by high rates of crime and violence.

Through various programmatic changes and program designs the COPS Office has attempted to limit the impact of intermittent funding in tribal jurisdictions. With the waiver of local matches and programs to renew officer positions, the COPS Office has assisted tribes in dealing with discontinuous funding and local fiscal challenges. The COPS Office continually strives to improve it grants programs and ensure tribal needs are considered in program development, and will continue to look for ways to reduce the impact of intermittent funding.

III. Integration of COPS personnel with existing law enforcement authorities

More than 16 years after the Violent Crime Control and Law Enforcement Act of 1994 was signed into law, the COPS Office continues to support the efforts of law enforcement agencies, including tribal agencies, across the country as they develop creative and innovative ways to deal with long-standing community problems and public safety issues. To date, the COPS Office has funded the addition of more than 122,800 officers to over 13,800 state, local, and tribal law enforcement agencies to advance community policing in small and large jurisdictions across the nation. COPS hiring programs are designed to advance community policing by addressing the full-time sworn officer needs of state, local, and tribal law enforcement agencies nationwide. Hiring funding provides funds directly to law enforcement agencies to hire new and/or rehire career law enforcement officers, and to increase their community policing capacity and crime prevention efforts.

As with all COPS hiring programs, awards for the hiring of officers in tribal law enforcement agencies are provided to the tribe to supplement their existing agency personnel. By statute, COPS grants must be used to initiate or enhance community policing activities. All newly hired, additional, or rehired officers (or an equal number of redeployed veteran officers) funded must engage in community policing activities. Officers hired under COPS grants are typically seamlessly integrated into law enforcement agencies as any new hire would be.

Because law enforcement in tribal communities is administered through both the Bureau of Indian Affairs (BIA)—by the tribes themselves through contractual arrangements with BIA—and through other arrangements with local law enforcement, the COPS Office has made program adjustments to allow flexibility in funding tribal law enforcement. In the Coordinated Tribal Assistance Solicitation (CTAS), administered by the Department of Justice in FY2010, the COPS Office included language to ensure applicants with law enforcement services being provided in any of these ways were eligible to apply. Specifically, the CTAS solicitation stated eligibility was open to tribes where "applicants have an established law enforcement agency, an existing contract with the Bureau of Indian

Affairs (BIA) for law enforcement services, or an existing contract with a state or local agency for law enforcement services." In other words, tribes could apply to supplement their own law enforcement agencies or supplement the BIA or other contractor providing law enforcement services.

Through these efforts, the COPS Office has attempted to mitigate the impact of the myriad methods of providing law enforcement services that tribal communities utilize. The officers funded by the COPS Office and provided to tribes are expected to be incorporated into the law enforcement agency in a similar manner as any locally or otherwise funded officers. As partnerships are a central component to community policing, the COPS Office is also taking steps to improve partnerships among tribal, federal, state, and local law enforcement agencies. For example, in FY2010 the COPS Office funded a community policing demonstration project in collaboration with the Mendocino County (CA) Sheriff's Office, the Round Valley Indian Tribes, the Round Valley Unified School District, and the U.S. Forest Service. This project will advance partnership development between tribal and non-tribal communities as well as law enforcement agencies. As Director Melekian stated during the announcement of this project, "ultimately, community policing is about building relationships that lead to solving community problems, and we expect the successes that come from this partnership to serve as a model for similar efforts throughout the country."

The COPS Office has also partnered with the Western Community Policing Institute to develop a "Regional Collaboration to Embrace, Engage, and Sustain Tribal Community Policing Partnerships" program. This training and technical assistance program focuses on building effective and efficient collaborative partnerships to address the unique public safety threats to tribal communities and their neighboring jurisdictions. The training curricula will include understanding cultural diversity issues, identifying stakeholders, the need for regional collaboration, and how to develop effective memorandums of understandings and agreements. In addition, a library of resources to assist tribes and other stakeholders in developing and sustaining regional community policing partnerships will be compiled.

IV. How the practice of community policing and the broken windows theory can most effectively be applied in remote tribal locations

For tribal law enforcement agencies, community policing and the broken windows theory provides a strong framework on which to build more effective and efficient police services that are responsive to community needs. The needs of tribal law enforcement agencies are particularly acute. Typically, these agencies are significantly underfunded and understaffed when compared to non-tribal agencies and face higher rates of crime.[2] Thus, the need for assistance regarding the operation of these agencies takes on even greater importance, and community policing provides just such guidance and structure through its focus on problem solving, partnerships, and organizational change.

Community policing values the alignment of police priorities and values with those of the citizens they serve and this can be particularly important in tribal communities—to ensure that the police are responsive to unique tribal cultures and traditions. For example, a report on tribal policing from the National Institute of Justice found that many tribal citizens rely on the police to settle disputes that normally may be seen as outside the role of the criminal justice system.[3] Rather than ignoring such situations, community policing and broken windows theory encourages agencies to focus on just such issues and to work to develop credible tribal solutions to them before they escalate into more serious problems. In fact, this is essentially the definition of broken windows theory, maintaining order by solving smaller problems that can potentially lead to more severe issues if left unchecked.

2. See Greenfeld, Lawrence A. and Steven K. Smith, 1999, *American Indians and Crime*, Washington, D.C.: U.S. Department of Justice, National Institute of Justice, February, NCJ 173386 and Technology and Management Services, Inc., 2006, Tribal Supplement to the Gap Analysis, Washington, D.C.: U.S. Department of the Interior, Bureau of Indian Affairs, June 2.

3. Wakeling, Stewart, Jorgensen, Miriam, and Susan Michaelson, 2001, *Policing on American Indian Reservations*, Washington, D.C.: U.S. Department of Justice, National Institute of Justice, January.

Community Policing Defined[4]

Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem solving techniques, to proactively address the immediate conditions that give rise to public safety issues, such as crime, social disorder, and fear of crime.

Community Partnerships
Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to both develop solutions to problems and increase trust in police.

- Other Government Agencies
- Community Members/ Groups
- Non-Profits/Service Providers
- Private Businesses
- Media

Organizational Transformation
The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving efforts.

Agency Management
- Climate and culture
- Leadership
- Labor relations
- Decision making
- Strategic planning
- Policies
- Organizational evaluations
- Transparency

Organizational Structure
- Geographic assignment of officers
- De-specialization
- Resources and finances

Personnel
- Recruitment, hiring, and selection
- Personnel supervision/ evaluations
- Training

Information Systems (Technology)
- Communication/access to data
- Quality and accuracy of data

Problem Solving
The process of engaging in the proactive and systematic examination of identified problems to develop effective responses that are rigorously evaluated.

- Scanning: Identifying and prioritizing problems
- Analysis: Analyzing
- Response: Responding to problems
- Assessment: Assessing problem solving initiatives
- Using the Crime Triangle to focus on immediate conditions (Victim/Offender/ Location)

4. For more information on the community policing definition see the COPS Office publication Community Policing Defined at www.cops.usdoj.gov/files/RIC/Publications/e030917193-CP-Defined.pdf.

Community policing also encourages agencies to structure themselves to support their particular tribal vision and values, aligning their training, hiring, technology, and management systems to best meet their unique needs. For example, an agency may decide to change their policies and procedures so that depending on the call, dispatchers may request that local elders respond alongside law enforcement. This would show respect to traditions and increase the credibility of the police function.[5] In addition, agencies are encouraged to alter their hiring practices to ensure not only that new recruits are qualified to carry out traditional policing responsibilities, but are also capable of understanding and being understood by the community they will be serving.

Community policing is applied in the full range of law enforcement agencies, from agencies with one officer to agencies with 10,000 officers and agencies the size of 1 square mile to those the size of the small states. The COPS Office has documented successful community policing implementation in smaller communities through COPS Innovation pieces such as "Community Policing in Smaller Jurisdictions" and "Promising Strategies from the Field: Spotlight on Sheriffs." These publications and others highlight community policing strategies including: a partnership of school resource officers, teachers, social service providers, and school counselors to address bullying; a problem solving partnership to reduce trailer thefts in a rural county; and an agency that required their officers to live in the remote communities they serve.[6]

Many tribal law enforcement agencies have already embraced the community policing philosophy, with nearly three-quarters of tribal law enforcement having at least one full-time officer dedicated specifically to community policing activities.[7] The range of community policing strategies utilized in tribal communities stretches from localized efforts to more regional undertakings. For example, the

5. Wakeling, Stewart, Jorgensen, Miriam, and Susan Michaelson, 2001, *Policing on American Indian Reservations*, Washington, D.C.: U.S. Department of Justice, National Institute of Justice, January.

6. The Office of Community Oriented Policing Services, 2003, *Promising Strategies from the Field: Community Policing in Smaller Jurisdictions*, Washington, D.C.: U.S. Department of Justice, The Office of Community Oriented Policing Services, September. The Office of Community Oriented Policing Services, 2003, *Promising Strategies from the Field: Spotlight on Sheriffs*, Washington, D.C.: U.S. Department of Justice, The Office of Community Oriented Policing Services, March. Chaikan, Marcia K., 2002, COPS: *Innovations in Policing in American Heartlands*, unpublished report, Washington, D.C.: U.S. Department of Justice, National Institute of Justice, May.

7. Hickman, Matthew, 2003, *Tribal Law Enforcement, 2000*, Washington, D.C.: U.S. Department of Justice, Bureau of Justice Statistics, January, NCJ 197936.

Penobscot Nation used the COPS Office's TRGP funding to purchase new patrol vehicles that are not only eco-friendly but demonstrate to the community that "the police are the public and the public are the police." The new police vehicles are uniquely adorned with tribal symbols such as the Penobscot Medicine Wheel and Tribal Logo instead of the traditional police badge used by most law enforcement agencies. "We wanted the citizens of our community to know that these were their vehicles, and made a conscious decision to remove our standard police badge," says Robert Bryant, Chief of Police of the Penobscot Nation. "We don't need divisiveness and we work on a daily basis to promote unity," the Chief continued. The vehicles and their unique design schemes demonstrate the organizational transformation and partnership-building between the police and the citizens in this tribal community.[8] A regional approach is being undertaken in Wisconsin with a Native American Drug and Gang Initiative (NADGI). This is a partnership of tribal and non-tribal law enforcement agencies that work together to tackle two of the largest problems in their communities. Realizing that they all face similar problems, often inter-connected among their jurisdictions, the NADGI has established formal relationships and partnerships in order to work together with their communities and neighboring jurisdictions to solve their mutual problems. This multi-jurisdictional approach has enabled agencies to educate community members on these important issues and has resulted in other partnerships beyond the initial state-level partnership.[9]

To further explore the potential of multi-jurisdictional partnerships, the COPS Office funded the Mendocino County Sheriff's Office in FY2010 to develop a community policing demonstration project in collaboration with the Round Valley Indian Tribes, the Round Valley Unified School District, and the U.S. Forest Service. The award will fund the hiring of two Mendocino County deputies who

8. Matthews, John, Tribal Police Cars are Symbols of Community Policing and Unity, 2010, *Community Policing Dispatch* 3 (10) (October).

9. Associated Press, Native American Drug and Gang Initiative Fighting Crime on Wisconsin Reservations, *The Circle*, August 25, 2009 and Van Boxtel, Richard, 2009, "Proven Strategies to Respond to Gang Violence." Presentation to National Criminal Justice Association, Bellevue, WA, August 10.

will reside on the Round Valley Reservation and work with the tribes' leadership and community members on projects that address drugs, crime, and school violence. Fox Valley Technical College will be working on the project as a technical assistance provider to offer on-site training, conduct evaluations of the project, and to document promising practices so that other agencies can benefit from this partnership.

Through organizational strategies and the systematic use of partnerships and problem-solving techniques, the COPS Office believes community policing can assist tribes in addressing their public safety issues. The COPS Office is committed to working with tribes to advance community policing and improving the quality of life for tribal communities. As previously discussed, community policing has been used to successfully address a myriad of problems and challenges in rural communities, and through grant programs, publications, training, and technical assistance the COPS Office will continue to assist tribes in implementing successful public safety initiatives.

Appendix 1
COPS Tribal Funding by Year and Program[10]

FY1995					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
104	FAST	$6,662,799.00	105		
13	MORE95	$255,876.00			6.8
6	PHASE 1	$1,514,219.00	21		
2	PHS	$812,348.00	9		
3	TROOPS	$13,135.00			
2	UHP	$150,000.00	2		
FY1996					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
65	UHP	$21,821,314.00	298	8	
10	DV	$1,371,383.00			
7	MORE95	$95,208.00			3.4
1	TARGETED	$168,118.00			
FY1997					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
42	UHP	$8,643,209.00	115	4	
13	MORE96	$292,382.00			10.2
8	PSP	$588,675.00			
1	RCPI	$875,469.00			
1	FAST	$56,675.00	1		
FY1998					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
56	UHP	$11,735,631.00	156	12	
10	SCGP	$156,897.40			
6	MORE98	$121,307.00			4.2
2	DVWA	$273,500.00			
1	RCPI	$750,000.00			
1	SBP	$56,868.00			
1	ACP	$87,954.00			
1	DV	$82,937.00			

10. For more information about each of these programs, please see http:// cops.usdoj.gov/RIC/ResourceDetail.aspx?RID=35.

FY1999					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
128	TRGP-E/T	$12,536,814.00			
49	TRGP-HIRE	$10,583,748.00	121	10	
23	UHP	$5,306,668.00	71	2	
10	MORE98	$420,703.00			12.5
7	CIS	$959,281.00	10		
5	MORE96	$119,834.00			
4	SBP99	$301,403.00			
3	TROOPS99	$42,840.00			
1	SBP	$13,500.00			

FY2000					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
125	TRGP-E/T	$17,346,298.00			
62	TRGP-HIRE	$15,963,736.00	188	11	
13	MORE00	$698,484.00			27.4
6	TMHCSI-E/T	$162,340.00			
4	UHP	$761,832.00	9	1	
3	CIS	$784,697.00	7		
1	TMHCSI-HIRE	$75,000.00	1		

FY2001					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
101	TRGP-E/T	$15,346,621.00			
47	TRGP-HIRE	$17,314,504.00	178	9	
7	CIS	$1,459,309.00	13	1	
7	TMHCSI-E/T	$250,412.00			
5	TMHCSI-HIRE	$549,176.00	6		
2	MORE01	$198,802.00			10.5
2	THRGP	$550,375.00			

FY2002					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
115	TRGP-E/T	$18,313,273.00			
44	TRGP-HIRE	$12,798,274.00	132	7	
6	TMHCSI-E/T	$433,691.00			
5	TMHCSI-HIRE	$482,034.00	5		
4	THRGP	$926,416.00			
3	CIS	$936,769.00	9		
2	UHP	$429,983.00	4	3	

FY2003					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
107	TRGP-E/T	$18,969,774.00			
40	TRGP-HIRE	$8,021,144.00	92	8	
9	TRGP-TA	$1,794,628.00			
5	THRGP	$6,827,143.00			
3	UHP	$303,317.00	4		
2	CIS	$191,240.00	2		
1	COPSMETH	$501,718.00			
1	OTHER-TECH	$298,050.00			

FY2004					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
111	TRGP-E/T	$23,343,946.00			
3	OTHER-TECH	$761,897.00			
2	CIS	$478,288.00	4		
1	THRGP	$207,548.00			
1	COPSMETH	$98,914.00			

FY2005					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
74	TRGP-E/T	$13,307,784.00			
26	TRGP-HIRE	$3,412,043.00	41	4	
4	TRGP-TA	$1,065,662.00			
2	OTHER-TECH	$1,307,302.00			
1	SOS	$30,000.00			
1	COPSMETH	$98,664.00			
FY2006					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
99	TRGP-E/T	$12,105,227.00			
3	OTHER-TECH	$542,976.00			
1	COPSMETH	$148,084.00			
FY2007					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
91	TRGP-E/T	$14,650,525.00			
30	COPSMETH	$9,593,452.00			
3	SOS	$139,505.00			
FY2008					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
80	TRGP-E/T	$14,175,351.00			
7	OTHER-TECH	$2,205,240.00			
4	UHP2	$975,000.00	13		
3	COPSMETH	$762,270.00			

FY2009					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
72	TRGP-E/T	$14,441,728.00			
44	CHRP	$8,813,740.00	53		
28	TRGP-HIRE	$4,877,679.00	29		
4	OTHER-TECH	$950,000.00			
1	SOS	$92,000.00			
1	COPSMETH	$850,000.00			
FY2010					
Awards	Program	Awarded Funds	FT Officers	PT Officers	MORE FTE
89	TRGP-E/T	$38,997,190.00			
25	TRIBAL-METH	$3,936,281.00			
22	CHP	$3,727,076.00	23		
3	OTHER-TECH	$1,850,000.00			
1	SOS	$18,000.00			
1	COPSMETH	$100,000.00			

U.S. Department of Justice
Office of Community Oriented Policing Services
Two Constitution Square
145 N Street, N.E.
Washington, DC 20530

To obtain details on COPS programs, call the
COPS Office Response Center at 800.421.6770

Visit COPS online at www.cops.usdoj.gov

December 2010

e121012325