



"Lady Justice" used with permission from DG Smalling, Choctaw Nation

Presidential Task Force on Missing and Murdered American Indians and Alaska Natives Operation Lady Justice

Report To The President

Activities and Accomplishments of the First Year of Operation Lady Justice

November 25, 2020



**OPERATION
LADY JUSTICE**

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Report To The President

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Introduction by Co-Chairs on behalf of the Task Force

Dear President Trump:

On November 26, 2019, in an Oval Office ceremony surrounded by representatives of the Native American community, you signed Executive Order 13898, which established a task force on missing and murdered American Indians and Alaska Natives—designated Operation Lady Justice. This is the first Presidential Task Force established to address this tragic issue. The Executive Order requires Operation Lady Justice to submit a status report in November 2020 and a final report in 2021. On behalf of the U.S. Department of Justice and the U.S. Department of the Interior, we are pleased to provide this report summarizing the activities and accomplishments of Operation Lady Justice. The report describes a productive first year of task force operations, during which we heard from Tribal leaders, public safety officials, community advocates, and concerned citizens about the extraordinary public safety challenges facing Native Americans across the country—in particular the disappearance of Tribal members and the incidence of fatal violence suffered by Native men, women, and children. We made significant progress towards achieving the deliverables called for in the Executive Order.

The task force was able to hold five in-person listening sessions prior to COVID-19 mitigation measures. Since March, we have conducted 12 virtual regional Tribal consultations, one for each Bureau of Indian Affairs region, and more than 15 meetings and listening sessions with Tribes, individuals, and stakeholder groups from law enforcement organizations to domestic violence and sexual assault coalitions. We established and convened 10 working groups to address the Executive Order’s mandates for developing protocols, solving cold cases, and expanding outreach and awareness. The Task Force has developed draft standard operating procedures and protocols and opened six offices across the country to operationalize solving cold cases involving missing and murdered American Indians and Alaska Natives.

The feedback received from Tribal experts and the experiences shared by survivors and families illustrate the troubling public safety challenges confronting Indian Country and Alaska Native communities. American Indians and Alaska Natives are vulnerable to the predations of criminals. Generations of injustice and adversity have left a legacy of trauma in Tribal communities that continues. Despite these challenges, the spirit and resolve throughout Native communities remains strong and determined to overcome nearly insurmountable obstacles. Communities want to have a voice in this process and be part of the larger solution. We dedicate the remainder of our activities to honoring this spirit.

We are proud to be part of your Administration’s efforts to address the violence and suffering experienced by too many of America’s Native peoples. You have drawn attention to these too-long overlooked issues, issuing the first-ever Presidential Proclamations recognizing Missing and Murdered American Indians and Alaska

Natives Awareness Day in 2019 and 2020, and calling the twin tragedies of missing and murdered American Indians and Alaska Natives “sobering” and “heartbreaking.” By signing two landmark pieces of legislation—Savanna’s Act and the Not Invisible Act—you have taken historic action to build on your Executive Order by providing further support for American Indian and Alaska Native communities in their efforts to protect their citizens. By building on the momentum generated during our first year of activities, Operation Lady Justice will follow your lead and work to deliver the resources and recommendations demanded by the challenges facing Native peoples today.

We also want to thank those at the Department of Justice, the Department of the Interior, the Department of Health and Human Services, and other Federal agencies, as well as White House personnel, who have spent countless hours on the projects associated with this task force. Your time and effort are greatly appreciated.

Violence has become a far-too-prevalent feature of life in American Indian and Alaska Native communities, but we remain determined to work with American Indian and Alaska Native nations to make sure it is not permanent. Through the work of Operation Lady Justice and thanks to your leadership, Native Americans are forgotten no more. Thank you for the opportunity to share in your Administration’s pursuit of justice for all Native Americans. Operation Lady Justice looks forward to continuing to advance public safety in Indian communities.

Respectfully,

William P. Barr
Attorney General
U.S. Department of Justice

David L. Bernhardt
Secretary
U.S. Department of the Interior

Formation of the Presidential Task Force on American Indians and Alaska Natives (Operation Lady Justice)

On May 3, 2019, President Trump became the first President to formally recognize Missing and Murdered American Indians and Alaska Natives Day. Following this recognition, on November 26, 2019, President Trump, joined by Native American leaders from across the country, signed Executive Order 13898 (EO), <https://operationladyjustice.usdoj.gov/about>, forming the Presidential Task Force on Missing and Murdered American Indians and Alaska Natives (Task Force).¹ The Task Force, also known as Operation Lady Justice (OLJ), aims to enhance the operation of the criminal justice system and address the concerns of American Indian and Alaska Native (AI/AN) communities regarding missing and murdered people—particularly missing and murdered women and girls. The Task Force is required to conclude its work by November 26, 2021, unless otherwise ordered by the President.



President Trump signing Executive Order 13898 establishing Operation Lady Justice, November 26, 2019

The EO set forth a range of tasks to be completed over the two-year life of the Task Force, with required reports at the end of each year. This first report contains the “activities and accomplishments of the Task Force, the status of the projects the Task Force has not yet completed, and specific recommendations for future action of the Task Force.”²

¹See Appendix A for Executive Order 13898.

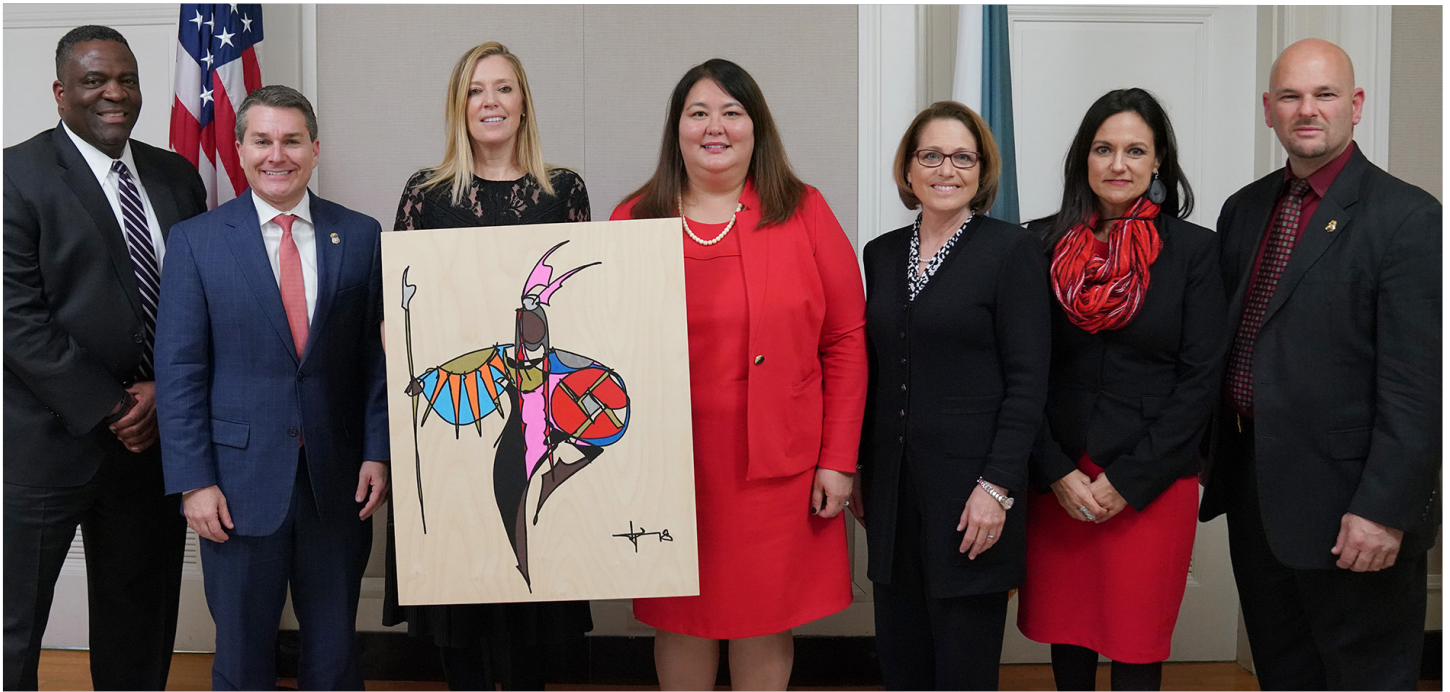
²EO at Section 5.

Operation Lady Justice Members and Agency Participation

The EO designated representatives from the Department of Justice (DOJ), the Department of the Interior (DOI), and the Department of Health and Human Services (HHS) as the Federal agencies that make up the Task Force. The EO established the group as a working task force, which under Federal law is to be comprised of Federal members with specific tasks to be completed under a strict time line. OLJ was not established as a Federal Advisory Committee under the Federal Advisory Committee Act (FACA), in which individuals outside of the Federal government provide advice to one or more Federal agencies.

The Attorney General and the Secretary of the Interior are the co-chairs of the Task Force. Task Force members are:

- ▶ Katharine (Katie) Sullivan, Principal Deputy Assistant Attorney General, Office of Justice Programs (OJP), Department of Justice, designee for the Attorney General and co-chair designee;
- ▶ Tara Sweeney, Assistant Secretary for Indian Affairs (AS-IA), Department of the Interior, designee for the Secretary of the Interior and co-chair designee;
- ▶ Terry Wade, Executive Assistant Director, Criminal, Cyber, Response and Services Branch, Federal Bureau of Investigation (FBI), Department of Justice, designee for the Director of the FBI;
- ▶ Laura Rogers, Principal Deputy Director, Office on Violence Against Women, (OVW), Department of Justice;
- ▶ Charles (Charlie) Addington, Deputy Bureau Director, Bureau of Indian Affairs, Office of Justice Services (BIA-OJS), Department of the Interior;
- ▶ Trent Shores, U.S. Attorney for the Northern District of Oklahoma and Chair of the Native American Issues Subcommittee of the Attorney General’s Advisory Committee, Department of Justice; and
- ▶ Jean (Jeannie) Hovland, Deputy Assistant Secretary for Native American Affairs and Commissioner, Administration for Native Americans (ANA), Department of Health and Human Services.



OLJ Task Force Members, from left: Calvin Shivers (attending for Terry Wade), Trent Shores, Katie Sullivan, Tara Sweeney, Laura Rogers, Jeannie Hovland, Charlie Addington

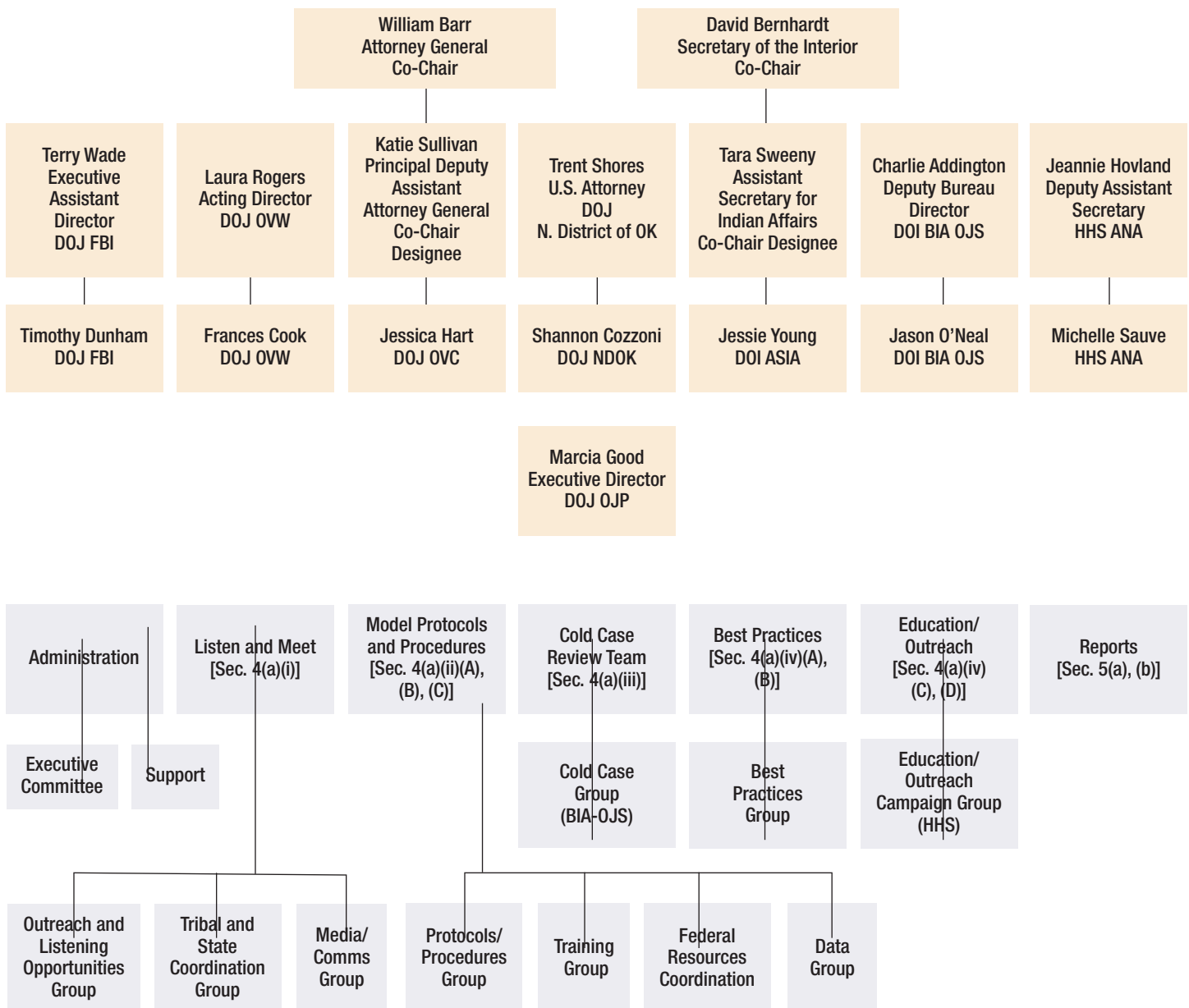
The Task Force is assisted by Executive Director Marcia Good of DOJ's Office of Tribal Justice, who coordinates day-to-day functions. The EO tasks have been assigned to working groups, which are meeting to accomplish those tasks.

As of the writing of this report, more than 150 representatives from various Federal agencies are working on the tasks contained within the EO. A complete listing of all Federal staff who assisted in the first year of the Task Force's efforts is included in Appendix B.



Presidential Task Force on Missing and Murdered American Indians and Alaska Natives

Operation Lady Justice



"Lady Justice" used with permission from DG Smalling, Choctaw Nation.

Operation Lady Justice Tasks and Progress

The EO directed the Task Force to accomplish specific tasks over the two-year period, including:

- ▶ Conduct appropriate consultations with Tribal governments on the scope and nature of the issues regarding missing and murdered AI/AN.
- ▶ Develop model protocols and procedures to apply to new and unsolved cases of missing or murdered persons in AI/AN communities, including best practices for:
 - Improving the way law enforcement investigators and prosecutors respond to the high volume of such cases, and to the investigative challenges that might be presented in cases involving female victims;
 - Collecting and sharing data among various jurisdictions and law enforcement agencies; and
 - Better use of existing criminal databases, such as the National Missing and Unidentified Persons System (NamUs), the National Crime Information Center (NCIC), and the Combined DNA Index System (CODIS) including the National DNA Index System (NDIS).
- ▶ Establish a multi-disciplinary, multi-jurisdictional team including representatives from Tribal law enforcement and the DOJ and DOI to review cold cases involving missing and murdered AI/AN.
- ▶ Address the need for greater clarity concerning roles, authorities, and jurisdiction throughout the lifecycle of cases involving missing and murdered AI/AN by:
 - Developing and publishing best-practices guidance for use by Federal, State, local, and Tribal law enforcement in cases involving missing and murdered AI/AN, to include best practices related to communication with affected families from initiation of an investigation through case resolution or closure;
 - Facilitating formal agreements or arrangements among Federal, State, local, and Tribal law enforcement to promote maximally cooperative, trauma-informed responses to cases involving missing and murdered AI/AN;
 - Developing and executing an education and outreach campaign for communities that are most affected by crime against AI/AN to identify and reduce such crime; and
 - Developing, in partnership with NamUs, a public-awareness campaign to educate both rural and urban communities about the needs of affected families and resources that are both needed and available.

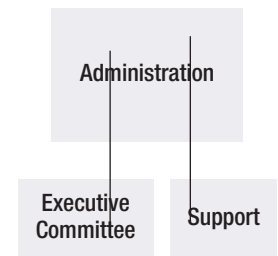
The operation of the Task Force itself and the assigned tasks are divided into seven areas:

- 1) Administration
- 2) Listen and Meet [EO Section 4(a)(i)]
- 3) Model Protocols and Procedures [EO Section 4(a)(ii)(A), (B), (C)]
- 4) Cold Case Team [EO Section 4(a)(iii)]
- 5) Best Practices [EO Section 4(a)(iv)(A), (B)]
- 6) Education and Outreach Campaigns [EO Section 4(a)(iv)(C), (D)]
- 7) Reports [EO Section 5(a), (b)]

Each area is addressed below, noting what activities have been completed and accomplishments have been achieved in the area, along with the status of projects yet to be completed and plans for the next year.

1) Administration

The administrative work of the Task Force has been divided across two working groups: (1) Executive Committee and (2) Support. In addition, a number of individuals have assisted the Task Force outside of the working group structure.



OLJ formally began its work with its inaugural meeting on January 29, 2020, at DOI in Washington, DC. Subsequent meetings were held on a monthly basis to address business before the Task Force, including AI/AN leadership and community engagement, as well as the mandates set forth throughout the Executive Order.

OLJ established a website, <https://OperationLadyJustice.usdoj.gov> to include consultation notices, read outs from prior sessions, links to resources, information about missing Native American children, and more. News of various events are also sent to the field via subscription to the website and GovDelivery.

Figuring prominently on all material is the OLJ logo, featuring the artwork of Choctaw Nation artist, DG Smalling.

Other administrative activities included regular briefings for the White House and the Office of Management and Budget, and participation in outside agency review of the Missing and Murdered Native Americans (MMNA) topic by the U.S. Government Accountability Office.

The Task Force also coordinated with other Federal efforts related to missing or murdered AI/AN, including:

- ▶ The Attorney General’s Initiative on Missing and Murdered Indigenous Persons;
- ▶ The Presidential Commission on Law Enforcement and the Administration of Justice;
- ▶ The Alyce Spotted Bear and Walter Soboleff Commission on Native Children;

- ▶ The Federal Enforcement Working Group on Combating Human Trafficking and Child Exploitation in the U.S.;
- ▶ The White House Council on Native American Affairs;
- ▶ The Department of Homeland Security’s Blue Campaign to End Human Trafficking.

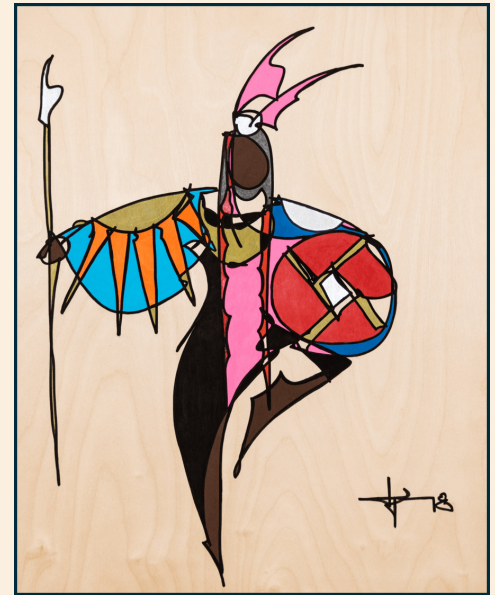
The DOJ, DOI, and HHS answered the Task Force’s request for information on programs and funding opportunities for Tribes related to the underlying issues of missing persons or murder cases in AI/AN communities. That data call will result in a compilation of all those resources in one location for ease of reference.

In addition, the Task Force compiled a number of fact sheets containing information on relevant topics, including databases, emergency alerts, victim services, and hotlines and helplines for families. These fact sheets are available for review and download on <https://OperationLadyJustice.usdoj.gov>.

Continuing Projects and Plans For Coming Year

Remaining action items through November 2021:

- ▶ Coordinate with those in charge of the requirements of recently enacted legislation “Savanna’s Act” and the “Not Invisible Act” to build upon task force work;
- ▶ Increase the number of GovDelivery announcements issued to the field;
- ▶ Compile and publish the data call information into resources on available funding, programs, and services;
- ▶ Develop a strategy for continued implementation of Task Force assignments and activities beyond the expiration of OLJ in November 2021;
- ▶ Develop a family resource guide for families of missing adults;
- ▶ Further develop the OLJ website to include a new “frequently asked questions” section;
- ▶ Continue coordination efforts among all Federal task forces and commissions active in this area.



Derek Grant “DG” Smalling, an artist from the Choctaw Nation, created the image of “Lady Justice” in 2018 for a National Native American Heritage Month event at the Department of the Interior in Washington, DC. “She carries a shield of inter-locking arms as a symbolism of a battle standard to protect our people,” DG Smalling noted. OLJ wishes to express its gratitude to DG Smalling for permission to use his artwork as the OLJ logo. Under her shield, we can reclaim our Native communities.

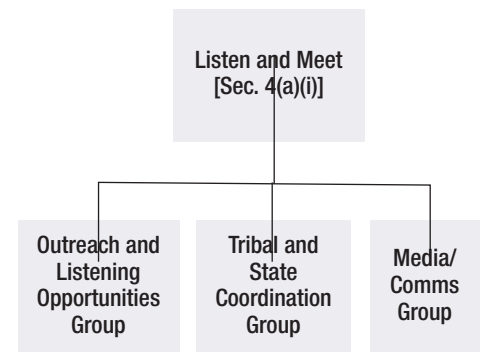


Task Force Co-chair designees Katie Sullivan and Tara Sweeney with the original artwork “Lady Justice” by DG Smalling of the Choctaw Nation

2) Listen and Meet [Section 4(a)(i)]

- ▶ “Conduct appropriate consultations with Tribal governments on the scope and nature of the issues regarding missing and murdered AI/AN.”¹

This work has been divided between three working groups: (1) Outreach and Listening Opportunities, (2) Tribal and State Coordination, and (3) Media/Communications. In addition, a number of individuals have assisted the Task Force outside of the working group structure.



LISTENING SESSIONS

The Task Force is committed to listening. All of its work is informed and shaped by input from impacted victims, families, and communities. Before the COVID-19 pandemic, Task Force members began discussing the issues with Tribes, Tribal members, and Tribal organizations as the first order of business. Listening Sessions were hosted by:

- ▶ National Congress of American Indians’ (NCAI) Executive Council, Winter Session, February 12, Washington, DC
- ▶ HHS’s Administration for Children and Families (ACF) Grantees Meeting, February 13, Washington, DC
- ▶ DOJ’s Tribal Nations Leadership Council, February 25, by phone conference
- ▶ HHS ACF’s Tribal Advisory Committee, March 2, Washington, DC
- ▶ DOI’s Tribal Interior Budget Committee, March 12 , Washington, DC

Notes from those sessions are posted on the OLJ website for public viewing at www.operationladyjustice.usdoj.gov.

So, in conclusion, because the MMIWG crisis spans multiple policy domains, jurisdictions, and regions, the response must be multi-pronged. For far too long, our communities and nations have grieved and mourned for our brothers, sisters, mothers, fathers, grandfathers, grandmothers, aunts, uncles, nieces and nephews. It’s time for a clear Federal commitment to fund Tribal law enforcement, shelters, domestic violence and sexual assault organizations, and to enact policy change that will bring justice to victims, families of victims, survivors, and families of survivors.

Tamra Borchardt-Slayton, Chairwoman for the Paiute Indian Tribe of Utah
Listening Session, May 29, 2020

¹EO Section 4(a)(1)

The Task Force had an additional 12 consultations and listening sessions planned for the field between March 2020 and July 2020, including:

- ▶ March 17, 2020: United South & Eastern Tribes, Midwest Alliance of Sovereign Tribes Listening Session, Washington, D.C.
- ▶ March 24, 2020: Muscogee Creek Listening Session, Tulsa, OK.
- ▶ March 31, 2020: 38th Annual “Protecting Our Children” Conference Listening Session, Denver, CO.
- ▶ April 15, 2020: Pascua Yaqui Listening Session, Tucson, AZ.
- ▶ April 21, 2020: Sycuan Band, California Listening Session, El Cajon, CA.
- ▶ April 28, 2020: National Indian Programs Training Center Consultation, Albuquerque, NM.
- ▶ May 12, 2020: Grand Traverse Band of Ottawa and Chippewa Listening Session, Acme Township, MI.
- ▶ May 21, 2020: Yakama Nation, Washington Listening Session, Toppenish, WA.
- ▶ June 7–11, 2020: Consultation in Anchorage, AK.
- ▶ June 16, 2020: North Dakota/South Dakota Listening Session, Bismarck, ND.
- ▶ June 23, 2020: Women are Sacred Conference Listening Session, St. Paul, MN.
- ▶ July 7, 2020: Consultation in Billings, MT.



First meeting of the OIJ Task Force, January 29, 2020

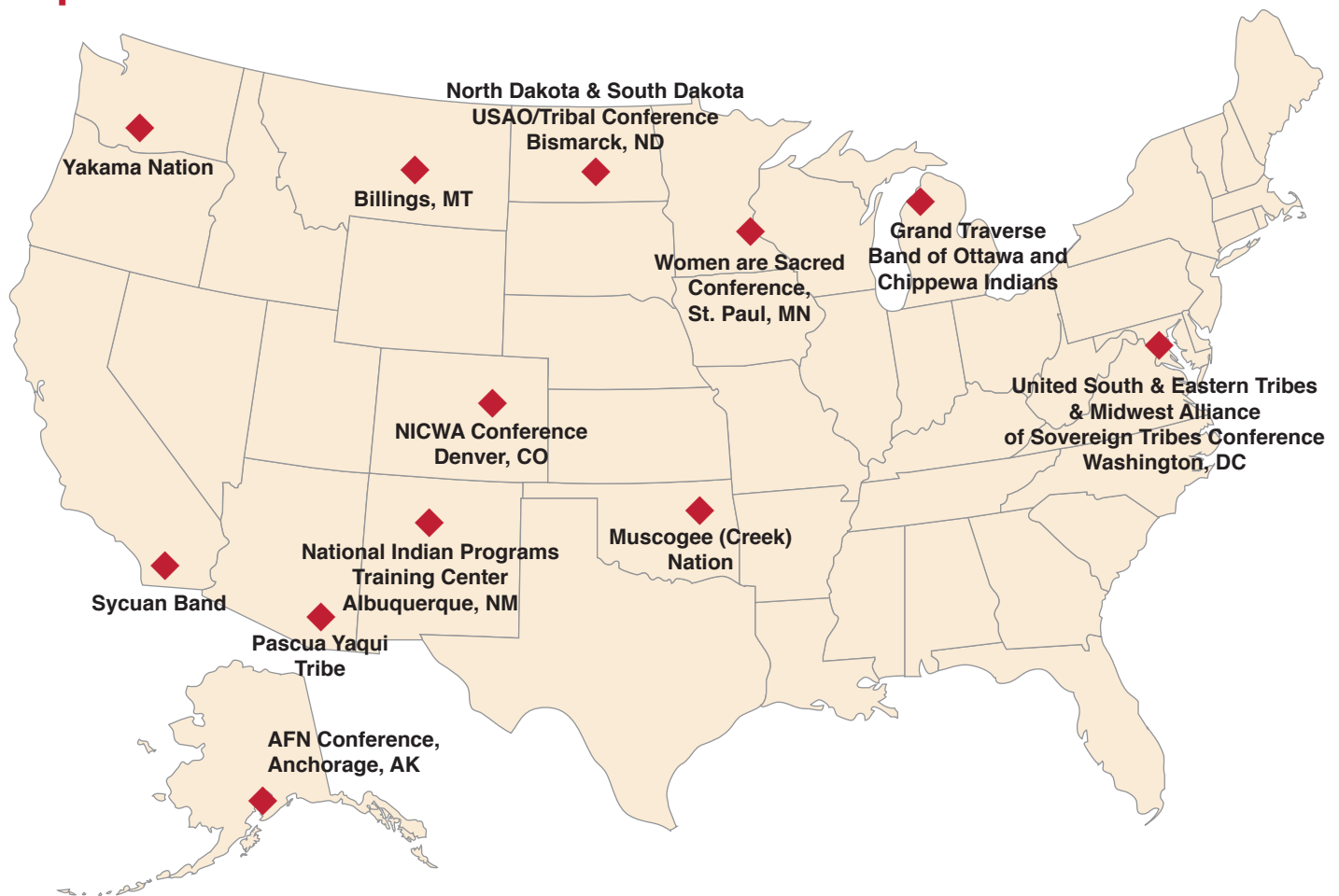


Task Force members listening at the ACF Tribal Advisory Committee, March 2, 2020



White House Tribal Liaison Tyler Fish with OIJ Task Force members at the Department of Interior Tribal Budget Committee meeting, March 12, 2020

Map with locations



After discussing with our Tribal partners, we together determined that risks due to the COVID-19 health emergency made virtual listening sessions and consultations the most prudent path.

The first four virtual large-scale listening sessions, according to BIA region, were held on May 27, May 29, June 2, and June 3. Registration for the four sessions exceeded 1,000 participants. Transcripts of those sessions are available on the OLJ website (www.operationladyjustice.usdoj.gov). Comments were also accepted via written submission.

... sometimes [in] Indian Country, our Tribal advocates who are really our unsung heroes, are the ones who find out about the missing women and children in our communities because sometimes the fear of law enforcement is one they would rather talk to an advocate about their missing family members than going to the criminal justice system with that one.

Monte Fronk, citizen, Mille Lacs Band of Ojibwe
Listening Session, June 2, 2020

Suggestions from commenters included:

- ▶ the need for a deep dive into the root causes of missing and murdered AI/AN
- ▶ improvement in interagency collaboration across all agencies
- ▶ full funding for Tribal law enforcement, courts, social services, domestic violence shelters, victim services programs, domestic violence and sexual assault community organizations, and search teams
- ▶ the need for publicly available data on missing persons and murder cases
- ▶ increased State and local training on Tribal issues including enforcement of Tribal court orders of protection
- ▶ the need to establish a national alert system for adults similar to Amber Alert
- ▶ better Federal communication with families and grassroots organizations
- ▶ Tribal notification when a person goes missing
- ▶ programs to address intervention and prevention
- ▶ increased access to the Tribal Access Program, as well as increased availability for Amber, Ashanti, and Silver Alerts in Indian communities

The Task Force also conducted listening sessions/meetings with the Center for Native American Youth Cultural Preservation Ambassadors Project participants and youth participants in projects supported by ANA's Native Youth Initiative on June 24, 2020, NCAI's Violence Against Women's Act (VAWA) Task Force members on September 21, 2020, and with the Navajo Nation on November 9, 2020.

TRIBAL CONSULTATIONS

With in-person sessions unavailable, Tribal leaders were invited to participate in a series of 12 virtual Tribal consultations held via an online platform between August 17, 2020 and September 17, 2020. A framing paper, included as Appendix C, provided relevant background information and questions. Nearly 1,000 Tribal leaders, designees, citizens, and others registered across the 12 sessions.

Consultations were hosted as follows:

- ▶ August 17-BIA Eastern Region
- ▶ August 19-BIA Midwest Region
- ▶ August 21-BIA Southern Plains and Eastern Oklahoma Regions
- ▶ August 25-BIA Great Plains and Rocky Mountain Regions
- ▶ August 27-BIA Southwest Region
- ▶ August 31-BIA Northwest Region
- ▶ September 2-BIA Western and Navajo Regions
- ▶ September 4-BIA Pacific Region (first session)
- ▶ September 8-BIA Pacific Region (second session)
- ▶ September 10-BIA Alaska Region (first session)
- ▶ September 14-BIA Alaska Region (second session)
- ▶ September 17-Final session for any Leader who could not make their scheduled Regional Session

In addition to the virtual Tribal consultations, OLJ accepted written comments until 11:59 p.m. AKDT on October 31, 2020. Transcript and audio/video recordings of all the consultations and listening sessions are included on the OLJ website at <https://operationladyjustice.usdoj.gov/news>.

OTHER COMMUNITY ENGAGEMENTS

In addition to the consultations and listening sessions noted above, OLJ has hosted numerous other engagements with Tribal law enforcement, FBI and BIA Victim Services programs, Tribal domestic violence and sexual assault coalitions, and others to hear about field experiences.

In July and August 2020, the DOJ Office of Community Oriented Policing Services (COPS Office) convened Tribal law enforcement leaders from across the country to discuss challenges facing the field, share information, and identify successful approaches to effectively address missing AI/AN cases. This national “call to action” for law enforcement leaders included 10 virtual sessions on four topics: (1) The Challenges of Missing and Murdered AI/AN in Your Community; (2) Model Protocols and Procedures; (3) NamUs; and (4) Trauma-Informed Victim Services. Dozens of Tribal law enforcement leaders joined these interactive discussions to provide their insight into the local Tribal challenges and resources surrounding missing and murdered cases. A summary of the engagements is provided in Appendix D.

In June 2020, OLJ hosted two webinars with Tribal and State task forces, study groups, and other efforts at the Tribal and State levels, that are also addressing the issues surrounding missing and murdered AI/AN. The goal of these webinars was to share information among the task forces and begin coordination efforts among the Tribal, State, and Federal efforts all taking place. The webinars allowed for interactive engagement and exchange, including presentations from Tribal and State representatives on their local activities and accomplishments, challenges, and ideas for future coordination.

OLJ has also been working with various state Missing Persons Clearinghouses, including exploring ideas for regular coordination moving forward. Other meetings and exchanges have occurred between OLJ and representatives from the Canadian “National Inquiry into Missing and Murdered Indigenous Women and Girls,” subject matter experts in “ambiguous loss,” and others working with families in cold case reviews.



Tribal leaders and representatives address OLJ at the Department of Interior Tribal Budget Committee meeting, March 12, 2020

I am the Co-Chair of NCAI’s Violence Against Women’s Act Task Force. And one of the things that we resoundingly have been talking about, and some of our grassroots organizations and state organizations have talked about, is the inclusivity of not just missing and murdered, but also men and boys that are—also encompass within our Tribal communities and need the same protections as does everyone.

Shannon Holsey, President, Stockbridge-Munsee Band of Mohican Indians in Wisconsin Tribal Consultation, August 19, 2020

Finally, OLJ and individual members have participated in numerous other meetings and presentations to share information and provide updates on OLJ activities. These events have included:

▶ OLJ and Missing and Murdered Indigenous Persons (MMIP) Initiative staff presented at the annual International Association of Chiefs of Police Conference on the Volunteer Engagement Curriculum being developed by the COPS Office;

▶ Shared OLJ activities and accomplishments at:

- 2020 iLEAD Native Youth webinar on “A Conversation on the Crisis of Missing and Murdered Native Americans”, June 2020; Administration on Aging Title VI Friday Afternoon Chats serving the Native Elder population, July 2020;
- HRSA-led 2020 Alaska Virtual Forum on Intimate Partner Violence, Human Trafficking, and Domestic Violence, August 2020;
- HHS Interdepartmental Council on Native American Affairs Biannual Council Meeting, August 2020;
- COFFEE & QUAQ, a podcast to celebrate and explore contemporary Native life in urban Alaska, August 2020;
- Indian Country Federal Law Enforcement Coordination Group meeting, September 2020;
- AG Initiative MMIP Coordinators Working Group, September 2020;
- Sally’s List 2020 Native American Summit Webinar with remarks by AS IA Sweeney, September 2020;
- DOJ SDVCJ Intertribal Working Group (ITWG), October 2020;
- 904 Task Force on Research on Violence Against American Indian and Alaska Native Women hosted by OVW and the National Institute of Justice;
- OVW 15th Annual Government to Government Violence Against Women Tribal Consultation hosted by OVW, October 2020;
- White House delegation visit to Navajo Nation, October 27, 2020
- National Center for Victims of Crime National Conference, November 2020;



OLJ members address the HHS ACF Grantees Meeting, February 13, 2020

Continuing Projects and Plans For Coming Year

To increase engagement and maintain effective government-to-government relationships with Tribal governments, additional consultations and listening sessions will be scheduled for 2021. These sessions will also include a focus on the newly enacted Savanna's Act and the Not Invisible Act, and on how the mandates in those laws dovetail with OIJ's efforts, including data-collection issues.

Remaining action items through November 2021:

- ▶ Host additional consultations and listening sessions in geographically diverse locations (as pandemic conditions allow) or virtually;
- ▶ Host a series of facilitated roundtables with families of missing or murdered AI/AN, utilizing victim/family support in the process;
- ▶ Host several listening sessions with Tribal grass roots organizations actively working in these areas of missing or murdered AI/AN;
- ▶ Host several virtual sessions specifically with Tribes that are actively working in these areas of missing or murdered AI/AN;
- ▶ Continue referencing the comments from the 2020 consultation sessions to develop possible projects or legislation to address concerns from the field;
- ▶ Continue engagement with other groups, including Tribal law enforcement, Tribal and State task forces and efforts, grassroots/non-governmental organizations, the NCAI VAWA Task Force, and families. Collaborations with these various groups may include virtual meetings, in-person discussions where feasible, facilitator-led round tables, or other types of engagements;
- ▶ Partner with the DOJ COPS Office to continue engagements with Tribal law enforcement by hosting quarterly webinars on OIJ and related topics;

How do we reduce vulnerability? You know, again, that is the overwhelming question. We have so many factors going against people in our area. We have the poverty. We have the generational trauma, not just the genocide that has been performed, the lack of will to provide any kind of services, the years of boarding schools, and now foster care. I think we have had more kids in foster care than we ever had in boarding schools. And the ongoing racism that—that is happening. Those are all the kinds of things that make the population I serve, and that I am a member of, vulnerable to becoming a missing person. So we have a lot of things to work on.

Carmen O'Leary, citizen of the Cheyenne River Sioux Tribe
Tribal Consultation, August 25, 2020

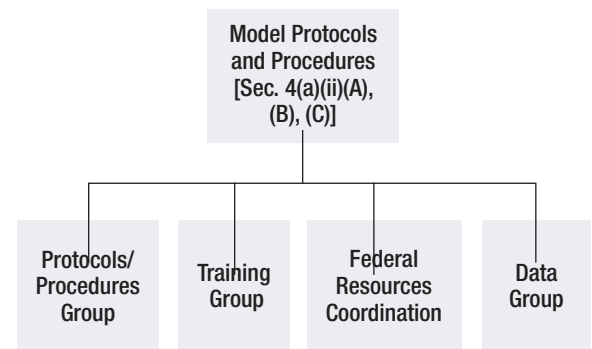
- ▶ Partner with DOJ OJP’s Bureau of Justice Assistance (BJA) to continue engagements with Tribal and State task forces and efforts by hosting monthly webinars to discuss Federal, Tribal, and State efforts and reports;
- ▶ OLJ will also explore the possibility of hosting an in-person meeting of the Tribal and State missing and murdered AI/AN task forces to develop and report on best practices for Tribal and State task forces;
- ▶ Continue to present on OLJ as requested, including:
 - DOJ Intertribal Working Group for special domestic violence criminal jurisdiction (prosecution of non-natives in domestic violence cases);
 - HHS Administration for Native Americans Grantee Conference, February 2021; and
 - Missing and Unidentified Persons Conference, 2021.



OLJ co-chair designee Katie Sullivan addresses the Tribal Interior Budget Committee Meeting, March 12, 2020

3) *Model Protocols and Procedures [Section 4(a)(ii)(A), (B), (C)]*

- ▶ “Develop model protocols and procedures to apply to new and unsolved cases of missing or murdered persons in AI/AN communities, including best practices for:
 - Improving the way law enforcement investigators and prosecutors respond to the high volume of such cases, and to the investigative challenges that might be presented in cases involving female victims;
 - Collecting and sharing data among various jurisdictions and law enforcement agencies;
 - Better use of existing criminal databases, such as the National Missing and Unidentified Persons System (NamUs), the National Crime Information Center (NCIC), and the Combined DNA Index System (CODIS) including the National DNA Index System (NDIS).”²



This work has been divided among four working groups: (1) Protocols/Procedures, (2) Training, (3) Federal Resources Coordination, and (4) Data. In addition, a number of individuals have assisted the Task Force outside of the working group structure.

²EO Section 4(a)(ii)(A), (B), (C)

Also established in November 2019, the Attorney General's MMIP Initiative includes investing an initial \$1.5 million to hire 11 MMIP coordinators in 11 States to serve with all U.S. Attorney's offices in those States and others who request assistance. The States are Alaska, Arizona, Montana, Oklahoma, Michigan, Utah, Nevada, Minnesota, Oregon, New Mexico, and Washington. The MMIP coordinators will work closely with Federal, Tribal, state, and local agencies to develop common protocols and procedure for responding to reports of missing or murdered indigenous people. In addition, the Initiative includes rapid deployment of specialized FBI teams and expert assistance in any appropriate missing Native persons case upon request by a Federal, Tribal, State, or local law enforcement agency, as well as contemplates comprehensive data analysis to identify opportunities to improve missing persons data.

The OLJ Model Protocols and Procedures Working Group worked together with the DOJ Attorney General's Initiative on Missing and Murdered Indigenous Persons (MMIP Initiative) to develop the protocols.

The Task Force and the AG's MMIP Initiative received input on the model protocols and procedures from Tribal leadership, Tribal law enforcement executives, and many others. Based on feedback, guides are being developed that will provide a resource for Tribal communities that wish to develop their own protocols (guidelines) tailored to each Tribal community's needs, resources and culture.

The guides are in draft format, and include the following:

► *Guide for Developing a Tribal Community Response Plan for Missing Person Cases (overarching plan) plus:*

- Guide for Developing Community Outreach Guidelines for Missing Person Cases
- Guide for Developing Law Enforcement Agency Guidelines for Missing Person Cases
- Guide for Developing Victim Services Guidelines for Missing Person Cases
- Guide for Developing Public and Media Communications Guidelines for Missing Person Cases
- Training Plans to support Tribal communities and law enforcement executing these guidelines

These guides are being piloted in several locations through cooperation of the U.S. Attorney's Offices and Tribes, and, after evaluation and review by Tribes, will be disseminate to all Tribes.

Continuing Projects and Plans For Coming Year

Remaining action items through November 2021:

- Finalize the Guide for Developing a Tribal Community Response Plan, including all subcomponents, taking into account comments from pilot projects;
- Develop a dissemination and outreach strategy to ensure the guide reaches the field;

- ▶ Continue to work with the COPS Office on the Volunteer Engagement for AI/AN Missing Persons Cases to expand its availability at the conclusion of the two pilot sessions, including making the Volunteer Engagement curriculum a regular offering under the COPS Office’s Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) and marketing the curriculum to Tribal law enforcement throughout 2021;
- ▶ Develop a Federal government resource guide reflecting support and resources available via all Federal agencies;
- ▶ Undertake research to review commonly-cited statistics for accuracy;
- ▶ Ensure that new resources are available as part of the Education and Outreach Campaign, as applicable;
- ▶ Identify a pilot location for establishment of an Ashanti Alert system.

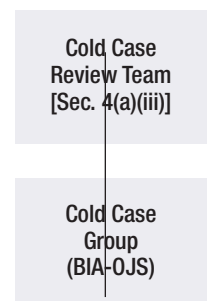
4) Cold Case Team [Section 4(a)(iii)]

“Establish a multi-disciplinary, multi-jurisdictional team including representatives from Tribal law enforcement, DOJ, and DOI to review cold cases involving missing and murdered AI/AN.”³

This work has been done through one working group, with six separate sections: (1) Team Training, (2) Team Protocols, (3) Forensics, (4) Victim/Family Services, (5) Media/Outreach, and (6) Prosecution. In addition, a number of individuals have assisted the Task Force outside of the working group structure.

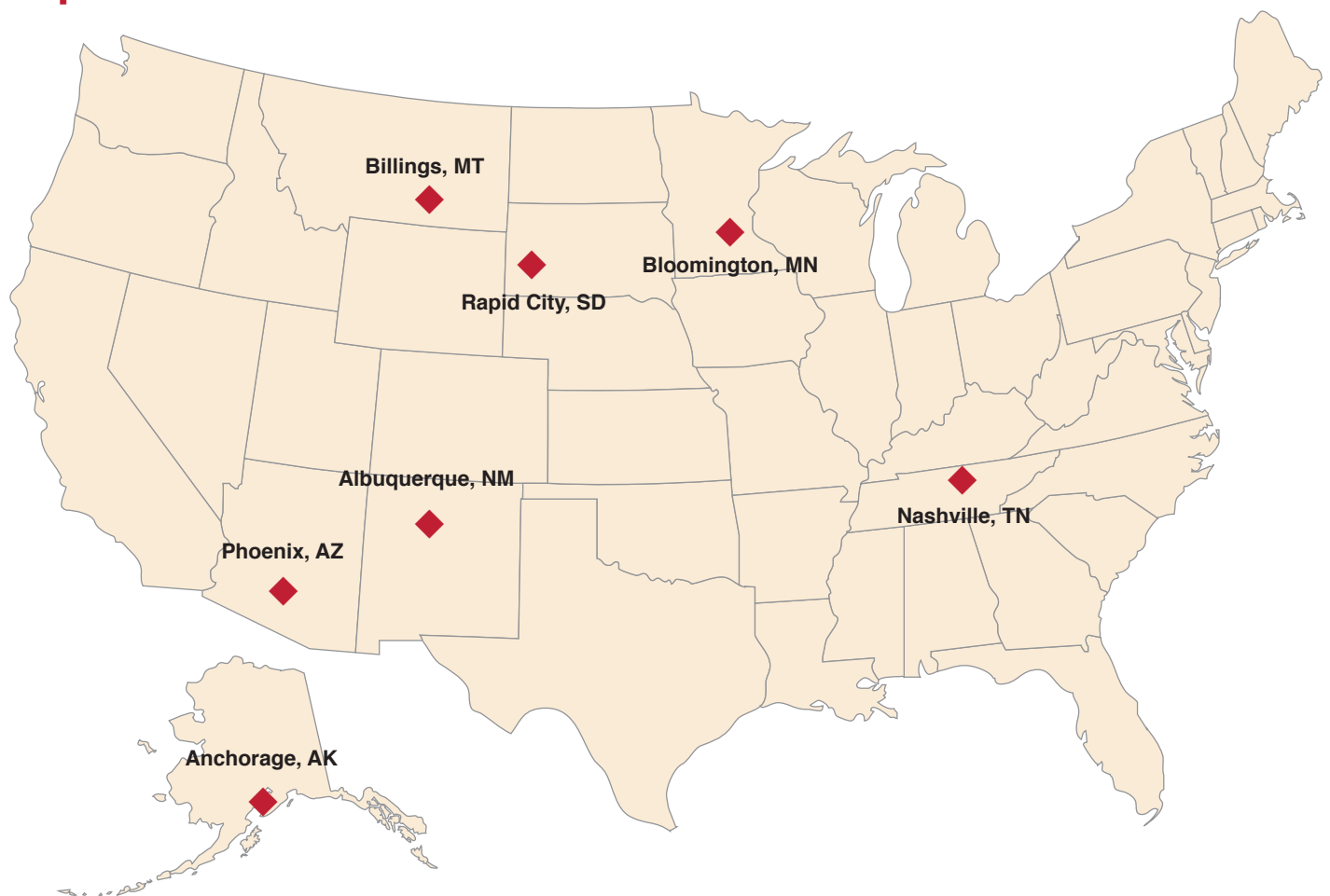
The Cold Case Team Working Group has:

- ▶ Compiled and presented training for the new investigators and other team members on various topics, including:
 - all relevant forensic disciplines with a focus on the use of DNA including advanced methodologies;
 - available forensic resources including NamUs, the FBI lab, Violent Crime Apprehension Program, and leveraging DOJ grants (such as the Sexual Assault Kit Initiative) to help with investigations and forensic testing; and
 - victim services including victim-centered, trauma-informed, culturally appropriate responses.
- ▶ Drafted standard operating procedures and protocols that govern the operation of the teams;
- ▶ Developed guidance for victim-centered, trauma-informed, culturally appropriate guidance for team members while working with families involved in cold case investigations.



³EO Section 4(a)(iii)

Map of Cold Case Teams



In July 2020, as part of OLJ, DOI established the first of seven teams dedicated to reviewing cold cases involving missing or murdered AI/AN. The Cold Case teams are staffed by newly appointed criminal investigators from BIA-OJS. Each team may include other partners, including Tribal law enforcement and DOJ.

The Cold Case Teams are situated in the following locations:

- ▶ Bloomington, MN: announced July 27
- ▶ Rapid City, SD: announced August 4
- ▶ Billings, MT: announced August 6
- ▶ Nashville, TN (opening early 2021)
- ▶ Albuquerque, NM: announced August 11
- ▶ Phoenix, AZ: announced August 13
- ▶ Anchorage, AK: announced August 26

The BIA Cold Case Teams can be contacted at ojs_coldcase@bia.gov.

Continuing Projects and Plans For Coming Year

Establishment of the seven cold case locations was the first step towards fulfilling the EO mandate to establish multi-disciplinary, multi-jurisdictional teams.

Remaining action items through November 2021:

- ▶ Recruit additional members for each team, including Tribal law enforcement;
- ▶ Beginning cold case reviews by each of the teams;
- ▶ Continue to compile and present specialized training for team members;
- ▶ Produce and disseminate forensic-related briefings, checklists, and best-practices protocols;
- ▶ Provide advice on evidence testing strategies as needed; and
- ▶ Compile metrics of cases presented to the teams.

For 2021, the COPS Office has incentivized Tribal law enforcement participation in the cold case task forces by providing bonus points to applicants of the Tribal Resources Grant Program that indicate they will include an officer on the task force.

5) Best Practices [Section 4(a)(iv)(A), (B)]

- ▶ “Address the need for greater clarity concerning roles, authorities, and jurisdiction throughout the lifecycle of cases involving missing and murdered AI/AN by:
 - Developing and publishing best-practices guidance for use by Federal, State, local, and Tribal law enforcement in cases involving missing and murdered AI/AN, to include best practices related to communication with affected families from initiation of an investigation through case resolution or closure; and
 - Facilitating formal agreements or arrangements among Federal, State, local and Tribal law enforcement to promote maximally cooperative, trauma-informed responses to cases involving missing and murdered AI/AN.”⁴

Best Practices
[Sec. 4(a)(iv)(A),
(B)]

Best
Practices
Group

This work has been done through one working group: the Best Practices Working Group, which is working in connection with the Protocols and Procedures Working Group. In addition, a number of individuals have assisted the Task Force outside of the working group structure.

Jurisdiction is one of the most challenging aspects of public safety in Indian Country. This issue was described in 2013 by the Indian Law and Order Commission as a “...complicated web of jurisdictional rules...” that has “...contributed to what has become an institutionalized public safety crisis.”⁵

⁴EO Section 4(a)(iv)(A),(B)

⁵Indian Law and Order Commission, A Roadmap for Making Native America Safer, Nov. 2013.

OLJ efforts around these issues include establishing a JusticeConnect site on FBI CJIS LEEP for training which is law enforcement only sensitive and sharing of knowledge and resources regarding the handling of missing and murdered AI/AN cases. Through online forums and blogs, law enforcement officers can communicate with experts, share information and ideas, and receive feedback with criminal investigations.

Volunteer Engagement for AI/AN Missing Persons Cases

As a special project under the COPS Office's Collaborative Reform Initiative Technical Assistance Center (CRI-TAC), the International Association of Chiefs of Police (IACP) is working with the OLJ to develop a training and technical assistance project that will support Tribal police departments in managing volunteers to support missing persons cases. This work will build upon the IACP's Volunteers in Police Service curriculum and will include a four-hour workshop geared toward Tribal leadership and an eight-hour training for Tribal law enforcement and other staff who will develop the program and manage volunteers.

The curriculum development for the two trainings is complete and is going through the final review stages. Following review, there will be a presentation to two pilot sites virtually, in late 2020. In addition to the two trainings, pilot sites will receive tailored technical assistance to support the development and implementation of a missing person volunteer program that meets the Tribe's needs.

The OLJ Training Working Group is in the process of gathering all law enforcement and non-law enforcement training that can assist with missing or murdered AI/AN cases. Once compiled, this information will be placed on the OLJ website and be marketed through other outreach opportunities.

Continuing Projects and Plans For Coming Year

Remaining action items through November 2021:

- ▶ Compile and provide training for law enforcement to promote maximally cooperative, trauma-informed responses to cases involving missing or murdered AI/AN;
- ▶ Work with State and local law enforcement agencies who have large AI/AN populations to discuss issues around missing AI/AN person from those locations; and
- ▶ Assist Tribal law enforcement agencies with developing formal arrangements with their Federal, State, and local law enforcement partners regarding missing or murdered AI/AN cases.

We need more funding for Tribal communities to have training and education, and the ability and funding to develop their own response which best suits their community needs. What works on the Fort Berthold reservation is not going to work within the boundaries of the Muscogee Creek Nation. We have to make sure that we allow our Nations to guide these responses that best suit their needs.

Renee Bourque, citizen, The Muscogee (Creek) Nation
Listening Session, June 3, 2020

6) Education and Outreach Campaigns [Section 4(a)(iv)(C), (D)]

- “Address the need for greater clarity concerning roles, authorities, and jurisdiction throughout the lifecycle of cases involving missing or murdered AI/AN by:
- Developing and executing an education and outreach campaign for communities that are most affected by crime against AI/AN to identify and reduce such crime; and
 - Developing, in partnership with NamUs, a public-awareness campaign to educate both rural and urban communities about the needs of affected families and resources that are both needed and available.”⁶

Education/
Outreach
[Sec. 4(a)(iv)
(C), (D)]

Education/
Outreach
Campaign Group
(HHS)

This work has been done through one working group – the Education/Outreach Campaign Group. In addition, a number of individuals have assisted the Task Force outside of the working group structure.

The Task Force thanks President Trump for assisting with education and outreach efforts by repeatedly highlighting the issue of missing and murdered AI/AN, including during a May 2020 roundtable with Tribal leaders and a September 2020 event in the Oval Office.

The OLJ Education and Outreach Workgroup focused in 2020 on development of the OLJ website, and the OLJ public awareness campaign.

The OLJ website includes a description of the Task Force, its accomplishments, all outreach events, read outs from prior sessions, links to resources, and other information. A significant section of the website contains fact sheets and resources for the field, including resources for law enforcement and family/victim services. There are more than 20 fact sheets included on the site with numerous others under development. For example, fact sheets on the various missing persons alerts, missing persons databases, and victim services provide vital information for all stakeholders. A listing of the current fact sheets can be found in Appendix E. Additionally, OLJ sends regular GovDelivery emails out to approximately 1,900 subscribers on the website, in order to share significant developments and activities of the Task Force in real time with Tribes and Tribal communities.

An entire issue of the DOJ Journal, a scholarly publication for the field, is being dedicated to the issues surrounding missing or murdered AI/ANs. The January 2021 edition will feature approximately 25 articles on the topic, with numerous Federal, Tribal, and other authors covering a wide range of topics that impact the response to these cases.

OLJ Task Force members and support staff worked to engage national and local media to raise awareness of the OLJ Task Force through publication of op-eds in national and other opportunities.

White House staff have consistently discussed the work of the Task Force during regular bi-weekly conference calls with Tribal leaders.

⁶EO Section 4(a)(iv)(C), (D)

Continuing Projects and Plans For Coming Year

Remaining action items through November 2021:

- ▶ Finalize and post the frequently asked questions (FAQs) that will be available on the OLJ website for the field;
- ▶ Publish the DOJ Journal;
- ▶ Develop a guidebook for families when an adult goes missing. The U.S. guidebook would be modeled after the Canadian and Australian⁴ missing adult guidebooks to assist family regarding what to do when an adult family member goes missing, how to engage with and what to expect from law enforcement, and how to obtain services from victim service providers. A youth missing person cases guidebook is already available at <https://www.ncjrs.gov/pdffiles1/ojdp/170022.pdf>; however, a comparable guide for adults would be useful;
- ▶ Add a specific victim services page to the OLJ website;
- ▶ Create a searchable database of resources across DOJ, DOI, and HHS that will assist communities identify training, funding, technical assistance, and other resources;
- ▶ Identify conferences and other events to do in-person or virtual education and outreach;
- ▶ Create an “Education and Outreach Toolkit” for the OLJ Website that will highlight OLJ fact sheets and other resources using social media, public service announcements, articles, and other media resources so that resources are reaching communities impacted by crime.

One common thread that we have experienced is, you know, when are they going to come back to me about this—about my relative’s case? They tell me the same thing over and over again. And what I just want to remind, you know, our Federal partners as well as those on the call is at times, families feel like they are being told that they are being—that they are pestering or that they are, you know, being very—too engaging, I guess. But what I want to remind you all is that this is their reality and this is what they are feeling. When they bring their stories forward or when they are working with your Federal agencies, it is important to have that trauma-informed component. That is not only to reassure the families but also that you are being intentional and taking very good care of the cases. So—and I think with all of us understanding that we have to be good relatives with one another, that definitely is the spirit we should operate from.

Jolene Holgate, citizen, Navajo Nation
Tribal Consultation, September 2, 2020

⁷See https://www.missingadults.ca/wp-content/uploads/2017/05/FHE_April_2015.pdf and https://www.missingpersons.justice.nsw.gov.au/Documents/book_missing-people.pdf.

7) Reports [Section 5(a), (b)]

“No later than one year after the date of this order, the Task Force shall develop and submit to the President, through the Assistant to the President for Domestic Policy, a written report regarding the activities and accomplishments of the Task Force, the status of projects the Task Force has not yet completed, and specific recommendations for future action of the Task Force.”⁸

This work has been done by all Task Force members, with assistance and input from a number of those involved in the day-to-day activities of the Task Force and working groups. This report is the culmination of the work of the first year of the Task Force; it contains the activities and accomplishments, the continuing projects and plans for the coming year, and several specific recommendations for future action of the Task Force.

RECOMMENDATIONS FOR FUTURE ACTIONS OF THE TASK FORCE

Recommendation 1:

Draft and propose legislation to authorize both DOJ databases in the area of missing person cases (NamUs and FBI CJIS NCIC Missing Persons file) to share information with each other.

Recommendation 2:

Find funding for programs to support Tribes in developing and providing continued support to their MMNA teams or task forces.

Recommendation 3:

Consider adding additional Task Force members. While the EO specifically names members in certain positions within DOJ, DOI, and HHS, Section 3(vii) permits “such representatives of other executive departments, agencies, and offices as the Co-Chairs may, from time to time, designate” as members. There are other executive agencies and offices beyond those specifically named in the EO, that have a role in addressing the challenges surrounding missing or murdered AI/AN. The following have significant resources and expertise which may contribute to the Task Force:

- ▶ The Director of the Office of Community Oriented Policing Services (COPS Office), DOJ;
- ▶ The Director of the Bureau of Justice Assistance (BJA), DOJ;
- ▶ The Director of the Office for Victims of Crime (OVC), DOJ;
- ▶ The Director of Federal Law Enforcement Training Center (FLETC), Department of Homeland Security;
- ▶ The Director of Indian Health Services (IHS), HHS; and
- ▶ The Director of Office of Native American Programs (ONAP), Department of Housing and Urban Development.

⁸EO Section 5(a), (b)

Federal Register

Vol. 84, No. 231

Monday, December 2, 2019

Presidential Documents

Title 3—

Executive Order 13898 of November 26, 2019

The President

Establishing the Task Force on Missing and Murdered American Indians and Alaska Natives

By the authority vested in me as President by the Constitution and the laws of the United States of America, and in order to enhance the operation of the criminal justice system and address the legitimate concerns of American Indian and Alaska Native communities regarding missing and murdered people—particularly missing and murdered indigenous women and girls—it is hereby ordered as follows:

Section 1. Purpose. My Administration has heard the ongoing and serious concerns of tribal governments regarding missing and murdered members of American Indian and Alaska Native communities, particularly women and girls. To address the severity of those concerns, top officials within the Federal Government will coordinate and engage with the tribal governments.

Sec. 2. Establishment. (a) There is hereby established the Task Force on Missing and Murdered American Indians and Alaska Natives (Task Force), co-chaired by the Attorney General and the Secretary of the Interior (Secretary) or their designees.

(b) The Department of Justice shall provide funding and administrative support as may be necessary for the performance and functions of the Task Force. The Attorney General, in consultation with the Secretary, shall designate an official of the Department of Justice to serve as the Executive Director of the Task Force, responsible for coordinating its day-to-day functions. As necessary and appropriate, the Co-Chairs may afford the other members of the Task Force an opportunity to provide input into the decision of whom to designate as the Executive Director.

Sec. 3. Membership. (a) In addition to the Co-Chairs, the Task Force shall be composed wholly of full-time, or permanent part-time, officers or employees of the Federal Government and shall include the following members:

- (i) the Director of the Federal Bureau of Investigation;
- (ii) the Assistant Secretary for Indian Affairs, Department of the Interior;
- (iii) the Director of the Office on Violence Against Women, Department of Justice;
- (iv) the Director of the Office of Justice Services, Bureau of Indian Affairs, Department of the Interior;
- (v) the Chair of the Native American Issues Subcommittee of the Attorney General's Advisory Committee;
- (vi) the Commissioner of the Administration for Native Americans, Department of Health and Human Services; and
- (vii) such representatives of other executive departments, agencies, and offices as the Co-Chairs may, from time to time, designate.

(b) In performing the functions set forth in sections 4 and 5 of this order, the Co-Chairs and members may designate representatives of their respective departments, agencies, offices, or entities under their direction to participate in the Task Force as necessary, and the Co-Chairs may also direct coordination with other Presidential task forces. In carrying out its functions, the Task Force shall coordinate with appropriate White House officials, including the Senior Counselor to the President, the Assistant

to the President for Domestic Policy, and the Deputy Assistant to the President and Director of Intergovernmental Affairs.

Sec. 4. Mission and Functions. (a) The Task Force shall:

(i) conduct appropriate consultations with tribal governments on the scope and nature of the issues regarding missing and murdered American Indians and Alaska Natives;

(ii) develop model protocols and procedures to apply to new and unsolved cases of missing or murdered persons in American Indian and Alaska Native communities, including best practices for:

(A) improving the way law enforcement investigators and prosecutors respond to the high volume of such cases, and to the investigative challenges that might be presented in cases involving female victims;

(B) collecting and sharing data among various jurisdictions and law enforcement agencies; and

(C) better use of existing criminal databases, such as the National Missing and Unidentified Persons System (NamUs), the National Crime Information Center (NCIC), and the Combined DNA Index System (CODIS) including the National DNA Index System (NDIS);

(iii) establish a multi-disciplinary, multi-jurisdictional team including representatives from tribal law enforcement and the Departments of Justice and the Interior to review cold cases involving missing and murdered American Indians and Alaska Natives;

(iv) address the need for greater clarity concerning roles, authorities, and jurisdiction throughout the lifecycle of cases involving missing and murdered American Indians and Alaska Natives by:

(A) developing and publishing best-practices guidance for use by Federal, State, local, and tribal law enforcement in cases involving missing and murdered American Indians and Alaska Natives, to include best practices related to communication with affected families from initiation of an investigation through case resolution or closure;

(B) facilitating formal agreements or arrangements among Federal, State, local, and tribal law enforcement to promote maximally cooperative, trauma-informed responses to cases involving missing and murdered American Indians and Alaska Natives;

(C) developing and executing an education and outreach campaign for communities that are most affected by crime against American Indians and Alaska Natives to identify and reduce such crime; and

(D) developing, in partnership with NamUs, a public-awareness campaign to educate both rural and urban communities about the needs of affected families and resources that are both needed and available.

Sec. 5. Reporting. (a) No later than 1 year after the date of this order, the Task Force shall develop and submit to the President, through the Assistant to the President for Domestic Policy, a written report regarding the activities and accomplishments of the Task Force, the status of projects the Task Force has not yet completed, and specific recommendations for future action of the Task Force.

(b) No later than 2 years after the date of this order, the Task Force shall develop and submit to the President, through the Assistant to the President for Domestic Policy, a final written report regarding the activities and accomplishments of the Task Force.

Sec. 6. Termination. The Task Force shall terminate 2 years after the date of this order, unless otherwise directed by the President.

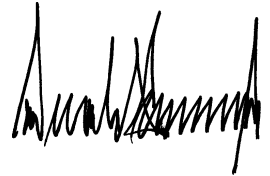
Sec. 7. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to an executive department or agency, or the head thereof; or

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

A handwritten signature in black ink, appearing to be "Donald Trump", located in the upper right quadrant of the page.

THE WHITE HOUSE,
November 26, 2019.

Appendix B – Task Force Members and All Federal Personnel Assisting the Task Force

Department	Agency	First Name	Last Name	Title
Health and Human Services	Administration for Children and Families	Mirtha	Beadle	Senior Policy Advisor
Health and Human Services	Indian Health Service	Jennifer	Buschick	Director of Public Affairs
Health and Human Services	Centers for Disease Control and Prevention	Valerie	Daniel	Division of Violence Prevention Communications
Health and Human Services	Administration for Children and Families	Savannah	Emerich	Policy & Program Advisor
Health and Human Services	Agency for Healthcare Research and Quality	William	Freeman	HHS Administration for Health Research and Quality
Health and Human Services	Indian Health Service	Erica	Gourneau	National Forensic Nurse Coordinator
Health and Human Services	Administration for Children and Families	Aimee	Hart	Communications Specialist
Health and Human Services	Administration for Native Americans	Jean	Hovland	Deputy Assistant Secretary for Native American Affairs and Commissioner, Administration for Native Americans
Health and Human Services	Indian Health Service	Constance	James	Public Information Officer
Health and Human Services	Centers for Disease Control and Prevention, National Center for Injury Prevention and Control	Laura	Kollar	Behavioral Scientist
Health and Human Services	Administration for Children and Families	Samantha	Leonardo	Communications Advisor
Health and Human Services	Administration for Native Americans	Shahida	Memon	Administrative Assistant
Health and Human Services	Office of the Inspector General	Curt	Muller	Special Agent In Charge, KC Region, OIG

Health and Human Services	Administration for Native Americans	Kelly	Njike	Project Consultant
Health and Human Services	Administration for Children and Families, Office on Trafficking in Persons	Elizabeth	Pfenning	Capacity Building Specialist
Health and Human Services	Centers for Disease Control and Prevention	Delight	Satter	Sr. Health Scientist, Office of Tribal Affairs/Strategic Alliances
Health and Human Services	Administration for Native Americans	Michelle	Sauve	Intergovernmental Specialist
Health and Human Services	Administration for Children and Families	Kristi	Synold	Program Analyst
Health and Human Services	Substance Abuse and Mental Health Services Administration	Alec	Thundercloud	Director, Office of Tribal Affairs and Policy
Health and Human Services	Administration for Native Americans	Autumn Rose	Williams	Communication Specialist
Interior	Bureau of Indian Affairs, Office of Justice Services	Charles	Addington	Deputy Bureau Director
Interior	Bureau of Indian Affairs, Victim Assistance Program	Wendy	Bremner	Victim Specialist
Interior	Bureau of Indian Affairs, Office of Justice Services	Molanna	Clifford	Criminal Investigator
Interior	Assistant Secretary for Indian Affairs Office of Public Affairs	David	Conrad	Director, Office of Public Affairs
Interior	Bureau of Indian Affairs, Office of Justice Services	Barry	Cossey	Program Analyst
Interior	Bureau of Indian Affairs, Office of Justice Services	Garrick	DeClay	Criminal Investigator
Interior	Bureau of Indian Affairs, Office of Justice Services	Rick	Decora	Criminal Investigator
Interior	Office of the Assistant Secretary	Tyler	Fish	Executive Director, WHCNA
Interior	Bureau of Indian Affairs, Office of Justice Services	Dustin	French	Criminal Investigator
Interior	Bureau of Indian Affairs, Office of Justice Services	Shawn	Garnenez	Criminal Investigator
Interior	Indian Police Academy	Steven	Juneau	Academy Director, US Indian Police Academy
Interior	Bureau of Indian Affairs, Office of Justice Services	Robert	Lake	Staff Assistant
Interior	Bureau of Indian Affairs, Office of Justice Services	William	LeCompte	Regional Agent in Charge, Northwest Region

Interior	Bureau of Indian Affairs, Office of Justice Services	Jeramie	Mendez	Criminal Investigator
Interior	Office of the Assistant Secretary	Richard	Meyers	Chief of Staff
Interior	Bureau of Indian Affairs, Office of Justice Services	Contstance	Natseway	Law Enforcement Assistant
Interior	Bureau of Indian Affairs, Office of Justice Services	Jason	O'Neal	Assistant Director
Interior	Office of the Assistant Secretary	Anita	Personius	Office Assistant
Interior	Bureau of Indian Affairs, Office of Justice Services	Michael	Potter	Criminal Investigator
Interior	Bureau of Indian Affairs, Office of Justice Services	Steven	Red Cloud	Criminal Investigator
Interior	Interior	Connor	Swanson	Deputy Press Secretary
Interior	Office of the Assistant Secretary	Tara	Sweeney	Assistant Secretary - Indian Affairs
Interior	Bureau of Indian Affairs, Office of Justice Services	Algin	Young	Associate Director
Interior	Office of the Assistant Secretary	Jessie	Young	Senior Counselor
Justice	Federal Bureau of Investigation, CACHTU	Leslie	Adamczyk	Supervisory Special Agent
Justice	U.S. Attorney's Office, District of Montana	Kurt	Alme	United States Attorney
Justice	Federal Bureau of Investigation	Manali	Basu	Public Affairs Specialist
Justice	Federal Bureau of Investigation, Criminal Investigative Division	Christina	Bedford	CARD Coordinator
Justice	Office of Justice Programs, Office of the Assistant Attorney General	Emma	Bennett	Special Assistant
Justice	U.S. Attorney's Office, District of New Mexico	Denise	Billy	MMIP Coordinator
Justice	U.S. Attorney's Office, District of Minnesota	Christopher	Boeckers	MMIP Coordinator
Justice	Office of Justice Programs, Office of Communications	Joe	Boone, Jr.	Web Content Manager
Justice	Federal Bureau of Investigation	Jennifer	Born	Intelligence Analyst
Justice	Office of Justice Programs	Bill	Brantley	Public Affairs Specialist
Justice	Office of Justice Programs, Office of the Assistant Attorney General	Jasmine	Braxton	Pathways Student Intern
Justice	Office on Violence Against Women	Errical	Bryant	Advisor
Justice	U.S. Attorney's Office, Districts of Oklahoma	Patti	Buhl	MMIP Coordinator
Justice	U.S. Attorney's Office, Northern District of Oklahoma	Payton	Bullard	Secretary to the U.S. Attorney

Justice	Office of Tribal Justice	Christopher	Chaney	Senior Counsel for Law Enforcement and Information Sharing
Justice	Federal Bureau of Investigation, Office of the General Counsel	Brendan	Clary	General Attorney
Justice	Office on Violence Against Women	Frances	Cook	Attorney Advisor
Justice	Federal Bureau of Investigation, Cellular Analysis Survey Team	Wendell	Cosenza	Special Agent
Justice	U.S. Attorney's Office, Northern District of Oklahoma	Shannon	Cozzoni	Assistant United States Attorney
Justice	National Institute of Justice	Christine	Crossland	Social Science Analyst
Justice	U.S. Attorney's Office, District of Alaska	Ingrid	Cumberlidge	MMIP Coordinator
Justice	Office of Justice Programs	Silas	Darden	Director, OCOM
Justice	Federal Bureau of Investigation, Behavioral Analysis Unit 3	Leon	Davis	Management and Program Analyst
Justice	Office on Violence Against Women	Robert	Davis	Communications Officer
Justice	Federal Bureau of Investigation	Veronica	Dorsey	Administrative Assistant
Justice	Federal Bureau of Investigation, Critical Incident Response Group, Behavioral Analysis Unit 4, Crimes Against Adult Victims Violent Criminal Apprehension Program	Alethea	Duncan	Unit Chief, BAU-4
Justice	Federal Bureau of Investigation	Timothy	Dunham	Deputy Assistant Director, Criminal Investigative Division
Justice	Federal Bureau of Investigation, Victim Services Division	Pam	Elton	Supervisory Victim Assistant
Justice	Federal Bureau of Investigation, Criminal Investigative Division	Amy	Ferron	CARD Coordinator
Justice	Federal Bureau of Investigation, Indian Country Special Jurisdiction Unit	Olen	Freeman	Supervisory Special Agent
Justice	U.S. Attorney's Office, District of Arizona	Anthony	Garcia	MMIP Coordinator
Justice	Office of Justice Programs, Office of the Assistant Attorney General	Eileen	Garry	Director of Special Projects

Justice	Federal Bureau of Investigation, Child Abduction Rapid Deployment	Melvin	Gonzalez	Special Agent
Justice	Office of Justice Programs	Marcia	Good	Executive Director
Justice	Federal Bureau of Investigation	Nathan	Graham	Crime Analyst
Justice	Federal Bureau of Investigation, Indian Country Special Jurisdiction Unit	Jerry	Grambow	Supervisory Special Agent
Justice	Federal Bureau of Investigation, Indian Country Special Jurisdiction Unit	Briana	Grant	Supervisory Special Agent
Justice	Federal Bureau of Investigation, Section Chief Violent Crimes	Jay	Greenberg	Section Chief
Justice	Office on Violence Against Women	Minh	Ha	Policy and Communications Assistant
Justice	Executive Office for U.S. Attorneys	Leslie	Hagen	Assistant Chief Learning Officer
Justice	Office for Victims of Crime	Jessica	Hart	Director, Office for Victims of Crime
Justice	Office of Justice Programs	Christopher	Henshaw	Deputy Director
Justice	National Institute of Justice	Charles	Heurich	Physical Scientist
Justice	Office of Justice Programs, Office of Communications	Rebecca	Holdenried	Outreach Coordinator
Justice	Office of Public Affairs	Wyn	Hornbuckle	Public Affairs Specialist
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Justice	Federal Bureau of Investigation	Timothy	Keel	Investigative Support Specialist
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Justice	United States Marshals Service	Darby	Kirby	Chief Inspector
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Justice	Office of Justice Programs	Brian	McGrath	Chief Information Officer
Justice	United States Marshals Service	Lori	McPherson	Senior Policy Advisor
Justice	Office of Justice Programs	Phil	Merkle	Director
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Justice	Office of Public Affairs	Arlen	Morales	Public Affairs Specialist
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Presidential Task Force on Missing and Murdered American Indians and Alaska Natives Operation Lady Justice

CONSULTATION FRAMING PAPER ON THE PRESIDENTIAL TASK FORCE ON MISSING AND MURDERED AMERICAN INDIANS AND ALASKA NATIVES

Background

During prior Tribal consultations and listening sessions, Tribal leaders, advocates, law enforcement, community members, and others raised concerns about the disappearance or murder of American Indian and Alaska Native people across the United States. A grassroots movement across the nation focused attention on these issues, commonly referred to as “MMIW” or Missing or Murdered Indigenous Women.

Tribes are taking concerted action to address MMIW issues. For example, the Yakama Nation in southern Washington began accessing the state’s major violent crime database to track the disappearance of tribal members. On the Navajo Nation, the Missing and Murdered Diné Relatives working group is tackling issues like sex trafficking and child abductions in the nation’s largest Tribal jurisdiction. In Montana, the Confederated Salish and Kootenai Tribes are working with state officials to prioritize cases of missing or murdered Tribal citizens.

States have also recognized MMIW concerns and taken action through legislation, state-level task forces, and tribally-based field hearings. Individual Federal agencies have also responded, with the Department of Justice (DOJ), Department of the Interior (DOI), and Department of Health and Human Services (HHS) all involved.

The Task Force

Recognizing that there is great strength in collaboration, on November 26, 2019, the President issued Executive Order (EO) 13898, forming the Task Force on Missing and Murdered American Indians and Alaska Natives, also known as Operation Lady Justice (OLJ). The Task Force aims to enhance the operation of the criminal justice system and address the legitimate



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concerns of American Indian and Alaska Native communities regarding missing or murdered people – particularly missing or murdered women and girls. Throughout our consultations and listening sessions, Tribal leaders and advocates urged the task force to remember and include the missing or murdered Native American male population. As a result of this request, the Task Force has adopted the terminology Missing and Murdered Native Americans or “MMNA” to include American Indian and Alaska Natives of all genders and age groups.

The Task Force, composed of Federal officials representing the DOJ, DOI, and HHS, is charged with conducting “appropriate consultations with tribal governments on the scope and nature of the issues regarding missing and murdered American Indians and Alaska Natives.”¹ The purpose of the Task Force is to accomplish certain identified projects and provide reports to the President.

Tribal Listening Sessions and Consultations

Pursuant to EO 13175 and the combined consultation policies of the three involved agencies, this paper is intended to help frame discussions at the Tribal listening sessions and consultations that are and will be scheduled for locations throughout the United States.

Prior to the curtailing of activities accompanying the COVID-19 pandemic, the Task Force held five listening sessions with Tribal leaders and others in the following locations:

- National Congress of American Indians’ Executive Council Winter Session, on February 12, 2020, in Washington, D.C.;
- HHS Administration for Children and Families (ACF)’s Grantee Meeting on February 13, 2020, in Washington, D.C.;
- DOJ’s Tribal Nations Leadership Council (TNLC) on February 25, 2020, via conference call;
- HHS ACF’s Tribal Advisory Committee (TAC) on March 2, 2020, in Washington, D.C.; and
- DOI’s Tribal Interior Budget Committee (TIBC) on March 12, 2020 both in Washington D.C, and virtually.

Four listening sessions were held by webinar from May 27, 2020, through June 3, 2020, with over 1,000 participants. The Task Force also held a listening session on June 24, 2020 with Native American youth who participate in the Administration for Native Americans’ Initiative for Leadership, Empowerment, and Development projects.

Twelve Tribal listening sessions and consultations scheduled from March 2020 through July 2020 were postponed due to the COVID-19 pandemic.

¹ EO 13898, Section 4(a)(i).



The Task Force has scheduled virtual consultations by BIA Region between mid-August and the end of September, 2020. As Tribal nations reopen their communities, the Task Force will consider including in-person consultations and listening sessions.

Specific Task Force Deliverables

In addition to requiring the Task Force to consult with Tribes on the scope and nature of the issues regarding missing or murdered American Indians and Alaska Natives, EO 13898 sets forth the following specific deliverables for the Task Force to accomplish:

- ▶ Develop model protocols and procedures to apply to new or unsolved cases of missing or murdered persons in American Indian and Alaska Native communities, including best practices for:
 - Law enforcement investigators' and prosecutors' response to the high volume of MMIW cases, and to the investigative challenges that might be presented with cases involving female victims;
 - Data collecting and sharing among multiple jurisdictions and law enforcement agencies; and
 - Use of existing criminal databases, such as the National Missing and Unidentified Persons System (NamUs), the National Crime Information Center (NCIC), and the Combined DNA Index System (CODIS) including the National DNA Index System (NDIS).
- ▶ Establish a multi-disciplinary, multi-jurisdictional team including representatives from Tribal law enforcement and the DOJ and DOI to review cold cases involving missing or murdered American Indians and Alaska Natives.
- ▶ Address the need for greater clarity concerning roles, authorities, and jurisdiction throughout the lifecycle of cases involving missing or murdered American Indians and Alaska Natives by:
 - Developing and publishing best-practices guidance for federal, state, local, and tribal law enforcement in cases involving missing or murdered American Indians and Alaska Natives, to include best practices related to communication with affected families from initiation of an investigation through case resolution or closure;
 - Facilitating formal agreements or arrangements among federal, state, local and tribal law enforcement to promote maximally cooperative, trauma-informed responses to cases involving missing or murdered American Indians and Alaska Natives;
 - Developing and executing an education and outreach campaign for communities that are most affected by crime against American Indians and Alaska Natives to identify and reduce such crime; and



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- Developing, in partnership with NamUs, a public-awareness campaign to educate both rural and urban communities about the needs of affected families and resources that are available and inaccessible.
- Submit a report to the President at the halfway mark on November 26, 2020, detailing:
- The activities and accomplishments of the Task Force;
 - The status of projects the Task Force has not yet completed; and
 - Specific recommendations for future action of the Task Force.
- Submit a final report on November 26, 2021, detailing the final activities and accomplishments of the Task Force.

Additional Relevant Background Information

Operation Lady Justice is tasked with work in two very different areas: missing person cases and murder cases. The two issues are often discussed together as one movement, but the underlying data, potential root causes, and community and law enforcement responses are very different. Becoming a missing person is not a crime, unless their disappearance is the result of criminal activity. Most reported missing persons return home or are located, and consequently those cases are not murder cases. Likewise, many murder cases do not first present as a missing person case.

In addition, the data reported by law enforcement to the official FBI Criminal Justice Information System (CJIS) Missing Persons database indicate that American Indian and Alaska Native men and boys are reported missing more often than American Indian and Alaska Native women and girls. The underlying reasons that men and boys go missing may vary from the underlying reasons why women and girls go missing, and responses may need to be adjusted to fit the underlying reasons. Finally, it is likely that not all persons who are missing are reported to law enforcement and thus are not reported to the Missing Persons database.

CONSULTATION QUESTIONS: These questions are intended to be answered from your perspective of what happens in your community.

SCOPE:

1. From your experience, when people go missing in your community:
 - a. What are typically the gender and age of those persons?
 - b. Are there any common community factors which may contribute?
 - c. Are there any external factors outside of the community which may contribute?
 - d. Do persons from your community generally go missing most from the community or while away from your community?



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- e. Are missing persons typically reported to law enforcement immediately after their disappearance is recognized?
 - f. If not, are there specific reasons why a report might be delayed or not officially made?
 - g. Is there a standard law enforcement process for responding to missing persons reports in your community?
 - h. Are there additional community responses beyond law enforcement which assist in responding to missing persons reports?
 - i. Do you believe that missing persons information in your community is being entered into official federal databases that currently track missing persons?
 - j. Are law enforcement officials typically notified when someone returns or is found if law enforcement is not involved in the recovery?
2. From your experience, when there is an suspected murder in your community:
- a. Is there a more typical gender/age of the victim?
 - b. Is there a more typical gender/age of the perpetrator?
 - c. Is there typically a relationship between the victim and the perpetrator?
 - d. Which characteristics are common among perpetrators?
 - e. Which types of community factors, if any, might contribute to the suspected murders?
 - f. Are there common external factors to the Tribe that might contribute to the suspected murders? If so, what are they?
 - g. Are cases involving a suspected murder thoroughly investigated by law enforcement?
 - h. Are perpetrators generally identified and prosecuted?

CHALLENGES: What are the major problems or challenges your community faces in missing persons instances?

The following is the type of information that would be helpful:

- *Prioritization and assessment* – Is there a protocol? Who does intake, what factors are typically considered in the assessment, and who determines the response?
- *Resources* - How are resources implemented or coordinated by your tribe? How are resources typically mobilized especially in rural areas? Are there gaps in resources or delays in accessing them?
- *Coordination* - What agencies are involved? How do they collaborate? What does the coordination typically look like with community members and volunteers?
- *Information sharing* – How is information typically collected and disseminated? By whom? What is the impact of social media?
- *Racism/Bias/Lack of understanding or regard* – Do these factors affect responses by law enforcement? If so, what strategies have been effective in overcoming these factors?



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What are the major problems or challenges your community faces in suspected murder cases?

The following is the type of information that would be helpful:

- *Prioritization and assessment* – Is there a protocol? Who does intake, what factors are typically considered in the assessment, and who determines the response?
- *Resources* - How are resources implemented or coordinated by your tribe? How are resources typically mobilized especially in rural areas? Are there gaps in resources or delays in accessing them?
- *Coordination* - What agencies are involved? How do they collaborate? What does the coordination typically look like with community members and volunteers?
- *Information sharing* – How is information typically collected and disseminated? By whom? What is the impact of social media?
- *Racism/Bias/Lack of understanding or regard* – Do these factors affect responses by law enforcement? If so, what strategies have been effective in overcoming these factors?

SOLUTIONS/RESOURCES: What is your vision for how to make your community and people safer?

The following is the type of information that would be helpful:

- What could reduce vulnerability of your tribal members?
- What prevention efforts can be implemented?
- What services do you have available for individuals who may be experiencing domestic violence, dating violence, sex trafficking, child abuse or neglect, or other forms of violence that may contribute to individuals going missing or being murdered?
- How is substance abuse in your community being addressed?
- What type of education is needed for professionals, leaders, community members, and children in your community?
- Do you utilize Multi-Disciplinary Teams (MDTs) to address problems like intimate partner violence and homicide?
- Do your emergency operation plans include plans for missing persons?
- How do you support families and crime victims when something happens?
- What are the major strengths and assets of your community and can you share any of that expertise with other communities, including policies, protocols etc.?

RECOMMENDATIONS:

- What other specific recommendations does your tribe have for the Task Force to consider to address or curtail the incidence of missing persons within American Indian and Alaska Native communities?



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- What other specific recommendations do you have for the Task Force to consider to address or curtail murder of Native Americans within American Indian and Alaska Native communities?



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Operation Lady Justice Task Force
Discussion Summaries
July-August 2020



COMMUNITY ORIENTED POLICING SERVICES
U.S. DEPARTMENT OF JUSTICE

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Overview

On November 26, 2019, President Trump signed [Executive Order 13898](#), forming the Task Force on Missing and Murdered American Indians and Alaska Natives, also known as Operation Lady Justice (OLJ). The [Task Force](#), which includes seven members from the U.S. Departments of Justice (DOJ), Interior, and Health and Human Services, is focused on improving the criminal justice process with respect to missing and murdered American Indian and Alaska Natives, especially missing and murdered women and girls. The Executive Order requires the Task Force to conduct consultations and listening sessions with Tribal governments and leaders across the country.

As part of these efforts, the DOJ's Office of Community Oriented Policing Services (COPS Office), in conjunction with OLJ, convened tribal law enforcement leaders from across the country to discuss challenges facing the field, share information, and identify successful approaches to effectively address missing American Indian and Alaska Native cases. The COPS Office held a series of virtual sessions covering four discussion topics:

- 1) The Challenges of Missing and Murdered American Indians and Alaska Natives in Your Community
- 2) Model Protocols and Procedures
- 3) NamUs (National Missing and Unidentified Persons System)
- 4) Trauma-Informed Victim Services.

This report summarizes these discussions.

The Challenges of Missing and Murdered American Indians and Alaska Natives in Your Community

Discussion Dates: July 21-23, 2020

Facilitators:

Ernie Weyand, Missing and Murdered Indigenous Persons (MMIP) Program Coordinator for the District of Montana

Algin Young, Associate Director, Bureau of Indian Affairs (BIA), Office of Justice Services (OJS)

The first set of discussions centered on the challenges of missing and murdered American Indians and Alaska Natives. Participants were asked a series of questions to explore this topic. Their responses are summarized below.

[What does the MMIP problem look like among the people in your community?](#)

Homicides and missing persons cases affect the entire community, especially in small villages where many (if not most) people are related. While some tribal communities have low crime rates and few homicides and missing persons cases, other communities have more cases. Sometimes people go missing from the reservation, but other times they go missing from jurisdictions surrounding the reservation, which can be difficult to track. Below are some of the contributing factors related to cases

involving missing and murdered indigenous people, including characteristics of both victims and perpetrators.

Substance Abuse – Anecdotally, it was noted that many of the young native female population who are sexually assaulted, go missing, or are murdered have engaged in a lifestyle that includes drugs and alcohol.

Desire to Travel – People will travel where they want and for various reasons. Sometimes people may visit larger communities outside of the reservation and then not return home. The police do not know if they are missing or murdered. It is hard to document that, so the statistics may be skewed.

Cross-Border Travel – For communities located along the Canadian border, the [Jay Treaty](#) permits indigenous people to travel freely across the U.S.-Canadian border. In upstate New York, there are also Tribal boarding schools that span the border. Therefore, it is difficult to identify which agency to contact to investigate a missing person.

Jurisdictional Barriers – There are jurisdictional barriers between tribal lands and non-tribal lands, which can hinder reporting and investigation. Some tribal communities operate under PL-280, which confers criminal jurisdiction to the state, while others have transitioned from PL-280 to tribal jurisdiction.

Juveniles – Participants noted that many juvenile victims run away from home, often going to a friend's house. When juveniles are involved, some agencies will work more closely with federal authorities and/or a multi-agency human trafficking task force. Some teenagers who go missing are fleeing from federal custody (e.g., DHS, ICE).

Remoteness – In Alaska, most villages are isolated with no road connection, so many of the missing persons cases are search and rescue operations (e.g., for people traveling by boat).

Unique Tribal Culture – Each community has its own culture. For example, in one community in upstate New York there are several Tribal boarding schools in the area. However, many tribal communities struggle with the loss of tribal history, culture, and language among tribal members, which can contribute to a feeling of not being connected to the community.

Tribal Member Identification – Some tribal members who live off the reservation are not identified as Native American by outside law enforcement agencies, so this information may not be shared with the tribal authorities or be included when entering the missing persons report into state and national databases (e.g., NCIC).

Lack of Education About Tribal Issues – Outside law enforcement agencies do not necessarily know the intricacies of tribal culture. While some agencies have a good relationship with outside authorities, there is still a lack of education nationwide.

Dependency on Casinos – Many Tribal communities are dependent on casinos. While the gaming industry can result in improvements to a reservation (e.g., adding jobs), it can also contribute to higher incidents of drug and alcohol abuse.¹

¹ Kodish et al. *Impact of casinos on key pathways to health: qualitative findings from American Indian gaming communities in California*. BMC Public Health (2016) 16:621.
<https://bmcpublichealth.biomedcentral.com/articles/10.1186/s12889-016-3279-3>.

Poverty – Some Tribal members live in poverty with little economic stability or opportunities for employment. This may result in Tribal members leaving the reservation to pursue opportunities elsewhere.

Challenges Related to MMIP Issues and Cases

Participants discussed the problems and challenges related to MMIP issues and cases. The questions focused on six specific areas, including:

- 1) Reporting
- 2) Triage and assessment
- 3) Resources
- 4) Coordination
- 5) Databases
- 6) Information sharing

Reporting

One of the biggest challenges related to MMIP cases is the delay in reporting someone missing. When there is a delay in reporting, there is also a delay in sharing the information with the community and surrounding agencies. Receiving timely reports from outside agencies or non-Tribal agencies in the case of PL-280 states can also be challenging. One agency reported that oftentimes a week passes before someone reports a person missing.

Triage and Assessment

Many agencies reported using [Lexipol](#) to develop and maintain their missing person response protocol. Other agencies have developed their own internal policies and general orders, while some smaller agencies do not have a policy in place. Several agencies reported a distinction between adult and juvenile cases. For example, some agencies are required to respond and enter missing juveniles into NCIC within two hours. In one jurisdiction, the chief medical examiner and state attorney's office was required to be notified of all cases involving missing adults.

Resources

Several Tribal agencies reported a lack of resources, including personnel and training. Some agencies have difficulty retaining officers and will lose them to other departments in Indian Country. Officers need additional scenario-based training on how to respond to missing or murdered persons cases, and human trafficking cases. Although grants are available for Tribal agencies, the grant application and reporting requirements are too onerous for many Tribes. The process of procuring resources such as a records management system or database can be difficult.

Coordination

Most Tribal law enforcement agencies reported robust coordination with other public safety agencies (both Tribal and non-Tribal), federal agencies (e.g., FBI, Border Patrol), other Tribes, and community organizations. For example, the FBI assists Tribal agencies with preparing subpoenas and search warrants for social media. However, there are other agencies that do not have good working relationships with the Department of Homeland Security and the FBI. This may be due to a lack of understanding about the authority of Tribal agencies.

Agencies that have good working relationships often have established memoranda of understanding (MOUs) with other agencies. For example, some Tribal agencies are part of multi-agency and multi-disciplinary task forces. Agencies also actively coordinate with other native police forces, the local emergency management agency, local fire department, the sheriff's office, volunteer search and rescue organizations, victim services advocates, substance abuse support organizations (e.g., Alcoholics Anonymous, Narcotics Anonymous), and forestry and conservation agencies.

Tribal agencies also reported coordination with other community and family services. For example, the Saint Regis Mohawk Tribe provides crisis response services to victims of domestic violence and sexual assault through its [Three Sisters Program](#). In addition to support services, this program offers a 24/7 secure shelter facility for victims in need of immediate assistance. Another example is the White Earth Tribal Nation's [DOVE Program](#) ("Down ON Violence Everyday"), which serves victims of sexual assault, domestic violence, stalking, dating violence, elder abuse, trafficking and general crime. The DOVE Program provides services to Native and non-Native women, men and youth who live on or near the White Earth Reservation.

In addition, Tribal agencies coordinate with the community through traditional outreach and engagement efforts (e.g., community councils, Coffee with a Cop, outreach to seniors).

Databases

Tribal agencies have access to national databases such as the FBI's [National Crime Information Center \(NCIC\)](#) and [NamUs \(National Missing and Unidentified Persons\)](#). While the majority of agencies reported that they enter missing persons into NCIC, not everyone was familiar with or entered data into NamUs. Some agencies also have access to local, regional, and state databases. In Alaska, for example, all missing persons cases are entered into the Alaska Department of Public Safety's Missing Persons Clearing House. If an agency does not have access to NCIC, they will partner with the local law enforcement agency (e.g., county sheriff's office) to enter the data. One agency reported difficulty in accessing Department of Motor Vehicle records in Oklahoma.

Information Sharing

Tribal agencies generally reported good information sharing with other agencies. Once an agency receives a report of a missing person and takes a report, the agency will enter the required data into NCIC and disseminate that information with surrounding agencies, as well as other agencies if there is reason to believe the person may be located outside the area. Some agencies also send the reports to local radio and television stations to share with the community.

In addition, Tribal agencies use social media (e.g., Facebook, Twitter), community notification systems (e.g., [Nixle](#)), and Amber Alerts to notify the community. Social media can benefit Tribal agencies when investigating missing persons because information can be quickly shared with the public. However, participants noted that having a social media presence can sometimes backfire (e.g., negative or unhelpful comments).

A few agencies reported that the community does not always want to cooperate and share information with the police. In many communities, there are significant trust issues. Some see law enforcement as corrupt and do not have confidence in the agency. To mitigate these concerns, Tribal agencies participate in community events and meetings so residents can interact with the police and increase their comfort level in communicating with the police. Some of these community events address

substance abuse issues and healing. To educate community members, Tribal agencies should also discuss how to report missing persons and the importance of quickly notifying authorities when someone goes missing.

Strengths and Best Practices

Participants shared strengths and best practices in responding to MMIP cases:

Outreach and Education – Building relationships with the community helps foster trust and legitimacy. It is important to educate the community on how and when to notify the police when someone goes missing, as well as the capabilities of the department. Tribal agencies use a variety of methods to conduct outreach and education, including:

- National Night Out
- Outreach to seniors
- Delivering goods to communities in need (e.g., distributing masks during COVID, delivering food)
- Building partnerships with other community organizations (e.g., health care, social services)

Immediate Response and Coordination – When a person is reported missing or a Tribe requests assistance in locating a missing person, agencies should immediately respond and coordinate with neighboring tribes and other law enforcement agencies. Valuable evidence may be lost if there is a delay in response. It is critical that agencies build relationships and coordinate with other Tribal departments and neighboring jurisdictions in order to pool resources and work effectively and efficiently.

Building Organizational Capacity – Tribal law enforcement agencies can increase organizational capacity and legitimacy by developing clear policies and procedures and improving hiring and retention practices. However, feels like tribal nations are scrutinized when applying for grants, but helpful when grant reviewers come and visit and see the communities in person.

Use of Drones – Some agencies use drones to search for missing persons. Drones are helpful in locating missing persons, especially in remote areas, because they can be equipped with sensors to detect heat as well as cameras to provide visual access in difficult to reach terrain.

Tracking System – The White Earth Tribal Nation’s Conservation Department includes several officers with training and expertise in [tracking](#) missing persons. Conservation officers have assisted Tribal law enforcement with several cold cases and missing persons cases.

Model Protocols and Procedures

Discussion Dates: July 28-30, 2020

Facilitators:

Ernie Weyand, MMIP Program Coordinator for the District of Montana

Algin Young, Associate Director, BIA OJS

The second set of discussions focused on model protocols and procedures to address MMIP cases. Participants were asked a series of questions regarding this topic. Their answers are summarized below.

Missing Person Policies and Protocols

The majority of agencies that participated in the discussions reported following established policies and procedures when someone is reported missing. Several agencies reported using policies developed by Lexipol or model protocols developed by BIA OJS. According to participants, one of the benefits of using Lexipol is that the policies are automatically updated if there are changes to relevant laws.

Those agencies with detailed policies and procedures often have accompanying checklists and step-by-step instructions to guide the responding officer throughout the entire investigation process. These procedures typically cover the roles and requirements of law enforcement personnel involved in the investigative process, such as required documentation and notifications, the various classifications of missing persons (e.g., juvenile, adult, endangered), and the reunification process. In one jurisdiction, their policy covers them up to the 30-day mark, at which time the local sheriff's department's homicide unit takes over the investigation.

Some agencies also have policies governing search and rescue incidents in lieu of (or in addition to) policies and procedures regarding MMIP cases. Other agencies have established general orders regarding MMIP cases, but not specific procedures to follow when someone is reported missing.

Agencies without established policies and procedures for MMIP cases work closely with neighboring jurisdictions and local search and rescue teams when someone is reported missing.

Coordination with Other Agencies

Participants indicated that they coordinate with other agencies to varying degrees when responding to an MMIP case. Some agencies have established task forces, MOUs, and cross-deputization with other agencies to coordinate their response. Cooperation and coordination with other agencies allow for the sharing of equipment (e.g., all-terrain vehicles) between agencies, which can be especially helpful for smaller agencies with limited resources. The types of agencies that Tribal police departments coordinate with vary, but generally include:

- Neighboring law enforcement agencies (e.g., municipal police agencies, sheriff's office, state police, Tribal police, university police, state wildlife and natural resources police)
- Specialized law enforcement units (e.g., mounted/posse units, canine teams, marine units, drone units, airborne units, dive teams)
- Tribal/local fire department
- Tribal/local emergency management agency
- Local search and rescue team
- Federal agencies (e.g., FBI, BIA, DHS, U.S. Coast Guard)
- [Fusion centers](#)
- Behavioral and social services (e.g., social workers, victim services, crisis response)

Some agencies that have established multidisciplinary task forces include a [Child Abduction Response Team \(CART\)](#), which brings together individuals with expertise in responding to endangered, missing, or

abducted children. Some agencies also work closely with social workers and crisis response teams, which can facilitate initial reporting and information sharing throughout the investigation.

Several agencies also rely on the FBI to lead the investigation for MMIP cases and other major crimes or for assistance in investigating those cases. For example, one Tribe attempted to serve a search warrant on Snapchat, but the company did not recognize the Tribal police department as having proper authority to preserve evidence. The FBI intervened and was able to submit letters to obtain the evidence requested. did not recognize it as a state document

In Alaska, all search and rescues missions fall under Alaska State Troopers, but some villages also participate in a [Village Public Safety Officer \(VPSO\) Program](#). When a person is reported missing, the VPSO will take the initial report using a checklist and form developed by the Alaska Department of Public Safety (DPS). The information is then submitted to DPS and entered into NCIC. Alaska State Troopers will conduct an initial search for the first 3-5 days, but then will turn it over to community volunteer groups to continue the search.

Coordination with Community Groups

A majority of the participants also indicated that they work with volunteers and community-based organizations. For example, the types of community-based organizations may include:

- Local Red Cross chapter
- Salvation Army
- [PeaceKeepers](#) (a local domestic violence organization)
- Addiction and treatment programs
- Caring Hearts (an organization that raises funds for community members in need)
- Houses of worship
- Local horseback riding groups

One tribe reported that they coordinate with the [National Child Identification Program](#) to provide in-home kits to everyone on the reservation. These ID kits allow parents to take fingerprints and DNA samples of their children in case they are ever reported missing.

Volunteers can be great resources, but it is imperative that tribal police agencies understand how best to use volunteer services and how to coordinate efforts. Strong communication and having “boots on the ground” is key to building effective relationships with volunteers.

Most Important Factors When Responding to a Missing Person Case

Participants were asked to identify the most important factors in a proper response to a missing person case, including:

- Timely Initial Report
- Police Response
- Police Investigation, Assessment and Classification

- Introduction of Outside/Specialized resources (FBI, State Police, Local Assistance, etc.)
- Community Response/Action
- Coordinated Multidisciplinary Response
- Communication/Community Messaging
- Reunification/Follow-up

Most participants indicated that the first three factors listed above were the most critical when responding to a report of a missing person and set the stage for the remainder of the investigation: **1) timely initial report; 2) police response; and 3) police investigation, assessment, and classification.**

Timeliness

The timeliness of the initial report is critical to understanding if the missing person is at risk (e.g., a mental health condition, on prescription medication). Families often wait a long time before calling to report their loved one missing. There is a misconception that a person needs to wait a certain number of hours before reporting someone missing. To address this mistaken belief, many agencies try to educate community members on the importance of timely reporting. For example, agencies post important messages on social media, in community newsletters, at community meetings. To ensure the safety of children, inform parents, grandparents, and others with custodial responsibility to report incidents of runaways and missing persons to the proper law enforcement agency right away (and not simply via a social media post). As one tribal police chief stated, he would rather respond to 100 unfounded calls than to have someone wait to make a report when it was a genuine emergency. It is also important to educate the community about the dangers of human trafficking and how to identify and prevent sex and labor trafficking.

Police Response

An immediate police response is vital to ensure that essential information is not lost and that all available resources are employed as soon as possible. If the missing individual is determined to be at risk, it is imperative to immediately inform surrounding agencies and the community. This includes entering the missing person into federal, state, and local databases and issuing an Amber Alert (if necessary) or other emergency alert notification (e.g., [Nixle](#)). Participants also stressed the importance of assigning the missing persons case to an officer or detective who can continue the necessary follow-up until the person is found or the case is otherwise resolved.

Police Investigation, Assessment, and Classification

Assessment and classification are an undervalued part of the investigation process. Classification dictates whether to introduce outside resources and how the incident is messaged to—and perceived by—the community and other agencies. For example, a case involving a missing juvenile who is identified as a runaway will be handled differently than someone labeled as at-risk.

It is important to differentiate between a missing person and a runaway. In one community, a ward of the state who goes missing would be classified as a missing person, whereas a juvenile still in their parents' custody who goes missing would be classified as a runaway.

To help correctly classify a missing person and determine whether the person is at-risk, agencies should use a checklist and conduct a thorough interview of the reporting party (typically a family member or friend). Some of the factors used to determine whether the missing person is endangered include:

- Age (e.g., under 13 or elderly)
- Mental health concerns
- Developmental disabilities
- Taking medication
- Health concerns (e.g., on medication, Alzheimer's)

Some Tribal agencies will assign a civilian investigator to follow up on missing juveniles and runaways after the department's initial response. Tribal social services may also respond to cases involving children.

Introduction of Outside/Specialized Resources

Participants routinely involve the FBI and state-level counterparts (e.g., Minnesota Bureau of Criminal Apprehension) in missing persons investigations. Depending on their location, some tribes also involve the BIA, U.S. Coastguard, DHS, CBP, and other federal agencies. The level of involvement varies depending on the nature of the incident, the size and available resources of the Tribal agency, and the specific assistance needed.

One tribe has an agreement with the University of Notre Dame's [Cyber Crimes Unit](#), which allows students to assist police with technology crimes.

Community Response/Action

Tribal agencies use a variety of methods and resources to engage the community and request assistance with missing persons. For example, some Tribes employ a public information officer (PIO) in their communications department. The PIO can share information with the public via social media and news media. In one jurisdiction, the PIO's tasks are outlined in the Tribe's emergency operations plan. Some Tribes also use a smartphone app and a dedicated community youth channel to engage with the public.

It is essential to work with volunteers and community members when investigating missing person cases because they may be more familiar with the geographic area they are searching. Hosting and attending community events also helps Tribal police get to know members of the community, which can build trust and make residents feel more comfortable reporting incidents.

Coordinated Multidisciplinary Response

When a person is reported missing, it is essential that the lead agency coordinate a multidisciplinary response and involve surrounding agencies, volunteer services, and the community. As noted [above](#), most Tribal police departments coordinate with a variety of other agencies, disciplines, and community organizations.

Communication/Community Messaging

It is imperative that information about a missing person is disseminated quickly to the community so area citizens can serve as additional "eyes and ears." When communicating with the public, it is also important to show empathy and concern in order to build and maintain the trust of community members. Community members occasionally know more than the police because members of the community will talk to each other before reporting incidents to police.

As noted above, Tribal agencies use social media (e.g., Facebook, Twitter), community notification systems (e.g., [Nixle](#)), and Amber Alerts to notify the community. One agency that uses an emergency alert system automatically inputs all Tribal employees into the system (Tribal community members need to opt in to receive these alerts). Depending on the size of the Tribe and community, some Tribes will operate their own Facebook page in addition to a Tribal police department Facebook page. Some Tribes use a PIO or spokesperson to share information with the public and the news media.

Tribes also communicate with the public through more traditional means, such as billboards, mobile message boards, and handing out flyers. One tribe uses its casino sign along the roadway to post emergency messages.

Social media can also be used as an investigative tool to determine the location of a missing person or intended destination.

Reunification/Follow-up

The reunification process varies from Tribe to Tribe. Some Tribal police agencies have policies that dictate what steps to take during the reunification process. Other agencies do not have detailed policies that reunification. Agencies may also use family advocates or a victim services unit to facilitate the reunification process. When a missing person is reunited with their family, it is important to remove that person's missing person record from NCIC so police will not stop them later based on the NCIC hit. It is also important for police to address the underlying issues that led to the person running away or being reported missing in the first place. For example, police should consider factors that may involve domestic abuse or human trafficking. Tribal police should be transparent with families throughout the investigation.

Participants cited other important aspects of a proper response to a missing person case, such as: showing compassion for the families involved, understanding the family dynamics, and knowing your community. It is imperative that officers demonstrate to the family that they are committed to investigating the case and will provide timely updates as the case progresses. One participant indicated that he provides his phone number to community members and encourages them to call him anytime.

Training

Participants were asked what specialized training would help their department become more effective in investigating missing persons cases. Participants also discussed what resources are needed to address long-term unsolved missing persons case and homicide investigations. While some participants indicated that web-based training would be preferable (especially during the COVID-19 pandemic), other participants indicated that in-person training would be more appropriate for certain topics and audiences. It is also important that training is based regionally in order to understand the unique challenges and requirements of a specific geographic area.

Specialized Training

Participants cited the need for specialized training in the following subject areas (presented in alphabetical order):

- **Child Abduction Response Team (CART)** – Several participants had received CART training

- **Cold case investigations** – There are several resources available for police agencies interested in improving or implementing a cold case investigations unit including this [report](#) from the National Institute of Justice.²
- **Communication and interpersonal skills** – Having a basic understanding and mastery of communication and interpersonal skills is essential for police officers when interacting with the public.
- **Database Training** – Participants requested training on how to access and use certain federal/state/local databases (e.g., NCIC) and alert systems (e.g., [Amber Alerts](#)).
 - The [Amber Advocate](#) offers [Amber Alert training for Indian Country](#).
- **Digital evidence** – Criminal investigations and the work of police have changed with the advent of technology.³ There are numerous resources and training available to educate police on how to conduct high-tech investigations. For example:
 - The FBI’s [National Domestic Communications Assistance Center](#) provides training to law enforcement agencies on emerging technologies. These services are available to registered law enforcement agencies. To register and access the law enforcement portal, visit the [NDCAC website](#) and click on the “[LE Portal](#)” tab.
 - [SEARCH](#), the National Consortium for Justice and Information and Statistics.
 - The U.S. Secret Service runs the [National Computer Forensics Institute \(NCFI\)](#) in Alabama, which provides free training on digital forensics.
 - The [Law Enforcement Cyber Center](#), which is managed by BJA, includes a webpage to search for available training.
- **Dive training for emergency responders** – Police divers can receive training through organizations such as the [National Academy of Police Diving \(NAPD\)](#).
- **Homicide investigations** – PERF’s 2018 publication, [Promising Strategies for Strengthening Homicide Investigations](#), provides a comprehensive list of best practices and recommendations for conducting homicide investigations. This report is based on the Bureau of Justice Assistance’s Homicide Investigations Enhancement Training and Technical Assistance Project.
- **Human tracking (also known as man tracking)** - [ICE Shadow Wolves](#), who track and apprehend drug smugglers, may be a resource for man tracking training.

² *National Best Practices for Implementing and Sustaining a Cold Case Investigation Unit*, U.S. Department of Justice, National Institute of Justice. <https://www.ncjrs.gov/pdffiles1/nij/252016.pdf>.

³ *The Changing Nature of Crime and Criminal Investigations* (2018). Police Executive Research Forum, Washington, D.C., <https://www.policeforum.org/assets/ChangingNatureofCrime.pdf>.

- **Human trafficking** – PERF’s recent publication, [How Local Police Can Combat the Global Problem of Human Trafficking](#), provides resources and recommendations on how to improve human trafficking investigations.⁴
- **IACP-sponsored training** – Participants recommended that Tribal Nations become a member of [IACP](#) and attend IACP-sponsored training.
- **Incident Command System (ICS) Training** – The Federal Emergency management Agency’s (FEMA) Emergency Management Institute offers basic training on the [National Incident Management System \(NIMS\)](#), including how to establish a unified command when responding to a multi-agency incident (e.g., roles and responsibilities of responding agencies).
- **Investigations training** – State-level law enforcement academies generally offer basic investigations training for patrol officers and advanced investigations training for detectives. Private vendors also offer this type of training. The FBI’s [Law Enforcement Enterprise Portal \(LEEP\)](#) provides police agencies with web-based investigative tools.
- **Lost/missing person incident training** –The [National Center for Missing and Exploited Children \(NCMEC\)](#) provides [training and technical assistance](#) to public safety agencies, including how to respond to and manage a lost/missing persons case.
- **Model Protocols** – A library of model protocols and procedures, including sample checklists and procedures, would be helpful for Tribal police agencies.
- **Search and rescue training** – Search and rescue training is available through the [National Association for Search and Rescue \(NASAR\)](#).

Barriers to Training

Participants cited numerous barriers to training, including:

- The **lack of knowledge** on available training.
- The **cost** of training. Hosting training can defer some costs.
- The **location** of training and inability or difficulty of traveling. In Alaska, for example, many communities are only reachable by plane or boat. Web-based training is helpful but may not work for certain audiences and subject matter.
- A **lack of manpower** to ensure adequate staffing while away for training.
- A **lack of a high number of missing persons or homicide cases** to justify specialized training.
- Having computers that are **compliant with the FBI’s [Criminal Justice Information Services \(CJIS\) policies](#)**.

⁴ *How Local Police Can Combat the Global Problem of Human Trafficking: Collaboration, Training, Support for Victims, and Technology Are Keys to Success* (2020). Police Executive Research Forum, Washington, D.C., <https://www.policeforum.org/assets/CombatHumanTrafficking.pdf>.

National Missing and Unidentified Person System (NamUs)

Discussion Dates: August 4 & 6, 2020

Presenter: B.J. Spamer, Director of NamUs

This presentation provided an overview of NamUs and how tribal law enforcement can utilize the clearinghouse and resource center.⁵ By bringing people, information, forensic science, and technology together, NamUs helps resolve missing, unidentified, and unclaimed person cases nationwide, while providing support to victims and their families.

Trauma-Informed Victim Services

Discussion Dates: August 11 & 12, 2020

Presenters (August 11): Linda Bearcrane Couture, Erin Harris, Michele Stewart

Presenters (August 12): Arlene Armijo, Alethea Beall, Carla Romero

This session featured Victim Specialists from the Bureau of Indian Affairs and the Federal Bureau of Investigation. The purpose of this session was to increase tribal law enforcement understanding of victim needs and working with families in missing person cases in American Indian and Alaska Native communities, as well as incorporating victim services into law enforcement response plans.⁶

⁵ Participants were emailed a copy of this PowerPoint presentation.

⁶ Participants were emailed a copy of this PowerPoint presentation.

Appendix A – Discussion Participants

Discussion 1: The Challenges of Missing and Murdered American Indians and Alaska Natives in Your Community

Dates: July 21-23, 2020

July 21 Session	
Tim Addleman Chief Umatilla (OR) Tribal Police Department	Rudy Mora Chief Laguna (MN) Police Department
Robert Bryant Director of Public Safety Penobscot Nation (ME)	Jolanda Murphy Director of Public Safety Grand Traverse (MI) Band of Indians
Patti Buhl MMIP Coordinator US Attorney's Office-Oklahoma	James Owens Chief Las Vegas Paiute (NV) Tribal Police
Ingrid Cumberlidge MMIP Coordinator US Attorney's Office-Alaska	Chris Parsons Chief Pyramid Lake (NV) Police Department
Robert Ecoffey Chief Oglala Sioux (SD) Tribe Department of Public Safety	Jon Priem Chief Prairie Island (MN) Tribal Police
Marcia Good Executive Director Office of Tribal Justice, DOJ	Rick Rabenort Chief Match-E-Be-Nash-She-Wish (MI) Band of Pottawatomi
Aucha Kameroff Director of Public Safety Northwest Arctic Borough (AK)	Thomas Ross MMIP Coordinator US Attorney's Office-Nevada
Scott LaFevre Chief Coquille Indian (OR) Tribal Police	Brian Speelman MMIP Coordinator US Attorney's Office-Utah
Malcolm Lewis Executive Director Tohono O'odham Nation (AZ)	Tanya Vold Program Manager White Earth Nation (MN)
Joseph Lovato Chief Santa Clara (MN) Tribal Police Department	Ernie Weyand MMIP Coordinator US Attorney's Office-Montana
William Lux Chief Pokagon (MI) Band of Potawatomi Indians	Cedar Wilkie Gillette MMIP Coordinator US Attorney's Office-Oregon
Matt Lysakowski Senior Advisor for Tribal Affairs COPS Office, DOJ	Jason Wilson Public Safety Manager Central Council of the Tlingit and Haida Indian Tribes of Alaska

July 21 Session	
Lisa Mantel Deputy Director of Technical Assistance Police Executive Research Forum	Theresa Wisner-Lee Investigator Muscogee (Creek) Nation Lighthorse (OK) Police
Robert Martinez Chief Ysleta Del Sur Pueblo (TX) Tribal Police	Algin Young Associate Director Bureau of Indian Affairs, Office of Justice Services
Jake McKnight Chief Grand Ronde (OR) Tribal Police Department	

July 22 Session	
Denise Bodin Officer Chitimacha (LA) Tribe Police	Matt Lysakowski Senior Advisor for Tribal Affairs COPS Office, DOJ
Christopher Boeckers MMIP Coordinator US Attorney's Office-Minnesota	Lisa Mantel Deputy Director of Technical Assistance Police Executive Research Forum
Jasper Bruner Chief Makah Tribe (WA)	Phil Mata Detective Sergeant Saginaw Chippewa (MI) Tribal Police Department
Timothy Chavez Chief Gila River (AZ) Police Department	Adam McGeshick Chief Conservation Warden Great Lakes (WI) Indian Fish & Wildlife Commission
Nick Diedrich Detective Sergeant Saginaw Chippewa (MI) Tribal Police Department	Richard Nacotee Interim Chief Menominee (WI) Tribal Police Department
Marcia Good Executive Director Office of Tribal Justice, DOJ	Thomas Ross MMIP Coordinator US Attorney's Office-Nevada
Darrel Hildebrand VSPO Coordinator Tanana Chiefs Conference (AK)	Matthew Rourke Chief Saint Regis Mohawk (NY) Tribal Police
Hal Hutchinson Chief Chitimacha (LA) Tribe Police	Ernie Weyand MMIP Coordinator US Attorney's Office-Montana
Glenn Johnston Chief Wyandotte (OK) Tribal/Municipal Police	Cedar Wilkie Gillette MMIP Coordinator US Attorney's Office-Oregon
Michael LaRoque Chief White Earth (MN) Tribal Police Department	Algin Young Associate Director Bureau of Indian Affairs, Office of Justice Services

July 22 Session	
Bruce Lee Chief Poarch Creek (AL) Band of Indians	

July 23 Session	
David Crockett Captain Grand Traverse (MI) Band of Indians	Jacob Molitor Chief Meskwaki Nation (IA) Police Department
Bill Denke Chief Sycuan (CA) Department of Public Safety	Joel Postma MMIP Coordinator US Attorney's Office-Michigan
Tom Gonzales Acting Chief Fort McDowell (AZ) Police Department	Brian Pottratz Investigator Leech Lake (MN) Tribal Police Department
Marcia Good Executive Director Office of Tribal Justice, DOJ	Thomas Ross MMIP Coordinator US Attorney's Office-Nevada
Bruce Janes Chief Metlakatla (AK) Indian Community	Ernie Weyand MMIP Coordinator US Attorney's Office-Montana
Matt Lysakowski Senior Advisor for Tribal Affairs COPS Office, DOJ	Cedar Wilkie Gillette MMIP Coordinator US Attorney's Office-Oregon
Lisa Mantel Deputy Director of Technical Assistance Police Executive Research Forum	Algin Young Associate Director Bureau of Indian Affairs, Office of Justice Services
Andrew Merrill Captain Alaska Department of Public Safety	

Discussion 2: Model Protocols and Procedures

Dates: July 28-30, 2020

July 28 Session	
Tim Addleman Chief Umatilla (OR) Tribal Police Department	James Owens Chief Las Vegas Paiute (NV) Tribal Police
Ingrid Cumberlidge MMIP Coordinator US Attorney's Office-Alaska	Chris Parsons Chief Pyramid Lake (NV) Police Department

July 28 Session	
Robert Ecoffey Chief Oglala Sioux Tribe (SD) Department of Public Safety	Joel Postma MMIP Coordinator US Attorney's Office-Michigan
Marcia Good Executive Director Office of Tribal Justice, DOJ	Rick Rabenort Chief Match-E-Be-Nash-She-Wish (MI) Band of Pottawatomi
Scott LaFevre Chief Coquille Indian (OR) Tribal Police	Thomas Ross MMIP Coordinator US Attorney's Office-Nevada
Malcolm Lewis Executive Director Tohono O'odham Nation (AZ)	Matthew Rourke Chief Saint Regis Mohawk (NY) Tribal Police
Joseph Lovato Chief Santa Clara (NM) Tribal Police Department	Brian Speelman MMIP Coordinator US Attorney's Office-Utah
Matt Lysakowski Senior Advisor for Tribal Affairs COPS Office, DOJ	Tanya Vold Program Manager White Earth Nation (MN)
Lisa Mantel Deputy Director of Technical Assistance Police Executive Research Forum	Cedar Wilkie Gillette MMIP Coordinator US Attorney's Office-Oregon
Jake McKnight Chief Grand Ronde (OR) Tribal Police Department	Jason Wilson Public Safety Manager Central Council of the Tlingit and Haida Indian Tribes of Alaska
Andrew Merrill Captain Alaska Department of Public Safety	Ernie Weyand MMIP Coordinator US Attorney's Office-Montana
Rudy Mora Chief Laguna (MN) Police Department	Theresa Wisner-Lee Investigator Muscogee (Creek) Nation Lighthorse (OK) Police
Jolanda Murphy Director of Public Safety Grand Traverse (MI) Band of Indians	Algin Young Associate Director Bureau of Indian Affairs, Office of Justice Services

July 29 Session	
Christopher Boeckers MMIP Coordinator US Attorney's Office-Minnesota	William Lux Chief Pokagon (MI) Band of Potawatomi Indians
Robert Bryant Director of Public Safety Penobscot Nation (ME)	Matt Lysakowski Senior Advisor for Tribal Affairs Office of Community Oriented Policing Services

July 29 Session	
Timothy Chavez Chief Gila River (AZ) Police Department	Lisa Mantel Deputy Director of Technical Assistance Police Executive Research Forum
Marcia Good Executive Director Office of Tribal Justice, DOJ	Richard Nacotee Interim Chief Menominee (WI) Tribal Police Department
Darrell Hildebrand VSPO Coordinator Tanana Chiefs Conference (AK)	Thomas Ross MMIP Coordinator US Attorney's Office-Nevada
Hal Hutchinson Chief Chitimacha (LA) Tribe Police	Tamatha Villar Commander Gila River (AZ) Police Department
Bruce Janes Chief Metlakatla (AK) Indian Community	Ernie Weyand MMIP Coordinator US Attorney's Office-Montana
Glenn Johnston Chief Wyandotte (OK) Tribal/Municipal Police	Cedar Wilkie Gillette MMIP Coordinator US Attorney's Office-Oregon
Michael LaRoque Chief White Earth (MN) Tribal Police Department	Algin Young Associate Director Bureau of Indian Affairs, Office of Justice Services
Bruce Lee Chief Poarch Creek (AL) Band of Indians	

July 30	
Patti Buhl MMIP Coordinator US Attorney's Office-Oklahoma	Phil Mata Detective Sergeant Saginaw Chippewa (MI) Tribal Police Department
Scott Craig Captain Cherokee Nation (OK) Marshal Service	Adam McGeshick Chief Conservation Warden Great Lakes (WI) Indian Fish & Wildlife Commission
David Crockett Captain Grand Traverse (MI) Band of Indians	Jacob Molitor Chief Meskwaki Nation (IA) Police Department
Bill Denke Chief Sycuan (CA) Department of Public Safety	Brian Pottratz Investigator Leech Lake (MN) Tribal Police Department
Marcia Good Executive Director Office of Tribal Justice, DOJ	Jon Priem Chief Prairie Island (MN) Tribal Police
Tom Gonzales Acting Chief Fort McDowell (AZ) Police Department	Thomas Ross MMIP Coordinator US Attorney's Office-Nevada

July 30	
Matt Lysakowski Senior Advisor for Tribal Affairs COPS Office, DOJ	Ernie Weyand MMIP Coordinator US Attorney's Office-Montana
Lisa Mantel Deputy Director of Technical Assistance Police Executive Research Forum	Cedar Wilkie Gillette MMIP Coordinator US Attorney's Office-Oregon
Robert Martinez Chief Ysleta Del Sur Pueblo (TX) Tribal Police	Algin Young Associate Director Bureau of Indian Affairs, Office of Justice Services

Discussion 3: National Missing and Unidentified Person System (NamUs)

Dates: August 4 and 6, 2020

August 4 Session	
Patti Buhl MMIP Coordinator US Attorney's Office-Oklahoma	Jolanda Murphy Director of Public Safety Grand Traverse (MI) Band of Indians
Timothy Chavez Chief Gila River (AZ) Police Department	Richard Nacotee Interim Chief Menominee (WI) Tribal Police Department
Scott Craig Captain Cherokee Nation (OK) Marshal Service	Todd Otradovec Lead Detective Menominee (WI) Tribal Police Department
Ingrid Cumberlidge MMIP Coordinator US Attorney's Office-Alaska	James Owens Chief Las Vegas Paiute (NV) Tribal Police
Marcia Good Executive Director Office of Tribal Justice, DOJ	Chris Parsons Chief Pyramid Lake (NV) Police Department
Darrell Hildebrand VSPO Coordinator Tanana Chiefs Conference (AK)	Joel Postma MMIP Coordinator US Attorney's Office-Michigan
Bruce Janes Chief Metlakatla (AK) Indian Community	Rick Rabenort Chief Match-E-Be-Nash-She-Wish (MI) Band of Pottawatomis
Scott LaFevre Chief Coquille Indian (OR) Tribal Police	Tracy Reynolds Investigator Wyandotte National (OK) Tribal Police Department
Michael LaRoque Chief White Earth (MN) Tribal Police Department	Thomas Ross MMIP Coordinator US Attorney's Office-Nevada

August 4 Session	
Malcolm Lewis Executive Director Tohono O'odham Nation (AZ)	B.J. Spamer Executive Director NamUs Operations
Joseph Lovato Chief Santa Clara (NM) Tribal Police Department	Brian Speelman MMIP Coordinator US Attorney's Office-Utah
William Lux Chief Pokagon (MI) Band of Potawatomi Indians	Tamatha Villar Commander Gila River (AZ) Police Department
Matt Lysakowski Senior Advisor for Tribal Affairs COPS Office, DOJ	Ernie Weyand MMIP Coordinator US Attorney's Office-Montana
Lisa Mantel Deputy Director of Technical Assistance Police Executive Research Forum	Cedar Wilkie Gillette MMIP Coordinator US Attorney's Office-Oregon
Adam McGeshick Chief Conservation Warden Great Lakes (WI) Indian Fish & Wildlife Commission	Jason Wilson Public Safety Manager Central Council of the Tlingit and Haida Indian Tribes of Alaska
Andrew Merrill Captain Alaska Department of Public Safety	Theresa Wisner-Lee Investigator Muscogee (Creek) Nation Lighthorse (OK) Police
Rudy Mora Chief Laguna (NM) Police Department	Algin Young Associate Director Bureau of Indian Affairs, Office of Justice Services

August 6 Session	
Tim Addleman Chief Umatilla (OR) Tribal Police Department	Phil Mata Detective Sergeant Saginaw Chippewa (MI) Tribal Police Department
Christopher Boeckers MMIP Coordinator US Attorney's Office-Minnesota	Jacob Molitor Chief Meskwaki Nation (IA) Police Department
Robert Bryant Director of Public Safety Penobscot Nation (ME)	Brian Pottratz Investigator Leech Lake (MN) Tribal Police Department
David Crockett Captain Grand Traverse (MI) Band of Indians	Jon Priem Chief Prairie Island (MN) Tribal Police
Bill Denke Chief Sycuan (CA) Department of Public Safety	Thomas Ross MMIP Coordinator US Attorney's Office-Nevada
Marcia Good Executive Director Office of Tribal Justice, DOJ	Matthew Rourke Chief Saint Regis Mohawk (NY) Tribal Police

August 6 Session	
Tom Gonzales Acting Chief Fort McDowell (AZ) Police Department	B.J. Spamer Executive Director NamUs Operations
Hal Hutchinson Chief Chitimacha (LA) Tribe Police	Karonienhawi Thomas Detective Sergeant Saint Regis Mohawk (NY) Tribal Police
Kristi Johnston Crime Victim Advocate Wyandotte Nation (OK) Tribal Police Department	Steve Webb Detective Sycuan (CA) Department of Public Safety
Bruce Lee Chief Poarch Creek (AL) Band of Indians	Ernie Weyand MMIP Coordinator US Attorney's Office-Montana
Matt Lysakowski Senior Advisor for Tribal Affairs COPS Office, DOJ	Cedar Wilkie Gillette MMIP Coordinator US Attorney's Office-Oregon
Lisa Mantel Deputy Director of Technical Assistance Police Executive Research Forum	Algin Young Associate Director Bureau of Indian Affairs, Office of Justice Services
Robert Martinez Chief Ysleta Del Sur Pueblo (TX) Tribal Police	

Discussion 4: Trauma-Informed Victim Services

August 11 and 12, 2020

August 11 Session	
Anne Basham Senior Advisor Office of Justice Programs, DOJ	Richard Nacotee Interim Chief Menominee (WI) Tribal Police Department
Scott Craig Captain Cherokee Nation (OK) Marshal Service	Larissa O'Kimosh Menominee (WI) Tribal Police Department
Bill Denke Chief Sycuan (CA) Department of Public Safety	James Owens Chief Las Vegas Paiute (NV) Tribal Police
Kristen DiMauro Investigator Mashantucket Pequot (CT) Tribal Police	Chris Parsons Chief Pyramid Lake (NV) Police Department
Felicia Gatz Office Manager Menominee (WI) Tribal Police Department	Joel Postma MMIP Coordinator US Attorney's Office-Michigan
Marcia Good Executive Director Office of Tribal Justice, DOJ	Jon Priem Chief Prairie Island (MN) Tribal Police

August 11 Session	
Hal Hutchinson Chief Chitimacha (LA) Tribe Police	Rick Rabenort Chief Match-E-Be-Nash-She-Wish (MI) Band of Pottawatomi
Kristi Johnston Crime Victim Advocate Wyandotte (OK) Police Department	Thomas Ross MMIP Coordinator US Attorney's Office-Nevada
Scott LaFevre Chief Coquille Indian (OR) Tribal Police	Matthew Rourke Chief Saint Regis Mohawk (NY) Tribal Police
Malcolm Lewis Executive Director Tohono O'odham Nation (AZ)	Brian Speelman MMIP Coordinator US Attorney's Office-Utah
Joseph Lovato Chief Santa Clara (NM) Tribal Police Department	Karonienhawi Thomas Detective Sergeant Saint Regis Mohawk (NY) Tribal Police
William Lux Chief Pokagon (MI) Band of Potawatomi Indians	Tanya Vold Program Manager White Earth Nation (MN)
Matt Lysakowski Senior Advisor for Tribal Affairs COPS Office, DOJ	Candace Waupekenay Menominee (WI) Tribal Police Department
Lisa Mantel Deputy Director of Technical Assistance Police Executive Research Forum	Ernie Weyand MMIP Coordinator US Attorney's Office-Montana
Adam McGeshick Chief Conservation Warden Great Lakes (WI) Indian Fish & Wildlife Commission	Cedar Wilkie Gillette MMIP Coordinator US Attorney's Office-Oregon
Jake McKnight Chief Grand Ronde (OR) Tribal Police Department	Jason Wilson Public Safety Manager Central Council of the Tlingit and Haida Indian Tribes of Alaska
Andrew Merrill Captain Alaska Department of Public Safety	Theresa Wisner-Lee Investigator Muscogee (Creek) Nation Lighthorse (OK) Police
Rudy Mora Chief Laguna (NM) Police Department	Algin Young Associate Director Bureau of Indian Affairs, Office of Justice Services
Mario Munoz Menominee (WI) Tribal Police Department	Lacey Zarda Menominee (WI) Tribal Police Department
Jolanda Murphy Director of Public Safety Grand Traverse MI) Band of Indians	

August 12 Session	
Tim Addleman Chief Umatilla (OR) Tribal Police Department	Michael LaRoque Chief White Earth (MN) Police Department
Christopher Boeckers MMIP Coordinator US Attorney's Office-Minnesota	Bruce Lee Chief Poarch Creek (AL) Band of Indians
Robert Bryant Director of Public Safety Penobscot Nation (ME)	Matt Lysakowski Senior Advisor for Tribal Affairs COPS Office, DOJ
Patti Buhl MMIP Coordinator US Attorney's Office-Oklahoma	Robert Martinez Chief Ysleta Del Sur Pueblo (TX) Tribal Police
Timothy Chavez Chief Gila River (AZ) Police Department	Phil Mata Detective Sergeant Saginaw Chippewa Tribal (MI) Police Department
David Crockett Captain Grand Traverse (MI) Band of Indians	Brian Pottratz Investigator Leech Lake (MN) Tribal Police Department
Ingrid Cumberlidge MMIP Coordinator US Attorney's Office-Alaska	Thomas Ross MMIP Coordinator US Attorney's Office-Nevada
Marcia Good Executive Director Office of Tribal Justice, DOJ	Tamatha Villar Commander Gila River (AZ) Police Department
Tom Gonzales Acting Chief Fort McDowell (AZ) Police Department	Ernie Weyand MMIP Coordinator US Attorney's Office-Montana
Darrell Hildebrand VSPO Coordinator Tanana Chiefs Conference (AK)	Cedar Wilkie Gillette MMIP Coordinator US Attorney's Office-Oregon
Bruce Janes Chief Metlakatla (AK) Indian Community	Algin Young Associate Director Bureau of Indian Affairs, Office of Justice Services

Appendix E – Operation Lady Justice Fact Sheets Listing

Fact sheets posted on the Operation Lady Justice Website include:

1. Accomplishments of Operation Lady Justice
2. AMBER Alert in Indian Country Fact Sheet
3. Cold Cases: You Are Not Forgotten
4. Combating Human Trafficking in American Indian & Alaska Native (AI/AN) Communities
5. Communities of Interest Fact Sheet
6. Comparing the NamUs and NCIC databases Fact Sheet
7. Emergency Alerts for Missing Persons Fact Sheet
8. FBI Uniform Crime Reporting Program Fact Sheet
9. JusticeConnect Fact Sheet
10. Missing Person Clearinghouses Fact Sheet
11. NamUs Fact Sheet
12. NamUs Organizational Structure Fact Sheet
13. NamUs Resources to Resolve Missing, Unidentified and Unclaimed person cases Fact Sheet
14. National Ashanti Alert Network Fact Sheet
15. National Center for Missing & Exploited Children (NCMEC) Fact Sheet
16. National Crime Information Center (NCIC) Missing Person File Fact Sheet
17. Overview of Operation Lady Justice
18. Partner Task Forces and Commissions Fact Sheet
19. Tribal and State Task Forces and Efforts to Address Missing or Murdered American Indians and Alaska Natives Fact Sheet
20. Tribal Coalitions Fact Sheet
21. Tribal Community Response When a Person Is Missing: A Toolkit for Action Fact Sheet
22. Victim Centered, Trauma Informed, Culturally Appropriate Services in AI/AN Missing Persons Cases
23. Victim Services Fact Sheet
24. Volunteer Engagement for American Indian and Alaska Native Missing Persons Cases
25. You Are Not Alone Resources for Native Communities facing the crisis of Missing and Murdered Native Americans Fact Sheet

Fact sheets in development:

1. Scope of Problem/Data Accuracy
2. Attorney General's (AG) Missing and Murdered Indigenous Persons Plan (MMIP)
3. Tribal Advisory Groups for Federal Agencies
4. Funding Sources
5. Protocols
6. Summary of Report to the President
7. DNA Data and Systems
8. Working with Law Enforcement on Missing or Murdered American Indian and Alaska Native Cases
9. Family Response When a Person Is Missing
10. Amber Alert Criteria in Each State