



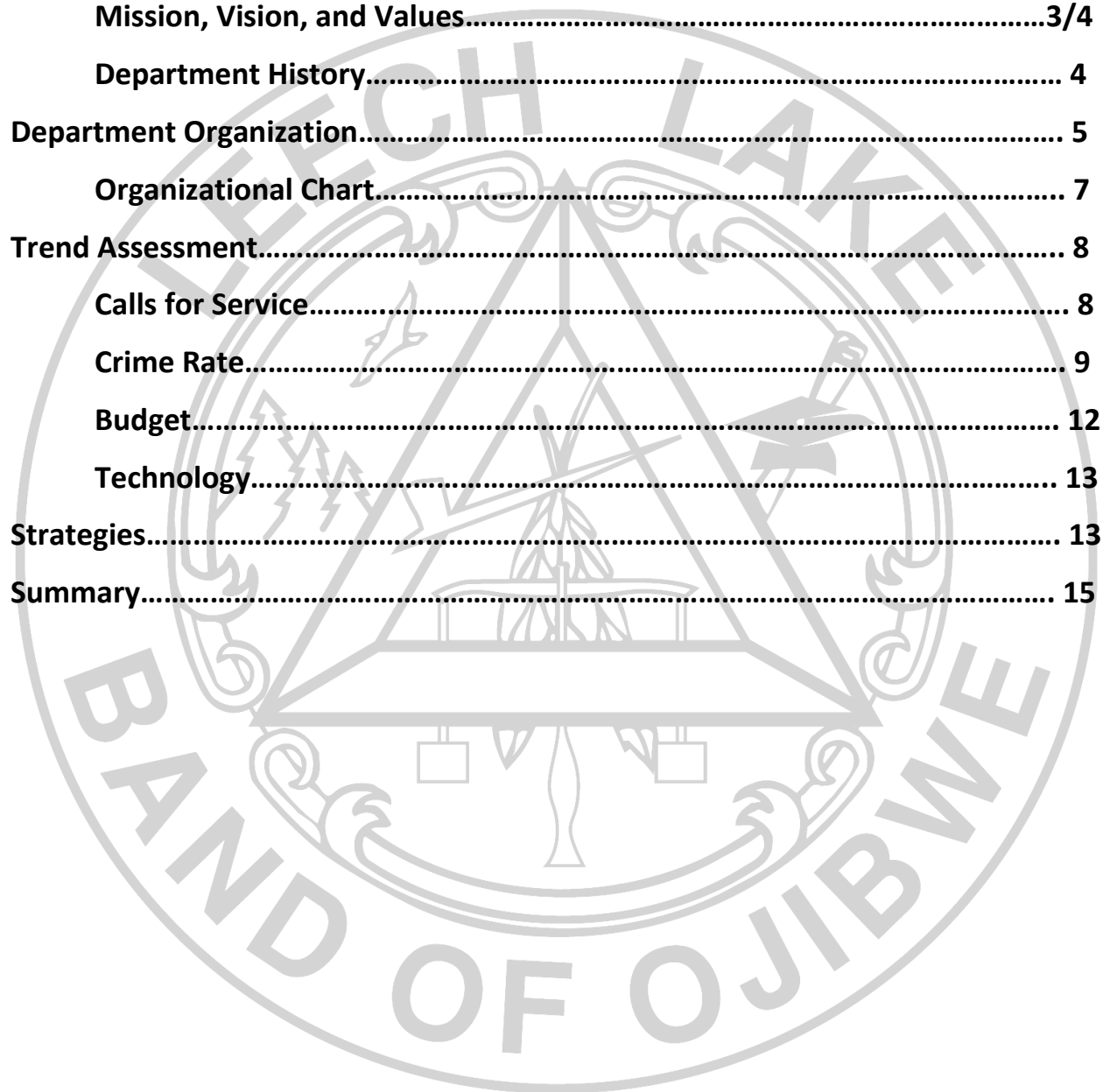
**Leech Lake Department of Public Safety
Strategic Plan 2019-2022**

“Ganawenjigeng miinawaa Naadamaageng”

We, the members of the Leech Lake Department of Public Safety, are committed to excellence in law enforcement and dedicated to the people, traditions and diversity of our Community. We will provide service with understanding, response with compassion, performance with integrity and law enforcement with vision.

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INTRODUCTION

The Leech Lake Department of Public Safety has developed this strategic plan to provide a long term direction for the department and to give the community an overall sense of our goals. This document will provide guidance, so that each member of the department is moving forward together. We are aware of the rapidly changing environment in which we operate in. The expectations of quickly releasing information and operating with total transparency are the new norm. We see this as an opportunity to build relationships and increase the trust of those we serve.

You may notice that our mission statement has been updated. The previous mission statement has been with us since the inception of our department. While it conveyed an important message, we felt it was important to update the language and bring it more closely in line with our actual goals.

This document is only the beginning and will be modified as needed moving forward. Our progress towards meeting these goals will be reviewed regularly. The members of the Leech Lake Department of Public Safety thank you for the opportunity to serve you on a daily basis.

LEECH LAKE DEPARTMENT OF PUBLIC SAFETY

STRATEGIC GOALS 2019-2022

- Reduce substance abuse related crime and the impact it has on the community.
- Build community partnerships by increasing awareness of department programs and increasing the transparency of police operations.
- Increase officer efficiency, and accuracy of statistical data using the current records management system.
- Recruit top candidates and increase the retention of current employees.

MISSION

“Ganawenjigeng miinawaa Naadamaageng”

We, the members of the Leech Lake Department of Public Safety, are committed to excellence in law enforcement and dedicated to the people, traditions and diversity of our Community. We will provide service with understanding, response with compassion, performance with integrity and law enforcement with vision.

VISION

Vision: The vision of the Leech Lake Department of Public Safety 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 officers work to understand the traditions of the people they serve. Holding integrity at their core, they respect the members of the community. Understanding our past tragedies, as well as our many accomplishments is a top priority. We strive for excellence and accountability.

- **RESPECT**

We are committed to the honest and fair treatment of all our community members. We recognize that each citizen has different needs and values.

- **INTEGRITY**

The employees of the Leech Lake Department of Public Safety 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**

We 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.

DEPARTMENT HISTORY

The Leech Lake Department of Public Safety was created in 1999 through a resolution signed by the sitting Tribal Council. The goal was to provide a voice for the people of the Leech Lake Band of Ojibwe. The Department initially employed four officers, tasked with enforcing civil regulatory offenses on the reservation. In 2001 a law enforcement agreement was established with the State of Minnesota and the Counties of Beltrami, Cass, Hubbard, and Itasca. As part of this agreement Leech Lake Tribal Police Officers would be licensed by the Minnesota Board of Peace Officer Standards and allowed to enforce criminal law, and the participating counties would have the authority to enforce civil regulatory law on reservation lands. The Department has since grown to 29 sworn officers and 17 civilian staff led by Chief of Police Kenneth Washington.

DEPARTMENT ORGANIZATION

Chief - Performs a variety of complex administrative, supervisory and professional work in planning, coordinating and directing the activities of the Police Department.

Assistant Chief - Administrative and supervisory position serving as first assistant to the Police Chief and assumes complete command of the Department in the Chief's absence. The Assistant 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.

Emergency Management Director (EMD)- Day to day duties performed are aimed at: Prevention, protection, mitigation, response, and recovery activities that involve the whole community and its stakeholders. In functional response mode the EMD serves as tribal council staff in the Emergency Operation Center(EOC) both as Liaison to the Policy group and as the EOC Manager.

Sergeants – There are two Sergeants assigned to the patrol division. They perform 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. Currently both Sergeants are also K-9 handlers.

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 of crime.

Patrol Officers – Performs police patrol, investigation, traffic regulation, and other related law enforcement activities. Within the patrol division there are other assignments, including but limited to; Field Training Officer, Bike Patrol, Firearms, Taser Instructor, and Defensive Tactics.

Highway Safety Officers – There are currently two Highway Safety Officers. 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.

Highway Safety Coordinator – Performs all administrative work related to the Bureau of Indian Affairs grant which pays for two full time highway safety officers. This work includes but is not limited to data collection, records management, and budget monitoring.

School Resource Officers - There are two School Resource Officers and they are currently assigned to the Cass Lake High/Middle School and the Bug-O-Nay-Ge-Shig School.

Narcotics Investigators - There are three Narcotics Investigators with one specializing in the investigation of crimes involving Methamphetamine. They are assigned to the Paul Bunyan Drug Task Force as well as a multi-jurisdictional task force focusing on drug and violent crimes.

Domestic Violence/Sexual Assault Investigators - This is a grant funded assignment used

specifically to investigate domestic violence/criminal sexual conduct related crimes.

Human Trafficking Investigator – This is a grant funded position dedicated to the investigation of human trafficking related offenses. Is also assigned to the multi-jurisdictional T.R.U.S.T. Task Force.

Casino Gaming Officers – There are two Gaming Officers assigned to the Palace, and Northern Lights Casino. They perform police patrol, investigations, traffic regulations, and other related law enforcement activities on casino property.

Tribal Court Bailiff – Performs court security duties at the Tribal Justice Center.

Chief Dispatcher - Performs administrative, supervisory and professional work in planning, coordinating and providing direction to the dispatch center.

Dispatchers - There are 10 full time dispatchers who coordinate incoming calls for service and direct appropriate response between Police, Fire, and EMS Services, direct walk-ins at the Tribal Justice center to the appropriate office, complete and maintain phone and activity logs, and enter missing persons and property into NCIC.

Community Service Officer - The Community Service Officer is a non-licensed position that focuses on quality of life issues, paper services, local dog ordinances, and coordinates Animal Clinics.

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.

Methamphetamine Project Coordinator - This is a grant funded position. Primary responsibility is to educate, bring awareness to community members of the dangers and effects of Meth use and consult individuals for solutions.

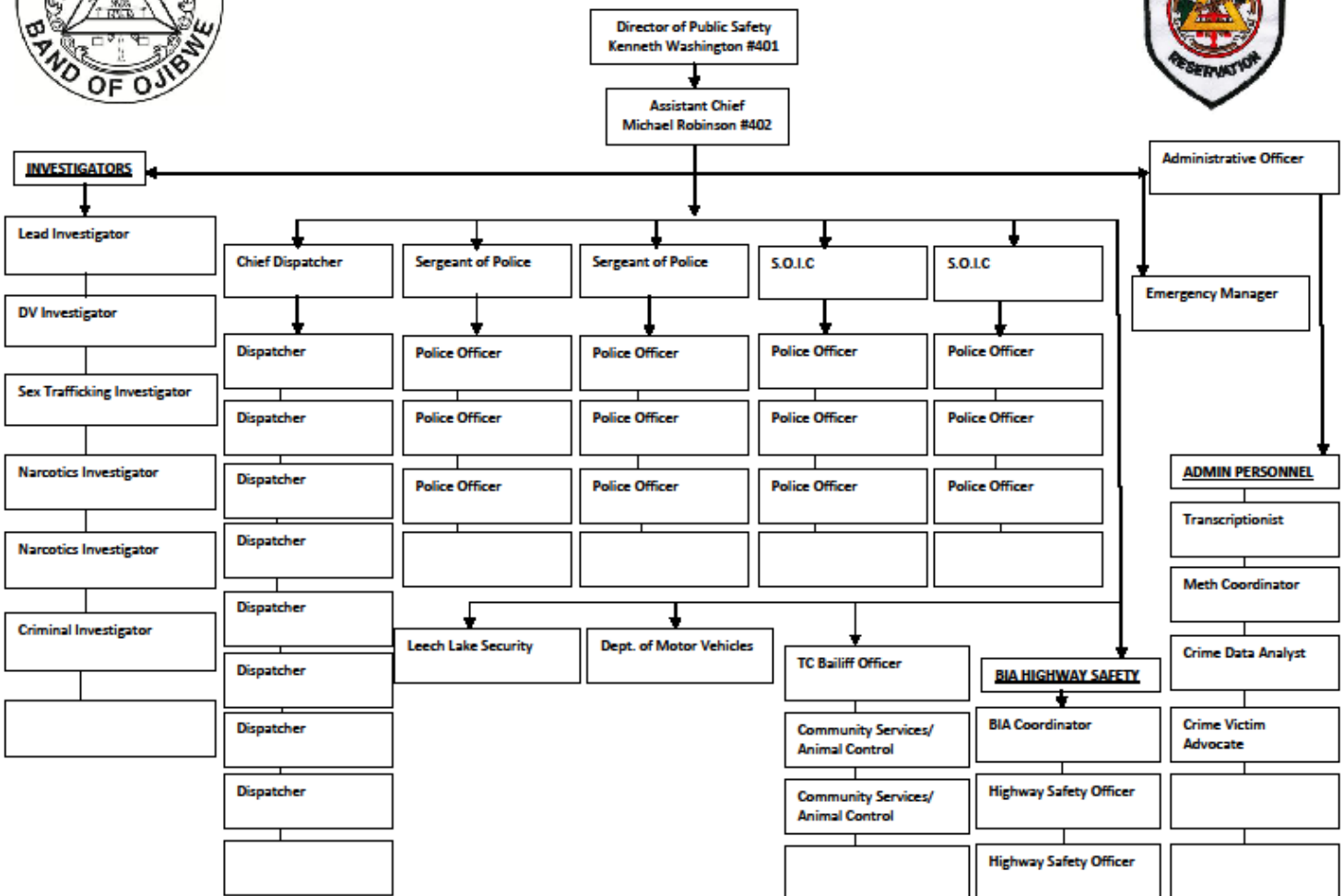
Crime Data Analyst - The Crime Data Analyst is responsible for collecting and analyzing crime data for a variety of sources and disseminating to the appropriate personnel within the department as well as other agencies.

Administrative Officer - Performs a variety of routine and complex clerical, secretarial and administrative work in keeping official records, as well as providing administrative support to the department, and investigators.

ORGANIZATIONAL CHART



LEECH LAKE DEPARTMENT OF PUBLIC SAFETY



TREND ASSESSMENT

An important part of the strategic planning process is identifying current trends and the status of the environment in which an organization functions. The following are just a few that have impact on the police department and our ability to provide service to the people of Leech Lake.

STAFFING

The Leech Lake Department of Public Safety currently has 29 sworn police officers and 17 civilian employees. Combined this staff handles all calls for service within the Leech Lake Reservation. Calls for service include law enforcement activities, community education events, security checks, and serving of civil process documents. During 2018, Leech Lake Tribal Police Officers handled 10,812 calls for service. Calls for service had steadily increased during the last 5 years up until the 2018 calendar year when they fell to their lowest level since 2015 (Figure 1).

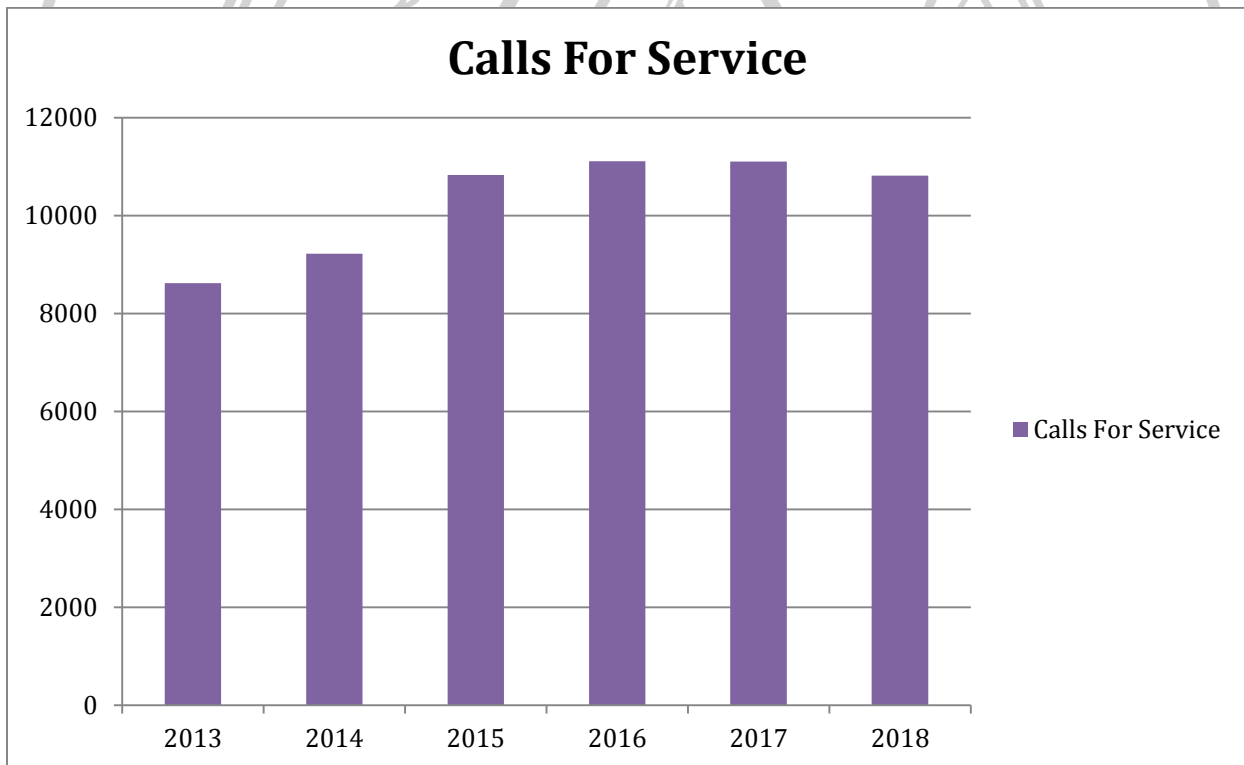


Figure 1

CRIME RATE

Before discussing the crime rate on the Leech Lake Reservation it is important to note the difference between Part 1 and Part 2 crimes.

Part 1 offenses are considered “serious” crimes and are defined by the Minnesota Bureau of Criminal Apprehension (BCA) as criminal homicide, rape, robbery, aggravated assault, burglary –breaking and entering, motor vehicle theft, arson, and human trafficking (Figure 2).

Part 2 offenses are considered “less serious” crimes and are defined by the Minnesota Bureau of Criminal Apprehension as other assaults, forgery and counterfeiting, fraud, embezzlement, stolen property – buying, receiving, possessing, vandalism – destruction of property, weapons, prostitution and commercialized vice, sex offenses, drug abuse violation, gambling, offenses against family and children, driving under the influence, liquor laws, disorderly conduct, vagrancy, curfew and loitering law violation, runaways, and all other offenses (Figure 3).

In order to uniformly track crime statistics the Minnesota BCA uses a calculation of crimes per 100,000 residents. When this calculation is made for Part 1 crimes occurring within the reservation boundaries, the crime rate is 789 crimes per 100,000 residents. When compared to Minnesota Counties of a similar population, we are in line but at the lower end of the spectrum (Figure 4).

Again, using the same calculation for Part 2 crimes occurring within the reservation boundaries, the crime rate is 10,234 crimes per 100,000 residents. This number is considerably higher than the same comparison communities. (Figure 5).

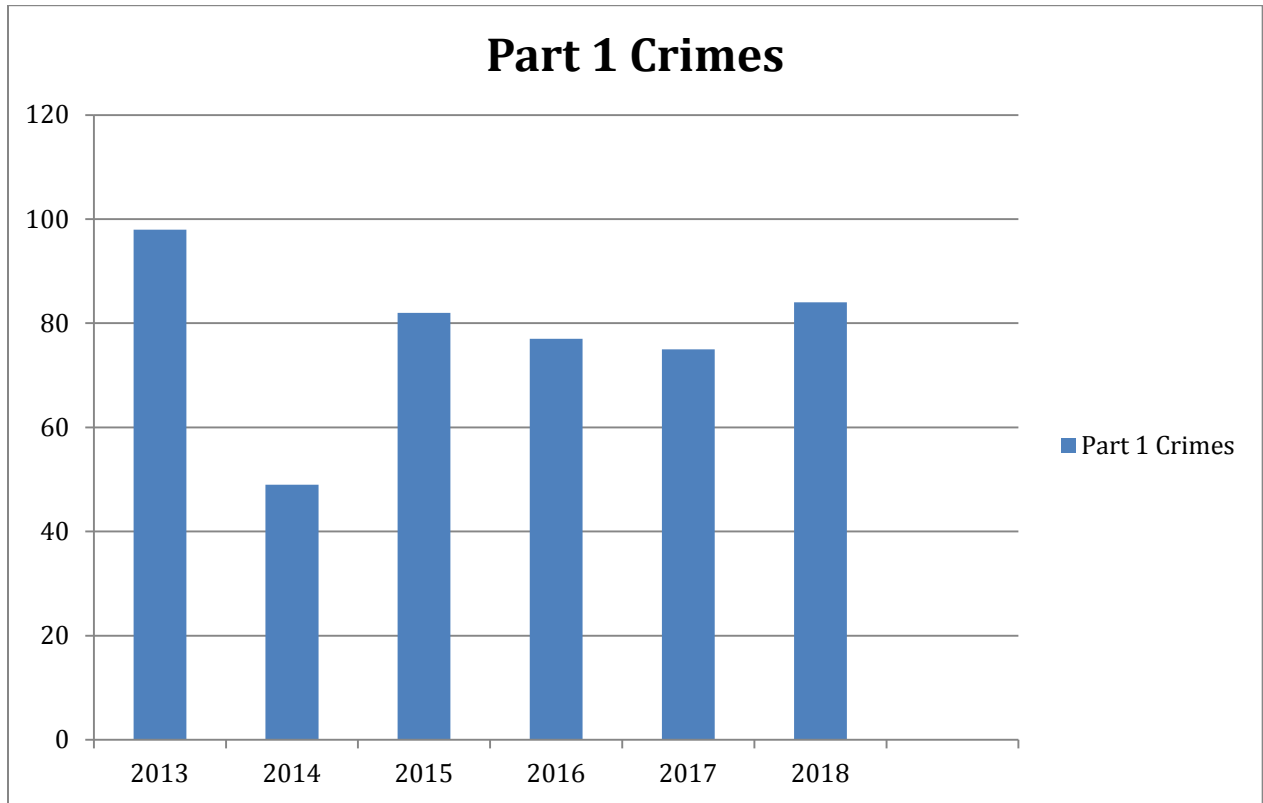


Figure 2

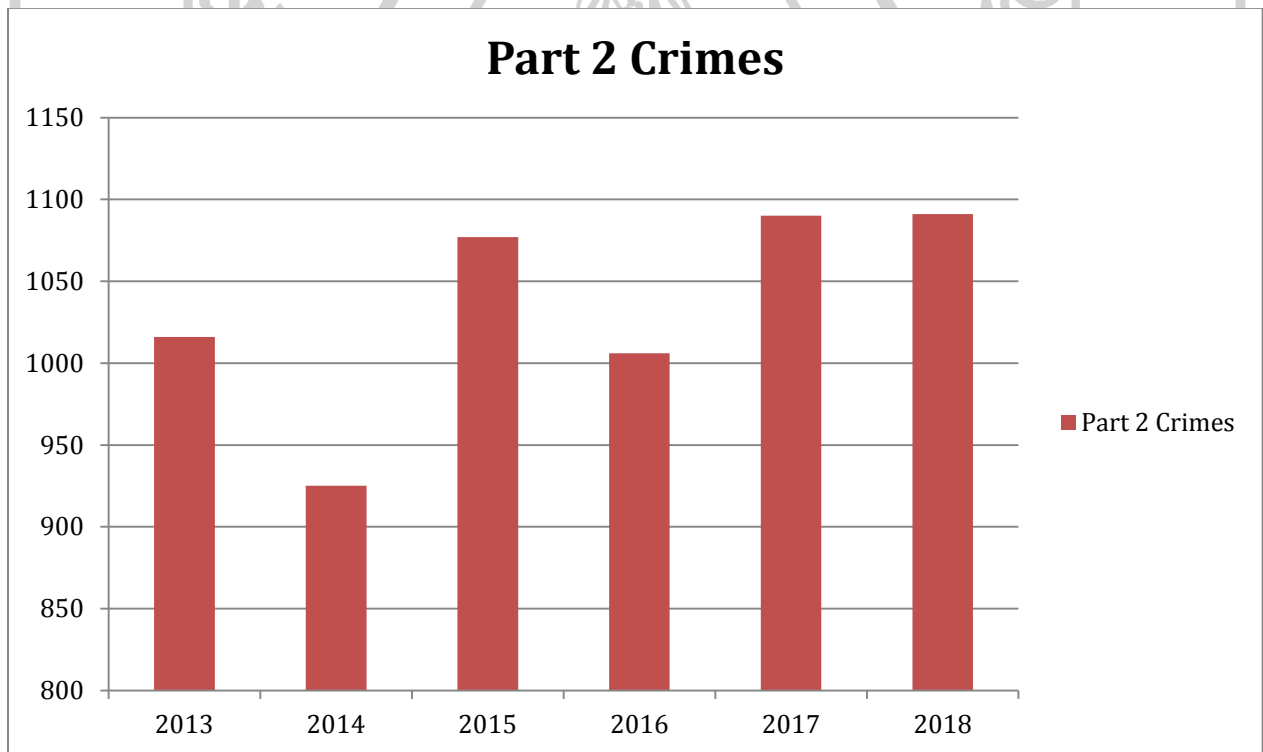


Figure 3

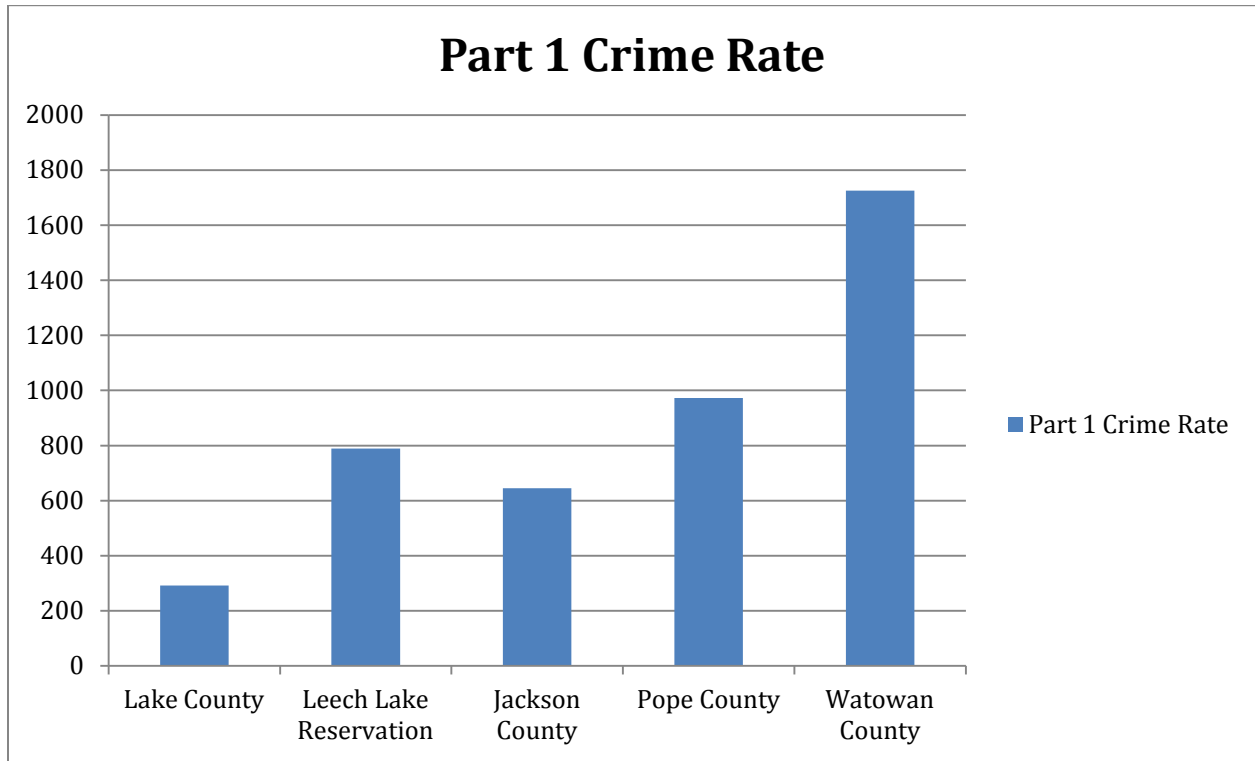


Figure 4

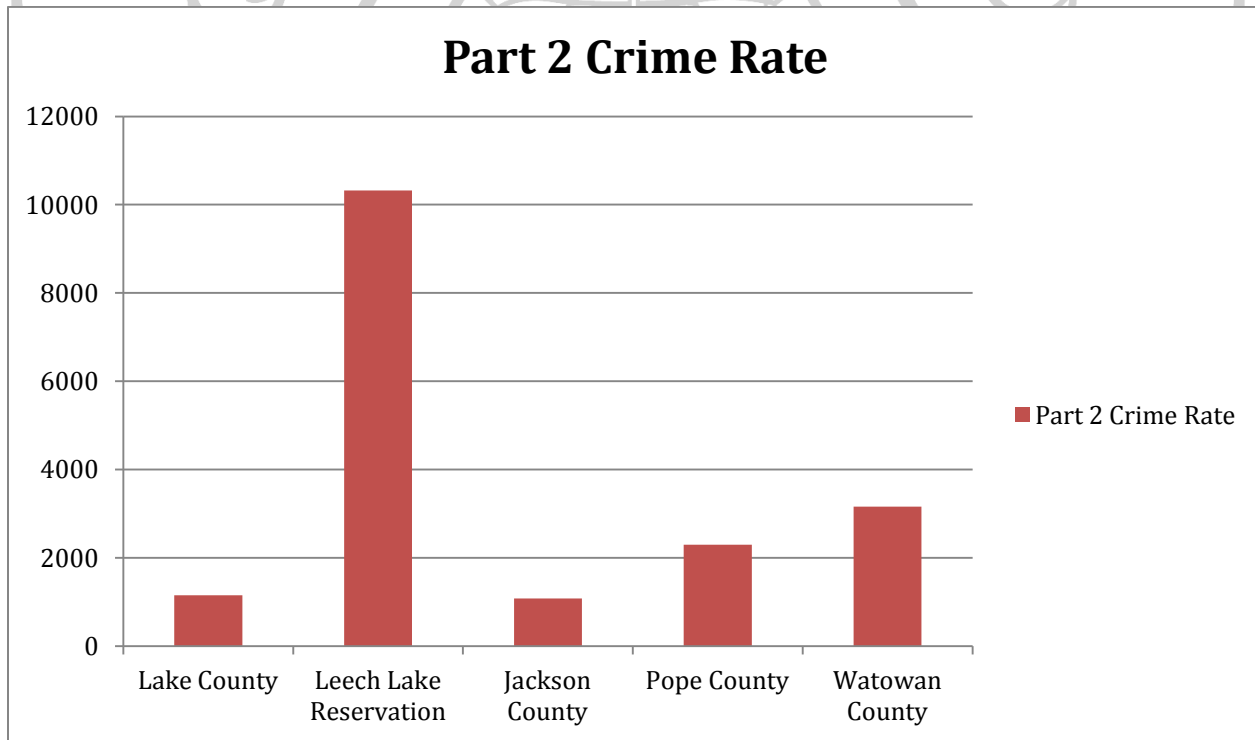
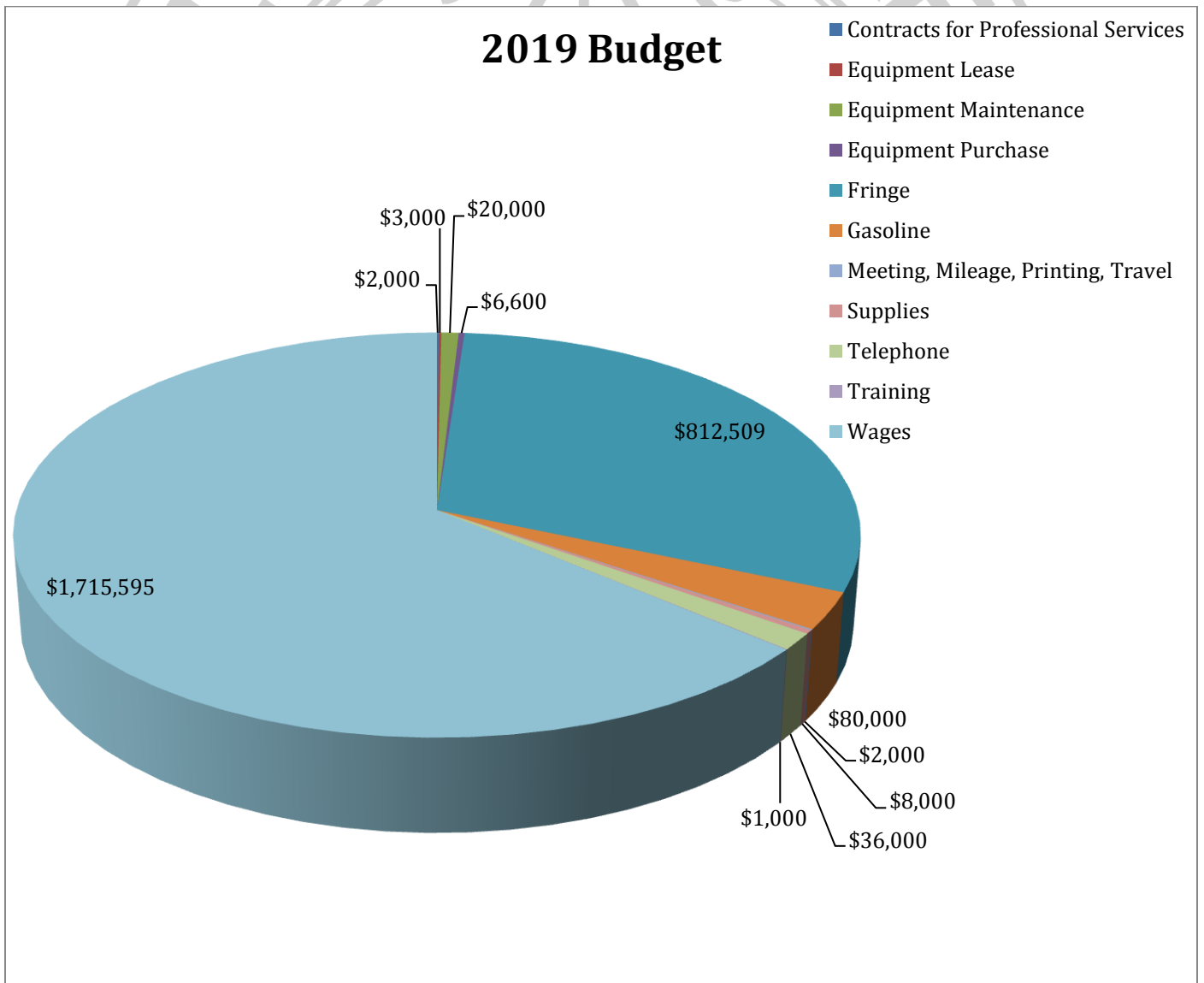


Figure 5

BUDGET

Contracts for Professional Services	\$2,000
Equipment Lease	\$3,000
Equipment Maintenance	\$20,000
Equipment Purchase	\$6,600
Fringe	\$812,509
Gasoline	\$80,000
Meeting, Mileage, Printing, Travel	\$2,000
Supplies	\$8,000
Telephone	\$36,000
Training	\$1,000
Wages	\$1,715,595



TECHNOLOGY

In the middle of 2017, the Leech Lake Department of Public Safety was one of the first departments in the area to implement the use of body worn cameras for all its officers. This was a complex process in which selecting the right equipment was only the beginning. A policy had to be created which addressed issues such as data retention, storage, redaction, and reproduction. At over a year into the new program, we are happy to say that this program has been a success. We will continue to monitor and evaluate this program and address issues as they arise. We believe this has increased the transparency of what we do daily and has served to increase public trust in our agency. The Leech Lake Department of Public Safety will continue to be on the cutting edge of implementing new technology available to law enforcement.



STRATEGIC PLAN GOALS

- Reduce substance abuse related crime and the impact it has on the community.
- Build community partnerships by increasing awareness of department programs and increasing the transparency of police operations.
- Increase officer efficiency, and accuracy of statistical data using the current records management system.
- Recruit top candidates and increase the retention of current employees.

GOAL

Reduce substance abuse related crime and the impact it has on the community.

STRATEGIES TO ACCOMPLISH GOAL

- Facilitate quarterly substance abuse meetings between community stakeholders and law enforcement. The purpose of these meetings will be to create an open dialogue between all those involved with substance abuse issues.
- Educate and encourage community members to report drug related activity in their neighborhoods.
- Hold community meetings to identify and address problems unique to each neighborhood.
- Utilize School Resource Officers to implement Gang Resistance Education and Training (G.R.E.A.T.) and Drug Abuse Resistance Education (D.A.R.E.) curriculum to the Bug-O-Nay-Ge-Shig and Cass Lake Schools.
- Re-introduce quarterly meetings with our law enforcement agreement partners to address issues between agencies, increase information sharing, and maintain open lines of communication.

- Introduce monthly intelligence sharing meetings between investigation and patrol divisions.

GOAL

Build community partnerships by increasing awareness of department programs and increasing the transparency of police operations.

STRATEGIES TO ACCOMPLISH GOAL

- Study feasibility of assigning individual officers to patrol districts or neighborhoods in order to build lasting relationships between community members and officers.
- Assign individual officers to regularly attend Local Indian Council meetings taking place within their patrol area in order to answer questions, learn the concerns of the community, and act as an information resource.
- Find unique ways to utilize local media outlets including the DeBahJiMon Newspaper and KOJB radio station.
- Increase information sharing with the community by releasing monthly crime statistics, explanation of Part 1 and Part 2 crimes and trends, maps showing current crime “hot-spots”, and continue to increase use of social media sites such as Facebook, Twitter, and Instagram.
- Increase community service activities of all kinds. Encourage each shift to organize and plan a community event each year.

GOAL

Increase officer efficiency, and accuracy of statistical data using the current records management system.

STRATEGIES TO ACCOMPLISH GOAL

- Designate a point of contact within the department who handles all inquiries with the Law Enforcement Technology Group.
- Implement written standard operating procedures department wide so every employee knows the correct way to enter data, regardless of what shift or supervisor they serve under.
- Perform regular audits, to ensure compliance with department policies and procedures regarding data entry.
- Contact other local agencies utilizing Law Enforcement Technology Group Software to evaluate best practices.

GOAL

Recruit top candidates and increase the retention of current employees.

STRATEGIES TO ACCOMPLISH GOAL

- Implement a standard wage progression scale with regular step increases for every employee.
- Study feasibility of longevity pay increases for those who stay with the agency for the entirety of their career. (Example; Increases at 10, 20, & 30 years).
- Participate in career fairs and speak to prospective hires about the unique opportunities available to them at the Leech Lake Department of Public Safety.
- Encourage current supervisors to attend and complete the Minnesota BCA Leadership and Management Training Series.
- Establish career training paths for current employees depending on years of service and their individual goals.

CONCLUSION

The Department of Public Safety is proud of the results following our first strategic plan. While improvements can always be made, our progress towards meeting those goals met our expectations. We hope to continue the positive momentum as we move forward.

The foundation of everything we do on a daily basis, including this plan, is built on trust and partnership with our community. We will continue to work on improving those relationships.

This department was founded on the premise of providing a voice to the members of the Leech Lake Band of Ojibwe. We will continue to make sure each one of those voices are heard. The Leech Lake Department of Public Safety is grateful for the opportunity to serve you daily and looks forward to a bright future.