



# Regional Collaboration to Embrace, Engage, and Sustain Tribal Community Policing Partnerships

Participant Guide  
COPS-CPD-2010-10

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[www.cops.usdoj.gov](http://www.cops.usdoj.gov)



COMMUNITY POLICING – BUILDING *Relationships*, SOLVING *Problems*

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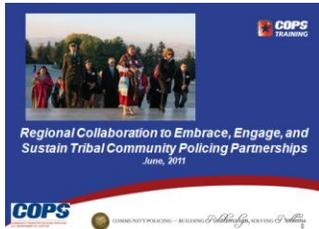
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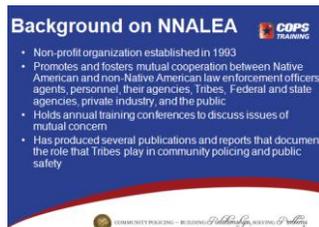
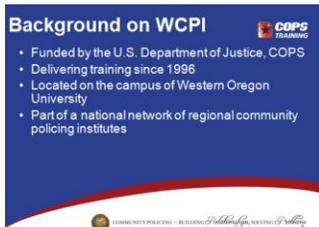
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## Course Introduction



Welcome to ***Regional Collaboration to Embrace, Engage, and Sustain Tribal Community Policing Partnerships***, designed to create, expand, and sustain community policing initiatives across the country. This course, developed by the Western Community Policing Institute (WCPI) and the National Native American Law Enforcement Association (NNALEA), is designed to provide initial awareness-level training. Participants in this training serve as representatives for their community/region, by providing useful feedback regarding the issues, problems, resources, and existing initiatives within their region.



## Background on WCPI and NNALEA

Some background notables about WCPI are as follows:

- Funded by the U.S. Department of Justice, COPS
- Delivering training since 1996
- Located on the campus of Western Oregon University

- Part of a national network of regional community policing institutes.

Some background notables about NNALEA are as follows:

- Non-profit organization established in 1993
- Promotes and fosters mutual cooperation between Native American and non-Native American law enforcement officers, agents, personnel, their agencies, Tribes, Federal and state agencies, private industry, and the public
- Holds annual training conferences to discuss issues of mutual concern; and has produced several publications and reports that document the role that Tribes play in community policing and public safety.



## Housekeeping

- Coffee
- Restrooms
- Phone calls and pagers
- Breaks and meals
- Seating arrangement
- Registration Form
- Participant Guides
- Participant Worksheet
- Electronic Resource Guide



## Participant Introductions Activity

- Name
- Organization
- Community
- Tribal Affiliation
- Your passion



## Course Overview and Cognitive Goal

### Course Overview

This course, *Regional Collaboration to Embrace, Engage, and Sustain Tribal Community Policing Partnerships* will provide tailored, specific guidance in designing, expanding, and sustaining community policing regionalization through the building of both Tribal and non-Tribal collaborative partnerships across the United States. On-line resources will be available containing both Tribal and non-Tribal “snapshots” of the issues, challenges, resources, and existing initiatives within regions to serve as examples of collaborative efforts ([www.tribaltraining.com](http://www.tribaltraining.com)). These materials can be adopted and used by communities across the nation and will enable more relevant, timely participation in the establishment and expansion of Tribal community policing regionalization initiative within each region.

This course is comprised of five modules. After the course introduction, the tone for the course sets the stage for Tribal community policing regionalization. During the subsequent modules, participants examine and discuss the need for regionalization,

background information about regionalization stakeholders, and the start-up procedures and policies recommended for a Tribal community policing regionalization initiative.

As this is an introductory course, it is inevitable that you might find some of the information in this course to be duplicative and information which you already know. For instance, there is a section of this course that examines and discusses Tribal culture. If you are a Tribal member, then you may find that section to be duplicative of information of which you already know. However, we ask that you be tolerant of the information being taught in that section, as there are most likely non-Tribal members (such as your State representatives) who are attending the class with you and who may find the information to be particularly insightful. After all, it is only through our attainment of insight about each other, that we can better enable ourselves to collaborate and partner together. Along those same lines, we ask that if you find that you have information more specific than that which is set forth in this course, then please share that information to the extent practicable during the discussion questions, polls and hypothetical's set forth in this course, as your information will undoubtedly be most insightful to the other participants.

Lastly, you will find that this course will primary be interactive and use a discussion format. This is largely attributable to the introductory nature of the course and the expectation that participants will share their knowledge and experience.

### **Cognitive Course Goal**

This course is designed to provide participants with the foundational knowledge required to create, expand, and/or sustain Tribal community policing regionalization initiatives.

## Module 1: Introduction to Community Policing



### Pre-Post Test

### System Overview

### Qwizdom Components

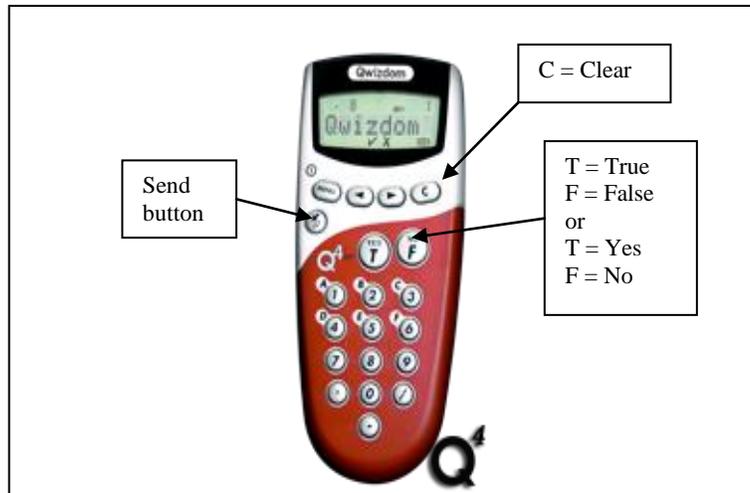


Qwizdom's **Response System** includes a host, which plugs into the instructor's laptop or desktop USB drive, teacher remote, and student remotes. The host transmits a radio frequency which allows communication with the instructor's computer, the teacher remote, and student remote. This RF IEEE standard system helps insure robust, conflict-free operation and supports up to 1,000 remotes at one time. The Qwizdom Participant Remote provides instant feedback to participants.



The Qwizdom Instructor Remote allows the instructor to present slides, pause and play media, and pose a new question. Instructors can instantly view a graph on their remote's LCD screen or project the results for the entire classroom.

**Participant Remote:**



**Pre/Post-Test**



At the beginning and ending of each module you will be presented a pre and post test of your knowledge. These tests will be presented using the Quizdom Response System



COMMUNITY POLICING - BUILDING Public Safety Partnerships 11

**Pre-Test**



Question 1:

The philosophy of community policing originated in the year 1829.

- a) True
- b) False

COMMUNITY POLICING - BUILDING Public Safety Partnerships 11

**Pre-Test**



Question 2:

Which of the following are principles of the community policing philosophy?

- a) Partnerships
- b) Problem Solving
- c) Zero Based Budgeting
- d) A & B only
- e) All of the above

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**Pre-Test**



Question 3:

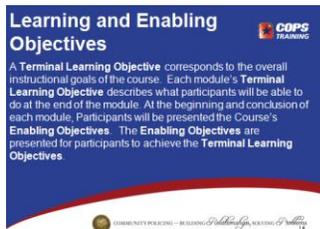
Which of the following are included in the seven commonalities of criminals?

- a) Unemployment
- b) Divorce
- c) Substance Abuse
- d) A & C only
- e) All of the above

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## Module 1 Pre-Test

1. The philosophy of community policing originated in America in the year 1829.
  - a) True
  - b) False
2. Which of the following are principles of the community policing philosophy?
  - a) Partnerships
  - b) Problem Solving
  - c) Zero Based Budgeting
  - d) A & B only
  - e) All of the above
3. Which of the following are included in the seven commonalities of criminals?
  - a) Unemployment
  - b) Divorce
  - c) Substance Abuse
  - d) A & C only
  - e) All of the above



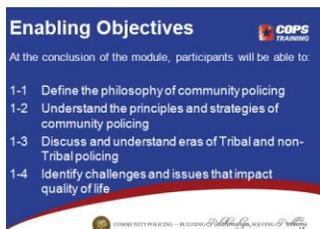
## Terminal Learning and Enabling Objectives

A Terminal Learning Objective corresponds to the overall instructional goals of the course. Each module's Terminal Learning Objective describes what participants will be able to do at the end of the module. At the beginning and conclusion of each module, Participants will be presented the Course's Enabling Objectives. The Enabling Objectives are presented for participants to achieve the Terminal Learning Objectives.



## Terminal Learning Objectives (TLO)

At the conclusion of this module, participants will be able to define community policing and the need for Tribal-partnerships and regional collaboration efforts in their area. Participants will also be able to identify the principles of community policing.



## Enabling Learning Objectives (ELO)

At the conclusion of this module, participants will be able to:

- 1-1 Define the philosophy of community policing
- 1-2 Understand the principles and strategies of community policing
- 1-3 Discuss and understand eras of Tribal and non-Tribal policing
- 1-4 Identify challenges and regional issues that impact crime and quality of life



## Introduction to Community Policing



## Community Policing Defined

Community policing promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime<sup>1</sup>. Community policing is a response by law enforcement to improve relations between the public and Tribal police departments. To successfully implement the community policing philosophy in the nation's police department's change is necessary.



## Tenets of Community Policing

- Community Partnerships
- Problem Solving
- Organizational Change
- Ethics
- Prevention

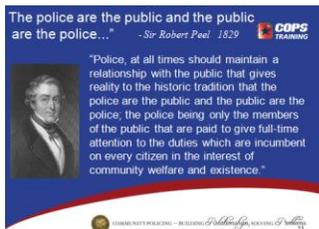
<sup>1</sup> U.S. Department of Justice Office of Community Oriented Policing Services, 2008. <sup>3</sup>



### Community Policing in Tribes

Tribal Community Police Officers are responsible for developing partnerships within the Tribal community in an effort to create a safe and secure environment. This can be accomplished through Tribal community mobilization, crime prevention efforts and problem solving (i.e., Neighborhood Watch, Citizen Patrol, etc.). Through mobilization, Tribal Community Police Officers can facilitate a Tribal community's efforts to create positive changes within their neighborhood.

### Before colonization, what forms of community policing were practiced by tribes?



### Community Policing Philosophy



On Policing:

“... The police are the public and the public are the police...”

“Police, at all times should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only the members of the public that are paid to give full-time attention to the duties which are incumbent on every citizen in the interest of community welfare and existence.”

**-Sir Robert Peel, 1829**



## Community Oriented Policing

Community Oriented Policing (COP) is a policing philosophy based on several key values and beliefs:

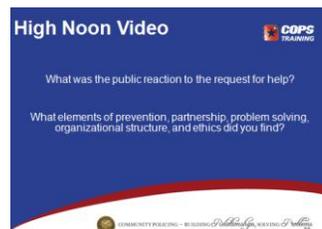
- Considers that the mission of the police is to provide professional, disciplined policing services designed to ensure the safety and security of our community.
- Embraces two key policing strategies: Response to Incidents (R2I) and Problem Oriented Policing (POP).
- Balances the use of these two strategies through careful, continuous analysis of activity patterns that permit a different police response to different community needs.
- Requires the professional commitment and creative involvement of every member of the police department, associated public and private agencies and members of the community.
- Recognizes that, regardless of a person's socioeconomic status, race, national origin, language, age or religion, each person has a right to high quality police services.
- Also recognizes that crime and disorder are only part of the many issues that police have to deal with in a complex and dynamic city.



COP is a philosophy by which all police services are provided to the community, including all the following fundamental police functions:

- Responding to citizen calls for police assistance
- Enforcing the law
- Maintaining order in the community
- Providing emergency services
- Preventing crime
- Investigating criminal activity
- Arresting and interviewing offenders
- Collecting and analyzing evidence

- Assisting with the prosecution of offenders
- Testifying in court
- Incarcerating offenders and managing the jail
- Traffic management and services
- Organized crime intelligence gathering and investigation
- Vice control
- Investigating drug related crimes
- White collar crime
- Juvenile crime
- Crime prevention
- Dispute resolution
- Community education
- Providing information and referral
- Special event management
- Providing police service for special community circumstances
- Working with other law enforcement agencies at the local, State and Federal levels



	Political Era (1800s - 1900s)	Professional Era (1900s - 1980s)	Community Era (1980s - 1990s)
Authorization	Police and Law	Law and Professionalism	Community Support (police as 3rd professional)
Function	Police and Law	Law and Professionalism	Community Support (police as 3rd professional)
Organizational Design	Broad Social Services	Crime Control	Broad Protection of the Public (prevention and social services)
Demand	Disorderly	Criminal, Crime	Disorderly
Relation to Environment	Discretion, to police and justice reform	Centralized	Network
Tactics and Technology	Foot Patrol	Professional, Patrol	Foot Patrol, Modernizing
Outcomes	Crime and Public Satisfaction	Professional, High Quality, Public Service, Crime Control	Quality of Life and Citizen Satisfaction

### Policing Eras

- **Political Era:** During America’s early history, commonly referred to as the Political Era (pre- 1900’s) the police were familiar with their neighborhoods and maintained order in them. However, this period was also characterized by abuse of immigrants’ civil rights and was marked by widespread corruption.
- **Professional Era:** Berkeley, California police chief, August Vollmer, spearheaded an effort to professionalize the Berkeley police began to adopt new

policing technologies and emphasize officer training. Vollmer's efforts resulted in greater centralization of the police command and control. Wichita, Kansas Police Chief, O.W. Wilson, a student of Vollmer, introduced professionalism at the Wichita Police Department, and then later at the Chicago Police Department. Wilson's strategies included:

- Rotating officers from community to community to reduce their vulnerability to corruption
- Establishing a non-partisan police board to oversee the police force
- Implementing a merit system for promotions within the department
- Campaigning for higher police salaries to attract professionally qualified officers

The Professional Era reforms failed to improve community –police relations because many police departments were headed by highly autocratic leaders, resulting in a lack of respect between police and minority communities. During the professionalism era of policing, police departments focused on reducing felonies and other serious crimes.

Following the riots during 1960's, police started to focus on improving community relations including reforms such as increased diversity in hiring. A study, know as The Kansas City Preventive Patrol Experiment found the reactive approach to policing to be ineffective. As a consequence, during the 1990's, many police departments began to adopt community policing strategies, and others adopted problem-oriented policing. In the 1990's, CompStat was developed by the New York Police Department as an information-based system for tracking and mapping crime patterns and trends, and holding police accountable for dealing with crime problems. CompStat, and other forms of information-led policing, have since been replicated in police departments across the United States and around the World.

- **Community Policing Era:** The 1970's marked the beginning of the community policing era, police departments began to address some of the problems that had developed under the professional era style of policing. The reactive, rapid response to all 911 calls, regardless of their urgency, was viewed as a poor use of resources because it allowed too little time for in-depth investigations. In addition, the passive role of citizens had resulted in the loss of police ties with the people, those who typically had the information needed to solve crimes.



## Has Tribal law enforcement reflected this historical pattern?



### Historical Events and Tribal Eras

“One faces the future with one’s past” (Pearl S. Buck) applies to this training, in that; historical events shape core competencies and the future. To understand the aspects of culture it is important to understand the history. By understanding Tribal history an individual can gain insight into Tribal culture, values, beliefs and norms.

Here is a comprehensive Timeline. Each Tribe has specific events that are important to acknowledge. These events influence Tribal Culture.

<http://www.animatedatlas.com/timeline.html>

The exact form of the traditions practiced by any Tribal community is the result of a long historical process that began many thousands of years ago. This history is clearly shown in the archaeological record and in the millions of government documents and other accounts that have been written since Native Americans first came into contact with European cultures over 500 years ago.

Contact with Europeans did have a powerful effect both on the development of Tribal cultures and also had a strong effect on European cultures as well. However to understand traditional Native American life, it is important to understand that there was already a great diversity of Indian cultures in North America long before contact with Europeans. For example, Kroeber (1939) looked at the diversity of Native American cultures and stated that he believed that there were seventeen different culture areas and eighty-four sub-areas across the North American Continent. Each of these areas and sub-areas contained groups of Tribes who shared cultural similarities such as language, kinship and economy, yet maintained their own unique identities.

Therefore, it is clear that each Tribal culture must be viewed as a dynamic entity that has its own history that has been shaped by internal processes of invention, interaction with other Tribes, natural events and contact with the world beyond North America. Working with a Tribe requires that one understand that the Tribe has a complex set of traditions that arose in a unique historical context. To be successful in working with people of other cultures both the traditions and history of that culture have to be understood and respected.

Throughout Native American history the U.S. Congress has fluctuated between two conflicting themes in Tribal affairs: self-government/self-determination for Tribes vs. assimilation of reservations into the American mainstream. This fluctuation can be seen in the main eras in Native American History.

- **Pre-constitutional Policy (1532-1789):** During the 17<sup>th</sup> centuries British and Spanish colonies began negotiating treaties with Native American Tribes. During the 18<sup>th</sup> century administrative power in dealing with Tribes was turned over to the British crown. The practice of negotiating with the Native American through treaty had been well established by this time. The Articles of Confederation became effective in 1781. These Articles gave the federal government “sole and exclusive” authority over Tribal affairs.
- **The Formative Years (1789-1871):** This era defined the Federal Power over Native American. Congress implemented its power by establishing a comprehensive program regulating Indian affairs such as the Indian Trade and Intercourse Act of 1790. Until 1871 (when Congress put an end to making treaties with Native American nations) Tribes were dealt with through treaties.

During this period, the Supreme Court defined the relationship between the Federal Government and Tribes as a “trust” relationship. Native American nations were defined as domestic dependent nations within the Federal government. It is a relationship similar to that of a “ward to his guardian”.

Removal: During this period many Tribes were removed from their historical aboriginal lands to other lands, including the Indian Territory.

Reservation System: The reservation system was established during the treaty-making era.

- **The Era of Allotment and Assimilation (1871-1928):** In 1877 the General Allotment Act or Dawes Act was passed. This Act delegated authority to the Bureau of Indian Affairs to allot parcels of Tribal land to individual Native Americans. Before this time most Tribal lands were communally owned. Under the Dawes Act, large amounts of Tribal land not allotted to individual Native Americans were opened for homesteading by non-Native Americans. This created a “checkerboard pattern of ownership by Tribes, Tribal members and non-Native American homesteaders.

Many Native American Children were sent to Bureau of Indian Affairs (BIA) Boarding Schools where they were taught English and where the practice of traditional Native American religions were often strongly discouraged in the effort to rapidly assimilate them into mainstream society.

Major Crimes Act: Federal government took jurisdiction from the Tribes for dealing with certain criminal acts. This is an example of the erosion of Tribal sovereignty. (1855)

Indian Citizen Act: All Native Americans were made citizens of the United States by Congress. (1924)

- **Indian Reorganization (1928-1945):** Meriam Report of 1928: Set the tone for reform in Native American affairs. This report publicized poor living conditions on reservations and recommended that health and education funding be increased. It also recommended that the allotment policy be ended and that Tribal self-government be encouraged.

Indian Reorganization Act of 1934 (IRA): This Act sought to promote Tribal self-government and encourage Tribes to adopt constitutions and to form chartered corporations. Native American preference hiring for the BIA was established and the trust period for existing allotments was extended.

181 Tribes accepted the IRA

77 Tribes rejected the IRA

- **Termination Era (1945-1961):** House Concurrent Resolution 108 (HCR 108) adopted in 1953. This document defined the relationship between Congress and Tribes. The document called for terminating the relationship as rapidly as

possible. Through this policy these Tribes were terminated. (Asterisked Tribes have since been restored to Federal status):

- Alabama and Coushatta Tribes of Texas\*
- Catawba Indian Tribe of South Carolina
- Klamath, Modoc, and Yahooskin Band of Snake Indians-Oregon\*
- Ponca Tribe of Nebraska
- Mixed Blood Ute Indians of Uintah and Ouray-Utah
- 40 California Indian Rancherias
- Western Oregon Indians, Including Confederated Tribes of Siletz Indian, Confederated Tribes of the Grand Ronde Community, and Cow Creek Band of Umpqua\*
- Menominee Tribe of Wisconsin\*
- Ottawa Tribe of Oklahoma\*
- Peoria Tribe of Oklahoma\*
- Wyandotte Tribe of Oklahoma\*
- Paiute Indian Tribe of Utah\*

Public Law 280: Extended State jurisdiction on specified reservations.

- **The “Self-Determination” Era (1961-Present):** Indian Civil Rights Act of 1968 (ICRA): This Act extended most of the protections of the Bill of Rights to Tribal members in dealings with their Tribal governments.

ICRA allowed states, under certain circumstances, to transfer back jurisdiction to Tribes that was assumed under Public Law 280.

Other Acts during this time period was:

- Alaska Native Claims Settlement Act of 1971
- Indian Self-Determination and Education Assistance Act of 1975
- Indian Child Welfare Act of 1978
- American Indian Religious Freedom Act of 1978
- Gramm-Rudman Act- Increased funds for Indian affairs

(Source: Indian Tribes as Sovereign Governments, 2000)



### What era have we entered today?

### Have we entered a new era?



### Community Policing: The New Era

“Community policing has evolved and become more complex. Initially, I viewed it as the police department opening up and asking for the community’s input and opinion, and incorporating that into police operational practices and philosophy. Over time, my perception has gone through a couple of iterations. Most recently, it means looking at neighborhoods and how we impact them. Community policing today also involves more than the police. Other city agencies must work in partnership with the police and each other to help the community.”



### Community Policing in Tribes: The New Era

Traditional law enforcement organizations are heavily entrenched in reactive type environments that require them to respond to regular calls for service, adhere to strict policies and procedures, and follow strict laws, rules, and regulations. Working in these types of environments often restricts or limits the opportunities and/or abilities of officers to learn new skills or develop new orientations. But viewing a law enforcement environment as a reactive environment may be reducing the learning opportunities and future growth for many organizations.

Tribal law enforcement organizations will need to develop the capacity to better and more effectively utilize a new community policing model. They will need to continually seek out and create opportunities while encouraging people in their organizations to learn new skills and develop new orientations. Focusing on institutional changes will create an environment that is committed to learning, growth and change. Traditional models that have been entrenched solely in past practices will inhibit changes that may move an organization in that direction. While change may be difficult and require new ways of transcending traditional challenges such as politics, culture, tradition, and historical approaches creating an environment that fosters openness and transparency in operations will provide a means for expanded learning to occur.

The development of a shared vision is important in motivating all members of the organization to learn by creating common identities that provides focus and energy for learning. The most successful organizations that have shared visions build on each member's vision of organization. Researchers note that the creation of a shared vision can be hampered by traditional structures (in the case of police organizations paramilitary structures) where the organization's vision is imposed from above. Therefore, learning organizations, to be successful, must embrace a more decentralized organizational structure.

As noted above many of today's Tribal law enforcement organizations are facing perpetual changes and multifaceted challenges. This includes:

- Expanding and continual expectations for community engagement and involvement
- Community policing responsibilities
- Increased generational and cultural differences
- Technological innovation and advancements
- Economic pressures and resources limitations



### Activity: Step 1 - Problems



**What can the police do?**



**Seven Commonalities of Criminals**

- Poverty
- Unemployment
- Lack of Education
- Single Parent Family
- Substance Abuse
- Family Member in the Criminal Justice System
- Young Male
- Disengaged Communities

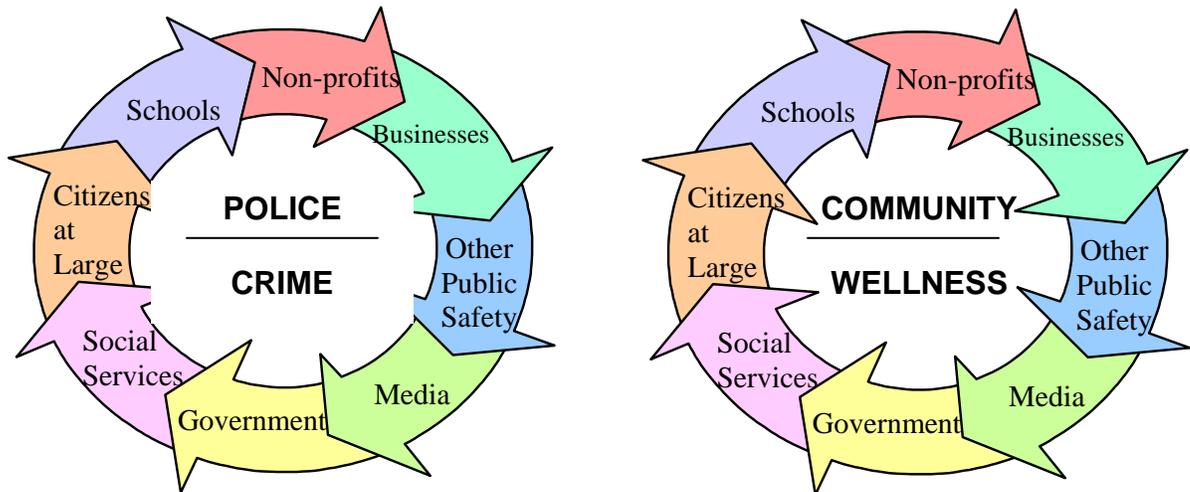


How can we build healthy communities?



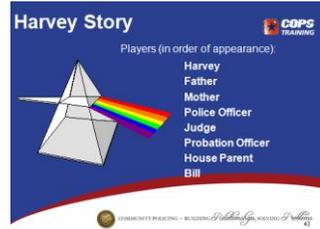
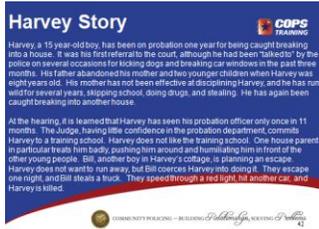


**Which one works best?**



**Trigger Events**

It is in these times we really see people pull together with a common interest and a common goal. More often than not, these events are driven by urgency. They come quickly and call for quick resolution. However, not all trigger events meets that criteria. however. Sometimes, they can sneak up on people until they simply cannot put up with the situation any more, or until it becomes personal.



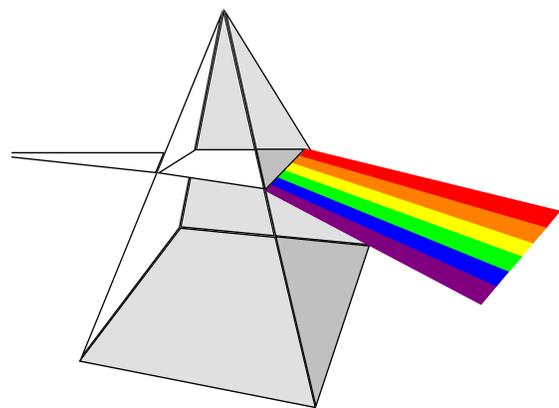
## Harvey Story

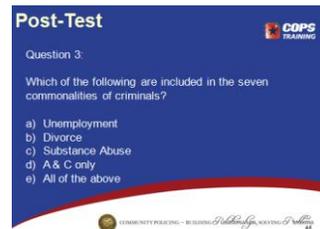
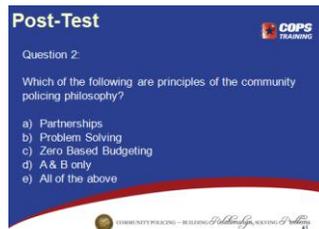
Harvey, a 15 year-old boy, has been on probation one year for being caught breaking into a house. It was his first referral to the court, although he had been “talked to” by the police on several occasions for kicking dogs and breaking car windows in the past three months. When Harvey was eight years old his father abandoned his mother and two younger children. His mother has not been effective at disciplining Harvey, and he has run wild for several years, skipping school, doing drugs, and stealing. He has again been caught breaking into another house.

At the hearing, it is learned that Harvey has seen his probation officer only once in 11 months. The Judge, having little confidence in the probation department, commits Harvey to a training school. Harvey does not like the training school. One house parent in particular treats him badly, pushing him around and humiliating him in front of the other young people. Bill, another boy in Harvey’s cottage, is planning an escape. Harvey does not want to run away, but Bill coerces Harvey into doing it. They escape one night, and Bill steals a truck. They speed through a red light, hit another car, and Harvey is killed.

**In what order do you hold the characters in the story responsible for the tragedy?**

Players (in order of appearance):	Participant	Group
Harvey		
Father		
Mother		
Police Officer		
Judge		
Probation Officer		
House Parent		
Bill		





## Post-Test

1. The philosophy of community policing originated in America in the year 1829.
  - a) True
  - b) False
2. Which of the following are principles of the community policing philosophy?
  - a) Partnerships
  - b) Problem Solving
  - c) Zero Based Budgeting
  - d) A & B only
  - e) All of the above
3. Which of the following are included in the seven commonalities of criminals?
  - a) Unemployment
  - b) Divorce
  - c) Substance Abuse
  - d) A & C only
  - e) All of the above

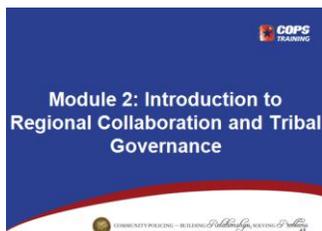


## Module 1 Wrap-Up

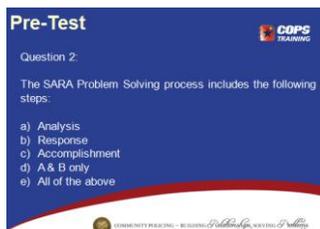
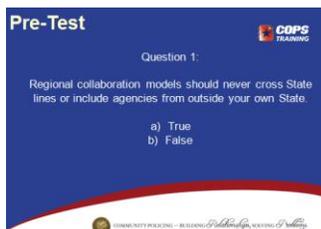
Can you:

- 1-1 Define the philosophy of community policing
- 1-2 Understand the principles and strategies of community policing
- 1-3 Discuss and understand eras of Tribal and non-Tribal policing
- 1-4 Identify challenges and regional issues that impact crime and quality of life

## Module 2: Introduction to Regional Collaboration and Tribal Governance



### Pre-Test



1. Regional collaboration models should never cross state lines or include agencies from outside your own state.
  - a) True
  - b) False
2. The SARA Problem Solving process includes the following steps:
  - a) Analysis
  - b) Response
  - c) Accomplishment
  - d) A & B only
  - e) All of the above
3. Regional collaboration can be defined as working collaborative partnerships among all stakeholders with a Region, including Tribal, Federal, State, local, and the public and private sector.
  - a) True
  - b) False

**Learning Objective** 

At the conclusion of this module participants will be able to explain the need for regional collaboration as it applies to policing and jurisdictions. Participants will be able to identify sovereignty and cultural issues in Tribal Law enforcement. Participants will also develop crime, safety, and quality of life strategies.



COMMUNITY POLICING – BUILDING PUBLIC SAFETY PARTNERSHIPS

## Terminal Learning Objectives (TLO)

At the conclusion of this module participants will be able to explain the need for regional collaboration as it applies to policing and jurisdictions. Participants will be able to identify sovereignty and cultural issues in Tribal Law enforcement. Participants will also be able to identify and understand community threats, crimes, and significant incidents to develop crime, safety, and quality of life strategies.

**Enabling Objectives** 

At the conclusion of the module, participants will be able to:

- 2-1 Define "regional collaboration"
- 2-2 Define "region" for purposes of a regional collaboration initiative
- 2-3 Understand the SARA problem solving process
- 2-4 Identify cultural issues in Tribal law enforcement
- 2-5 Strategies for addressing safety and quality of life challenges
- 2-6 Define region for purposes of regional collaboration issues
- 2-7 Identify the local region as it applies to policing and jurisdictions

COMMUNITY POLICING – BUILDING PUBLIC SAFETY PARTNERSHIPS

## Enabling Learning Objectives (ELO)

At the conclusion of this module, participants should be able to:

- 2-1 Define "regional collaboration"
- 2-2 Define "region" for purposes of a regional collaboration initiative
- 2-3 Understand the SARA problem solving process
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- 2-7 Identify the local region as it applies to policing and jurisdictions



## Exploring Regional Collaboration and Cultural Issues in Tribal Law Enforcement

### Regional Collaboration

Regional collaboration is critical in solving problems and improving quality of life. As used in this document, a “region” generally refers to a geographic area consisting of contiguous Tribal, Federal, State, local, and territorial jurisdictions. Major events and crime often have regional impact; therefore, prevention strategies, protection initiatives and effective response and recovery missions require enhanced regional collaboration. It is vital to enhance efforts by Tribal, Federal, State, local, and territorial entities to communicate and coordinate with one another, the private sector, nongovernmental organizations, and individual citizens. The intent is to identify geographic regions that work best for achieving and sustaining coordinated capabilities and mutual aid agreements. Federal departments and agencies should foster those regional groupings through planning and Federal preparedness assistance. Formal arrangements among geographic regions will enable the Federal Government, working with Tribal, States, territories, and local governments and other partners, to coordinate activities more effectively, spread costs, pool resources, disburse risk, and thereby increase the overall return on investment.



**How would you define “Regional Collaboration”?**



## Regional Collaboration Defined

How would you define “region” for the purposes of a Tribal regional collaboration initiative?

How will developing Tribal Partnerships and Tribal community policing regionalization initiatives impact your role in your community/region?



## “Thinking Regionally”

The real-life occurrences of major crime, natural, and manmade disasters have taught us the importance of “thinking regionally.” Therefore, as we prepare for our upcoming modules on regionalization, let us each participate in the following interactive exercise that will start us on the path to “thinking regionally.” We will begin by referring back to the problems you identified in your region.

What are some of the problems facing your region?



In the first step of this exercise, you need to take a few moments and reflect upon the immediate jurisdictional boundary (i.e. Tribe, city, or county) within which you reside. For purposes of this exercise, this jurisdictional boundary will be called your “capability center.” Diagram 2.1.1 depicts a “capability center.”

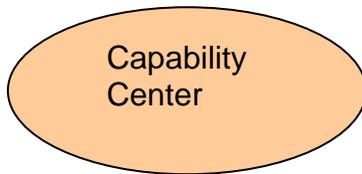


Diagram 2.1.1



In the second step of this exercise, you need to take a few moments and expand your “capability center” to include any regional jurisdictions (including states when applicable), counties and Tribes that are closely clustered around your “capability center” – we will call this your “capability cluster.” For purposes of this exercise, your “capability cluster” should include your “capability center” plus Tribes, the regional jurisdictions (including States when applicable), cities, and counties that geographically adjoin your “capability center.” Diagram 2.1.2 depicts a “capability cluster.”

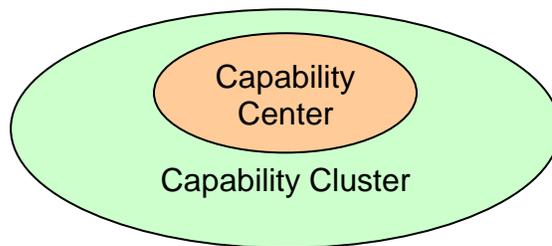


Diagram 2.1.2



In the third step of this exercise you need to take a few moments and expand your “capability cluster” to include any Tribes, regions (including States when applicable), and counties that are closely clustered around the Tribal, States, and counties that comprise your “capability cluster” – we will call this your “capability contour.” For purposes of this exercise, your “capability contour” should include your “capability cluster” plus the Tribes, States, and counties that geographically adjoin your “capability cluster.” Diagram 2.1.3 depicts a “capability contour.”

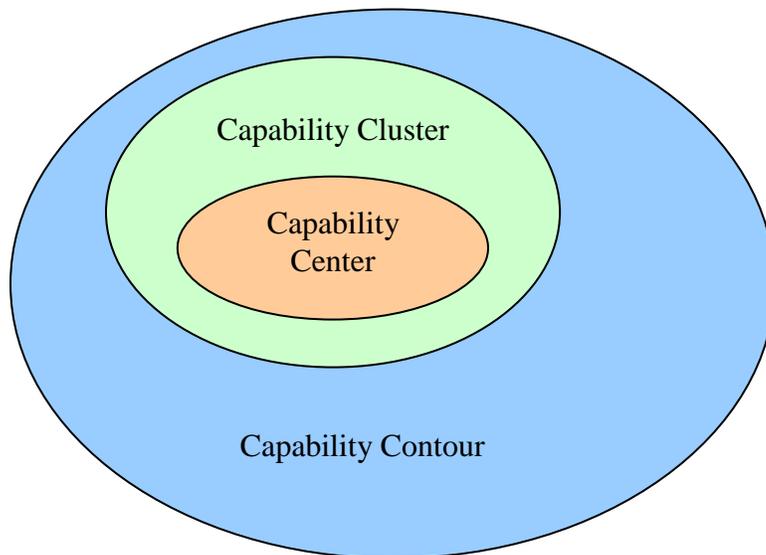


Diagram 2.1.3



**KEY NOTABLE:** In order to achieve regionalization, you must:

- Have all of the Tribal, Federal, State, local and private stakeholders within my “capability center”, “capability cluster”, and “capability contour” built partnerships with each other?
- Have all of the Tribal, Federal, State, local, and private stakeholders within my “capability center”, “capability cluster”, and “capability contour” shared with each other their community policing capabilities?
- Have all of the Tribal, Federal, State, local, and private stakeholders within my “capability center”, “capability cluster”, and “capability contour” collaborated and communicated?

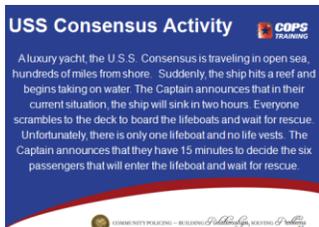
Most likely, you have found during this exercise that as you slide along the continuum from “capability center” to “capability cluster” to “capability contour,” there is a drop-off in the number of partnerships, the extent of information sharing and analyses, and the frameworks for collaboration and communication among the Tribal, Federal, State, local, and private stakeholders. You should note that this drop-off poses a vulnerability to our community preparedness because if a major event or threat occurs, it will most likely impact not only your “capability center” but also your “capability cluster” and your “capability contour.” Regionalization, though, can eliminate this drop-off, and therefore, help eliminate any vulnerability in our community preparedness.



## Consensus Building

Consensus decision-making means that everyone understands the decision and is willing to support the decision. Decisions by consensus means:

- all members are heard;
- all members are honest;
- everyone’s input is considered equally;
- all relevant information has been shared;
- all members are genuinely searching for new solutions;
- everyone is willing to make personal sacrifice for the sake of the team; and
- everyone is willing to support the action as if the decision was your own.



## USS Consensus Activity

A luxury yacht, the U.S.S. Consensus is traveling in open sea, hundreds of miles from shore. Suddenly, the ship hits a reef and begins taking on water. The Captain announces that in their current situation, the ship will sink in two hours. Everyone scrambles to the deck to board the lifeboats and wait for rescue. Unfortunately, there is only one lifeboat and no life vests. The Captain announces that they have 15 minutes to decide the six passengers that will enter the lifeboat and wait for rescue. It is your task to individually consider the ten passengers on the yacht and rank in order which people will be chosen to enter the lifeboat.

Passengers on the U.S.S. Consensus Passengers on the U.S.S. Consensus:

- 19 year old AIDS patient
- 54 year old Doctor
- 33 year old Carpenter

- 16 year old unwed Pregnant Girl
- 42 year old Deputy Sheriff
- 23 year old Beauty Queen
- 49 year old Ship's Captain
- 25 year old Professional Baseball Player
- 37 year old Plumber
- 40 year old IBM Executive



Rank, in order, which people you would choose to be saved on the lifeboat.

**How did your team implement consensus decision-making?**

**How do you know when you've reached consensus?**

You've reached consensus when each member can say:

- “My personal views and ideas have been really listened to and considered.”
- “I have openly listened to and considered the ideas and views of every other group member.”
- “I can support this decision and work toward its implementation, even if it was not my choice.”

Tips for reaching consensus

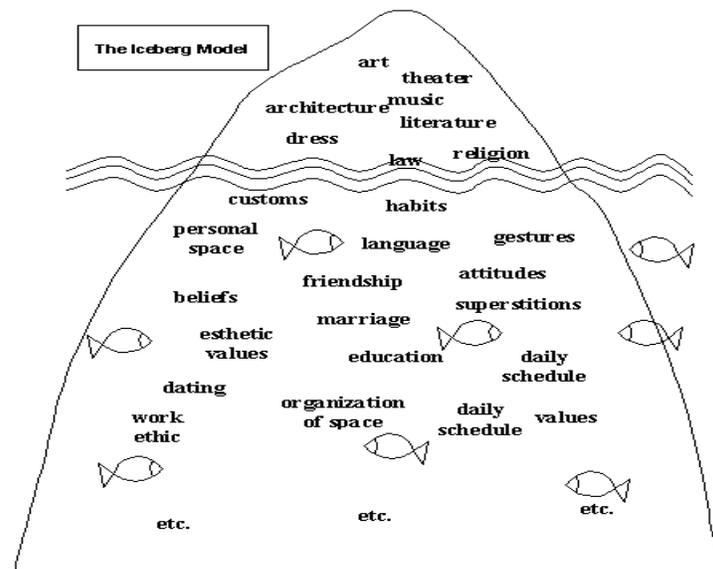
- Don't employ win/lose techniques, such as voting or negotiating favors back and forth.
- Look for alternatives that are next most acceptable as ways to break a stalemate.
- Don't encourage members to give in to keep harmony.



### Cultural Iceberg Model

When we think of culture we normally think of the material or visual differences found within a group. In a very general sense culture provides you with ways to make meaning. There are multiple factors that have shaped American Indian culture. Some of these factors include; culture, family and community dynamics, Tribal values, traditions, spiritual beliefs, historical events, and governments/leadership.

The iceberg is a simplistic model used to demonstrate aspects of culture. The majority of an iceberg is not seen from the surface. Only a small portion of the iceberg can be seen above water. Culture can be understood the same way. Most cultural aspects cannot be detected at a first glance or even through a single interaction. Culture has many underlying aspects.





## Family and Community Dynamics

Family and community dynamics are an important element of Tribal culture. These elements have influenced Tribal culture and yet the culture influences how families and communities are organized, developed, and interact.

The American Native American Family is the central unit in most Native American communities. Most Native American families are fluid to ensure that everyone receives the support they need (Light, 1996).

There are four basic family structures that exemplify the fluid characteristics of Native American families found in today's society. These four family structures are: Small Reservation Communities, Interstate Structure, Communities in Urban Areas, and Communities in Metropolitan Areas (Redhorse, 1980).

1. **Small Reservation Communities:** Geographic and Tribal circumstances influence the structural patterns of the family. Family structures in most small reservation communities assume a village-type configuration with several households in close geographical proximity.
2. **Interstate Structure:** Many Family systems cover a large geographic area. Historical Tribal mobility has influenced this system.
3. **Communities in Urban Areas:** This can be described as a community within a community. Native American families that have voluntarily left the reservation usually find themselves living in close proximity to other Native American, Tribal relations, or other family members.
4. **Communities in Metropolitan Areas:** These types of family households are often spread out among several communities or cities of a metropolitan area. Native American families in large metropolitan areas are influenced through informal incorporation of non-kin relations. These non-kin relations may not be blood related but they fulfill family roles within the community.

Native American families are not static. They adapt to their surroundings. This style of living can be traced back through many generations. Native American are survivors. They adapt, transform and create communities of support. These communities are designed to protect, secure, support and give strength to those within the community.



## Traditions

Traditions are cultural beliefs, values, and behaviors that have been handed down from generation to generation. Tribal values can be expressed through symbols, stories, clothing, signs, language, and rituals.

- What are some of your values?
- What are some of the key values of the community you are embracing?
- How are these values expressed?
- Which of my values will influence community policing?
- What values, of the community I am embracing, will influence community policing?
- What are some key Tribal values?
- How are these expressed in Tribal communities?

The people who represent the more than 561 federally-recognized Native American Tribes and Alaska Native Villages are descended from a broad variety of Tribal cultures. The net result was a great deal of cultural diversity throughout North America.

At the time of European contact, the approximately 2,000 different Native American Tribes and bands occupying what later became the United States, spoke at least 250 distinct languages. Approximately 175 of these are currently spoken by Tribal members.

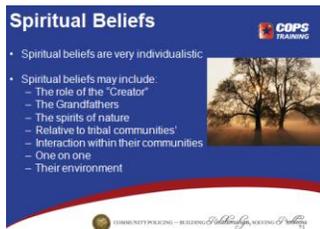
However, there are a number of common traditional Native American beliefs and practices which are present in Native American and Alaska Native life today. These values include:

- The practice of making decisions by consensus
- Tribal decision-making often involved significant input from the older and more traditional elements of Tribal societies
- The high value placed on preserving land is another element that is common to many Tribes today
- Tribal belief systems, speech is believed to have a powerful influence on the balance of nature, and therefore, on future events.

Among Native American today, one sees many aspects of their traditional cultures. For example, in many Tribal communities today native languages spoken, traditional systems of governance, kinship and clan membership are maintained, traditional economic activities take place and traditional ceremonies are held.

These traditions are often central to daily life and decision-making. For example, many Navajo still make at least part of their living by herding sheep and practicing traditional crafts like weaving and silver-smithing. Clearly, when community decisions are made, anything that might impact the practice of these traditions would be a significant concern to individual families and the community at large. Therefore, it is important to work with Tribal communities in a way that is compatible with the traditional activities the community practices.

Native American traditions also include the role of chiefs and council, elders, children, and the importance of Tribal ceremonies. Teaching the young how to survive in difficult circumstances and how to live according to Tribal custom was not left up to chance in Native American communities. Well-defined customs, values, and practices, were handed down from generation to generation by parents and elders. In this way, they guided, nurtured, and protected children. They taught them to have self-control and how to get along with others. Each Tribe had their own way of accomplishing this goal, but they all understood its importance (Positive Indian Parenting Manual). Traditionally nature or environment was used to understand basic concepts of life. Nature was the traditional classroom. The study of plants, animals, and environmental dynamics produced lessons that community lived by.



## Spiritual Beliefs

Spiritual beliefs are very individualistic and relationship based. Spiritual beliefs include Tribal values and beliefs, the role of the “Creator”, the Grandfathers, and the spirits of nature, relative to Tribal communities’ interaction within their communities, one on one, and with their environment.



## Balance/Holistic Way of Living

Symbolism is an important aspect in most Native American cultures. Symbols create relationships, identity, and meaning. The medicine wheel is a symbol used by many Tribes to help us remember and understand these concepts. Each Tribe, and individuals within the Tribe, may understand and use the medicine wheel differently depending on their own cultural experiences. Our Native American forefathers saw things in fours, for example, the four directions: east, south, west and north. There were and are four seasons: spring, summer fall and winter. There are four stages in life: infancy, youth, adult, and elder (Howard Raineer). The medicine wheel is a symbol used to explain, and solidify these teachings.

As a symbolic pattern most Native Americans recognize the medicine wheel as a symbol of guidance through this life. It is a symbol of rebirth and origin. The medicine wheel is never beginning and never ending and all things flow from it. The medicine wheel has three major elements 1) the circumference 2) the directions and 3) the center (Jones 1995).



The circumference is the sacred hoop, which reminds us of life's journey; it gives us the separation needed to understand life cycles. We experience life cycles from the day we are born. Life is circular. We live in circles: There are circles below us there are circles above us. The earth, moon, sun, who gives us our life and substance and watch over us, are also circular. The sacred hoop is a "Parental Guardian for all of us" (Jones, 1995 pg72).

"The four directions represent the balance we need in order to live fully" (Jones 1995, pg 80). To understand ourselves, we must understand the direction given to us by the east, south, west, and north. If we follow the guidance given to us through the directions we will better understand the purposes of life and have balance or harmony (Jones 1995). The four directions help us understand cycles. They keep us organized and renewed. The four directions bring predictability and order. They also remind us to look for different ideas or glance in different directions to understand a concern or question (Jones 1995). The four directions also help us understand that in the cycles of life change and growth occur. This is a natural element of life. Through the four directions, the medicine wheel teaches us the four symbolic races are all part of the same human family. This means we are all brothers and sisters living and experiencing on the same mother earth (Bopp 1984).

### **Physical**

We start in the East because this is where each day begins as the sun rises. Symbolically, the East represents everything that is physical. This is where we begin life as an infant in a physical body. As an infant we learn to trust, hope and the uncritical acceptance of others (Jones 1995; Bopp 1984). As the sun rises in the East, it gives us guidance to see obstacles. Thus, symbolically it also represents guidance and leadership (Bopp 1984).

### **Emotional**

The South represents the summer and adolescence. The self expands at this stage; hormones are exploding; experimentation, and invigorating growth spurts are also occurring. We begin to grow outward as peer conformity begins to replace parental dominance within the social process. This is a time to test our physical bodies and learn the lessons of self-control (Bopp 1984). Many people behave as if their bodies

control them. Just as the body can be trained and developed, we can train and exercise our self-control and discipline our emotions. One must learn to distinguish what their body wants from what is good and true. This is the time to collect one's identity (Jones 1995). Values and beliefs begin to develop during this stage. The south represents the summer in the earthly cycle. The summer is a time to prepare for hard times ahead. The most valuable gift to be sought in the South of the medicine wheel is the capacity to express feelings openly and freely (Bopp 1984). The value of this gift is the ability to set aside feelings of anger, hurt, or grief in order to seek counsel or methods to assist people. The establishment of this gift will allow us to think clearly without allowing our feelings to interfere (Bopp 1984).

### **Mental**

The sun leaves in the West and subjects us to darkness. This is the autumn of our life, the adult years. This is the time to gain knowledge and sense of what we have learned from our experiences this far (Jones 1995). The West represents learning and the desire to gain understanding through many means such as meditation, prayer, dreams, personal power, fasting, reflection, and perseverance (Bopp 1984). As we are in the east we gain a clear self-knowledge. At this stage we act on our values, beliefs and attitudes.

### **Spiritual**

This is the winter of life. It is the time of enlightenment, a time to become purified and refined into great wisdom. The gift of understanding and calculation is found in the North (Jones 1995). Organizing, categorizing and problem solving help with understanding who we are and how we fit into the circle. This understanding leads to a spiritual feeling of connectedness (Bopp 1984).

The journey around the medicine wheel can become long and awkward. As we come to more of an understanding of the journey and the cycle and progress with the gifts of the medicine wheel, we are becoming more balanced or harmonious. The closer we find us centered in the medicine wheel the shorter and less awkward is the journey. The goal is to find yourself at the center where you can have all four elements continuously and simultaneously. When we extend ourselves from the center, "We become vulnerable like brother Snake" (Jones 1995).



## Working Together Towards Regional Collaboration



## Stages in Group Development



**Forming:** People come together and meet each other.

- The leader directs
- Little agreement on group goals and purpose
- Individual roles and responsibilities unclear
- Communication is low



**Storming:** People struggle through the discomfort of a new group.

- The leader coaches
- Group members vie for position
- Struggles erupt over approaches, direction, and control

- Compromise may be necessary to enable progress



**Norming:** People find common ground.

- The leader facilitates and enables
- Group roles and responsibilities become clear and accepted
- Commitment and unity are strong
- The group discusses and develops its processes and working style



**Performing:** The group is working!

- The leader delegates and oversees
- The group knows clearly why it is doing what it is doing
- Group members look after each other
- Members work proactively for the benefit of the group



**What stage of group formation is your tribe currently experiencing?**

**How do you know if your team is effective?**



### Ten Characteristics of an effective team

- A meaningful mission
- A clearly defined outcome
- An understanding of cultural norms and their impact on communication, problem solving, and conflict
- A set of shared values that clearly demonstrate dignity and respect
- A cultivation of different viewpoints
- A willingness to get the job done
- Loyalty and devotion to the team experience
- A desire for individual and collective growth
- An openness to new experiences and processes
- Shared laughter and humor as part of the team experience



**Which characteristic is the most important in developing regional collaborative partnerships?**

**Which characteristic is the most difficult to achieve in developing regional collaborative partnerships?**

**Problem Solving Methods** 

**SARA**

- Scanning
- Analysis
- Response
- Assessment

**Six Step Method**

- Problem Identification
- Asset Mapping
- Underlying Conditions
- Planning
- Implementation
- Evaluation

COMMUNITY POLICING – BUILDING PUBLIC POLICE PARTNERSHIPS



**Problem Solving Objectives** 

- To be able to recognize a “problem”
- To clarify the problem solving process and how it might help to reduce crime, fear of crime, and quality of life issues in your local communities
- To gain practical experience with the SARA problem solving model
- Understand the crime triangle as a scanning, analysis and response tool
- Promote partnerships between stakeholders

COMMUNITY POLICING – BUILDING PUBLIC POLICE PARTNERSHIPS

## Problem Solving Methods

SARA is a cyclical process, which starts with:

- Scanning (defining the problem)
- Analysis (taking the problem apart and looking deeper)
- Response
- Action

## Other Models (Examples)

Six Step Method

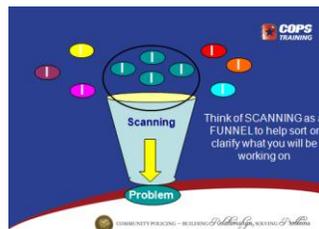
- Problem Identification
- Asset Mapping
- Underlying Conditions
- Planning
- Implementation
- Evaluation

Problem Solving Objectives

- To be able to recognize a “problem”
- Clarify the problem solving process and how it might help to reduce crime, fear of crime, and quality of life issues
- To gain practical experience with the SARA problem solving model
- Understand the crime triangle as a scanning and analysis tool
- Promote partnerships between stakeholders



## Activity: Step 2 - Identification



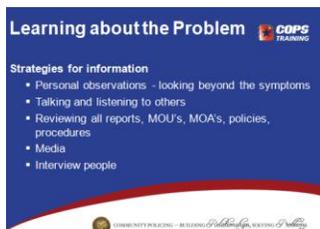
## What Regional Problem?

### Definition:

- Two or more incidents
- Direct harm to public
- Public Expectations
- Does it affect the safety, livability, or quality of life?

### Problems can be:

- Crime related
- Order maintenance related
- Traffic related
- Disaster and Emergency service delivery



## Learning about the Problem

### Strategies for Information

- Personal observations
- Talking and listening to others
- Reviewing all reports, MOU's, MOA's, policies, procedures
- Media
- Interview people



### Ask simple questions

- What is occurring?
- Who does it affect?
- How is it impacting the community and regions?



### Information Resources

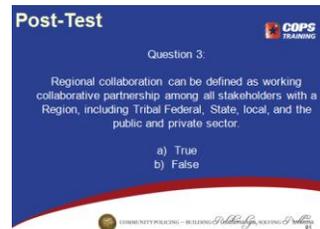
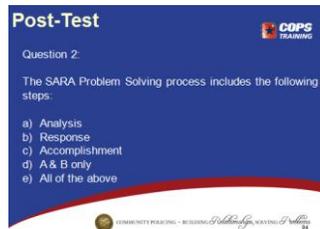
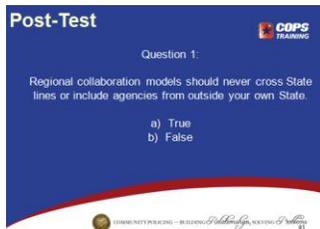
#### Stakeholders

- Crime Analysis
- Records
- Media/Communications
- Other regional stakeholders
- Investigative Division
- Others...

#### In the Region – Tribal and Non-Tribal

- Residents
- Elected Officials
- Schools
- Non-profits
- Media
- Business Groups
- Community Groups
- Civic Groups
- Community Surveys

## Post-Test



1. Regional collaboration models should never cross state lines or include agencies from outside your own state.
  - a) True
  - b) False
2. The SARA Problem Solving process includes the following steps:
  - a) Analysis
  - b) Response
  - c) Accomplishment
  - d) A & B only
  - e) All of the above
3. Regional collaboration can be defined as working collaborative partnerships among all stakeholders with a Region, including Tribal, Federal, State, local, and the public and private sector.
  - a) True
  - b) False

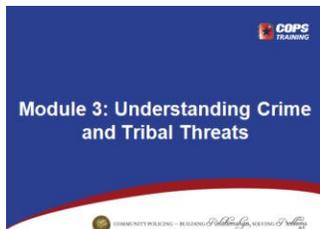


## Module 2 Wrap-Up

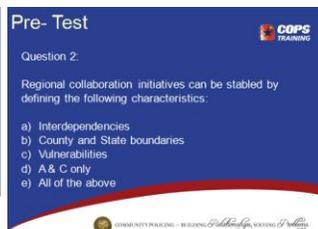
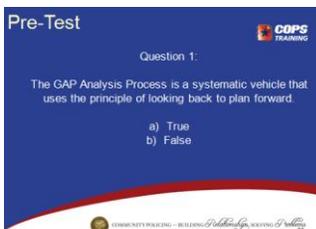
Can you:

- 2-1 Define “regional collaboration”
- 2-2 Define “region” for purposes of a regional collaboration initiative
- 2-3 Understand the SARA problem solving process
- 2-4 Identify cultural issues in Tribal law enforcement
- 2-5 Explore Strategies for addressing safety and quality of life challenges
- 2-6 Define region for purposes of regional collaboration issues
- 2-7 Identify the local region as it applies to policing and jurisdictions

## Module 3: Understanding Crime and Tribal Threats



### Pre-Test

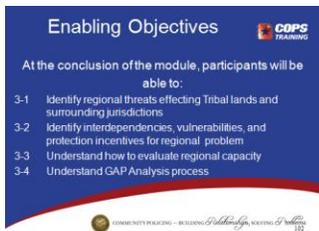


1. The GAP Analysis Process is a systematic vehicle that uses the principle of looking back to plan forward.
  - a) True
  - b) False
2. Regional collaboration initiatives can be stabled by defining the following characteristics:
  - a) Interdependencies
  - b) County and State boundaries
  - c) Vulnerabilities
  - d) A & C only
  - e) All of the above



## Terminal Learning Objectives (TLO)

At the conclusion of this module participants will be able to identify and understand regional threats, the process of GAP Analysis, and assessment of regional capacity.



## Enabling Learning Objectives (ELO)

At the conclusion of this module, participants should be able to:

- 3-1 Identify regional threats effecting Tribal lands and surrounding jurisdictions
- 3-2 Identify interdependencies, vulnerabilities, and protection incentives for regional problem
- 3-3 Understand how to evaluate regional capacity
- 3-4 Understand GAP Analysis process



## Interdependencies, Vulnerabilities, and Protection Incentives



**Interdependencies:** Two or more jurisdictions that are experiencing a similar issue or criminal event.

**Vulnerabilities:** Any capability weakness that can be exploited or that the absence contributes to the issue and prevents a solution.

**Protection Incentives:** Motivating factors for Implementing measures to safeguard the vulnerabilities that exist within interdependencies.



### Scenario

Your jurisdiction has just experienced a second invasion style robbery of a retail pharmacy location. The two incidents occurred in the last 45 days. At both events, the employees of the pharmacy were overpowered by armed assailants, assaulted and left tied in the building. Each employee received injuries and required a minimum of paramedic treatment before being released. Each employee reported to the police that the criminals were armed with weapons that resembled military style arms and were at least semi automatic with clips of ammunition. The suspects wore hooded sweatshirts, gloves with masks hiding their faces. The pharmacy employees were bound with duct tape around their wrists and ankles.

Entry was made during business hours when the suspects would leap the counter area and take control of the employee space of the building. It is unknown if any other suspects were involved in the public area of the store or outside. No alarms were sounded and police response only occurred after the bound employees were discovered by others or the employees were able to free themselves. No route of escape was observed and no vehicles were seen but one employee remembered hearing motorcycle engines after the attacking suspects left the pharmacy.

Items reported missing from the police report are as follows:

- Cash
- Credit Card Receipts
- Substances specifically used in the manufacturing of Meth and amphetamines
- Valium
- Caffeine Pills

Regional media has reported similar pharmacy robberies in two other counties and across the state line in three other cities.

It has been 30 days since the last robbery in your jurisdiction and patrol officers and school resource officers have seen an increase in controlled substance confiscations at traffic stops and on school campuses.

In pursuing a Tribal community policing regionalization initiative, it is imperative that you have an understanding about community policing interdependencies, vulnerabilities and protection incentives – particularly with regard to the interdependencies, vulnerabilities and protection incentives that exist within your region. We will discuss each in turn.



## Interdependencies

Community policing interdependencies exist whenever two or more jurisdictions, are mutually dependent upon each other. The importance of these interdependencies lies in the fact that logic dictates that if one fails, the other will also fail to some extent.

This interlinkage has created a new dimension of vulnerability, which, when combined with an emerging constellation of threats, poses unprecedented national risk.

Interdependencies occur when similar or like events take place in multiple jurisdictions. The seriousness, the time line and the method of operation all give rise to the solution being more easily obtained when partnerships are formed. The synergistic effect of manpower, equipment, intelligence and other resources complete the solution and the return of a quality of life for each jurisdiction.

Needless to say, no one jurisdiction has their own criminals or criminal activity. It is safe to say that our society has produced a criminal element that knows no boundaries.



**Discussion Hypothetical:** Let us examine criminal activities. Is there any area that is immune to this issue? Has the sharing of intelligence and resources led to solutions or reductions of these issues?

The answer to this hypothetical is not as simple as one might think.

Now, for purposes of your Tribal community policing regionalization initiative, you should be particularly concerned about your regional interdependencies – that is, the interdependencies that exist between the jurisdictions, capabilities or sectors of critical infrastructure located within your region.



### Activity: Step 3, Part 1 – Interdependencies

**What Interdependencies for this region can you identify (i.e., in the region wherein the course is being administered)?**



## Vulnerabilities

Tribal community vulnerabilities are any weaknesses that can be exploited by an aggressor or make an asset susceptible to threat damage. Such vulnerabilities are a characteristic of the design, location or operation of an asset, and may include such things as:

- Population demographics
- School campus
- Retail locations
- Isolated areas
- Traffic volume

Think back, for example, to the criminal issues that we discussed in the context of interdependencies. Needless to say, in understanding community policing vulnerabilities, it is important to not confuse the terms threats and vulnerabilities. A threat is something that can cause harm to life, health, property or the environment; whereas, a vulnerability is a deficit in capabilities or preparedness that can be damaged or destroyed. For purposes of your Tribal community policing regionalization initiative, you should be particularly concerned about the community policing vulnerabilities that exist within your regional interdependencies.



## Activity: Step 3, Part 2 – Vulnerabilities

**What Vulnerabilities exist within the Interdependencies that have been identified for this region (i.e., in the region wherein the course is being administered)?**



## Protection Incentives

Community policing protection incentives pertain to the motivating factors for implementing measures to eliminate or find solutions to the vulnerabilities that exist within interdependencies from criminal events. The assessment of protection incentives often entails risk management through the establishment of priorities.

For purposes of your Tribal community policing regionalization initiative, you should be particularly concerned about protecting the vulnerabilities that exist within your regional interdependencies and that have the highest risk of threat.



## Activity: Step 3, Part 3 – Protection Incentives

**What protection incentives can you identify concerning the vulnerabilities that exist within the interdependencies that have been identified for this region (i.e., the region wherein the course is being administered)?**



## LaJolla Indian Disaster

The LaJolla Indian Disaster. In October, 2007 southern California suffered from widespread wildfires that burned 1,775 homes and caused millions of dollars in damages. The La Jolla Reservation was suffered extensive damage from this wildfire. Disaster News noted:

The regional long-term recovery committee also continues to collaborate with the InterTribal Long-Term Recovery Foundation, a disaster preparedness, response and long-term recovery cooperative among nine of the 18 Native American Tribes in San Diego County.

“For a Tribe, especially a small Tribe, it’s (disasters) something they hope doesn’t happen, but because they try to provide so many other services for their people that it’s often low on the list of priorities,” said Theresa Gregor. Gregor works with the InterTribal Long-Term Recovery Foundation and with the La Jolla Band of Luiseño Indians as the American Red Cross case management liaison for the disaster recovery team.

Native Americans are among those most severely impacted by the fires in San Diego County. The Poomacha fire scorched roughly 92 percent of the La Jolla Reservation. They lost 40 homes - the most of all area reservations. Flooding from a severe storm several weeks later destroyed one more house. About 2,000 acres of the Santa Ysabel Reservation burned. No houses were destroyed, but other buildings were damaged.

More than 70 percent of those who lost their homes didn’t have insurance. The San Diego Foundation, Jewish Family Services and others helped fund the rebuilds on the La Jolla Reservation. Other area reservations helped La Jolla meet the required 25 percent match for FEMA funding, as well as providing modular homes for survivors.

Thirty-nine homes have been rebuilt, with 37 completed about 10 months after the fire, so the foundation’s focus is now disaster mitigation. The interTribal recovery committee worked with the United Church of Christ and Church World Service to raise future preparedness.

“Together we (UCC and CWS) provided ‘go-packs’ in case of evacuation for young children, elderly, people with disabilities and provided some of the inserts, like flashlights, batteries, filter masks,” said Florence Coppola, executive for

national disaster ministry for UCC. The backpack kits were assembled and distributed by a high school class from the Santa Ysabel Reservation.

CWS and its partners also provided generators to alleviate power-outages. The interTribal foundation caters not only to basic needs, but focuses on individual needs. They held a family weekend at the La Jolla campground where survivors could get services like a back massage or family photographs taken, just so they could have something to put on the walls of their new homes,” said Adam Geisler from the inter Tribal foundation.

“It’s important for survivors to feel like they have things of their own,” said Geisler. The Southern Baptist Convention sifted through the ashes of La Jolla Reservation homes in the aftermath of the fire to search for survivor’s personal items.



**If this problem, or a similar problem, were to occur in your community, would you be able to deal with it right now?**

**How would it go?**

**Are you satisfied with your response to dealing with issues?**



**Activity: Step 4, Part 1 – GAP Analysis: Planning Forward by Looking Back**

**Assuming you could go back 18 months from today and start over, what would you do to be prepared for your problem?**



**How could I improve my regional performance?**

**How will I identify where to put my efforts?**

**What regional partners would be important?**



### **Model Process for Needs and Capacity GAP Identification**

- Identify **Real Problems**
- Identify **Desired Responses**
- Identify **What Needs to be Done**
- Rate my **Capacity** to do the necessary functions Identify where to prioritize our efforts



### **Activity: Step 4, Part 2 – GAP Analysis: Real Problems**

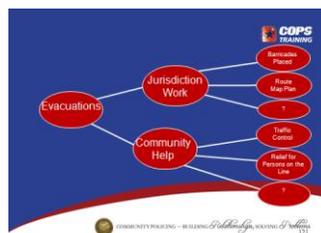
#### **Real Problems**

**What insights did you gain from explaining/exploring your problem in greater detail?**



### Activity: Step 4, Part 3 – GAP Analysis: Desired Responses

You have identified your problem. Now define/visualize how your problem should be addressed. These are your desired responses. These become your “concept of operations.”



### Activity: Step 4, Part 4 – GAP Analysis: Actions/Tasks

#### Directions – Actions/Tasks

1. Select three “desired responses” from your list in Step 4, Part 3 which you feel are important for your jurisdiction, one that can be achieved with a **Community Partnership** (Page 5), one involving an **Infrastructure Partnership** (Page 6), one involving **Individual Preparedness** (Page 7), and are considered a gap by your analysis.
2. Write the desired response on the side circle on: **Community Partnership** (Page 5), **Infrastructure Partnership** (Page 6), **Individual Preparedness** (Page 7).
3. Think silently for several minutes as to what has to be done in your jurisdiction for these desired responses. Work individually to compile a list of needs for each desired response for your identified problem.
4. On your page record at least six needs for each desired response for your identified problem. All must involve the potential of community partners or resources.
5. Share your needs with your group, using consensus refine the list to include the group’s desired response for **Community Partnership** (Page 5), **Infrastructure Partnership** (Page 6), **Individual Preparedness** (Page 7).

When you have completed identifying your needs, it is time to record the needs so we can manage this in our time frame.

This identifies **“What needs to be done”** to achieve each desired response. Together all of the desired response efforts will produce the all encompassing regional response managed through a community policing initiative. The desired responses should ultimately be reflected in the resulting course of action. Our purpose here is not to design and write a community policing actions plan, but rather to look at what needs to be done, break those efforts down into basic elements of work and then explore those efforts for areas where community and agency partnerships can provide the actual response capacity to perform the job for an extended period of time.

**Activity: Step 4, Part 5 – Needs Rating**

- Transfer the information from your mind map process
- Rate the “Need” your jurisdiction has in the problem and your community’s actual capacity to do the work for each need

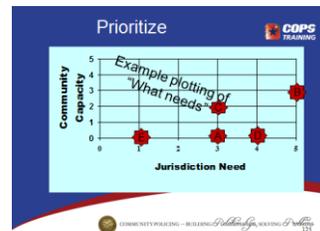
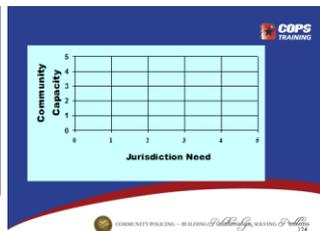



### Activity: Step 4, Part 5 – GAP Analysis: Needs Rating

**Activity: Step 4, Part 6 – Plotting**

- Plot the ratings you have just assigned
- Record the corresponding “example” letter on the chart according to its “jurisdictional need” and “community capacity” (X,Y) axis value





### Activity: Step 4, Part 6 – GAP Analysis: Plotting

**Assessing Regional Capacity**

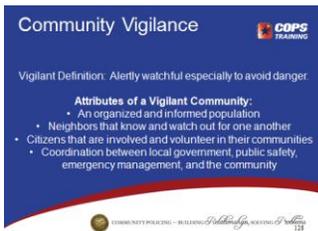



Specific to your problem, what does a vigilant, prepared, and resilient community look like?




### Assessing Regional Capacity

Specific to your problem, what does a vigilant, prepared, and resilient community look like?



## Community Vigilance

### Vigilant Definition

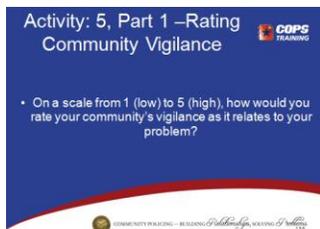
Alertly watchful especially to avoid danger.

### Attributes of a Vigilant Community

- An organized and informed population
- Neighbors that know and watch out for one another
- Citizens that are involved and volunteer in their communities
- Coordination between local government, public safety, emergency management, and the community

### Measurements of Vigilance

- Active, thriving neighborhood and community groups that provide regular training for community policing
- Cooperative partnerships between neighborhood and community groups
- High numbers of community volunteers
- Open communication and collaboration between local government, public safety, emergency management, and community groups



## Activity: Step 5, Part 1 – Rating your Community's Vigilance

**On a scale from 1 (low) to 5 (high), how would you rate your community's vigilance as it relates to your problem?**



## Community Preparedness

### Prepared Definition

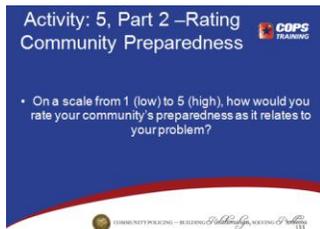
Subjected to a special process or treatment.

### Attributes of Preparedness

- Adequate and operable equipment and supplies (both for individual citizens and for infrastructure organizations)
- A comprehensive written plan for action in a time of crisis
- A well trained team of emergency responders

### Measurements of Preparedness

- **Equipment**
  - Family Emergency Plan
- **Community Response Plans**
  - Communication
  - Alarms
  - Neighborhood Watch
  - Crime Prevention
  - Weed and Seed
- **Training for professionals and volunteers**
  - Community Policing
  - Problem Solving
  - CPTED



### Activity: Step 5, Part 2 – Rating your Community's Preparedness

On a scale from 1 (low) to 5 (high), how would you rate your community's preparedness as it relates to your problem?



### Resilient Community

#### Resilient Definition

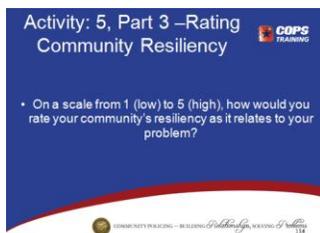
Tending to recover from or adjust easily to misfortune or change.

#### Attributes of Resiliency

- Public and private infrastructure working together
- Working partnerships throughout the community
- A commitment to problem solving and creative thinking
- High levels of trust
- Information sharing throughout the community
- Resources and information sharing with neighboring communities

#### Measurements of Resiliency

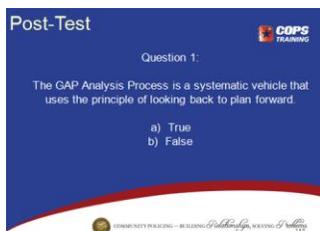
- Established victim's assistance programs
- Infrastructure restoration plans
- Active citizen participation response and public safety programs



### Activity: Step 5, Part 3 – Rating your Community’s Resiliency

On a scale from 1 (low) to 5 (high), how would you rate your community’s resiliency as it relates to your problem?

### Post-Test



1. The GAP Analysis Process is a systematic vehicle that uses the principle of looking back to plan forward.
  - a) True
  - b) False
  
2. Regional collaboration initiatives can be stabled by defining the following characteristics:
  - a) Interdependencies
  - b) County and State boundaries
  - c) Vulnerabilities
  - d) A & C only
  - e) All of the above

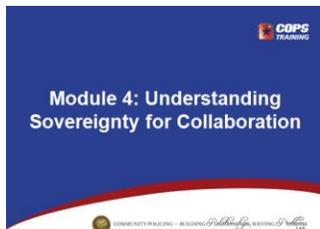


## Module 3 Wrap-Up

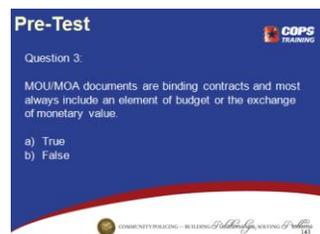
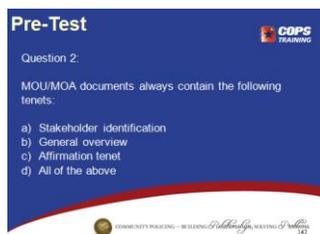
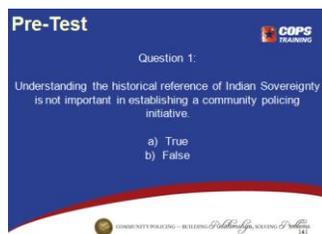
Can you:

- 3-1 Identify regional threats effecting Tribal lands and surrounding jurisdictions
- 3-2 Identify interdependencies, vulnerabilities, and protection incentives for regional problem
- 3-3 Understand how to evaluate regional capacity
- 3-4 Understand GAP Analysis process

## Module 4: Understanding Sovereignty for Collaboration



### Pre-Test



1. Understanding the historical reference of Indian Sovereignty is not important in establishing a community policing initiative.
  - a) True
  - b) False
2. MOU/MOA documents always contain the following tenets:
  - a) Stakeholder identification
  - b) General overview
  - c) Affirmation tenet
  - d) All of the above
3. MOU/MOA documents are binding contracts and most always include an element of budget or the exchange of monetary value.
  - a) True
  - b) False



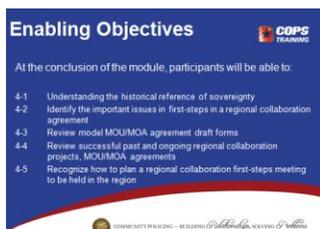
**Learning Objective**

At the conclusion of this module participants will be able to define and/or describe sovereignty rights along with the roles of their Federal, State and local government counterparts. The participants will discuss government to government practices and relations to develop strategies and innovative concepts.

COMMUNITY POLICING – BUILDING PUBLIC SAFETY PARTNERSHIPS

## Terminal Learning Objectives (TLO)

At the conclusion of this module participants will be able to define and/or describe sovereignty rights along with the roles of their federal, state and local government counterparts. The participants will discuss government to government practices and relations to develop strategies and innovative concepts.



**Enabling Objectives**

At the conclusion of the module, participants will be able to:

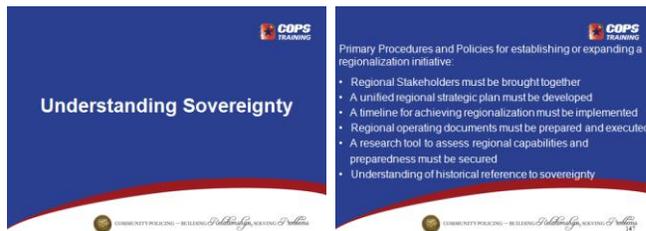
- 4-1 Understanding the historical reference of sovereignty
- 4-2 Identify the important issues in first-steps in a regional collaboration agreement
- 4-3 Review model MOU/MOA agreement draft forms
- 4-4 Review successful past and ongoing regional collaboration projects, MOU/MOA agreements
- 4-5 Recognize how to plan a regional collaboration first-steps meeting to be held in the region

COMMUNITY POLICING – BUILDING PUBLIC SAFETY PARTNERSHIPS

## Enabling Learning Objectives (ELO)

At the conclusion of this module, participants will be able to:

- 4-1 Understanding the historical reference of sovereignty
- 4-2 Identify the important issues in first-steps in a regional collaboration agreement
- 4-3 Review model MOU/MOA agreement draft forms
- 4-4 Review successful past and ongoing regional collaboration projects, MOU/MOA agreements
- 4-5 Recognize how to plan a regional collaboration first-steps meeting to be held in the region



## Understanding Sovereignty

There are several primary procedures and policies that must be performed in establishing or expanding a Tribal community policing regionalization initiative, including: (a) regional stakeholders must be brought together; (b) a unified regional strategic plan must be developed; (c) a timeline for achieving regionalization must be implemented; (d) regional operating documents must be prepared and executed; (e) a research tool to assess regional capabilities and preparedness must be secured; and (f) an understanding of historical references to sovereignty. We will learn about each of these primary procedures and policies and historical references to sovereignty during this training module.



## Governments/Leadership in Tribes

Contemporary Tribal governments reflect each Tribe's individual culture, its history, and the current needs of its citizens. Today, many Tribal governments combine their traditional governing institutions and/or programs that have been developed by the federal government. The result is that each Tribal government has its own unique way of meeting the needs of its citizens. For example:

- Some Tribes are governed by a Tribal council which runs all government programs;
- Some Tribes divide their government into a Tribal council and a separate Tribal administration;
- Some Tribal leaders serve as volunteers, others may have full-time paid positions;
- Larger Tribes may have local governments which represent individual communities, chapters, or villages. In addition, some reservations have more than one resident Tribe;

- In Alaska the Native Claims Settlement Act has established regional and Tribal corporations. Therefore, programs and services for Tribal members in that state may be provided by regional Tribal corporations, separate Tribal village corporations, individual traditional village councils, or the state; and
- Many Tribes have chosen to enter into agreements with the federal government to operate one or more federal programs on their reservations under the provision of the Indian Self-Determination and Education Assistance Act (P.L. 93-638, as amended).



### Fundamental Powers of Indian Tribes

- Power to Establish a Form of Government
- Power to Determine Membership
- Police Power
- Power to Administer Justice
- Power to Exclude Persons from the Reservation
- Power to Charter Business Organizations
- Sovereign Immunity

As learning organizations, Tribal law enforcement, generally, initiated the community policing philosophy responding to Tribal community demands and, now, has positioned themselves to be leaders in developing and implementing a Tribal community policing philosophy to all sectors of public safety and ultimately to what is known as community governance.

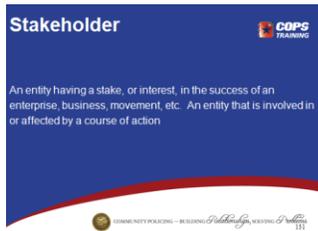


## Community Governance

Tribal Community policing is, in fact, alive and well. To maintain its viability the principles of Tribal community policing should be expanded throughout all of a community's agencies. The COPS Office explored this issue and subsequently published *Advancing Community Policing Through Community Governance: A Framework Document*. We can define community governance as “a philosophical approach to local governance in which municipal agencies, city leaders, and the community (e.g., nonprofit and community-based organizations, individuals, and businesses) view themselves as partners and collaborate to address community problems and improve the overall quality of life.” (Diamond and Weiss, p. 3) Diamond and Weiss note, “Community policing is a philosophical approach to policing; it is not a program or set of programs or tactics.” The elements of community governance include:

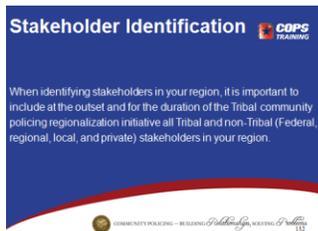
- Partnerships among municipal agencies
- Partnerships with the community
- Collaborative problem-solving efforts
- Organizational change

Mutual responsibility coupled with interdepartmental and community engagement form the basis of community governance—bringing city and county agencies, schools, religious and nonprofit organizations, businesses, and residential communities together to communicate openly on how to improve the quality of life of citizens. This requires all stakeholders to meet regularly to discuss ongoing problems in the neighborhood, develop strategic plans to repair deteriorated neighborhoods, and establish goals for their future. (Reis, 2006, p. 11)



## Stakeholder

**Stakeholder:** An entity having a stake, or interest, in the success of an enterprise, business, movement, etc. An entity that is involved in or affected by a course of action



## Stakeholder Identification

The following are the three primary elements for bringing together regional stakeholders for a Tribal community policing regionalization initiative:

- The **identification of the region** within which partnerships between stakeholders need to be built
- The **identification of the stakeholders** within that region
- The **garnering of participation from the stakeholders identified** and having them build partnerships with each other. We will discuss each of these elements in turn

Once you have identified the target region for your Tribal community policing regionalization initiative, the next step is to identify the stakeholders that may have an interest in that region. When identifying stakeholders in your region, it is important to include at the outset and for the duration of the Tribal community policing regionalization initiative all Tribal and non-Tribal (Federal, regional, local, and private) stakeholders in your region.



## Activity: Step 6 – Stakeholders

**Which stakeholders in your region are affected by your problem?**

**Who are the guardians/management of these stakeholders?**



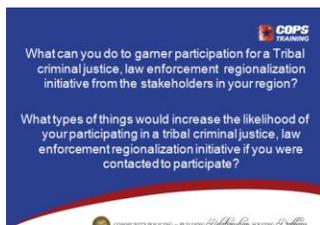
## Stakeholder Participation

After you have identified the stakeholders with an interest in your targeted region, the next step is to contact and communicate with those stakeholders. It is recommended that you contact the appropriate public safety and/or emergency management leaders for each stakeholder, and that you be prepared to communicate to each stakeholder contacted about topics such as: crime and criminal activity regionalization generally; background information on the contemplated Tribal community policing regionalization initiative; reasons warranting the contemplated Tribal community policing regionalization initiative; and the participation and collaboration requested from each stakeholder for the contemplated Tribal community policing regionalization initiative. It is also recommended that in communicating with each stakeholder contacted, you utilize the best practices for working with each type of stakeholder, and that you avoid the common pitfalls that were also discussed. In particular, it is recommended that you do the following:

- Consider using a private or non-governmental organization with expertise in developing Tribal community policing regionalization initiatives as a liaison for contacting stakeholders with whom you do not have any prior contact
- Share information concerning the contemplated initiative and its importance to the criminal justice/law enforcement capabilities of your region
- Recognize the sovereignty of the Tribal stakeholders and do not attempt to infringe upon that sovereignty with your contemplated Tribal community policing regionalization initiative

- Schedule meetings and round-tables to discuss the contemplated Tribal community policing regionalization initiative in more detail, and be cognizant of scheduling logistics such as notice and host sites
- Consider having your contemplated Tribal community policing regionalization initiative placed on the agendas of pre-existing stakeholder meetings
- Resist letting rivalries, historical and demographic differences, and cultural barriers prevent you from reaching out to the stakeholders needed for a comprehensive Tribal community policing regionalization initiative

Finally, it is worth mentioning that if you are not the stakeholder initiating the contact to rally stakeholder participation and collaboration for a contemplated Tribal community policing regionalization initiative, and are instead a stakeholder that has been contacted by another stakeholder concerning that initiative; then you should be receptive to that contact and prepared to build that partnership opportunity. This will require you to approach that contact with an open mind, and a willingness to share and collaborate for the good of the region as a whole.



**What can you do to garner participation for a Tribal community policing regionalization initiative from stakeholders in your region?**

**What types of things would increase the likelihood of your participating in a Tribal community policing regionalization initiative if you were contacted to so participate?**



## Value of a Regional Collaborative Approach



**“If you know the enemy and know yourself, you need not fear the results of a hundred battles.”**

**Sun Tzu**



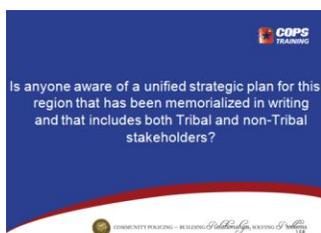
## Development of a Strategic Plan

Strategically, in your initiative the “enemy” is any crime, criminal activity and/or behavior, or potential terrorist related problem that could have a negative impact on your region. In order for the stakeholders in your Tribal community policing regionalization initiative to know this “enemy,” they must each understand the breadth of potential problems and the capabilities necessary to address these problems.

Conversely, in your Tribal community policing regionalization initiative the “yourself” pertains to your region as a whole. In order for the stakeholders in your Tribal community policing regionalization initiative to know “yourself”, they must each understand the capabilities and level of capacities of the stakeholders, individually and in the aggregate, in your region.

If you keep these strategic fundamentals in mind in developing the strategic plan for your Tribal community policing regionalization initiative, and if your Tribal community policing regionalization initiative is successful in performing the strategic plan ultimately devised, then your region will not need to fear any major problem that it may encounter.

With those strategic fundamentals in mind, let us now learn more about how to develop a strategic plan for your Tribal community policing regionalization initiative. For purposes of this training, we will focus upon the general purposes and basic tenets of regional strategic plans.



**Is anyone aware of a unified strategic plan for this region that has been memorialized in writing and that includes both Tribal and non-Tribal stakeholders?**



### General Purposes

The purpose of your strategic plan for your Tribal community policing regionalization initiative is to align the stakeholders and resources in your region with the capability and preparedness objectives for your region. Your strategic plan is the mechanism for setting priorities and allocating resources consistent with those priorities during the term of your Tribal community policing regionalization initiative. The strategic plan should be a vision-driven process that is used to develop the future unified value of your Tribal community policing regionalization initiative. It should strive to answer questions such as:

- What is the status of criminal justice capabilities and preparedness in the Region;
- What are the goals and objectives of the stakeholders with regard to Tribal criminal justice capabilities and preparedness in the region; and

- How do the stakeholders intend to accomplish the goals and objectives set for the region?

Needless to say, in order for the strategic plan for your Tribal community policing regionalization initiative to answer such questions, it must incorporate some anticipatory decision-making from the stakeholders participating in the Tribal community policing regionalization initiative.



## Basic Tenets<sup>2</sup> of a Strategic Plan

Although there are not any tenets that are required to be included in the strategic plan that is developed for your Tribal community policing regionalization initiative, there are certain recommended tenets to which the stakeholders in your Tribal community policing regionalization initiative should give due consideration. Those tenets are as follows:

### A Comprehensive Mission Statement

The strategic plan for your Tribal community policing regionalization initiative should have a comprehensive mission statement. This statement should define the basic purpose of your Tribal community policing regionalization initiative with particular focus on the core Tribal criminal justice capability and preparedness projects to be undertaken by the stakeholders participating in the initiative. In addition, the mission statement may also contain a statement of the vision of the Tribal community policing regionalization initiative, including its core values and principles.

### A Description of General Goals and Objectives

The strategic plan for your Tribal community policing regionalization initiative should include one or more general goals or objectives. Each general goal or objective included in your strategic plan should be stated with sufficient precision to direct and guide the stakeholders toward the actions needed to fulfill the mission of the Tribal community policing regionalization initiative. In addition, each general goal or

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<sup>2</sup> The recommended basic tenets for strategic plans developed for a regionalization initiative were drawn largely from the *Preparation and Submission of Strategic Plans*, Circular No. 1-11 (1998).

objective should be defined in a manner that allows a future assessment to be made on whether that goal or objective was or is being achieved.

### **A Description of the Means and Strategies to Achieve the General Goals and Objectives**

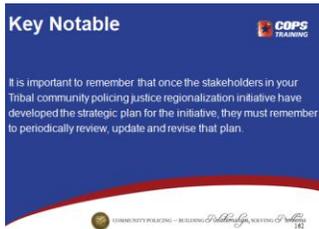
The strategic plan for your Tribal community policing regionalization initiative should include the means and strategies that will be used to achieve the general goals and objectives established for the Tribal community policing regionalization initiative. The means and strategies should include: operational processes; skills and cyber technologies; human-capital; funding; tangible equipment; and other resources.

### **Identification of Key Factors that May Affect Achievement of the General Goals and Objectives**

The strategic plan for your Tribal community policing regionalization initiative should identify the key factors that may significantly affect the achievement of the general goals and objectives established for the Tribal community policing regionalization initiative. This identification should include all key factors, regardless of whether said factors are external or internal to your Tribal community policing regionalization initiative. Key factors may be economic, demographic, social or environmental. In addition, the identification should indicate the link between the key factors and the particular goal or objective set forth in your strategic plan that you anticipate the key factor may affect.

### **A Description and Schedule for Evaluations**

The strategic plan for your Tribal community policing regionalization initiative should develop a methodology for evaluating whether the goals and objectives set forth in the strategic plan have been achieved and how a region would know whether it has accomplished its objectives. One way of accomplishing this is a developing a methodology that focuses on objective measurement and systematic analysis. In addition, the strategic plan should specify how often the evaluations should be performed.



**Key Notable:** It is important to remember that once the stakeholders in your Tribal community policing justice regionalization initiative have developed the strategic plan for the initiative, they must remember to periodically review, update and revise that plan.



### Activity: Step 7 – Mission Statement



### Implementing a Timeline for Regionalization

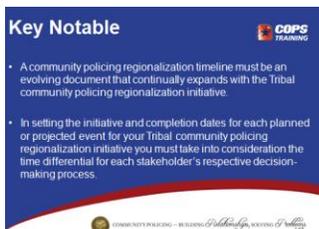
The late President John F. Kennedy once stated that “[w]e must use time as a tool, not as a couch.” Those words hold particularly true for your Tribal community policing regionalization initiative. That is, the performance of your Tribal community policing regionalization initiative will ultimately be measured by the time it takes to eliminate the Tribal criminal justice capability and preparedness gaps in your region. If your Tribal community policing regionalization initiative is not able to eliminate its gaps in a timely fashion, then those gaps may be exploited by criminals and terrorists. Therefore, all of the stakeholders in your Tribal community policing regionalization initiative must be cognizant of the importance of accomplishing the key planned or projected events, goals and objectives for your Tribal community policing regionalization initiative in a timely fashion.



The best way for each stakeholder to understand the timetable expectations for the performance of the key planned or projected events, goals, and objectives for a Tribal community policing regionalization initiative is with a timeline. A timeline provides preparedness planning reference points on how prepared a region is today; performance points indicating how well a region is performing and achieving its goals and objectives toward the desired preparedness of the region; and an indicator of how long it will take to get to the desired public safety and emergency management level of community policing preparedness for the region. A timeline also assists each stakeholder with the management of the time that each stakeholder has allotted for the Tribal community policing regionalization initiative, and provides each stakeholder with advance notice of performance deadlines.

It is recommended that your Tribal community policing regionalization initiative’s timeline for achieving regionalization contain, at a minimum, the following tenets:

- An identification of the planned or projected events for your Tribal community policing regionalization initiative
- Identification of the stakeholders responsible for performing each planned or projected event for your Tribal community policing regionalization initiative
- An identification of the initiative date for each planned or projected event for your Tribal community policing regionalization initiative
- An identification of the completion date for each planned or projected event for your Tribal community policing regionalization initiative



**Key Notable:** A community policing regionalization timeline must be an evolving document that continually expands with the Tribal community policing regionalization initiative.

**Key Notable:** In setting the initiative and completion dates for each planned or projected event for your Tribal community policing regionalization initiative you must take into consideration the time differential for each stakeholder’s respective decision-making process.

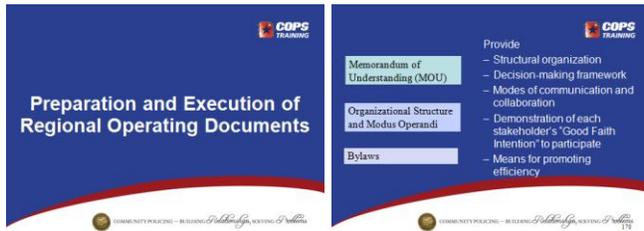
Needless to say, if your initiative and completion dates are not realistic, then performance misunderstandings between the stakeholders are likely to ensue, which may undermine the overall success of your Tribal community policing regionalization initiative.



### Activity: Step 8 – Timelines

**What timelines do you need to set forth for your problem including goals and objectives for both Tribal and non-Tribal stakeholders?**

There are a number of documents that should be prepared and executed while organizing your Tribal community policing regionalization initiative. These documents help establish a decision making framework that is agreed upon by the stakeholders in a Tribal community policing regionalization initiative. Three of the most important initial documents to prepare and execute in a Tribal community policing regionalization initiative are the Memorandum of Understanding, the Organizational Structure and Modus Operandi, and the Bylaws. We will now examine the purpose and recommended general tenets for each of these documents. We will also discuss some exemplar operating documents.



## Preparation and Execution of Regional Operating Documents



## Memorandum of Understanding

The first of the three most important initial documents to prepare and execute in a Tribal community policing regionalization initiative is the Memorandum of Understanding (“MOU”).

We will now examine the basic purpose of an MOU and the recommended general tenets for an MOU. We will also discuss an exemplar MOU.

### Purpose

An MOU is the governance document in a Tribal community policing regionalization initiative that voluntarily unites all Tribal and non-Tribal stakeholders that have agreed and consented to pursue and participate in a Tribal community policing regionalization initiative. The MOU memorializes in writing the good faith intentions of each stakeholder by specifying the tenets upon which each stakeholder has agreed and consented to voluntarily unite. The MOU is to remain in effect for as long as the Tribal community policing regionalization initiative is in operation, or otherwise, until the stakeholders in a Tribal community policing regionalization initiative agrees to cancel or modify the MOU in accordance with the other operating documents for that Tribal community policing regionalization initiative.

### Recommended General Tenets

Although there are not any tenets that are required to be included in the MOU which is prepared and executed in your Tribal community policing regionalization initiative,

there are certain recommended tenets that the stakeholders in your Tribal community policing regionalization initiative should give due consideration to including in their MOU. Those tenets are as follows:

### **A Stakeholder Identification Tenet**

An MOU should identify each stakeholder that is agreeing to cooperate, support, collaborate, administer, perform, and otherwise work together in the Tribal community policing regionalization initiative. As such, the MOU should identify every Tribal and non-Tribal stakeholder agreeing to the Tribal community policing regionalization initiative. This tenet should also reference the fact that additional stakeholders may be included in the Tribal community policing regionalization initiative by written addenda to the MOU.

### **A General Overview Tenet**

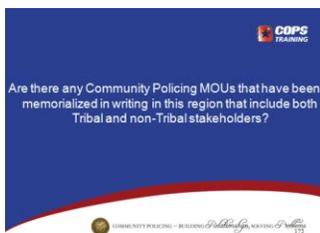
An MOU should set forth a general overview of the Tribal community policing regionalization initiative contemplated by the stakeholders agreeing to cooperate, support, collaborate, administer, perform, and otherwise work together in the Tribal community policing regionalization initiative. This overview should, at a minimum, include the following:

- A synopsis of the strategic plan for the Tribal community policing regionalization initiative
- An identification of the stakeholders within the Tribal community policing regionalization initiative who intend to submit grant applications for funding the Tribal community policing regionalization initiative – notably these stakeholders should generally be the state stakeholders given the present flow-through structure for community policing funding
- Agreement of each stakeholder that it will use its best efforts to participate and cooperate in the Tribal community policing regionalization initiative
- An identification of any private or non-governmental stakeholder who has agreed to serve as a liaison in the Tribal community policing regionalization initiative
- Agreement of any private or non-governmental stakeholder liaison to use its best efforts to coordinate and facilitate the Tribal community policing regionalization initiative
- a catch-all agreement by all stakeholders in the Tribal community policing regionalization initiative to cooperate, support, collaborate, administer, perform, and otherwise work together in the Tribal community policing regionalization initiative

### An Affirmation Tenet for Each Stakeholder

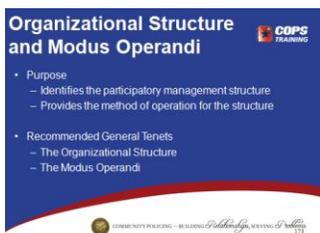
An MOU should include an affirmation executed by each stakeholder, wherein each stakeholder verifies his authority and willingness to voluntarily enter into the MOU. The execution of an affirmation by each stakeholder is that stakeholder's active demonstration to each other stakeholder of its consent and good faith intent to pursue the Tribal community policing regionalization initiative. Such affirmations have historically been used to demonstrate symbiotic pacts.

### Exemplar MOU



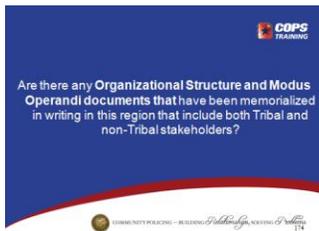
**Is anyone aware of any community policing MOUs that have been memorialized in writing for your region that include both Tribal and non-Tribal stakeholders?**

**Take a few minutes and review the exemplar MOU. What questions do you have about the exemplar MOU's purpose, content, or structure?**



### Organizational Structure and Modus Operandi

The second of the three most important initial documents to prepare and execute in a Tribal community policing regionalization initiative is the Organizational and Modus Operandi document.



**Is anyone aware of any Organizational Structure and Modus Operandi documents that have been memorialized in writing for your region that include both Tribal and non-Tribal stakeholders?**

We will now examine the basic purpose of an Organizational Structure and Modus Operandi document, and the recommended general tenets for it. We will also discuss an exemplar Organizational Structure and Modus Operandi document.

**Purpose**

The Organizational Structure and Modus Operandi document is the governance document in a Tribal community policing regionalization initiative that sets forth the participatory management structure for the Tribal community policing regionalization initiative that has been agreed to by the stakeholders in the Tribal community policing regionalization initiative. The document also sets forth the method with which the participatory management structure operates.

**Recommended General Tenets**

Although there are not any tenets that are required to be included in the Organizational Structure and Modus Operandi document in your Tribal community policing regionalization initiative, there are certain recommended tenets that the stakeholders in your Tribal community policing regionalization initiative should give due consideration to including in their Organizational Structure and Modus Operandi document. Those tenets are as follows:

**The Organizational Structure Tenet**

An Organizational Structure and Modus Operandi document should set forth the participatory management structure for your Tribal community policing regionalization initiative. This tenet should include the following:

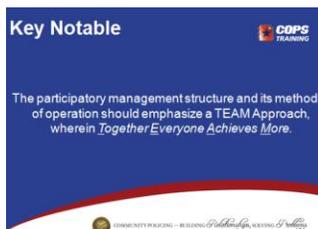
- An overview of the management structure for your Tribal community policing regionalization initiative
- An identification of the primary organizations comprising the management structure for your Tribal community policing regionalization initiative – it is recommended that at a minimum, your management structure include a management board (who functions as the ultimate decision making

organization within your Tribal community policing regionalization initiative), a management advisory committee (who functions as the management information advisors for the management board in your Tribal community policing regionalization initiative), and a fiscal advisory committee (who functions as the fiscal information advisors for the management board in your Tribal community policing regionalization initiative)

- An identification of the specialized working groups for your Tribal community policing regionalization initiative (who will aid the primary organizations in the performance of their tasks in your Tribal community policing regionalization initiative)
- An identification of the liaison for your Tribal community policing regionalization initiative (who will be responsible for coordinating and facilitating certain activities within the management structure of your Tribal community policing regionalization initiative).

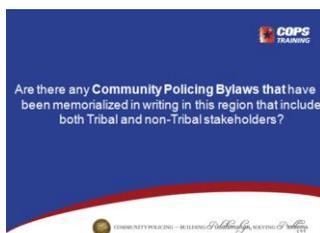
The Modus Operandi Tenet. An Organizational Structure and Modus Operandi document should set forth the method with which the participatory management structure operates. This tenet should include the following:

- An overview of the method of operation for the management structure in your Tribal community policing regionalization initiative
- An identification of the projects to be performed by the management structure in your Tribal community policing regionalization initiative – it is recommended that these projects be capability-based projects identified based upon a community policing gap analysis assessment derived from uniform research conducted on each stakeholder’s respective community policing capabilities and preparedness
- An identification of the tasks through which each project to be performed by the management structure in your Tribal community policing regionalization initiative must pass
- An emphasis on a participatory management structure.



**Key Notable:** The participatory management structure and its method of operation should emphasize a **TEAM** Approach, wherein **T**ogether **E**veryone **A**chieves **M**ore.

## Exemplar Organizational Structure and Modus Operandi Document



### Bylaws

The third of the three most important initial documents to prepare and execute in a Tribal community policing regionalization initiative is the Bylaws document.

### **Is anyone aware of any community policing Bylaws that have been memorialized in writing for your region that include both Tribal and non-Tribal stakeholders?**

We will now examine the basic purpose of the Bylaws, and the recommended general tenets for them.

#### **Purpose**

The Bylaws document is the governance document in a Tribal community policing regionalization initiative that sets forth the rules and guidelines adopted by the stakeholders in the Tribal community policing regionalization initiative for dealing with routine matters. Such rules and guidelines help facilitate the efficient and orderly performance of the activities and projects contemplated by a Tribal community policing regionalization initiative. The Bylaws also help memorialize the stakeholder’s respective rights and expectations with regard to the overall governance of the Tribal community policing regionalization initiative, which reduces the likelihood of future misunderstandings concerning the performance of a Tribal community policing regionalization initiative.

### **Recommended General Tenets**

Although there are not any tenets that are required to be included in the Bylaws for your Tribal community policing regionalization initiative, there are certain recommended tenets that the stakeholders in your Tribal community policing regionalization initiative should give due consideration to including in their Bylaws. Those tenets are as follows:

#### **Name and Location**

The Bylaws should specify the name of the Tribal community policing regionalization initiative, and the geographical area of our country that it encompasses.

#### **Convening Authority**

The Bylaws should include a recitation of the authority from which the Tribal community policing regionalization initiative operates. This usually includes reference to the MOU executed by the stakeholders in the Tribal community policing regionalization initiative, as well as the Organizational Structure and Modus Operandi document.

#### **Mission and Purpose**

The Bylaws should include a statement of the mission of the Tribal community policing regionalization initiative, and its corresponding purpose.

#### **Restrictions**

The Bylaws should specify any restrictions germane to the activities and projects contemplated by the Tribal community policing regionalization initiative.

#### **Membership**

The Bylaws should designate the types of stakeholders who can be members in the Tribal community policing regionalization initiative. It is recommended that all Tribal and non-Tribal stakeholders with an interest in a Tribal community policing regionalization initiative be eligible for membership. Moreover, the Bylaws should designate the requirements for eligibility to serve as a member of a board, committee or group comprising the management structure of the Tribal community policing regionalization initiative. The Bylaws should also specify the rights, responsibilities, and terms of service of board, committee and group members; as well as the procedures for terminating members, reinstating member, and filling member vacancies.

### Meeting Procedures

The Bylaws should set forth the procedures for conducting meetings in a Tribal community policing regionalization initiative. Those procedures should specify the requirements for the agendas, minutes, records, and notice to be given for the meetings. The procedures should also specify whether the meetings will be open to the public. In addition, The Bylaws should specify the stakeholder attendance requirements to constitute a quorum so that business can be transacted at any meeting conducted in a Tribal community policing regionalization initiative.

### Voting Rights

The Bylaws should set forth the voting procedures for voting at meetings conducted in a Tribal community policing regionalization initiative, and the rights of each stakeholder to vote in the Tribal community policing regionalization initiative. The Bylaws should also specify whether voting by proxy is permitted.

### Fiscal Management

The Bylaws should specify the fiscal management for the Tribal community policing regionalization initiative, including the identification of the fiscal year for the Tribal community policing regionalization initiative and the maintenance of fiscal records.

### Amendment Procedures

The Bylaws should specify the procedure for amending, adding to or repealing the Bylaws of a Tribal community policing regionalization initiative.



## Securing a Research Tool to Assess Regional Capabilities and Preparedness

A recommended start-up policy to adopt in the early stages of your Tribal community policing regionalization initiative is a policy that provides that all of the stakeholders in your Tribal community policing regionalization initiative have agreed to utilize the same research tool to gather their respective information pertaining to community policing capabilities and preparedness. This policy should also provide that all stakeholders agree to share their respective information requested through that research tool. By using the same research tool, the information gathered by each stakeholder is compatible to each other stakeholder's information, thereby rendering all the information

susceptible to uniform analyses and comparisons. When used in conjunction with a risk management model for your region, this data uniformity promotes the generation of community policing resource capabilities and preparedness baselines, best practices and alerts for your region; and also provides the stakeholders with the ability to continually assess community policing capability and preparedness gaps and measure the performance of the Tribal community policing regionalization initiative in eliminating those gaps.

By way of illustration, suppose your Tribal community policing regionalization initiative selects a resource capabilities and preparedness research tool and the tool is administered on all of the stakeholders in your region in Year One of the Tribal community policing regionalization initiative. The information gathered through the tool is then analyzed with regard to community policing baselines, best practices and alerts for the region as of Year One. Your management structure for the Tribal community policing regionalization initiative then uses those baselines, best practices and alerts to assess the community policing capability and preparedness gaps for your region, and the priorities for eliminating said gaps. Subsequently, in Year Three of your Tribal community policing regionalization initiative, the research tool is again administered on all of the stakeholders in your region. As was done in Year One, the information gathered through the tool is analyzed with regard to community policing baselines, best practices and alerts for the region as of Year Three.

Your management structure for the Tribal community policing regionalization initiative then compares the baselines, best practices and alerts for Year One and Year Three, and therefore, has an objective means to measure the performance of the Tribal community policing regionalization initiative in eliminating the community policing capability and preparedness gaps for your region.



**Key Notable:** The research tool should be comprehensive, scientifically developed and peer-tested with regard to community policing capabilities and Preparedness.

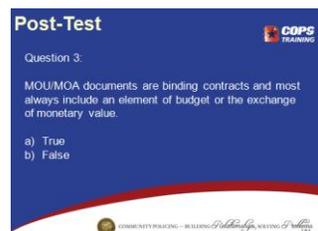
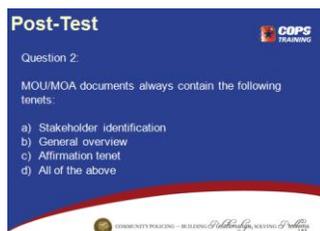
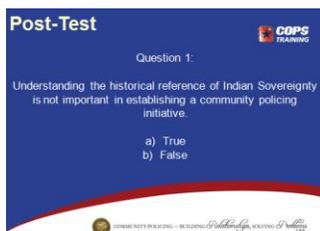
Those areas should include but not necessarily be limited to the following: Emergency Management; Law Enforcement; Border Security (if applicable); Detention; Emergency Medical; Public Works; Public Safety Communications and Interoperability; Critical Infrastructure; Environment; and Fire.



**Has anyone ever participated in a research tool that gathered information about Tribal criminal justice capabilities and preparedness? If so, describe what you were able to learn from the information gathered by that tool?**

The National Native American Law Enforcement Association (“NNALEA”) has developed a comprehensive, scientifically developed and peer-tested research tool that encompasses the areas set forth above. NNALEA, in conjunction with the Department of Homeland Security (“DHS”) and the National Congress of American Indians (“NCAI”) has already successfully administered a variation of this research tool on numerous stakeholders across the United States.

### Post-Test



1. Understanding the historical reference of Indian Sovereignty is not important in establishing a community policing initiative.
  - a) True
  - b) False
2. MOU/MOA documents always contain the following tenets:
  - a) Stakeholder identification
  - b) General overview
  - c) Affirmation tenet
  - d) All of the above

3. MOU/MOA documents are binding contracts and most always include an element of budget or the exchange of monetary value.
- a) True
  - b) False



## Module 4 Wrap-Up

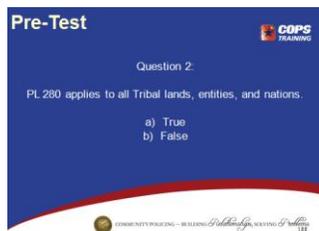
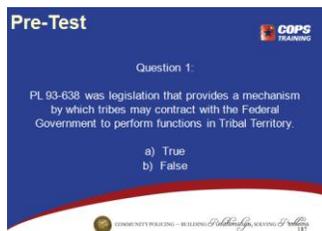
Can you:

- 4-1 Understanding the historical reference of sovereignty
- 4-2 Identify the important issues in first-steps in a regional collaboration agreement
- 4-3 Review model MOU/MOA agreement draft forms
- 4-4 Review successful past and ongoing regional collaboration projects, MOU/MOA agreements
- 4-5 Recognize how to plan a regional collaboration first-steps meeting to be held in the region

## Module 5: Best Practices and Lessons Learned: Partnership and Stakeholder Resources



### Pre-Test



1. PL 93-638 was legislation that provides a mechanism by which Tribes may contract with the Federal Government to perform functions in Tribal Territory.
  - a) True
  - b) False
2. PL 280 applies to all Tribal lands, entities, and nations.
  - a) True
  - b) False
3. Cultural misunderstanding is usually not a pitfall when working with non Tribal partnerships.
  - a) True
  - b) False



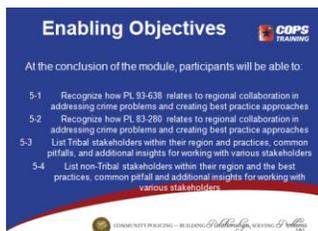
**Learning Objective** 

At the conclusion of this module participants will be able to list public safety, Tribal and community resources. Instructors will provide a conclusion for the discussion and administer the post test.

COMMUNITY POLICING - BUILDING Public Safety Partnerships

## Terminal Learning Objective (TLO)

At the conclusion of this module participants will be able to list public safety, Tribal and community resources. Instructors will provide a conclusion for the discussion and administer the post test.



**Enabling Objectives** 

At the conclusion of the module, participants will be able to:

- 5-1 Recognize how PL 93-638 relates to regional collaboration in addressing crime problems and creating best practice approaches
- 5-2 Recognize how PL 83-280 relates to regional collaboration in addressing crime problems and creating best practice approaches
- 5-3 List Tribal stakeholders within their region and practices, common pitfalls, and additional insights for working with various stakeholders
- 5-4 List non-Tribal stakeholders within their region and the best practices, common pitfalls and additional insights for working with various stakeholders

COMMUNITY POLICING - BUILDING Public Safety Partnerships

## Enabling Learning Objectives (ELO)

At the conclusion of the module, participants are able to:

- 5-1 Recognize how PL 93-638 relates to regional collaboration in addressing crime problems and creating best practice approaches
- 5-2 Recognize how PL 83-280 relates to regional collaboration in addressing crime problems and creating best practice approaches
- 5-3 List Tribal stakeholders within their region and practices, common pitfalls, and additional insights for working with various stakeholders
- 5-4 List non-Tribal stakeholders within their region and the best practices, common pitfalls and additional insights for working with various stakeholders



## Stakeholders

In a Tribal community policing regionalization initiative you will encounter a number of Tribal stakeholders who will be integral to the success of your Tribal community policing regionalization initiative. Tribal stakeholders, for purposes of our training, are comprised of all Federally-recognized Tribes and include all Tribes that have an interest in a Tribal community policing regionalization initiative. One of the most important attributes about Tribes is their respective sovereignty. That is, Tribes have a unique status in the United States because each Tribe is a sovereign nation having the same legal rights of self-determination possessed by independent countries. Non-Tribal stakeholders are comprised of all Federal, State, and local governmental stakeholders, as well as private or non-governmental stakeholders. The characterization of stakeholders as Tribal and non-Tribal is reasonable given the unique sovereign status of the Tribes that comprise the Tribal stakeholders.

In organizing, and in otherwise participating in, a Tribal community policing regionalization initiative it is important to attain some background information on the various types of stakeholders, so that you are in a better position to communicate, collaborate, and cooperate with each type of stakeholder with an interest in your region. As such, during the remainder of this training module you will be provided with information and discussion opportunities pertaining to the various types of stakeholders in a Tribal community policing regionalization initiative, with particular emphasis on recommended “best practices” for working with each type of stakeholder, “common pitfalls to avoid” in working with each type of stakeholder, and “tidbits” for understanding the decision-making process of each type of stakeholder. We will start with the Tribal stakeholders, and conclude with the non-Tribal stakeholders. As we learn about the “best practices,” “common pitfalls to avoid,” and “tidbits” for understanding the various stakeholders, you should pay particular attention to the recurrent recommendations concerning the importance that contact identification, communication, information and intelligence sharing, interactive drills and exercises, and time play in working with various types of stakeholders to establish a sustainable Tribal community policing regionalization initiative.



## Tribal Stakeholders

### Public Law 93-638

In 1975, the Indian Self-Determination and Education Assistance Act, Public Law 93-638 (“PL 638”), was signed into law. “This landmark legislation recognized the primacy of the government-to-government relationship between the United States and sovereign Tribal nations.”<sup>3</sup> This legislation provides the mechanism by which Tribes may contract with the Federal government to perform functions in Indian country. Under PL 638, funds normally expended by the Federal government are provided to the contracting Tribe to provide the contracted services. Tribes may contract for all or any portion of any service normally provided by the Federal government. Today, almost all law enforcement programs in Tribal country are operated pursuant to a PL 638 Contract.

### Public Law 83-280

Moreover, it should be noted that the sovereign status of Tribes was not terminated by Public Law 83-280 (“PL 280”). PL 280 just shifted Federal jurisdiction over offenses involving Native American in Tribal country in six States<sup>4</sup> and gave other States an option to assume such jurisdiction.<sup>5</sup> A subsequent amendment to PL 280 contained a retrocession provision, which enabled a State that had previously assumed jurisdiction over Tribes under PL 280 to return all or some of its jurisdiction to the Federal Government.<sup>6</sup> PL 280 did not divest the Tribes of their inherent authority to enact and subsequently enforce Tribal laws. (e.g., many Tribes in PL 280 states operate their own Tribal police departments). “Affected Tribes and States have faced obstacles in complying with the statute, including jurisdictional uncertainty and insufficient funding for law enforcement.”

<sup>3</sup> See “Tribal Self-Determination,” <http://info.ihs.gov>

<sup>4</sup> The six states are Alaska, California, Minnesota, Nebraska, Oregon, and Wisconsin. See “Public Law 280 and Law Enforcement in Indian Country – Research Priorities,” U. S. Department of Justice, Dec. 2005.

<sup>5</sup> The ten states that opted-in were Arizona, Florida, Idaho, Iowa, Montana, Nevada, North Dakota, South Dakota, Utah, and Washington. See “Public Law 280 and Law Enforcement in Indian Country – Research Priorities,” U. S. Department of Justice, Dec. 2005.

<sup>6</sup> The following states contain some Tribes who have retroceded: Minnesota, Nebraska, Oregon, Wisconsin, Idaho, Nevada, North Dakota, and Washington. See “Public Law 280 and Law Enforcement in Indian Country – Research Priorities,” U. S. Department of Justice, Dec. 2005.

In pursuing your Tribal community policing regionalization initiative, it is important that you reach out to each Tribe with a presence in your region, bearing in mind the sovereign status of each.



### Which stakeholders in your region are affected by your problem?

To assist you with reaching out to Tribal stakeholders in your Tribal community policing regionalization initiative, we will now turn our training to some recommended “best practices” for working with Tribal stakeholders, “common pitfalls to avoid” in working with Tribal stakeholders, and “tidbits” for understanding the decision-making process of Tribal stakeholders.



### Best Practices for Working with Tribal Stakeholders

Representatives from several Tribal stakeholders were polled concerning “best practices” that they would recommend for working with Tribal stakeholders in a Tribal community policing regionalization initiative. The recurrent recommended “best practices” from those Tribal stakeholders polled are set forth herein for our training purposes. It is important to note that the recommended “best practices” set forth herein are by no means an exhaustive list. After our review of these “best practices,” though, you will have an opportunity to recommend any additional “best practices” for working with Tribal stakeholders that you think would benefit your colleagues in this course in their respective pursuit of community policing regionalization.

#### Contact Identification

It is a best practice when working with Tribal stakeholders in a Tribal community policing regionalization initiative to identify the contact person or persons with whom the Tribal stakeholders are to communicate concerning regional community policing

preparedness matters. By knowing who to contact and how to contact them, the Tribal stakeholders are placed in a better position to communicate with the other stakeholders in a Tribal community policing regionalization initiative.

### **Communication**

It is a best practice when working with Tribal stakeholders in a Tribal community policing regionalization initiative to communicate regularly with each Tribal stakeholder. Regular communications help to nurture and foster your relationships with the Tribal stakeholder. In-person communications are especially helpful and productive. Notably, many Tribal stakeholders only have limited capabilities for communicating electronically. If communicating electronically with a Tribal stakeholder, then one must be cognizant, particularly in the early stages of the relationship, that written communications are sometimes misconstrued due to cultural, environmental, and/or historical differences. By having regular channels of communication with the Tribal stakeholders within your region, the likelihood that your Tribal community policing regionalization initiative will be a sustainable success are greatly increased.

### **Information and Intelligence Sharing**

It is a best practice when working with Tribal stakeholders in a Tribal community policing regionalization initiative to share information and intelligence pertinent to quality of life matters. If you are unwilling to share your capabilities information and law enforcement intelligence with the Tribal stakeholders in your region, then those Tribal stakeholders will be less likely to share their information and intelligence with you.

### **Recognition of Sovereignty**

It is a best practice when working with Tribal stakeholders in a Tribal community policing regionalization initiative to always recognize that each Tribal stakeholder is a sovereign government. Therefore, each Tribal stakeholder in a Tribal community policing regionalization initiative must be dealt with on a government-to-government basis. Failure to recognize the sovereignty of the Tribal stakeholders in a Tribal community policing regionalization initiative will cause the Tribal community policing regionalization initiative to fail, as the Tribal stakeholders will be unwilling to participate.

### **Respect**

It is a best practice when working with Tribal stakeholders in a Tribal community policing regionalization initiative to treat each Tribal stakeholder with respect. Tribal stakeholders are just as important to any Tribal community policing regionalization initiative as any non-Tribal stakeholder participating in that initiative. Therefore, Tribal

stakeholders must be treated with the same respect with which non-Tribal stakeholders are treated in a Tribal community policing regionalization initiative.

### Host Sites

It is a best practice when working with Tribal stakeholders in a Tribal community policing regionalization initiative to provide them with an equal opportunity to host meetings and/or trainings concerning the Tribal community policing regionalization initiative. In addition, non-Tribal stakeholders in a Tribal community policing regionalization initiative should be willing to participate in meetings and/or trainings that are hosted on Tribal lands. This will in turn facilitate the willingness of Tribal stakeholders to journey from their Tribal lands for meetings and/or trainings hosted by non-Tribal stakeholders in the Tribal community policing regionalization initiative.

### Cross Jurisdiction Deputization

It is a best practice when working with Tribal stakeholders in a Tribal community policing regionalization initiative to consider cross-jurisdiction deputization with those Tribal stakeholders. For instance, it may be advantageous for certain officials of Tribal stakeholders to be given certain jurisdictional rights outside of their Tribal lands, in exchange for certain officials of non-Tribal stakeholders being given certain jurisdictional rights inside Tribal lands. Cross jurisdiction deputization promotes mutual cooperation, assistance, and collaboration between Tribal stakeholders and non-Tribal stakeholders in a Tribal community policing regionalization initiative, particularly with regard to law enforcement.

### Advance Notice

It is a best practice when working with Tribal stakeholders in a Tribal community policing regionalization initiative to provide the Tribal stakeholders with advance notice of any meetings and/or trainings. Many Tribal stakeholders have personnel and resource limitations, and therefore, they need sufficient notice to plan for their personnel to attend meetings and/or trainings, particularly if the meetings and/or trainings are being held at sites located outside of Tribal lands.



**What additional “best practices” can you identify for working with Tribal stakeholders?**



## Common Pitfalls to Avoid in Working with Tribal Stakeholders

Representatives from several Tribal stakeholders were polled concerning “common pitfalls to avoid” in working with Tribal stakeholders in a Tribal community policing regionalization initiative. The recurrent recommended “common pitfalls to avoid” from those Tribal stakeholders polled are set forth herein for our training purposes. It is important to note that the recommended “common pitfalls to avoid” set forth herein are by no means an exhaustive list. After our review of these “common pitfalls to avoid,” though, you will have an opportunity to recommend any additional “common pitfalls to avoid” in working with Tribal stakeholders that you think would benefit your colleagues in this course in their respective pursuit of community policing regionalization.

### Failure to Include and Inform Tribes

A common pitfall to avoid when working with Tribal stakeholders in a Tribal community policing regionalization initiative concerns the failure to include Tribal stakeholders and to inform those Tribal stakeholders of their importance in that initiative. It is important to include all of the Tribal stakeholders in your region at the onset of a Tribal community policing regionalization initiative, and to continue to include them throughout the duration of said initiative. Waiting until the middle of a Tribal community policing regionalization initiative to include Tribal stakeholders does not provide the Tribal stakeholders with their due ownership in said initiative, and otherwise creates a gap in the community policing preparedness of that region until the Tribal stakeholders are included. In addition, it is important to inform Tribal stakeholders of the important role that they play in community policing activities within a region, so that no Tribal stakeholder has a false sense of complacency with regard to community policing.

### Failure to Recognize Tribal Differences

A common pitfall to avoid when working with Tribal stakeholders in a Tribal community policing regionalization initiative concerns the failure to recognize Tribal differences. If you have multiple Tribes within your region, then it is important to remember that each Tribe is distinct and unique. Each Tribe will have its own government structure, culture, and tradition. As such, you should avoid assuming that all Tribal stakeholders within your Tribal community policing regionalization initiative are alike.

### Lack of Sensitivity for Tribal Culture and Tradition

A common pitfall to avoid when working with Tribal stakeholders in a Tribal community policing regionalization initiative concerns having a lack of sensitivity for Tribal culture and tradition. Each Tribal stakeholder within a Tribal community policing regionalization initiative has its own culture and tradition, which it greatly values. Therefore, it is important to discover the culture and tradition of each Tribal stakeholder in your region, and to be respectful of the same. If you can avoid being insensitive toward the culture and tradition of the Tribal stakeholders in your region, then you will be better able to communicate with those Tribal stakeholders.

### Failure to Communicate on a Grass Roots Level

A common pitfall to avoid when working with Tribal stakeholders in a Tribal community policing regionalization initiative concerns the failure to communicate with Tribal stakeholders on a grass roots level. Communication barriers will undoubtedly arise if non-Tribal stakeholders attempt to communicate with Tribal stakeholders via overly elaborate language that is not native to the Tribal stakeholders and that is not from a source that the Tribal stakeholders trust.



### Activity: Step 9 – Pitfalls

**What pitfalls will you encounter during the process of addressing your problem with the group?**



### “Tidbits” about the Decision-Making Process of Tribal Stakeholders

Representatives from several Tribal stakeholders were polled concerning “tidbits” that they felt were insightful for working with Tribal stakeholders in a Tribal community policing regionalization initiative. The recurrent “tidbits” from those Tribal stakeholders

polled are set forth herein for our training purposes. It is important to note that the “tidbits” set forth herein are by no means an exhaustive list. After our review of these “tidbits,” though, you will have an opportunity to recommend any additional “tidbits” about the decision-making process of Tribal stakeholders that you think would benefit your colleagues in this course in their respective pursuit of community policing regionalization.

### **Tribal Governing Bodies Vary**

It is important to understand that Tribal stakeholders have different governing bodies. For instance, some Tribal stakeholders may be governed by a Tribal council, board, or business committee; while others may be governed by a single chairperson, governor or chief. Therefore, it is important to learn from the Tribal stakeholders in your region about their respective governing bodies so that you will be better prepared to partner with them in your Tribal community policing regionalization initiative.

### **Approval Process**

It is important to understand that the decision making process within many Tribal stakeholders often takes time. Many Tribal stakeholders prefer to discuss and to give due consideration to matters before they grant their approval. Therefore, it is important to be patient when waiting for approval from a Tribal stakeholder in a Tribal community policing regionalization initiative.



**What additional insights can you identify about the decision making process of Tribal stakeholders?**



## Non-Tribal Stakeholders

Non-Tribal stakeholders, for purposes of our training, include all Federal, State, and local stakeholders, as well as any private or non-governmental stakeholders, that have an interest in a Tribal community policing regionalization initiative. Each type of non-Tribal stakeholder will be examined during the remainder of this session with emphasis on the “best practices” for working with each type of non-Tribal stakeholder, “common pitfalls to avoid” in working with each type of stakeholder, and “tidbits” for understanding the decision-making process of each type of non-Tribal stakeholder. This information is intended as a starting point for preparing you to better understand and work with the non-Tribal stakeholders with whom you will need to work in your Tribal community policing regionalization initiative. Once you have been equipped with this information, you should reach out to the non-Tribal stakeholders in your Tribal community policing regionalization initiative to learn more about their respective intricacies.



## Federal Stakeholders

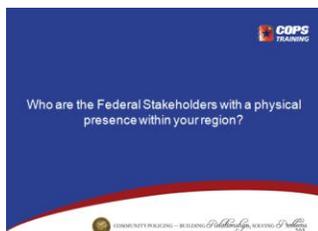
The Federal stakeholders in a Tribal community policing regionalization initiative are the Federal department and agency stakeholders that are part of our country’s national government with a presence in your region. Needless to say, there are numerous Federal departments and agencies who may be important stakeholders in your Tribal community policing regionalization initiative.

Undoubtedly, though, the Department of Justice (DOJ) is at the forefront of the important Federal stakeholders for your Tribal community policing regionalization initiative.

Other Federal stakeholders who may be important stakeholders in your Tribal community policing regionalization initiative include, but are not necessarily limited to the following:

- U.S. Bureau of Indian Affairs
- U.S. Drug Enforcement Administration
- Federal Bureau of Investigation
- Indian Health Service
- Bureau of Alcohol, Tobacco, Firearms, and Explosives
- Bureau of Land Management
- United States Food & Drug Administration
- Animal and Plant Health Inspection Service
- National Park Service
- U.S. Environmental Protection Agency
- U.S. Fish and Wildlife
- U.S. Centers for Disease Control
- U.S. Marshal Service

In pursuing a Tribal community policing regionalization initiative, it is important that you reach out to DOJ and to each of the above-referenced Federal stakeholders, among others, who have a presence in your region.



### **Who are the Federal stakeholders with a physical presence within your region?**

To assist you with reaching out to DOJ and other Federal stakeholders in your Tribal community policing regionalization initiative, we will now turn our training to some recommended “best practices” for working with Federal stakeholders, “common pitfalls to avoid” in working with Federal stakeholders, and “tidbits” for understanding the decision-making process of Federal stakeholders.



## Best Practices for Working with Federal Stakeholders

Representatives from several Federal stakeholders were polled concerning “best practices” that they would recommend for working with Federal stakeholders in a Tribal community policing regionalization initiative. The recurrent recommended “best practices” from those Federal stakeholders polled are set forth herein for our training purposes. It is important to note that the recommended “best practices” set forth herein are by no means an exhaustive list. After our review of these “best practices,” though, you will have an opportunity to recommend any additional “best practices” for working with Federal stakeholders that you think would benefit your colleagues in this course in their respective pursuit of community policing regionalization.

### Contact Identification

It is a best practice when working with Federal stakeholders in a Tribal community policing regionalization initiative to identify the contact person or persons within your state, county, Tribe or organization with whom each regional Federal stakeholder should contact with regard to regional community policing preparedness matters. The identities and contact information for that person or persons should then be disclosed to each regional Federal stakeholder. Where possible, it is advantageous to identify contacts who are not political appointees, as it is less likely that those contacts may change in the midst of a political upheaval within your state, county, Tribe or organization. By knowing who to contact and how to contact them, the Federal stakeholders are placed in a better position to communicate with your State, county, Tribe or organization on regional community policing matters.

### Communication

It is a best practice when working with Federal stakeholders in a Tribal community policing regionalization initiative to communicate regularly with each Federal stakeholder that has a presence in your region. Regular communications help to nurture and foster your State’s, county’s, Tribe’s or organization’s relationship with that stakeholder. In-person communications are especially helpful and productive. Most Federal stakeholders, though, are also available to communicate electronically. By having regular channels of communication with the Federal stakeholders within your region, the likelihood that your Tribal community policing regionalization initiative will be a sustainable success are greatly increased.

### **Information and Intelligence Sharing**

It is a best practice when working with Federal stakeholders in a Tribal community policing regionalization initiative to share information and intelligence pertinent to community policing matters. If you are unwilling to share your capabilities information and law enforcement intelligence with the Federal stakeholders in your region, then the opportunities for collaboration with and assistance from those Federal stakeholders will be greatly compromised.

### **Knowledge about Community policing**

It is a best practice when working with Federal stakeholders in a Tribal community policing regionalization initiative to stay on top of community policing information and initiatives. Information and initiatives promulgated by DOJ continue to evolve, and therefore, you need to stay current on community policing changes and developments. This will make you better prepared to work with your regional Federal stakeholders in keeping your region's community policing initiative current.

### **Participation**

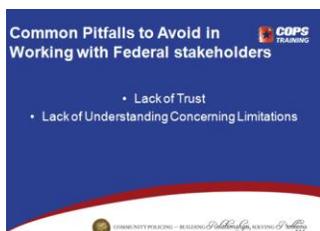
It is a best practice when working with Federal stakeholders in a Tribal community policing regionalization initiative to participate actively in meetings, briefings, and practice exercises offered by the Federal stakeholders within your region. Participation in such meetings, briefings and exercises help to foster your relationships with the Federal stakeholders in your region, while making you better prepared to prevent, protect against, and respond to, major events. In addition, team-building exercises help develop trust which is a prerequisite for a sustainable Tribal community policing regionalization initiative.

### **Utilization of Available Resources**

It is a best practice when working with Federal stakeholders in a Tribal community policing regionalization initiative to keep in mind that Federal stakeholders may have resources and capabilities to aid and assist the other stakeholders in your region on quality of life matters. It is important to understand that these resources and capabilities go beyond just funding resources. Therefore, you should inquire and investigate about the resources and capabilities that the Federal stakeholders within your region have available, and take advantage of the same. By taking advantage of such resources and capabilities, you will be one step closer to achieving a safe and secure region.



### What additional “best practices” can you identify for working with Federal stakeholders?



### Common Pitfalls to Avoid in Working with Federal Stakeholders

Representatives from several Federal stakeholders were polled concerning “common pitfalls to avoid” in working with Federal stakeholders in a Tribal community policing regionalization initiative. The recurrent recommended “common pitfalls to avoid” from those Federal stakeholders polled are set forth herein for our training purposes. It is important to note that the recommended “common pitfalls to avoid” set forth herein are by no means an exhaustive list. After our review of these “common pitfalls to avoid,” though, you will have an opportunity to recommend any additional “common pitfalls to avoid” in working with Federal stakeholders that you think would benefit your colleagues in this course for community policing regionalization.

#### Lack of Trust

A common pitfall when working with Federal stakeholders in a Tribal community policing regionalization initiative concerns non-Federal stakeholders who are unwilling to interact with the Federal stakeholders with an open mind. In order for a Tribal community policing regionalization initiative to be successful, you must be willing to deal with the Federal stakeholders within your region with an open mind, and a willingness to give those Federal stakeholders an opportunity to earn your trust concerning community policing issues.

#### Lack of Understanding Concerning Limitations

A common pitfall when working with Federal stakeholders in a Tribal community policing regionalization initiative concerns non-Federal stakeholders who fail to understand that Federal stakeholders have certain limitations on what they can do to

assist with regional community policing efforts. Those limitations are defined by enactments of Congress and the doctrines of the Department of Justice, and not by the regional Federal stakeholders themselves. Unfortunately, a failure to understand that certain limitations exist often breeds unwarranted animosity between stakeholders in a region, which may in turn undermine the Tribal community policing regionalization initiative.



**What additional “common pitfalls to avoid” can you identify in working with Federal stakeholders?**



**“Tidbits” about the Decision-Making Process of Federal Stakeholders**

Representatives from several Federal stakeholders were polled concerning “tidbits” that they felt were insightful for working with Federal stakeholders in a Tribal community policing regionalization initiative. The recurrent “tidbits” from those Federal stakeholders polled are set forth herein for our training purposes. It is important to note that the “tidbits” set forth herein are by no means an exhaustive list. After our review of these “tidbits,” though, you will have an opportunity to recommend any additional “tidbits” about the decision-making process of Federal stakeholders that you think would benefit your colleagues in this course in their respective pursuit of community policing regionalization.

**Priorities**

It is important to understand that the priorities of regional Federal stakeholders are largely dictated by Congress. Unfortunately, this sometimes leads to a discrepancy between more localized stakeholders and Federal stakeholders within a region. Having an understanding, though, from where the Federal priorities flow, will help suppress any animosity that might be bred from any such discrepancies. This may in turn facilitate a joint effort stemming from the grass roots up to inform Congress of priority changes that are needed to be made on a regional basis.

### **Time**

It is important to understand that running issues up the Federal stakeholder chain-of-command often takes time, and therefore you need to be persistent and patient. There are many levels to the Federal chain-of-command. Often times, more localized stakeholders may not be aware that there are so many levels, as they are use to their respective smaller chains-of-command. Needless to say, the more levels of command through which an issue must be run, the more time it will take to get the Federal stakeholder's decision. Having an understanding, though, of the time involved will help you realize that if you are patient and persistent you should eventually have a decision.

### **Sensitivity**

It is important to understand that given the recent natural disasters and terrorist attacks, such as Hurricane Katrina and the September 11, 2001 attacks reviewed in the Opening Scenarios section of this course, there are certain sensitivities within Federal stakeholders for making sure that community policing issues are done right. Having this understanding should help garner your trust of the Federal stakeholders within your region with regard to community policing issues.

### **Agent Development**

It is important to understand that local Federal agents are often rotated in and out of Federal stakeholder offices to help further develop those agents by providing them with diverse experiences and training, and not to undermine local relationships. As such, it is important to maintain regular contact with the Federal stakeholders within your region, and to request departing agents to initiate the communication between you and the replacement agent prior to the departing agent's actual departure.

### **Interactive Drills and Exercises**

It is important to understand that the interactive drills and exercises offered by regional Federal stakeholders are geared in part toward demonstrating the Federal decision making processes that occur during major public safety events or terrorist attacks. Therefore, by participating in such interactive drills and exercises, non-Federal stakeholders are enabled to develop a greater understanding of the Federal decision-making process.



### What additional insights can you identify about the decision making process of Federal stakeholders?



### State Stakeholders

The State stakeholders in a Tribal regionalization initiative are the State governments and their respective departments and agencies who have a presence in your region. There are subtle differences from state to State concerning the departments and agencies that comprise a State government. All States, though, have many departments dedicated to quality of life matters. These departments are a good starting point for identifying all of the other departments and agencies within a State that should be included as a stakeholder in a Tribal community policing regionalization initiative.

In pursuing your Tribal community policing regionalization initiative, it is important that you reach out to the many departments of each State with a presence in your region.



### Who are the State stakeholders in your region?

To assist you with reaching out to State stakeholders in your Tribal community policing regionalization initiative, we will again turn our training to some recommended “best practices” for working with State stakeholders, “common pitfalls to avoid” in working with State stakeholders, and “tidbits” for understanding the decision-making process of State stakeholders. As you will see, there is some overlap between the recommendations for

working with Federal stakeholders versus those for working with State stakeholders; particularly, those recommendations concerning contact identification, communication, information and intelligence sharing, interactive drills and exercises, and time. Such overlap further demonstrates the importance of these types of “best practices,” “common pitfalls to avoid,” and/or “tidbits” for understanding.



### **Best Practices for Working with State stakeholders**

Representatives from several State stakeholders were polled concerning “best practices” that they would recommend for working with State stakeholders in a Tribal community policing regionalization initiative. The recurrent recommended “best practices” from those State stakeholders polled are set forth herein for our training purposes. It is important to note that the recommended “best practices” set forth herein are by no means an exhaustive list. After our review of these “best practices” though, you will have an opportunity to recommend any additional “best practices” for working with State stakeholders that you think would benefit your colleagues in this course in their respective pursuit of community policing regionalization.

#### **Contact Identification**

It is a best practice when working with State stakeholders in a Tribal community policing regionalization initiative to identify the contact person or persons with whom the State stakeholders are to communicate concerning regional quality of life matters. By knowing who to contact and how to contact them, the State stakeholders are placed in a better position to communicate with the other stakeholders in a Tribal community policing regionalization initiative.

#### **Communication**

It is a best practice when working with State stakeholders in a Tribal community policing regionalization initiative to communicate regularly with each State stakeholder. Regular communications help to nurture and foster your relationships with the State stakeholder. In-person communications are especially helpful and productive. Most State stakeholders, though, are also available to communicate electronically. By having regular channels of communication with the State stakeholders within your region, the likelihood that your Tribal community policing regionalization initiative will be a sustainable success are greatly increased.

### Information and Intelligence Sharing

It is a best practice when working with State stakeholders in a Tribal community policing regionalization initiative to share information and intelligence pertinent to community policing matters. If you are unwilling to share your capabilities information and law enforcement intelligence with the State stakeholders in your region, than the opportunities for collaboration with and assistance from those State stakeholders will be greatly compromised.

### Participation

It is a best practice when working with State stakeholders in a Tribal community policing regionalization initiative to participate actively in meetings, briefings, and practice exercises offered by the State stakeholders within your region. Participation in such meetings, briefings and exercises help to foster your relationships with the State stakeholders in your region, while making you better prepared to prevent, protect against, respond to, and recover from major events. In addition, team-building exercises help develop trust which is a prerequisite for a sustainable Tribal community policing regionalization initiative.



### What additional “best practices” can you identify for working with State stakeholders?



### Common Pitfalls to Avoid in Working with State stakeholders

Representatives from several State stakeholders were polled concerning “common pitfalls to avoid” in working with State stakeholders in a Tribal community policing regionalization initiative. The recurrent recommended “common pitfalls to avoid” from those State stakeholders polled are set forth herein for our training purposes. It is important to note that the recommended “common pitfalls to avoid” set forth herein are by no means an exhaustive list. After our review of these “common pitfalls to avoid”

though, you will have an opportunity to recommend any additional “common pitfalls to avoid” in working with State stakeholders that you think would benefit your colleagues in this course in their respective pursuit of community policing regionalization.

### Lack of Trust

A common pitfall when working with State stakeholders in a Tribal community policing regionalization initiative concerns non-State stakeholders who are unwilling to interact with the State stakeholders with an open mind. In order for a Tribal community policing regionalization initiative to be successful, you must be willing to deal with the State stakeholders within your region with an open mind, and a willingness to give those State stakeholders an opportunity to earn your trust concerning community policing issues.

### Being Influenced by Inter-Office Rivalries

A common pitfall when working with State stakeholders is being influenced by rivalries. In order for a Tribal community policing regionalization initiative to be successful, all rivalries must give way to reciprocal cooperation and respect.



**What additional “common pitfalls to avoid” can you identify in working with State stakeholders?**



### “Tidbits” about the Decision-Making Process of State stakeholders

Representatives from several State stakeholders were polled concerning “tidbits” that they felt were insightful for working with State stakeholders in a Tribal community policing regionalization initiative. The recurrent “tidbits” from those State stakeholders polled are set forth herein for our training purposes. It is important to note that the “tidbits” set forth herein are by no means an exhaustive list. After our review of these “tidbits” though, you will have an opportunity to recommend any additional “tidbits” about

the decision-making process of State stakeholders that you think would benefit your colleagues in this course in their respective pursuit of community policing initiative.

### **Community Outreach Representative**

It is important to understand that many States have a community outreach representative. Oftentimes, the community outreach representative of a State can help guide you through the decision-making process for that representative's State. Therefore, it is important to develop a relationship with the community outreach representative for the State within whose geographical boundaries your county or Tribal lands are located. It may also be advantageous to develop a relationship with the community outreach representative for any other State participating within your Tribal community policing regionalization initiative, so that you have a better understanding of the decision-making process within each such State.

### **State Public Safety Departments and Agents**

It is important to understand that each State stakeholder has a Public Safety department and/or agent designated to handle the community policing matters within that State. This department and/or agent are some of the best points of contact when coordinating and communicating with a State stakeholder about a Tribal community policing regionalization initiative.

### **Time**

It is important to understand that the decision making process within many State stakeholders often takes time. Not only are there certain levels to the decision-making process within any given State stakeholder, but politics and public policies often have an impact on the speed with which decisions are made. Therefore, it is important to be persistent and patient when waiting on a decision from a State stakeholder.

### **Interactive Drills and Exercises**

It is important to understand that the interactive drills and exercises offered by State stakeholders are geared in part toward demonstrating each State's decision making process that occurs during natural disasters or terrorist attacks. Therefore, by participating in such interactive drills and exercises, you will be able to develop a greater understanding of each State's decision-making process.



### What additional insights about the decision making process of State stakeholders can you identify?



### Local Stakeholders

The local stakeholders in a Tribal community policing regionalization initiative are generally the counties and cities who have a presence in your region. Each such county or city has its own government, and that government may be comprised of any number of departments, agencies, boards, commissions, management districts or other governmental units. Departments concerned with quality of life issues are a good starting point for identifying all of the other governmental units within a county or city that should be included as a local stakeholder in a Tribal community policing regionalization initiative.

In pursuing your Tribal community policing regionalization initiative, it is important that you reach out to local law enforcement and other public safety departments of each city or county with a presence in your region.



### Who are the local stakeholders in your region?

To assist you with reaching out to local stakeholders in your Tribal community policing regionalization initiative, we will again turn our training to some recommended “best practices” for working with local stakeholders, “common pitfalls to avoid” in working with

local stakeholders, and “tidbits” for understanding the decision-making process of local stakeholders. As you will see, there is some overlap between the recommendations for working with Federal stakeholders versus those for working with State stakeholders versus those for working with local stakeholders; particularly, those recommendations concern contact identification, communication, and information and intelligence sharing. Such overlap further demonstrates the importance of these types of “best practices,” “common pitfalls to avoid,” and/or “tidbits” for understanding.



## Best Practices for Working with Local Stakeholders

Representatives from several local stakeholders were polled concerning “best practices” that they would recommend for working with local stakeholders in a Tribal community policing regionalization initiative. The recurrent recommended “best practices” from those local stakeholders polled are set forth herein for our training purposes. It is important to note that the recommended “best practices” set forth herein are by no means an exhaustive list. After our review of these “best practices,” though, you will have an opportunity to recommend any additional “best practices” for working with local stakeholders that you think would benefit your colleagues in this course in their respective pursuit of a community policing initiative.

### Contact Identification

It is a best practice when working with local stakeholders in a Tribal community policing regionalization initiative to identify the contact person or persons with whom the local stakeholders are to communicate concerning regional community policing matters. By knowing who to contact and how to contact them, the local stakeholders are placed in a better position to communicate with the other stakeholders in a Tribal community policing regionalization initiative.

### Communication

It is a best practice when working with local stakeholders in a Tribal community policing regionalization initiative to communicate regularly with each local stakeholder. Regular communications help to nurture and foster your relationship with the local stakeholder. In-person communications are especially helpful and productive. Most local stakeholders, though, are also available to communicate electronically. If communicating electronically with a local stakeholder, then one must be cognizant, particularly in the early stages of the relationship, that written communications are

sometimes misconstrued due to cultural, environmental, and/or historical differences. By having regular channels of communication with the local stakeholders within your region, the likelihood that your Tribal community policing regionalization initiative will be a sustainable success are greatly increased.

### Information and Intelligence Sharing

It is a best practice when working with local stakeholders in a Tribal community policing regionalization initiative to share information and intelligence pertinent to community policing matters. If you are unwilling to share your capabilities information and law enforcement intelligence with the local stakeholders in your region, then the opportunities for collaboration with and assistance from those local stakeholders will be greatly compromised.

### Joint Task Forces

It is a best practice when working with local stakeholders in a Tribal community policing regionalization initiative to help organize and actively participate in joint task forces. Joint task forces promote mutual aid, team building and partnerships. For example, Joint Terrorism Task Forces (JTTFs) have been formed by the FBI to maximize interagency cooperation and coordination to create cohesive units capable of addressing criminal problems within the U.S.

### Community Policing Principles

It is a best practice when working with local stakeholders in a Tribal community policing regionalization initiative to realize the importance of community policing and the impact that it can have in making a region safer and more secure.



**What additional “best practices” can you identify for working with local stakeholders?**



## **Common Pitfalls to Avoid in Working with Local Stakeholders**

Representatives from several local stakeholders were polled concerning “common pitfalls to avoid” in working with local stakeholders in a Tribal community policing regionalization initiative. The recurrent recommended “common pitfalls to avoid” from those local stakeholders polled are set forth herein for our training purposes. It is important to note that the recommended “common pitfalls to avoid” set forth herein are by no means an exhaustive list. After our review of these “common pitfalls to avoid,” though, you will have an opportunity to recommend any additional “common pitfalls to avoid” in working with local stakeholders that you think would benefit your colleagues in this course in their respective pursuit of community policing regionalization.

### **Being Influenced by Rivalries**

A common pitfall when working with local stakeholders is being influenced by rivalries. In order for a Tribal community policing regionalization initiative to be successful, all rivalries must give way to reciprocal cooperation and respect.

### **Failure to Realize the Impact of Obstacles to Communication Interoperability**

A common pitfall when working with local stakeholders is failing to realize that a local stakeholder’s failure to regularly communicate and assist may be attributable to obstacles that limit the local stakeholders ability to interoperable communicate with other local and Tribal stakeholders, as opposed to that local stakeholder’s unwillingness to communicate and assist. Such obstacles may entail spectrum limitations, lack of frequencies, incompatible equipment, technology gaps, and service provider limitations, among others. By participating in a Tribal community policing regionalization initiative, though, the local and Tribal stakeholders within a region will be able to work together and pool their resources and capabilities in an attempt to eliminate any communication gaps.



**What additional “common pitfalls to avoid” can you identify in working with local stakeholders?**



**“Tidbits” about the Decision-Making Process of Local Stakeholders**

Representatives from several local stakeholders were polled concerning “tidbits” that they felt were insightful for working with local stakeholders in a Tribal community policing regionalization initiative. The recurrent “tidbits” from those local stakeholders polled are set forth herein for our training purposes. It is important to note that the “tidbits” set forth herein are by no means an exhaustive list. After our review of these “tidbits,” though, you will have an opportunity to recommend any additional “tidbits” about the decision-making process of local stakeholders that you think would benefit your colleagues in this course in their respective pursuit of community policing regionalization.

**Elected Officials, Councils and Boards**

It is important to understand that most local stakeholders have elected officials, councils or boards. Most of these elected officials, councils, and boards have certain procedures with which they must comply in reaching decisions. These procedures often take time, and at times, may involve politics and public policy. Therefore, it is important to be patient.



### What additional insights can you identify about the decision making process of local stakeholders?



### Private or Non-Governmental Stakeholders

The private or non-governmental stakeholders in a Tribal community policing regionalization initiative pertain to any entity that is privately ran and/or not formally related to any Federal, State, local or Tribal government. Private and non-governmental stakeholders come in a variety of forms. Examples of private or non-governmental stakeholders who may have an interest in a Tribal community policing regionalization initiative include those entities administering this course – particularly, the National Native American Law Enforcement Association (“NNALEA”), Western Oregon University (“WOU”), and the Western Community Policing Institute (“WCPI”). Overviews of NNALEA, WOU and WCPI are attached as Appendix to this Participant Guide. Other types of private or non-governmental stakeholders who may have an interest in a Tribal community policing regionalization initiative include, but are not in any way limited to, the National Congress of American Indians, the American Red Cross, the National Sheriffs’ Association, various Associations of Chiefs of Police, and various Law Enforcement Technology organizations. Such private or non-governmental stakeholders may be beneficial to your Tribal community policing regionalization initiative, as they have certain field expertise and liaison capabilities. In addition, private organizations own approximately 80-85% of the critical infrastructure located within the geographical boundaries of the United States and have a vested interest in quality of life issues.<sup>7</sup>

<sup>7</sup> See [http://www.dhs.gov/xnews/speeches/speech\\_0091.shtm](http://www.dhs.gov/xnews/speeches/speech_0091.shtm).

In pursuing your Tribal community policing regionalization initiative, it is important that you reach out, in the early phases of your initiative, to private or non-governmental stakeholders.



### Who are the private or non-governmental stakeholders in your region?

To assist you with reaching out to private and non-governmental stakeholders in your Tribal community policing regionalization initiative, we will again turn our training to some recommended “best practices” for working with private or non-governmental stakeholders, “common pitfalls to avoid” in working with private or non-governmental stakeholders, and “tidbits” for understanding the decision-making process of private or non-governmental stakeholders.



### Best Practices for Working with Private or Non-Governmental Stakeholders

Representatives from several private or non-governmental stakeholders were polled concerning “best practices” that they would recommend for working with private or non-governmental stakeholders in a Tribal community policing regionalization initiative. The recurrent recommended “best practices” from those stakeholders polled are set forth herein for our training purposes. It is important to note that the recommended “best practices” set forth herein are by no means an exhaustive list. After our review of these “best practices,” though, you will have an opportunity to recommend any additional “best practices” for working with private or non-governmental stakeholders that you think would benefit your colleagues in this course in their respective pursuit of community policing regionalization.

### **Contact Identification**

It is a best practice when working with private or non-governmental stakeholders in a Tribal community policing regionalization initiative to identify the contact person or persons with whom the private or non-governmental stakeholders are to communicate concerning regional quality of life matters. By knowing who to contact and how to contact them, the private or non-governmental stakeholders are placed in a better position to communicate with the other stakeholders in a Tribal community policing regionalization initiative.

### **Communication**

It is a best practice when working with private or non-governmental stakeholders in a Tribal community policing regionalization initiative to communicate regularly with each private or non-governmental stakeholder. Regular communications help to nurture and foster your relationship with the private or non-governmental stakeholder. In-person communications are especially helpful and productive. Most private or non-governmental stakeholders, though, are also available to communicate electronically. By having regular channels of communication with the private or non-governmental stakeholders within your region, the likelihood that your Tribal community policing regionalization initiative will be a sustainable success are greatly increased.

### **Liaison Services**

It is a best practice to realize that private or non-governmental stakeholders often have established contacts with other stakeholders in a Tribal community policing regionalization initiative, or otherwise, have the capabilities to establish those contacts. Therefore, it is often a best practice to utilize private or non-governmental stakeholders as liaisons for working with the other stakeholders in a Tribal community policing regionalization initiative.

### **Repositories of Information**

It is a best practice to realize that private or non-governmental stakeholders are often repositories of information in the fields of their respective expertise. For instance, there are several private or non-governmental stakeholders who serve on advisory boards for the Department of Justice. Such private or non-governmental stakeholders are particularly beneficial in a Tribal community policing regionalization initiative.



**What additional recommended “best practices” can you identify for working with private or non-governmental stakeholders?**



**Common Pitfalls to Avoid in Working with Private or Non-Governmental Stakeholders**

Representatives from several private or non-governmental stakeholders were polled concerning “common pitfalls to avoid” in working with private or non-governmental stakeholders in a Tribal community policing regionalization initiative. The recurrent recommended “common pitfalls to avoid” from those stakeholders polled are set forth herein for our training purposes. It is important to note that the recommended “common pitfalls to avoid” set forth herein are by no means an exhaustive list. After our review of these “common pitfalls to avoid,” though, you will have an opportunity to recommend any additional “common pitfalls to avoid” in working with private or non-governmental stakeholders that you think would benefit your colleagues in this course in their respective pursuit of Tribal community policing regionalization initiatives.

**Time and Expense**

A common pitfall when working with private or non-governmental stakeholders is failing to realize that they must expend their own time and resources to participate in a Tribal community policing regionalization initiative. A failure by the governmental stakeholders to realize the time and expense incurred by private or non-governmental stakeholders in a Tribal community policing regionalization initiative can impose a hardship on the private or non-governmental stakeholder unless the governmental stakeholders provide grants or other funding to enable each private or non-governmental stakeholder to participate.



**What additional recommended “common pitfalls to avoid” can you identify in working with private or non-governmental stakeholders?**



**“Tidbits” about the Decision-Making Process of Private or Non-Governmental Stakeholders**

Representatives from several private or non-governmental stakeholders were polled concerning “tidbits” that they felt were insightful for working with private or non-governmental stakeholders in a Tribal community policing regionalization initiative. The recurrent “tidbits” from those stakeholders polled are set forth herein for our training purposes. It is important to note that the “tidbits” set forth herein are by no means an exhaustive list. After our review of these “tidbits,” though, you will have an opportunity to recommend any additional “tidbits” about the decision-making process of private or non-governmental stakeholders that you think would benefit your colleagues in this course in their respective pursuit of community policing regionalization.

**Neutrality**

It is important to understand that private or non-governmental stakeholders are not as susceptible to political and public policy issues. Therefore, they are often viewed by the stakeholders within a Tribal community policing regionalization initiative as a neutral facilitator.

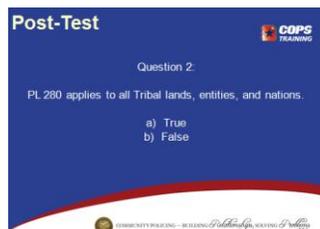
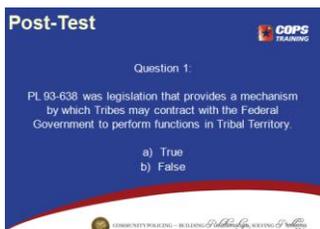
**Quick Decisions**

It is important to understand that private or non-governmental stakeholders are generally capable of making quick decisions. This is largely attributable to the fact that private or non-governmental stakeholders are not susceptible to the governmental processes and the statutory checks and balances inherent therein. Some private or non-governmental stakeholders do have boards of directors, though, who must pass resolutions before the private or non-governmental stakeholder can act.

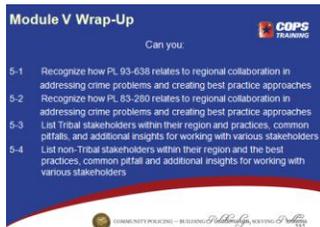


**What additional insights can you identify about the decision making process of private or non-governmental stakeholders?**

### Post-Test



1. PL 93-638 was legislation that provides a mechanism by which Tribes may contract with the Federal Government to perform functions in Tribal Territory.
  - a) True
  - b) False
2. PL 280 applies to all Tribal lands, entities, and nations.
  - a) True
  - b) False
3. Cultural misunderstanding is usually not a pitfall when working with non Tribal partnerships.
  - a) True
  - b) False



## Module 5 Wrap-Up

Can you:

- 5-1 Recognize how PL 93-638 relates to regional collaboration in addressing crime problems and creating best practice approaches
- 5-2 Recognize how PL 83-280 relates to regional collaboration in addressing crime problems and creating best practice approaches
- 5-3 List Tribal stakeholders within their region and practices, common pitfalls, and additional insights for working with various stakeholders
- 5-4 List non-Tribal stakeholders within their region and the best practices, common pitfalls and additional insights for working with various stakeholders



## Evaluations

# Appendix

## Appendix MODULE 1, A. Qwizdom Action Point Guide

How to use the Qwizdom:



1. *Send* key-press to submit answer
2. *Menu* [power] key-press to view menu options (use the scroll keys to scroll through options and press *Send* key to select the option). Holding the *Menu* button for two seconds will turn the remote on/off. The remotes do not automatically turn off. Turn off remotes if they are not in use. *Search*, *Sess. ID*, and *User ID*, and *Exit* are options available in the Menu. When you're in presentation, the menu items are *Help*, *Login User Id*, and *Exit*.
3. *Help*-press *Menu* during presentation to request help.
4. *Clear* [C] key-press to delete response
5. *Scroll* keys-to scroll through menu options or answer choices
6. *True/Yes* and *False/No* keys--use to answer True/False and Yes/No questions

## Appendix MODULE 4, A. Exemplar Memorandum of Understanding (MOU)

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This Memorandum of Understanding (“MOU”) is entered into on this \_\_\_ day of \_\_\_\_\_, 2008 [Note: You should insert here the specific date for your MOU.], by the following stakeholders: [Note: You should insert here the identity of each stakeholder participating in your regionalization initiative.], and any other stakeholder who may lawfully join from time to time as will be reflected by an assigned numbered signatory page that will become an addendum to this MOU (collectively “the Stakeholders”).

WITNESSTH

WHEREAS, the Stakeholders have devised the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.], which is an all-hazard approach to Homeland Security with special emphasis on working together to achieve the National Preparedness Goal in the mission areas of preparedness, prevention, response and recovery, and targeted capabilities of, but not limited to: interoperable communications, intelligence and information sharing, and critical infrastructure and key resource protection in the Stakeholders’ Region [Note: This is an example overview of a strategic plan for a regionalization initiative. You should tailor this overview to fit the strategic plan for your regionalization initiative.];

WHEREAS, the State of \_\_\_\_\_ [Note: You should insert here the state stakeholder in your regionalization initiative that intends to submit grant applications for funding the regionalization initiative. If there are multiple state stakeholders in your regionalization initiative, then you should repeat this paragraph for each state stakeholder.] intends to submit grant applications for funding from the Department of Homeland Security and other funding sources for the implementation and performance of the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.] in coordination with the State of \_\_\_\_\_, the State of \_\_\_\_\_, and the State of \_\_\_\_\_ [Note: You should insert here the identity of all of the other state stakeholders who will also be submitting grant applications for funding your regionalization initiative. If there are no other state stakeholders, then you should delete the “in coordination” phrase.];

WHEREAS, \_\_\_\_\_ [Note: You should insert here the identity of every Federal stakeholder that agrees to participate in your regionalization initiative.] and all other Federal stakeholders who may lawfully join the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.] from time to time as will be reflected by an assigned numbered signatory page that will become an addendum to this MOU, each agree to use their respective best initiatives to fully participate and cooperate in the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.] should funding be obtained from the Department of Homeland Security and other funding sources for the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.];

WHEREAS, \_\_\_\_\_ [Note: You should insert here the identity of every state stakeholder that agrees to participate in your regionalization initiative.] and all other state stakeholders who may lawfully join the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.] from time to time as will be reflected by an assigned numbered signatory page that will become an addendum to this MOU, each agree to use their respective best initiatives to fully participate and cooperate in the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.] should funding be obtained from the Department of Homeland Security and other funding sources for the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.];

WHEREAS, \_\_\_\_\_ [Note: You should insert here the identity of every local stakeholder that agrees to participate in your regionalization initiative.] and all other local stakeholders who may lawfully join the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.] from time to time as will be reflected by an assigned numbered signatory page that will become an addendum to this MOU, each agree to use their respective best initiatives to fully participate and cooperate in the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.] should funding be obtained from the Department of Homeland Security and other funding sources for the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.];

WHEREAS, \_\_\_\_\_ [Note: You should insert here the identity of every tribal stakeholder that agrees to participate in your regionalization initiative.] and all other tribal stakeholders who may lawfully join the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.] from time to time as will be reflected by an assigned numbered signatory page that will become an addendum to this MOU, each agree to use their respective best initiatives to fully participate and cooperate in the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.] should funding be obtained from the Department of Homeland Security and other funding sources for the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.];

WHEREAS, the Stakeholders agree that \_\_\_\_\_ [Note: You should insert here the identity of the private or non-governmental organization that is to serve as liaison for your regionalization initiative. If there will be multiple private or non-governmental organizations serving as liaisons, then you should repeat this paragraph for each specific organization.] will serve as liaison for the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.] and will coordinate and facilitate meetings and conferences and act as the overall point of contact for the Stakeholders should funding be obtained from the Department of Homeland Security and other funding sources for the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.]; and

WHEREAS, \_\_\_\_\_ [Note: You should insert here the identity of the private or non-governmental stakeholder that has agreed to serve as a liaison for your regionalization initiative. If more than one organization has agreed to serve as liaison, then you should repeat this paragraph for each organization.] agrees to use its best initiatives to serve as liaison and to coordinate and facilitate all \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.] meetings and conferences and act as the overall point of contact for the Stakeholders should funding be obtained from the Department of Homeland Security and other funding sources for the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative].

NOW, THEREFORE, the Stakeholders hereto, in consideration of the premises set forth above, agree and consent that they will each cooperate, support, collaborate, administer, perform, and otherwise work together in developing the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.], and in performing the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative.] should funding be obtained from the Department of Homeland Security and other funding sources for the \_\_\_\_\_ [Note: You should insert here the identity of your regionalization initiative].

Stakeholder Signature Page 1

By signing this Agreement you affirmatively state that you have the authority to sign this MOU on behalf of \_\_\_\_\_. [Note: You should insert here the identity of the stakeholder on whose behalf the person signing this page is executing this Agreement.]

\_\_\_\_\_  
[Note: You should insert here the following information: the name and title of the person signing this agreement, the identity of the stakeholder for whom the person is executing this agreement, and the date the person signed this agreement.]

[Note: You should repeat this Stakeholder Signature Page for each stakeholder in your regionalization initiative. As you repeat, you should number each Stakeholder Signature Page consecutively, starting with the Number 1.]

## Appendix MODULE 4, B. Exemplar Memorandum of Organizational Structure and Modus Operandi

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### EXEMPLAR ORGANIZATIONAL STRUCTURE AND MODUS OPERANDI

[Note: This is an exemplar of an Organizational Structure and Modus Operandi document that might be used in a regionalization initiative. The hypothetical regionalization initiative in this document has been named the “XYZ REGION.”]

#### I. ORGANIZATIONAL STRUCTURE

##### A. Overview

The XYZ REGION utilizes an innovative participatory management structure. The XYZ REGION management structure is comprised of the following: (a) the Primary Organizations; (b) the Specialized Working Groups; and (c) the Liaison. Each is further specified below.

##### B. XYZ REGION Primary Organizations

The XYZ REGION Primary Organizations are: (a) the XYZ REGION Management Board; (b) the XYZ REGION Management Advisory Committee; and (c) the XYZ REGION Fiscal Advisory Committee. Each is further specified below.

##### 1. XYZ REGION Management Board

The XYZ REGION Management Board shall be the ultimate decision making and management organization for the XYZ REGION. The Board shall consist of twelve directors comprising a representative sample of the Federal, state, local, and tribal stakeholders located within the XYZ REGION. Once assembled, the Board shall adopt a set of bylaws. The bylaws shall prescribe the operation and voting procedures, among other things, of the Board.

##### 2. XYZ REGION Management Advisory Committee

The XYZ REGION Management Advisory Committee shall function as the management information system for the XYZ REGION Management Board. This Committee shall be comprised of representatives from each participating XYZ REGION stakeholder. Each representative shall be appointed by the respective state, local, or tribal stakeholder for whom each member represents. It is recommended that each member appointee be versed in homeland security issues. Once assembled, this Committee shall adopt a set of guidelines. These guidelines shall prescribe the operation and voting procedure of this Committee.

##### 3. XYZ REGION Fiscal Advisory Committee

The XYZ REGION Fiscal Advisory Committee shall function as the fiscal information system for the XYZ REGION Management Board. This Committee shall be comprised of one representative from each of the state stakeholders participating in the XYZ REGION. It is recommended that each state's representative be that state's State Administrative Agency representative. Of note, only state stakeholders located within the XYZ REGION shall have representative members on the XYZ REGION Fiscal Advisory Committee, as per the current legislation and dictates of the Department of Homeland Security, Homeland Security funding to be used for the XYZ REGION is to be administered through the states. Once assembled, this

Committee shall adopt a set of guidelines. These guidelines shall prescribe the operation and voting procedure of this Committee.

C. XYZ REGION Specialized Working Groups

The XYZ REGION Management Advisory Committee and the XYZ REGION Fiscal Advisory Committee may utilize Specialized Working Groups to aid them in the performance of their respective "Project Tasks" discussed in Section II below. Each Specialized Working Group shall be assembled by the XYZ REGION Liaison, and composed of Federal, state, local, tribal, and/or private or non-governmental stakeholders who have specialized expertise on particular issues pertinent to Homeland Security strategies.

D. XYZ REGION Liaison

The XYZ REGION Liaison shall be responsible for coordinating and facilitating the following within the XYZ REGION structure: (a) the operation and performance of each XYZ REGION Primary Organization; (b) the interaction between the XYZ REGION Primary Organizations; (c) the assembly and performance of the XYZ REGION Specialized Working Groups; (d) the interaction between the XYZ REGION Specialized Working Groups and the XYZ REGION Primary Organizations; and (e) the interaction of the XYZ REGION Management Board with the Department of Homeland Security. The XYZ REGION Liaison shall be a private or non-governmental organization with liaison expertise.

II. XYZ REGION MODUS OPERANDI

A. Overview

The premise of the Modus Operandi for the XYZ REGION is TEAM -- Together Everyone Achieves More. As such, in the XYZ REGION the XYZ REGION Federal, state, local, tribal and private or non-governmental stakeholders shall work together in teams within the XYZ REGION management structure to perform several "Project Tasks" in pursuit of homeland security gap analysis and gap elimination in the XYZ REGION. The XYZ REGION Liaison shall coordinate and facilitate the performance of these "Project Tasks" in accordance with the management structure established for the XYZ REGION. The XYZ REGION "Project Tasks" are discussed in more detail below.

B. XYZ REGION "Project Tasks"

Project Task 1 – Identification of Capability-Based Projects for the XYZ REGION

"Project Task 1" includes the identification of the capability-based projects needed to be performed within the XYZ REGION. These tasks are identified based upon a gap analysis assessment derived from uniform research conducted on each stakeholder's respective homeland security capabilities and preparedness.

Project Task 2 -- Information Gathering, Findings/Recommendations Preparation, and Proposal Development by the XYZ REGION Management Advisory Committee

"Project Task 2" includes information gathering, finding and recommendations preparation, and proposal development for each of the capability-based projects identified for the XYZ REGION. "Project Task 2" for each capability based project identified shall be performed by the XYZ REGION Management Advisory Committee. The XYZ REGION Liaison shall coordinate and facilitate the operation and performance of the XYZ REGION Management Advisory Committee for the "Project Task 2." In addition, the XYZ REGION Management Advisory Committee shall have Specialized Working Groups assembled by the XYZ REGION

Liaison to provide the Committee with specialized information the Committee needs for the preparation of its findings and recommendations, and for the development of its proposal.

#### Project Task 3 -- XYZ REGION Management Advisory Committee Presentations

"Project Task 3" includes presentations to be made by the XYZ REGION Management Advisory Committee to the XYZ REGION Management Board. These presentations shall pertain to the information gathered, the findings and recommendations prepared, and the proposals developed by the XYZ REGION Management Advisory Committee for each capability based project identified for the XYZ REGION. The XYZ REGION Liaison shall coordinate and facilitate the presentations between the XYZ REGION Management Advisory Committee and the XYZ REGION Management Board.

#### Project Task 4 -- XYZ REGION Management Board's Deliberations and Initial Resolutions

"Project Task 4" includes deliberations to be performed by the XYZ REGION Management Board, and initial resolutions to be issued by the XYZ REGION Management Board. More particularly, the Board shall deliberate on the information, findings, recommendations, and proposals presented to it by the XYZ REGION Management Advisory Committee. Thereafter, the Board shall vote and issue its initial resolutions on the proposals presented by the XYZ REGION Management Advisory Committee. With regard to each proposal presented, the Board shall issue one of the following three initial resolutions: (a) a "Preliminary Approval Resolution" ("PAR"); (b) an "Additional Advisement Resolution" ("AAR"); or (c) a "Denial Resolution" ("DR").

If the XYZ REGION Management Board issues a PAR with regard to a proposal of the XYZ REGION Management Advisory Committee, then the proposal is submitted to the XYZ REGION Fiscal Advisory Committee for its findings and recommendations regarding the fiscal feasibility of the proposal.

If the XYZ REGION Management Board issues an AAR with regard to a proposal of the XYZ REGION Management Advisory Committee, then the proposal is returned to the XYZ REGION Management Advisory Committee for performance by said Committee of additional "Project Task 2" work, which may thereafter parlay into additional "Project Task 3" work on said proposal.

If the XYZ REGION Management Board issues a DR with regard to a proposal of the XYZ REGION Management Advisory Committee, then the proposal is extinguished.

#### Project Task 5 -- Fiscal Feasibility Findings and Recommendations of the XYZ REGION Fiscal Advisory Committee

"Project Task 5" includes fiscal feasibility findings and recommendations to be prepared by the XYZ REGION Fiscal Advisory Committee. "Project Task 5" is performed on XYZ REGION Management Advisory Committee proposals on which the XYZ REGION Management Board has issued a PAR. The XYZ REGION Liaison shall coordinate and facilitate the operation and performance of the XYZ REGION Fiscal Advisory Committee for the "Project Task 5" work. In addition, the XYZ REGION Fiscal Advisory Committee may have Specialized Working Groups assembled by the XYZ REGION Liaison to provide the Committee with specialized information that the Committee needs for the preparation of its findings and

recommendations. The interaction between the assembled Specialized Working Groups and the XYZ REGION Fiscal Advisory Committee shall be coordinated and facilitated by the XYZ REGION Liaison.

#### Project Task 6 -- XYZ REGION Fiscal Advisory Committee Presentations

"Project Task 6" includes presentations to be made by the XYZ REGION Fiscal Advisory Committee to the XYZ REGION Management Board. These presentations shall pertain to the findings and recommendations prepared by the XYZ REGION Fiscal Advisory Committee on the fiscal feasibility of proposals on which the XYZ REGION Management Board issued a PAR. The XYZ REGION Liaison shall coordinate and facilitate the presentations between the XYZ REGION Fiscal Advisory Committee and the XYZ REGION Management Board.

#### Project Task 7 -- XYZ REGION Management Board's Deliberations and Final Resolutions

"Project Task 7" includes deliberations to be performed by the XYZ REGION Management Board, and final resolutions to be issued by the XYZ REGION Management Board. The Board shall deliberate on the findings and recommendations presented to it by the XYZ REGION Fiscal Advisory Committee pertaining to the proposals on which the Board previously issued a PAR. Thereafter, the Board shall vote and issue its final resolutions on the proposals. With regard to each proposal, the Board shall issue one of the following two final resolutions: (a) "Final Approval Resolution" ("FAR"); or (b) "Denial Resolution" ("DR").

When the XYZ REGION Management Board issues a FAR with regard to a proposal, then the proposal shall be implemented into the XYZ REGION. Of note, when a proposal is issued a FAR, the proposal may be in the form drafted by the XYZ REGION Management Advisory Committee or it may have modifications based upon fiscal feasibility. Any such modifications must be set forth in the FAR issued for the proposal by the XYZ REGION Management Board.

If the XYZ REGION Management Board issues a DR with regard to a proposal, then the proposal is extinguished.

#### Project Task 8 -- Implementation of Proposals Issued a FAR

"Project Task 8" includes implementation of proposals that have been issued a FAR by the XYZ REGION Management Board. The procedure for the actual implementation into the XYZ REGION of a given proposal shall be set forth in the proposal itself with any modifications thereto being identified in the FAR by the Board. The XYZ REGION Management Advisory Committee and the XYZ REGION Fiscal Advisory Committee shall provide oversight assistance for the XYZ REGION Management Board with regard to the implementation of each proposal issued a FAR. The XYZ REGION Liaison shall facilitate the implementation, and coordinate and facilitate the oversight assistance between the Board and the Committees.

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