

# *Leech Lake Tribal Police Strategic Plan 2014-2016*

*The Leech Lake Band of Ojibwe Tribal Police Department is committed to the prevention of crime and the preservation of the peace, safety and order within the Leech Lake Reservation.*

*We are committed to promoting an atmosphere of mutual respect with all citizens' civil liberties by rendering service in a professional and courteous manner.*

*Instill Officer dedication and pride by maintaining a quality work environment, along with effective training and leadership that will result in community based policing.*

*We strive to provide the citizens of the Leech Lake Reservation a safe, crime free environment and promote positive family growth through effective law enforcement and community education.*

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**Introduction:**

The Leech Lake Tribal Police Department was established in 1999 to enforce civil regulatory regulations as the result of Supreme Court decision (State vs Bryan). In 2001 a Law Enforcement Agreement was signed by the Leech Lake Band and four surrounding counties consisting of Beltrami, Hubbard, Cass and Itasca Counties, the City of Cass Lake and State of Minnesota. At the conclusion of signing of the agreement Officers of the Leech Lake Tribal Police Department now were required to be sworn MN P.O.S.T. licensed officers to enforce criminal prohibitory within the Leech Lake Reservation boundaries. The Tribal Police Department has a Dispatch Communications Center that dispatches Officers and maintains a safety link while in the field.



### **What is strategic planning?**

- It's a *management tool* used as a guide to assist an organization in becoming more efficient and productive.
- It's a *systematic process* through which members of an organization agree on - and build commitment to - priorities which are essential to fulfilling its mission and achieving its desired future.
- The strategies and priorities that are identified, are *choices* based on careful analysis of the past and current state, about how best to meet its customers' needs, deliver high quality products and/or services, and create a productive work environment.

### **Why is it important? What's the benefit of strategic planning?**

- It helps the organization choose best, how to respond to the circumstances of a changing environment both internal and external.
- It is used to sharpen the organization's focus so that everyone is heading in the same direction and organizational resources are optimally utilized.
- The written plan is a *blueprint for action*, that guides the organization over the next two (2) years in their decision making.

### **Components:**

- **Mission Statement:** A statement describing the purpose of the organization; why it exists, what it does, and for whom.
- **Values:** The principles or beliefs that guide behavior and decisions. They are a foundation for the culture and the way the organization does business.
- **Vision:** A shared view of a preferred future state. It is what the organization wants to become. It describes an improved, changed, or different organization based on current situation analysis.
- **Strategic Priorities:** The broad approaches to be taken to respond to critical issues and to achieve the organization's vision.

### **Clearance Rates:**

A rate that is calculated base on number of arrests or citations issued for UCR reports. A typical crime of opportunity consists of burglary, theft, fraud, and vandalism cases that often result in low clearance rates due to no witnesses, or insufficient evidence for prosecution. Another factor for low clearance rates may be civil in nature such as removal, property retrievals, and neglect cases that aren't criminal in nature and would be referred to other service provider agencies for follow up. Insufficient resources lead to lower clearance rates such as an officer having a high volume of calls, therefore not allowing adequate time to properly investigate.

**LEECH LAKE BAND OF OJIBWE**  
**Tribal Police Department**  
**MISSION STATEMENT**

**The Leech Lake Band of Ojibwe Tribal Police Department is committed to a Loyal Partnership of Public Service, the prevention of crime and the preservation of the peace, safety and order within the Leech Lake Reservation.**

**We are committed to fostering an atmosphere of mutual respect with all citizens' civil liberties who we make contact by rendering service in a professional and courteous manner.**

**Instill Officer Dedication and pride by maintaining a quality work environment, along with effective training and leadership that will result in community based policing.**

**We will provide the citizens of the Leech Lake Reservation a safe, crime free environment and promote positive family growth through effective law enforcement and community education.**

**Goals:**

- **Maintain a Safe Community by reducing the occurrence of Uniform Crime Reports Part 1 and Part 2 crimes by 2% and increase the clearance rate for reported crimes by 5%.**
- **Enhance Community Policing through positive interaction and meaningful relationships.**
- **Effectively utilize technology and equipment to improve efficiency among employees.**
- **Enhance Employee Skills and Leadership.**
- **Reduce substance abuse through effective partnerships and enforcement.**

**Department History:**

The Leech Lake Department of Public Safety was created in 1999 through a resolution signed by the sitting Tribal Council to be a voice for the people of the Leech Lake Band of Ojibwe, we first began as enforcing civil regulatory offenses with four (4) officers but quickly became a full time Police Department changing our title to Leech Lake Tribal Police Department. In 2001 the Leech Lake Tribal Police entered into a Cooperative Law Enforcement Agreement with Cass, Itasca, Beltrami, Hubbard, City of Cass Lake, and the State of Minnesota. This also required Tribal Law Enforcement Officers to become MN POST Certified and enforce criminal law and allowed for County Sheriff's Deputies the authority to enforce civil regulatory law.

The Department has since then built its capacity to twenty five (26) Officers which consist of a Police Chief, Asst Chief, two (2) Patrol Sergeants, General Crimes Investigator, Narcotics Investigator(s), two (2) Domestic Violence/Sexual Assault Investigators, one (1) K-9 Officers, two (2) School Resource Officers, Casino Gaming Officer, Tribal Court Bailiff and Patrol Officers. We also have a Communications Dispatch Center consisting of eight (8) Dispatchers and one (1) Chief Dispatcher. Our civilian staff consists of a Community Service Officer, Transcriptionist, Substance Abuse Project Coordinator, Meth Project Coordinator, Crime Data Analyst, and a part time maintenance person. The Leech Lake Tribal Police Department maintains 24/7 coverage with Dispatchers and Officers assigned to districts to maximize coverage and response.

**Vision:**

The vision of the Tribal Police is to promote and strengthen our community policing efforts through leadership assuring quality of life, safety, and protection of every member that resides within the Leech Lake Reservation through proper planning and implementation.

**Values:**

Our core values begin at compassionate officers, holding integrity at its core, respecting the members of the community understanding our past tragedies and accomplishments. We work to inform the officers to understand the traditions of the Native population. We strive for excellence and accountability.

- **RESPECT**  
We are committed to the honest and fair treatment of all our community members, while recognizing that each citizen has different needs and values.
- **INTEGRITY**  
The employees of the Leech Lake Tribal Police Department adhere to the highest professional standards, moral and ethical principles, utilizing the best practices in law enforcement to carry out our duties.
- **INITIATIVE**  
We will seek opportunities to serve in a manner that exceeds expectations and adheres to the ideals of our mission, vision and professional Oath of Honor.
- **COURAGE**  
Leech Lake Tribal Police Officers will confront fear, danger, uncertainty, intimidation and other threats in order to enforce the laws that protect the lives of the citizens of Leech Lake.

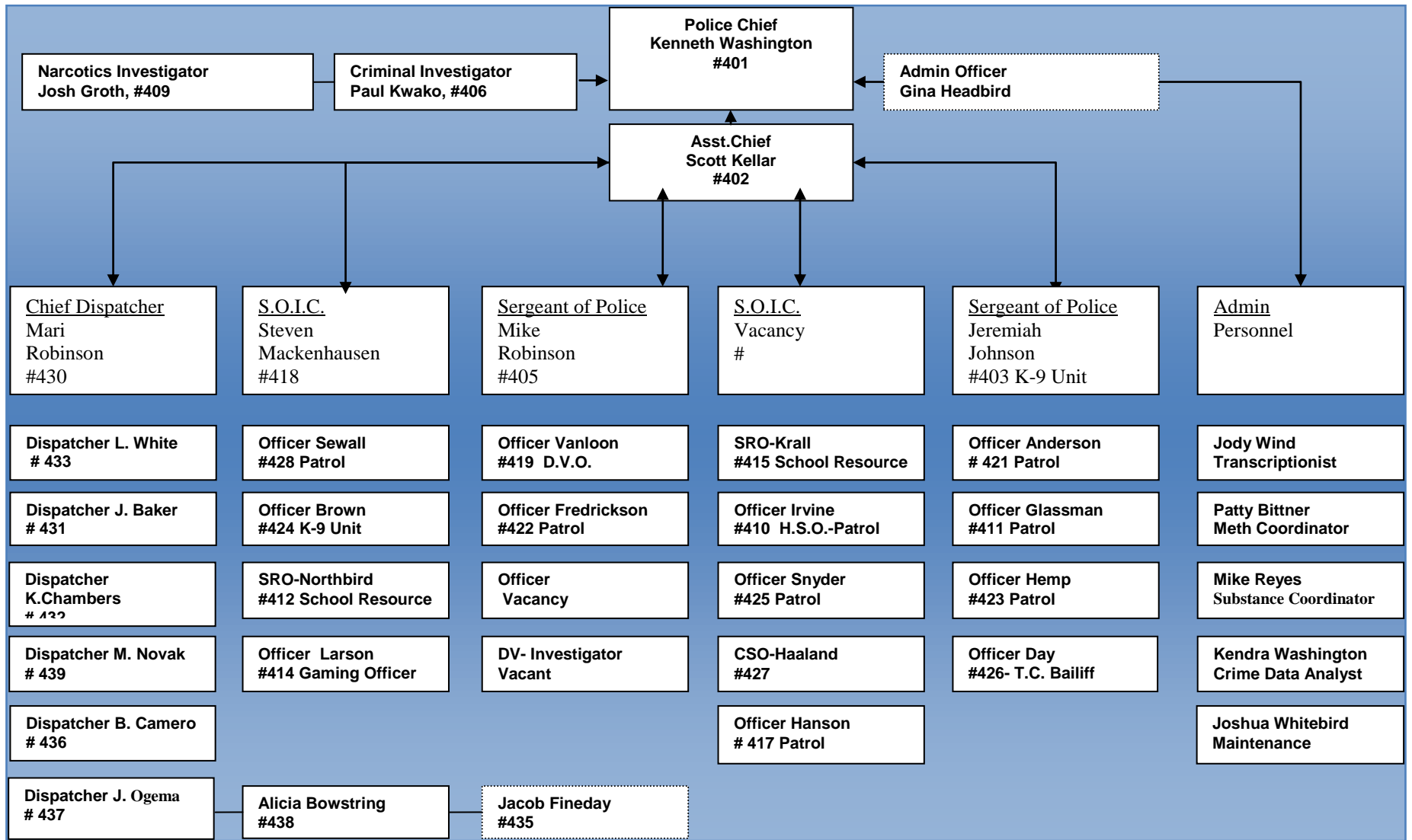
**Organization:**

The Leech Lake Tribal Police Department currently consists of twenty five (26) sworn officers, ten (10) communications officers and five (5) civilian employees.

- **Chief** – Performs a variety of complex administrative, supervisory and professional work in planning, coordinating and directing the activities of the Police Department.
- **Asst. Chief** – Administrative and supervisory position serving as first assistant to the Police Chief and assumes complete command of the Department in his absence. The Asst. Chief is in command and responsible for all field operations including both patrol and investigation, subject to policies and procedures developed by the Police Chief.
- **Sergeants** – Performs a variety of routine and complex public safety work in the performance and administration of police patrol, investigation, traffic regulation and related law enforcement activities. There are currently 2 sergeants assigned to patrol.
- **General Crimes Investigator** – There is currently one General Crimes Investigator who performs technical law enforcement work as a non-uniformed police officer in the investigation, detection and prevention crime.
- **School Resource Officers** – There are currently two School Resource Officers and are currently assigned to Cass Lake/Bena School Alternative Learning Center/Elementary and the other assigned to the Bug-O-Nay-Ge-Shig School. Officers are Gang Resistance Education and Training (G.R.E.A.T.) certified, where this curriculum is taught.
- **Domestic Violence Investigator** – This is a grant funded assignment used specifically to investigate domestic violence/criminal sexual conduct related crimes. The officer performs non-uniformed technical investigative work.
- **Narcotic s Investigator(s)** – There are two Narcotics Investigators and one of them is currently grant funded and assigned to the multi-jurisdictional task force which focuses on drug related activity and violent crimes. The second Investigator also participates on the Paul Bunyan Drug Task Force.
- **Community Service Officer** – The Community Services Officer is a non-licensed position that focuses of quality of life issues, paper services, local dog ordinances, and coordinates Animal Clinics.
- **Patrol Officers** – Performs police patrol, investigation, traffic regulation, and other related law enforcement activities. Within the patrol division there are other assignments Field Training Officer, Bike Patrol, Firearms, Taser Instructor, and Defensive Tactics.
- **Gaming Officer** – Assigned to the Bingo Palace Casino & Hotel to perform police patrol, investigations, traffic regulations, and other related law enforcement activities via a two year contract.
- **Under Age Drinking Enforcement Officer** – One (1) Officer that is grant funded and specifies on underage drinking enforcement.



- **Highway Traffic Safety Officer** – This is a grant funded position which is awarded by the Bureau of Indian Affairs. Their primary responsibility is the enforcement of traffic laws to promote safe roadways.
- **K-9 Officers** – We currently have one (1) K-9 Officers assigned to the patrol division, these officers utilize the K-9 for narcotics searches, tracking and apprehension.
- **Dispatch/Communications Center** – Our Dispatch Communications Center consists of eight (8) full time Dispatchers and two (2) part time Dispatchers.
- **Chief Dispatcher** – Performs administrative, supervisory and professional work in planning, coordinating and providing direction to the dispatch center.
- **Administrative Officer** – Performs a variety of routine and complex clerical, secretarial and administrative work in keeping official records, providing administrative support to the department, and investigators.
- **Crime Data Analysts** – The Crime Analysts are responsible for collecting, collating, and analyzing crime data for a variety of sources and disseminating to the appropriate personnel within the department as well as other agencies.
- **Meth Project Coordinator** – We have one (1) Meth Project Coordinator that is grant funded and whose responsibility is to educate, bring awareness to community members of the dangers and effects of Meth use and consult individuals for solutions.
- **Substance Abuse Project Coordinator** – We have one (1) Substance Abuse Project Coordinator that is grant funded whose responsibility is to educate, create awareness to community members regarding the dangers and effects of substance abuse.
- **Maintenance** – We currently have one (1) part-time maintenance person that is responsible for maintaining the Tribal Police Department property.
- **Transcriptionist** – We have a transcriptionist that is grant funded and the primary responsibility is to transcribe statements retrieved from victims, suspects, witnesses, and other clerical duties as assigned.



***Leech Lake Tribal Police Department Organizational Chart***

## **Strategic Goal #1**

### **Maintain a Safe and Secure Community by reducing the Universal Crime Rate Offenses.**

#### **Strategies**

##### **A. Proactive Policing with Emphasis on Crime Prevention**

- Proactive response to citizen safety issues.
- Complete review of our current crime prevention efforts.
- Renew our efforts in neighborhood and business watch programs.

##### **B. Evaluate Effectiveness of Current Beat Structure**

- Evaluate current assigned patrol boundaries.
- Consider adding additional sub-stations to outlying communities.

##### **C. Enhance Communication and Transparency**

- Effectively utilize local media monthly.
- Timely disseminate crime trend information to citizens and businesses.

##### **D. Maintain or Improve Existing Response Time to Priority Calls**

- Review current response times monthly. (Annual)
- Ensure that the average response time remains under 20 minutes.

##### **E. Traffic Safety**

- Hire a full time Highway Safety Officer.
- Educate and awareness through the H.S.O.
- Participate in National Highway Traffic Safety initiatives.

## **F. Emergency Management**

- Hire a full time emergency manager.
- Prepare emergency operations plan.
- Implement exercise drills with communities for preparedness.

## **Strategic Goal #2 Enhance Community Policing**

### **Strategies**

#### **A. Training**

- Community policing training for all department members. (Annual)
- Minnesota Crime prevention training. (2013 and continue)
- Continue to provide citizen educational/awareness opportunities. (Annual)

#### **B. Build Viable Partnerships**

- Leech Lake Housing Authority/Indian Child Welfare.
- Neighborhood/Business watch programs. (Annual)
- Local Indian Council organizations. (Annual)

#### **C. Enhanced Communication with Community Members**

- Enhanced web site and e-mail.
- Utilization of KOJB Radio Channel.
- Newspaper. (Annual)
- Electronic text/e-mail via department web email address notifications. (2010)

#### **D. Importance of Effective Customer Service**

- Professional, ethical conduct times.
- Maintain or improve response times. (Annual)
- Timely follow-up. (Annual)
- Investigators will contact victims on cases closed due to no suspect information to see if additional leads have developed.
- Post photos and email addresses of beat officers on web site. (2013)
- Increased visibility and citizen interaction in neighborhoods. (Annual)

#### **E. Recognition for Community Policing and Problem Solving Efforts**

- Recognize community policing efforts in performance appraisal (Annual)
- Recognize exemplary community policing efforts in departmental recognition.
- Integrate community policing questions into promotional process

### **Strategic Goal #3**

#### **Effectively Utilize Technology and Equipment**

##### **Strategies**

#### **A. Study of Current Records Management System**

- Case management capability. (2010)
- Crime analysis through records management.
- Wireless technology. (2010)
- Electronic citations and data entry by officers. (2010)

#### **B. Research Technology Demonstrated to Impact Crime Rate and Case Investigations**

- Crime mapping. (2010)
- Identity crime.
- Reverse calling.

- Advances in crime scene technology.

### **C. Annual Technology and Equipment Needs Assessment**

- Evaluate existing equipment.
- Prepare a 5-year estimated replacement schedule.
- Research new technology with emphasis on officer safety. (Annual)
- Study feasibility of implementing “Early Warning System” regarding performance or conduct issues.
- Review all potential funding sources, including grants. (Annual)

### **D. Enhance Technology to Allow Improved Communication with Citizens**

- Develop on-line reporting methods
- Facebook, etc.
- Electronic e-mail notification of crime prevention tips

## **Strategic Goal #4 Enhance Employee Skills and Leadership**

### **Strategies**

#### **A. Training**

- Provide access to leadership training. (Annual)
- Emphasize leadership in promotional process. (Annual)
- Continue utilization of specialized training. (Annual)
- Internal mentoring for new employees and newly promoted employees. (2014)

## **B. Proactive Career Planning**

- Acknowledge exceptional skills and leadership. (Annual)
- Encourage advanced formal education. (Annual)
- Career planning part of annual performance evaluation process. (Annual)
- Encourage public speaking and presentations. (Annual)
- Diverse assignments. (2014)
- Exposure to administrative duties. (2014)

## **Strategic Goal #5**

### **Reduce Substance Abuse through effective partnerships and enforcement.**

#### **Strategies:**

#### **A: Education**

- Implement the G.R.E.A.T. curriculum into the school systems public and private.
- Attend Local Indian Councils to educate community members regarding substance abuse.
- Attend community gatherings, booth set ups and presentations.

#### **B: Awareness**

- Attend Local Indian Councils to educate community members regarding substance abuse.
- Attend community gatherings, booth set ups and presentations.
- Collaborate with other service provider divisions.
- Conduct presentations with LLBO and LL Gaming Divisions at employee orientation.

**C. Enforcement**

- Participating members of the local Drug Task Force.
- Maintain two Narcotics Investigators for sufficient resources.
- Conduct pro active patrols of high crime areas.
- Information sharing with surrounding agencies.

**D. Collaboration with service providers.**

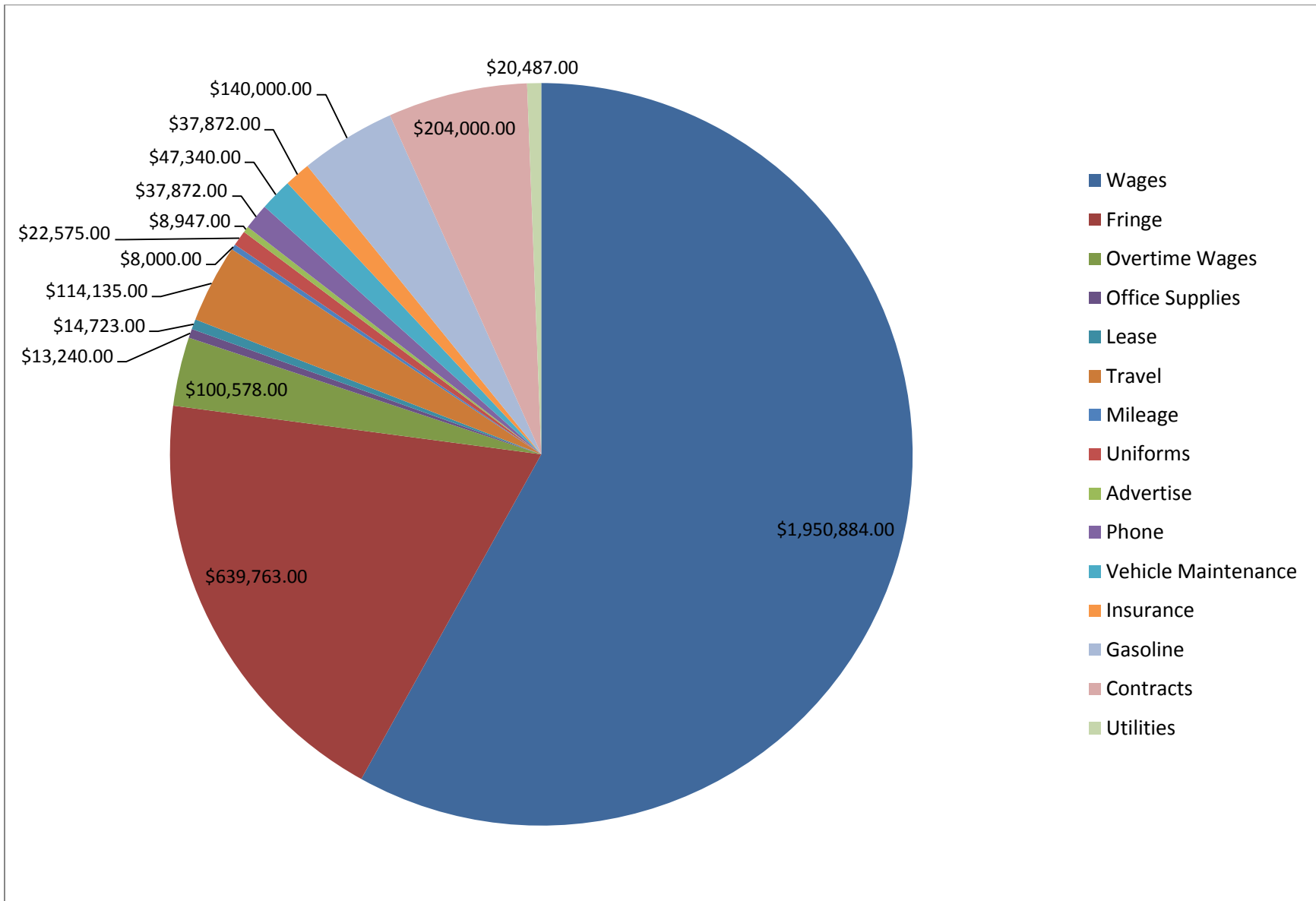
- Educational presentations with and for service providers.
- Information sharing with service providers.
- Participate in stakeholder meetings.
- Participate in listening sessions at Local Indian Council Meetings.

**E. Budget**

Wages	\$1,950,884.00
Fringe	\$639,763.00
Overtime Wages	\$100,578.00
Office Supplies	\$13,240.00
Lease	\$14,723.00
Travel	\$114,135.00
Mileage	\$8,000.00
Uniforms	\$22,575.00
Advertise	\$8,947.00
Phone	\$37,872.00
Vehicle Maintenance	\$47,340.00
Insurance	\$37,872.00
Gasoline	\$140,000.00
Contracts	\$204,000.00
Utilities	\$20,487.00



Leech Lake Tribal Police Strategic Plan 2014-2016



**Conclusion:**

The strategic goals and associated strategies are intended to serve as a guide as we focus on the long and short term needs of the Department and Community. This is not only a plan but it is also a process – a process that will evolve in the years to come. By design, it is flexible enough to allow us to address future challenges that may not be readily apparent today.

This plan places considerable effort and resources on developing effective partnerships with Citizens to work together with their Police Department to continue to make the Leech Lake Reservation a safe Community in the years ahead for upcoming generations. Community policing and problem solving are indeed the key to our ability to accomplish our mission.

We will conduct an annual review process which allows us to modify, upgrade and focus our resources to meet the immediate and long-term challenges we will encounter. This plan is the start to an on-going process that will continue well into the future.

My personal thanks to the members of the Leech Lake Tribal Police Department, sworn and civilian, who offered ideas, served on focus groups and helped chart the course that we will follow in the years to come. I appreciate the efforts of the command staff who displayed considerable drive and talent in helping lead this project. I am especially grateful to the Band Members of Leech Lake who will also be a part of this project.

Kenneth Washington,  
Leech Lake Tribal Police Chief