

Law Enforcement Training
Volunteer Engagement & Unresolved Cases Technical Assistance Project
May 20, 2021

LISA MANTEL: Hi, everyone. Welcome to the third meeting. We'll go ahead and get started. It's just after 2:00. Welcome to the third meeting on the crisis of missing and murdered American Indians and Alaska Natives. For those of you who haven't attended one of these sessions before, my name's Lisa Mantel and I'm the Deputy Director of Technical Assistance with the Police Executive Research Forum. And I'll be helping facilitate today's session with Matt from the COPS Office at the Department of Justice. This meeting is being recorded and we do plan to share the video and audio on the Operation Lady Justice website in the near future.

LISA MANTEL: So, I want to go over a couple of things with Zoom, just a few housekeeping items. I'm going to go ahead and share my screen, give me just one moment. Does everyone see the PowerPoint slide? Yes. [CROSSTALK]. OK, great. It worked. So, just a few logistics and housekeeping items. For the best audio quality we do ask that you stay on mute unless you are speaking. We will have time for questions and discussion at the end of each presentation. And when that time comes, please go ahead and unmute yourself. You can also ask a question in the chat box. We'll be monitoring that throughout the session. And I believe in the chat box, there is a function where you can raise your hand to indicate that you have something to say.

LISA MANTEL: I will send out the presentation slides to everybody following the meeting. If anyone runs into any technical difficulties with your audio or video, go ahead and leave the meeting and then try reentering. I've also added the call-in information to the chat window for those of you who would prefer to call in and switch your audio to phone only. Moving onto the next slide. Before we get started with the presentations, I would like to have everybody introduce themselves. I will begin with today's presenters. So, Jennifer, why don't we start with you? If you could please tell us your name and where you're from.

JENNIFER STYLES: Sure. Hello, my name is Jennifer Styles. I am a program manager with the International Association of Chiefs of Police.

LISA MANTEL: Thanks, Jennifer. And B.J.?

B.J. SPAMER: Good afternoon. I'm B.J. Spamer. I'm currently the executive director of operations for NamUs, the National Missing and Unidentified Persons System.

LISA MANTEL: Thank you. And Bruce?

B.J. SPAMER: Sorry, Lisa. He was running from another meeting. I'm not sure with us yet.

LISA MANTEL: Thank you. I appreciate that. How about Jeff?

JEFF LINDSEY: Hi, my name is Jeff Lindsey and I'm with the University of Tennessee's Law Enforcement Innovation Center.

LISA MANTEL: Wonderful. Thank you. And now let's move on to the participants. Let me just pull up the participant window, here. How about Mr. Hutchinson?

HAL HUTCHINSON: Sorry about that. My name is Hal Hutchinson. I'm with the Chitimacha Tribal Police in Louisiana.

LISA MANTEL: Thank you. Mr. Altman?

SHANE ALTMAN: Yes, my name is Shane Altman. I'm the lieutenant of the Criminal Investigations for the Seminole Police Department in the Seminole Tribe.

LISA MANTEL: Thank you. Mr. O'Rourke?

GREG O'ROURKE: Hello, my name is Greg O'Rourke. I'm the chief of police for the Yurok Tribal Police Department up in Northern California.

LISA MANTEL: Thank you. Mr. Kane? Steven Kane, I'm not sure if you're able to introduce yourself. We'll go ahead and move on to Samuel White.

SAM WHITE: Hi, my name is Sam White, I'm the chief of police for Lower Elwha Police Department up here in Port Angeles, Washington.

LISA MANTEL: Thank you. Mike Lasnier? Mike Lasnier, if you'd like to go off mute, unmute yourself and introduce yourself, go ahead. Perhaps we're having some audio issues. Brett Pierson?

BRETT PIERSON: Morning. I'm Brett Pierson. I'm the sergeant with Kalispel Tribal Police in Eastern Washington.

LISA MANTEL: Thank you. Clarence Bilagody?

CLARENCE BILAGODY: Hello, I'm Clarence Bilagody, police chief for Pueblo Sandia Police Department in Albuquerque, New Mexico.

LISA MANTEL: Thank you. Brian Pottratz?

BRIAN POTTRATZ: Hi, I'm Brian Pottratz. I'm an investigator with the Leech Lake Tribal Police Department of northern Minnesota.

LISA MANTEL: Thank you. Christopher Parsons?

CHRISTOPHER PARSONS: Hi, Chris Parsons, chief of police for the Pyramid Lake Paiute Tribe in northern Nevada.

LISA MANTEL: Thank you. And Jonathan Steah?

JONATHAN STEAH: Hello, Lieutenant Jonathan Steah, patrol lieutenant for the White Mountain Apache Police Department.

LISA MANTEL: Thank you. And I think that was all the law enforcement representatives. If there's anyone that I didn't get to, please go ahead and introduce yourself now.

MIKE LAZNER: Hello, this is Mike Lazner with Suquamish Tribe in Washington State. I got my audio issues resolved. Thank you.

LISA MANTEL: Great. Thank you. And then I'd like to turn it over to Marcia to introduce yourself.

MARCIA GOOD: Sure. This is Marcia Good. I'm executive director of the Presidential Task Force on Missing and Murdered American Indians and Alaska Natives, also known as Operation Lady Justice. Matt and I work together on carrying out the executive order and the tasks that are contained therein.

LISA MANTEL: Thank you. And if there's anybody on the phone that I wasn't able to get to, go ahead and introduce yourself as well. It looks like we have at least one person on the phone.

STEVEN KANE: Hello, I am Lieutenant Steven Kane with the White Mountain Apache Tribal Police here in Whiteriver, Arizona.

LISA MANTEL: Thank you. And now I'd like to turn it over to Matt to go ahead and introduce himself.

MATT LYSAKOWSKI: Thanks, Lisa. Hi, everyone. Welcome to the third of our four sessions of supporting Operation Lady Justice on the missing or murdered indigenous persons issue. My name is Matt Lysakowski, and I'm the senior advisor for Tribal Affairs for the Office of Community Oriented Policing Services, or as most of you probably know us, the COPS Office, here in the Department of Justice.

MATT LYSAKOWSKI: Welcome to the session today. I'm really excited for today's session. We have a couple of great presenters to talk about two of the ways that the COPS Office is supporting Operation Lady Justice. And that is, the first one's going to be the Volunteer Engagement Project that we're working on with IACP. And Jennifer is going to talk to you about that program that we've been supporting for the last several months. And then B.J. and Jeff will talk to you about the unresolved cases technical assistance program that we also have ongoing to support Operation Lady Justice.

MATT LYSAKOWSKI: And as Lisa mentioned, we'll have opportunity for discussion and Q and A after each of their presentations. So don't be shy, jump in with those questions, and then as we wrap up after the two presentations, we can also have some additional time for an open Q and A if we have that opportunity and time, which I think we will probably have. So, I think that's all I have today. Again, just on behalf of the COPS Office, thank you all for your support and joining us today, really excited to have the discussion today and look forward to additional ways that we can support Tribal law enforcement from the Department of Justice here at the COPS Office.

MATT LYSAKOWSKI: So I think I can turn it over to Jennifer for our Volunteer Engagement Project discussion first.

JENNIFER STYLES: Great, thanks so much. I really appreciate the opportunity to be here with all of you today and talk with you a little bit about the work that we're doing on the Volunteer Engagement Project. I'm going to go to the next slide. So, essentially, wanted to talk with a little bit about the initiative and the partners that we're working with, talk about some of the benefits of volunteer engagement, some of the different ways that you can engage volunteers and then talk to you about some training opportunities that we have for tribes.

JENNIFER STYLES: Go ahead to the next slide. So this is the summary of our purpose. What we're really talking about here is ways to bring together Tribal leaders with community partners to support missing person cases, support victims and their families and promote healing. I feel the partners probably need no introduction, so I won't go into the details of the Operation Lady Justice and the COPS Office, as I know you know them all well, but I did want to emphasize, we've been working really closely with Matt and Marcia at the respectful organizations to make sure that that all of the work that we do is really consistent with and supportive of the recommendations of the Task Force, as well as the needs they've been hearing from those listening sessions.

JENNIFER STYLES: For instance, we've been working also closely with Ernie Weyand, who I think spoke with all of you on the last roundtable that you had, about making sure that some of the work that we are doing is supporting the community response plans and we see this volunteer program as a really natural progression of some of that work.

JENNIFER STYLES: And I don't know if all of you are familiar with IACP, I did want to give a quick update on who we are. We are the International Association of Chiefs of Police, we're a law enforcement association. We do a lot of grant-funded work really across the spectrum of criminal justice topics. We do have an Indian Country law enforcement section. We've got about a hundred Tribal law enforcement leaders who are part of that and they're really the voice for our Tribal law enforcement work. And they, along with our staff, have supported a number of different Tribal grant projects, including the census of Tribal law enforcement agencies and some additional work around smaller, rural and Tribal considerations for crime reduction and peer support that we've done at the COPS Office as well.

JENNIFER STYLES: So one of the other IACP programs that brings us here today is the Volunteer in Police Service Program. This is something that we started just after 9/11 with support from the Bureau of Justice Assistance. It was a program that was really focused on helping law enforcement agencies use volunteers effectively in ways that were supporting their operations and building community partnerships. It started out with a big focus on emergency preparedness. So disaster response, terrorism, things of that nature, that were really very much in the news in that post 9/11 timeframe.

JENNIFER STYLES: But as the program evolved, we really began to see the potential for different types of emergency situations and one of those was missing person cases. You'll see a photo here of a document that we did a number of years back specific to missing persons. If you can switch to that next slide. Wanted to share a couple of highlights just to showcase some ways that police departments have been using missing person volunteers and some of the things that really got us thinking about the potential for this type of work to support Tribal missing person cases.

JENNIFER STYLES: Las Vegas, Nevada, for instance, they were seeing 10,000 missing person calls a year. Obviously very large agency with many people. But they've been able to really effectively use volunteers through their outreach efforts with phone calls and fliers, but also more technical, skilled search functions as well. Also the Montgomery County, Maryland, Police Department, they were seeing an issue with their juvenile missing persons, runaway juveniles. So they were able to bring in volunteers who went through social media, just publicly available sources, to try to find information. And they were able to close quite a few of those missing cases.

JENNIFER STYLES: And finally, I wanted to highlight the Santa Cruz County, California, Sheriff's Office. This agency chose to focus on their cold cases with volunteers. They had a big backlog of cold cases. So they brought in actually a skilled volunteer, a retired officer, who was able to come in and had the time to go through all of the old cases. And he was able to close about a hundred cases in a year, recently. So these are some examples just to get us thinking about some of the potential, to think about what some of those needs might be in your own tribes. Next slide, please.

JENNIFER STYLES: So, just wanted to help us define, taking all that we learned from the VIPs program and looking to define what we're doing with the Tribal engagement program. I think that the first bullet really sums what we're looking to do here. It's to be a formalized effort to recruit and train and manage volunteers. So these volunteers would serve at the discretion of Tribal leadership, but typically would be overseen by the law enforcement agency. And we know certainly in tribes, you have many stakeholders and there's a real opportunity with this formalized collaboration to bring in some of your other victim services, your community stakeholders and make sure that essentially everyone knows what everyone else is doing. And we'll talk a little bit more about the process and the benefits of this as we go.

JENNIFER STYLES: So, jumping to the next slide, thinking about the why of this, what are the benefits? Really, I know it's no surprise to many of you that law enforcement agencies are often under-resourced and understaffed. The volunteers can really be that force multiplier to help your officers focus on those higher level things that they need to do their investigative duties and making sure that the volunteers are given something to do that is helpful to you and not getting in the way of the things that you need to do. There's real opportunities as well for that community police engagement. It gives you that opportunity to build relationships by giving them a way to help.

JENNIFER STYLES: We know that in missing person events, people will come out in masses and in droves and by having a volunteer program, we're able to give them something to do that is helpful, again, and not going to disrupt the other things that you have going on, but really gives Tribal members and volunteers that sense of purpose and that way to contribute meaningfully. So, I'm sure many of you already have volunteers in a number of different capacities within your tribes. So, why go to all the effort here? Why formalize? And there's really some important structural reasons behind this, like giving yourself some structure to make sure that volunteers are being used effectively.

JENNIFER STYLES: We're going to talk a little bit at the end about some of your risk management opportunities, but you're making sure that, again, volunteers are doing things that are helpful, that you know where they are, that you don't have a million people scattered off in a million different directions doing what they think is helping. It really gives you some accountability and control over what volunteers are doing. And I'm sure I'll say it many more times that really, we focus heavily on the coordination aspect of this volunteer program. Making sure that all of your stakeholders, all of your Tribal agencies, all of your law enforcement partners know who is doing what so we're able to minimize some of that duplication of efforts and make sure everyone really understands where the volunteers fit in.

JENNIFER STYLES: And it's also helpful on the volunteers part as well. Coming back to that we know they'll show up issue, if there's one designated point of contact and one defined process for them to follow, it makes it easier on those volunteers and those Tribal members and it makes it easier on all of you and your staff if you've got a place to send them. Next slide, please. So, we've talked a lot about using your volunteers during that crisis and that is absolutely something that they can do. They can be trained for many things to help in terms of the search itself, in terms of those outreach activities, victim services. But I do encourage everyone to think about the other phases along this, the planning and prevention and the follow up and the recovery, because essentially, if we haven't thought about it until the crisis, we haven't gotten as ready as we could be.

JENNIFER STYLES: So there's a lot of work that can be done in that planning stage, so you can actually get your volunteers ready to go. You can train them, you can do drills with them, so that when something happens, they are ready to go, ready to call out at that moment's notice when you really need them. But there's also really great opportunities to engage them in crime prevention activities and some of the things that will help your overall community safety. And

I'm sure, again, many of you probably do these things and maybe don't even call it volunteering. So it's just sometimes a matter, I think, of reframing some of the things that you're doing and giving them a little bit more structure and support so that you're able to build up that core of engaged folks who can really help you when you need it.

JENNIFER STYLES: And then, of course, there is that follow up and recovery stage. We know that active search is going to end, but there's a lot of ways that volunteers can support those victims and families and continue to help law enforcement collect information, process information about some of those cases that are not active any longer. So we've talked about a few of these but I think it's important to highlight the breadth of things that volunteers can do. I think there's this perception often that volunteers will stuff envelopes and do some filing and that's it. And they can, those are great things for them to do, but there's really a lot of different ways that you can engage volunteers that maximize skills that maybe you don't have in the agency or, again, give officer's time to do those things that maybe they could do, but they don't have time for.

JENNIFER STYLES: So I just listed a few of these things here, too. I did want to highlight the, the one on the bottom, managing other volunteers. And one of the things that we hear a lot from law enforcement is we don't have time to manage volunteers. So you could actually train a volunteer to do that for you, which is a really huge benefit. Once, again, you come to those missing persons searches and you have hundreds of people who've shown up because they want to help, but you just don't know what to do with them. So having that volunteer manager is a really important role. And the other thing I wanted to highlight here is really making sure that we're not saying everyone has to do all of these things, by any means. It's very customizable, this kind of volunteer program, a tribe can start with one job, they can start with two and build out. There's no one way to do this. There's a lot of different opportunities. We'll move onto the next slide.

JENNIFER STYLES: So, this is a common question, what volunteers cannot do. There is a BIA prohibition on reserve or volunteer type of activities. So, we do want to make sure that volunteers are not doing any sworn law enforcement work. They're not doing patrol, they're not doing investigations, they're not in databases they shouldn't be in. So, there's definite limitations on this and it's important to make sure the volunteers understand that, and all of your partners, as well as your officers, just to make sure that there are no liability issues there. And certainly anything that poses security or a safety risk is a consideration as well. We don't want to send someone out to do deep water rescue if they're not trained to do that. And we'll get a little bit into that liability risk management in this next slide.

JENNIFER STYLES: We know that all jobs have risk, this is a pretty common concern with volunteer programs and has been, I think, since the start of volunteers in police service: Am I taking on extra risk by managing volunteers? And I think, as we've seen, there are ways that we can minimize those risks to the agency, to the tribe. One of which is prescreening your applicants. We want to make sure that we have the right people doing the right jobs and at the right skill level, so that we're not having folks who are in over their head or doing things that

they don't know how to do. By having that formal program, you're able to train them, give them what they need to know. Not only understanding their role, but also understanding how to do it, which is a really important part of maintaining that safety and risk management.

JENNIFER STYLES: Also supervision. We can make sure that volunteers have someone to ask if they don't know what to do, making sure they have someone to go to who can help them with that, and making sure that you have someone keeping an eye on what the volunteers are doing and having that person designated in advance so that when an event happens, you have a plan for who is going to keep an eye on the volunteers.

JENNIFER STYLES: Finally, back to that improved coordination piece. I think, again, we run into a lot of challenges of one side not knowing what the other side is doing during some of these larger events. So, having volunteers who can help those communication channels is a really important part of what volunteers can do. So, on the next slide... So, that was the mini version of what volunteer management looks like – could look like – in a tribe. We do have a new training program that we've just started piloting this summer with the Yakama Tribe. It's a two-phase training.

JENNIFER STYLES: It includes a leadership meeting that is an hour and a half. A lot of the content that we went over here, but in a little bit more detail. Talking through what the program is, how it can help the tribe and making sure that starting this kind of effort is going to be a good fit for the tribe and really building that buy-in with leadership with law enforcement and any of your key stakeholders who you think are important to have as a part of that conversation.

JENNIFER STYLES: And then we follow it up with an eight-hour training about volunteer management, and this really digs deeper into some of those topics that we just glanced over, but really the how to build it, and how to sustain your program in terms of thinking about what it is you want those volunteers to do, what their policies are going to be, what they can and can't do, and what their roles are going to be, as well as back to that risk management and training and all of those other pieces that they go into making sure that your volunteers are ready.

JENNIFER STYLES: So, as I mentioned at the beginning, this is funded through the Collaborative Reform Technical Assistance Center, the CRI-TAC program. This is funded by the COPS Office in partnership with the IACP and nine other major law enforcement associations. So, if you are interested in learning more about this volunteer program, we are able to offer this training through the CRI-TAC program, and we have a number of other resources as well for training and technical assistance. If we can jump over to the next slide, I can share a little bit more about what those services are.

JENNIFER STYLES: So, there's many things that one can do through CRI-TAC, which I just think it's always important for law enforcement agencies to know. It can be this training program, specifically. We have a wide variety of other training topics as well. You'll see our list

here that we pulled specifically for tribes. And this is an ever-evolving list of the key topics that law enforcement agencies are looking for and asking for in this time. So, these can be virtual trainings, they can be consultations. We have a couple of Tribal consultations going on now that are looking at policy guidance and developing MOUs. So, essentially if there's anything we can help you with at the CRI-TAC, please let us know and we are happy to talk through some of those needs with you.

JENNIFER STYLES: I have one more slide on the how it works. So, you can visit collaborativereform.org. It's a very simple process, there's no forms, just a very basic tell us what you need and we'll talk with you more about what that need is. So we've tried to make it as simple as possible. There are no fees associated with any of these services. So, that's my contact information. I'd love if anyone has questions or thoughts about how they've used volunteers, I'm happy to take any questions.

MATT LYSAKOWSKI: Jennifer, I'll also just jump in briefly from the COPS Office. We're really excited to advance the Volunteer Engagement Project with IACP through CRI-TAC. It really fits in nicely with the COPS Office mission and advancing community policing. And so, it's a nice way to build community trust by using volunteers from the community, I think. It really could be one of those key ways that communities can engage with your department in a productive way. And like Jennifer was mentioning, in a way that's not only meaningful to them, but also to you, as the Tribal law enforcement agency. So, please jump in with some questions, or if you have experience using volunteers at your law enforcement agency, please feel free to let us know how you've been using them and how you think this program might be able to help. Definitely want to have some discussion here on the Volunteer Engagement Project.

JENNIFER STYLES: Has anyone had an incident where you've had a large group of volunteers show up for any sort of crisis? That's what we've been hearing quite a bit about recently.

MATT LYSAKOWSKI: And feel free to just unmute yourself and go ahead. We're a pretty small group here.

JENNIFER STYLES: Well, I said, if any questions do come up or if this is something that you'd like to talk through with other folks in your tribe or your agency, we are really interested in how to make this program meet your needs. So, please feel free to reach out to me or to Matt. And we're happy to talk with you more about what this might look like with your tribe.

MATT LYSAKOWSKI: Thanks, Jennifer. Any questions on the Volunteer Engagement Project and Jennifer will be on through the end. So we can have questions about that after the next presentation as well, but one more chance for any questions here?

MATT LYSAKOWSKI: All right. Thanks, Jennifer. We'll hopefully engage a little bit later with some questions after B.J. and Jeff talk next about the unresolved cases technical assistance project.

B.J. SPAMER: Thank you, Matt. And thank you to everyone as well for giving us this time here today to talk about a project that we're really excited and grateful to be working on with the COPS Office. We'll be talking about a project that is still in development, which makes this a great opportunity for us to start messaging the work that's being done and the topics that are being addressed in this project so that we can solicit and gather feedback from subject matter experts like yourself that are around our virtual meeting table today, because we know that all of you have so much hands-on experience and such intimate knowledge of some of the challenges that go into investigating these long-term, unresolved cases – what law enforcement traditionally has referred to as cold cases.

B.J. SPAMER: We know you have so much familiarity with the unique challenges to these case types, as well as to investigations within Indian Country. So, for us to have this opportunity to present what we're doing now and solicit feedback from the experts will help us make this program even better. So our goal today is really to give you a high-level overview of the project that's currently in progress. And then after the presentation, solicit that feedback and then if we run out of time today to discuss any feedback that you might have, we would welcome hearing from everyone after the presentation today. So what we want to do is cover all the topics that we are working on in this project, and then hear from you if there are other topics or challenges or resources that we haven't included yet, that we really should consider.

B.J. SPAMER: And of course the goal of the project is to produce a training and technical assistance program that will support Tribal law enforcement agencies across the country in developing their own protocols for cold case investigations. So, if we could move to the next slide. And of course, as Matt mentioned, this is a project that's made possible through the COPS Office. It's a cooperative agreement and a collaboration between the COPS Office, the University of North Texas Center for Human Identification, or what we call UNTCHI, and the University of Tennessee Law Enforcement Innovation Center.

B.J. SPAMER: So myself and Dr. Budowle from the UNTCHI are a part of this project and for those that are not familiar with UNTCHI, in addition to managing the day-to-day operations of NamUs, Dr. Budowle also operates a number of forensic laboratories, including a dedicated missing persons laboratory that can develop and upload mitochondrial DNA profiles to CODIS for resolution of some of these long-term, missing person cases as well. So you'll have all of our contact information in your handout, and we do welcome, again, after the presentation today, if you have additional feedback, we would welcome the opportunity to talk with you more.

B.J. SPAMER: And so I will stop and defer to Jeff on the next slide. Jeff, if you wanted to provide a bit more introduction to yourself and LEIC.

JEFF LINDSEY: Thank you, B.J. My name is Jeff Lindsey, as the slide tells me, just in case I forgot. I am the program manager here at the University of Tennessee Law Enforcement Innovation Center. I came to LEIC after 26 years in the FBI and my primary investigative focus in the FBI was violent crimes, both as a frontline investigator and then also as a supervisor.

And then later in my career, I spent eight years at the FBI Criminal Justice Information Services division in Clarksburg, and learned a lot as a knuckle-dragging investigator about high-tech solutions, high-tech applications for solving crimes, preventing crimes, and for sharing information. And my primary position there was in running information, sharing systems and full disclosure, we're going to highlight one – the National Data Exchange – here, that I ran for several years before I left the FBI.

JEFF LINDSEY: So, we have a couple of folks here that are helping me. A gentleman by the name of Tim Schade and Jason Jones. And they are the leads for our National Forensic Academy, which is a 10-week crime scene investigators course and they do shorter courses as well, but they are looking at ways that in the technical assistance phase especially, that we can emphasize or provide information about forensic techniques that will aid investigators in these unresolved cases to come to a conclusion much faster. So, I'll hand it back to B.J. as we proceed.

B.J. SPAMER: Great. Thanks Jeff. Jennifer, if you could... I'm sorry, Lisa, if you could move to the next slide. So, of course the information on this slide is not new information to this group. We all know the challenges that are involved in investigating any long-term case in really any local state, Tribal or federal agency. These are challenges that are not unique to law enforcement across the country and we know that that lack of federal legislation mandating the use of NCIC and NamUs for missing adult cases creates gaps. We know that agencies across the country have limited resources, whether they be personnel or in-house forensic capabilities or funding to outsource forensic services. We know that creates gaps. The lack of consistent protocols across local state and Tribal agencies creates gaps in case resolutions and information sharing.

B.J. SPAMER: But we've also learned, of course, there are complex jurisdictional issues that take place when investigating cases in Indian Country. So, knowing all of these challenges and more, one of the goals of our project was to create some information, best practices, protocols that will help agencies develop those in-house cold case investigation protocols that are informed by all of these resources and tools and best practices that are collecting from agencies across the country. So, if we can go to the next slide. One of the highlights, really the two deliverables that we are producing as part of this project are first, that best practices, an investigative guidebook for these long-term unresolved cases.

B.J. SPAMER: And the idea behind the guidebook is to provide not just training information, but looking at how to best utilize some of these tools to resolve cases so that all of that information can be used by Tribal agencies across the country to inform the development of their own cold case or unresolved case protocols. And using that guidebook and the information that's contained in that guidebook, we'll then move into the training and technical assistance portion of the program, where we'll actually be providing that training to Tribal law enforcement agencies across the country. And that will include some onsite technical assistance to several Tribal law enforcement agencies.

B.J. SPAMER: So again, because this program or this project is currently in progress, right now, we are still in the investigative guidebook stage. So we're building out that guidebook and this, again, the area where we welcome feedback to incorporate more into that. Next slide, please. So to solicit that feedback, we wanted to give you a high-level overview of some of the topics that we're covering. So, of course, why is it important to develop these protocols in the first place? And then to talk about who is your unresolved case team? Even if you don't officially have an unresolved case team in your department, who are you going to incorporate into that team?

B.J. SPAMER: So, we talk about the need for bringing everyone who's going to be involved in these case resolutions into that investigative team from the start. So not just the investigators reviewing the file, but talking about incorporating your forensic analysts, your prosecutors, your victim service providers. Jeff will talk a little bit about the protocols and locating, accounting and prioritizing cases, so I won't go into detail there, but we're also including some information on forensic technologies, database technologies, talking about resources that exist today that maybe didn't exist 5, 10 or 15 years ago when that case occurred, things that present solvability factors today that didn't exist before.

B.J. SPAMER: And from the feedback that we're getting from people in the field, we're going to start incorporating some other investigative considerations, legal considerations, things that you bring to our attention that you think would be beneficial to include in an investigative guidebook. And of course, looking at incorporating not just culturally informed victim services, but trauma-informed victim services, because we learned how different some of these case types are. Families who have a missing person are going through an ambiguous loss. They're dealing with a trauma that's very different from the family of a homicide victim. For the missing family, unless or until a body is recovered, it is completely up to each individual family member to decide whether that missing loved one is deceased or alive. It's a very different type of trauma that they endure.

B.J. SPAMER: And we want to, of course, leave the end of this guidebook with a resource contact list, because we want to make sure that if agencies don't have access to a resource, a forensic resource or a database, if they don't have access to something in-house today, we want to leave them with a contact directory of here's who they can contact if they need access to this database that we've talked about, or if they don't have this forensic service in-house, here's who they can contact for that service. So, for us, and for that resource contact list, we welcome feedback there as well. So, if you're familiar with some victim services out in the field, or you're familiar with some other resources or databases that we've not discussed, we would love to hear from you to incorporate those as well.

B.J. SPAMER: Could we move to the next slide, please. Jeff, I think I'm deferring to you on this one, correct?

JEFF LINDSEY: Thank you, B.J. And just by way of background for the process that we're looking at this from, at least particularly me, is we know just about every law enforcement

agency today is under-resourced in some way or the other, big or small, and there's some that have more resources than others, but especially in Indian Country where there are so many disadvantages from a resource perspective, in addition to all the other challenges. My thought is not so much in focusing this on agencies that are able to have a dedicated cold case unit or agencies that have, in relative terms, more resources than some of the smaller ones. But my thought process is what can be useful for that frontline investigator that has one or two unresolved cases, that is working in other cases. How can he or she leverage the resources that are out there in addition to their investigative skills and techniques to come to the best possible solution for that particular case, regardless of what it originates from?

JEFF LINDSEY: So that's the perspective I'm coming from, and please, we're looking for input throughout this process, as B.J. emphasized, we're still working on getting to that TA part of it, but in the research and interviews and more academic investigation that I've done, informed a little bit by my own investigative background, we see some emerging best practices for protocols. I'll digress here. I talked to Ernie Weyand last week and was getting a little bit about his project up there. And one of the things that he informed me of from his experience and his interactions with the Tribal law enforcement agencies that he's worked with is that there's not as much of a demand or doesn't appear to be as much of a demand for specific protocols for us to promulgate, to put out for everybody.

JEFF LINDSEY: There are excellent examples of protocols, BIA Office of Justice Services has some exceptional protocols. The NIJ cold case investigation working group has put out some protocols. There's some state protocols. But what we want to do is take a step back and look at, in addition to the protocols and developing those protocols, what are some steps that are promising, or that have been time proven in terms of getting the resolution to a case? And we know that that resolution is going to be what it is. You hope to find a long-term missing person alive, but you may find remains instead. Or, especially in unresolved cases, you hope to resolve the case and you may reopen the case or start a reinvestigation of the case, but you still may work it for a period of time and realize that, at this point in time, we still have no leads, but in the meantime, what kind of progress can we make for somebody eventually coming to the best resolution for that case?

JEFF LINDSEY: Interestingly enough, today's hot case, as B.J. said in one of our correspondences, could be tomorrow's unresolved case. And one of the best things that we can do right now for future unresolved cases is do an extensive and thorough initial investigation as possible. A case in point, Jessica Belltree, who's an army CID special agent, worked an unresolved homicide and sexual assault case out of Colorado Springs from 1987. In 2019, they finally found the capacity to test some DNA evidence that had not been testable before. And so it ultimately led to the identification and arrest of the subject. He's awaiting trial now. But one of her points, in addition to the technical capacity that had been developed that wasn't there initially, was how thorough the initial investigators were on the crime scene.

JEFF LINDSEY: And the key was picking up three cigarette butts that contained DNA that could have been overlooked, but those three cigarette butts proved absolutely crucial to

provide the DNA that was used to identify the murderer. So, that is something that we can do now and again, that was consistent in my research in terms of what is one of the factors that works toward the solvability of the case? And one is a thorough initial investigation. Which doesn't mean that anybody working an unresolved case, can't go back and recanvass, which is one of the steps, but that thorough initial investigation helps tremendously and helps getting to a solution phase.

JEFF LINDSEY: One of the other points, and I'm not going to read every bullet, I just want to highlight a couple as we go forward, is having that solvability matrix. And what's crucial about that is that there are cases that have more of an emotional connection for investigators and also for communities. They may be more recent than some of the other unresolved cases. They may have had a higher profile, but they may not be the most solvable or the most readily solvable cases that are on your investigative list or resources. So, being as pragmatic as possible, and certainly there are a lot of variables that need to go into a solvability matrix, but being very pragmatic and practical about the cases that stand the best probability of having a good resolution and putting your resources toward those.

JEFF LINDSEY: It doesn't mean that you forget about, or you don't address the other cases, but going for those that can be solved at least have the highest probability of being solved. Because even though they may not have the emotional attachments, they're still a victim or surviving family members that are attached to that case as well. And that should be the overall goal, although that can be challenging sometimes. We've addressed several times having skilled and motivated investigators trained in trauma. And another way I'm looking at this particular project, especially in the technical assistance phase, is to increase investigative competency and capacity for the investigators. At the same time, emphasizing the need to exercise cultural literacy throughout an investigation, especially for those agencies that might be involved that do not have the affiliations that some of the primary investigators may have. Next slide, please.

JEFF LINDSEY: So, practically engage other criminal justice stakeholders. None of us really work in a vacuum anymore. And again, going from that mindset of that individual investigator, who's already got a lot of cases, that's working in an under-resourced agency already, how can they maximize their investigative throughway? And that is to employ the resources of every agency that's got any type of jurisdiction or any type of resource that can be applied to the case. So you may have a multi-layered investigation where someone is putting more effort on that particular case at one level, but there's other agencies, other investigators that are interested, and they may have a resource that may be singular in nature, but maybe the resource that, if applied correctly, can provide a significant leader in some cases, even solve the case, if they're engaged.

JEFF LINDSEY: So, working on multiple levels is incredibly important. It was interesting. We did not necessarily coordinate this, but Jennifer speaking about using the volunteers, one of the across-the-board recommended for large and small entities that have a cold case or unresolved case squads is how critical having properly vetted volunteers involved in the case

is toward helping the solvability. And that's everything from folks reviewing your case and looking for gaps that you might not otherwise notice to following up, re-reading interviews, suggesting interview techniques, but all the things that volunteers can do if they're properly vetted and competent in whatever skill they're being asked to exercise, that can free up that the investigator then to do what only the investigator can do as a sworn law enforcement individual.

JEFF LINDSEY: Also not forgetting about there's a whole plethora of universities and educational research entities out there that can take a look at a cold case or an unresolved case and perhaps give you some idea either from a forensic perspective or even from a behavioral perspective or any type of other perspective that could be leveraged to moving that case forward. Next slide, please.

JEFF LINDSEY: Knowing what you don't know is important, but knowing what you do know, but don't know that you know, is critically important too, so a lot of times for these unresolved cases, especially over time, you're going to have case files that are in the old building that you used to occupy, that somebody forgot in the locker. There's been cases where investigators have become so attached to a case that they've kept some of the original files themselves to work on after they've left the agency in retirement, but consolidate all the information about a particular case in general, if that's your level of focus, or if you're looking at it more from a systemic perspective, a unit perspective, all your cold cases, unresolved cases, and having it in a searchable case management database is critical. So that not only the current cadre of investigators and analysts and volunteers that are working on it can know what's going on, but any future cadre of investigators and analysts and volunteers can have that information readily accessible.

JEFF LINDSEY: And that does not need to be expensive. It does not necessarily need to be something that is very complicated. There's so many programs now, Excel spreadsheets even, a lot of different programs can allow you to do that, to consolidate that. The other one is a comprehensive communications plan. And that's a 360 plan that's not just with the media, but that's also with community members, family members, vested volunteers and even in your own agency, in terms of everybody having the same common operating picture across the agency with a particular case, but also for all the different investigative agencies, excuse me, that are working the case as well.

JEFF LINDSEY: And then the final is to continue to seek funding sources, grants, not just from the government, but from philanthropic organizations, folks who give way money, do good things. That's another option that you have as well. So, I will turn it back over to B.J. to close and standby for any questions or comments.

B.J. SPAMER: Great, thanks, Jeff. And of course, we want to include a discussion of some of the advances in forensic technologies that are going to help agencies solve these cases today that maybe couldn't have been solved just two, three, four years ago with the technology that existed at that time. So for each of these topics, what we'll be including is a bit of a primer so

that if anyone does want to dive a bit more in depth into the science of the DNA and fingerprints and odontology, they can. But also with just some best practices, recommendations for using these technologies to their greatest benefit.

B.J. SPAMER: With DNA typing and database searching, we'll talk about the different types of DNA profiles. We'll talk about nuclear versus mitochondrial DNA and why mitochondrial DNA is so important in missing an unidentified person investigation – talk about some of the newer techniques and technology. So familial DNA searching through CODIS and some of the genealogy searching that's taken place. With fingerprints, we'll make sure as well that everyone is aware of the two separate and distinct federal fingerprint databases that don't necessarily overlap in the information that they contain. So we'll talk about why it's so important, especially for unidentified decedent cases, to run those fingerprints through both the FBI's NGI, Next Generation Identification system, and the Homeland Security's IDENT system.

B.J. SPAMER: And we'll also include a discussion of forensic odontology and how that can be utilized for rapid identification of remains, when someone has gone missing. We can move to the next slide, Lisa. And then finally with databases, we wanted to talk about some of the more common systems that are used for not just missing an unidentified persons, but for unresolved sexual assault, homicides, other violent crimes. For missing and unidentified, we've included a thorough discussion of NCIC and NamUs. In addition to explaining those systems and the data that they contain and how that can be utilized to do some really advanced searching, we're also including a discussion of the similarities and differences between the two systems, because we do get those questions come up a lot.

B.J. SPAMER: So we talk the differences between NCIC and NamUs, and there's also a discussion of NCIC offline searches, because that's a really powerful investigative tool, to be able to go to NCIC and run very specific queries of keyword searches and even canceled cases that will show some examples of how those searches actually ended in case resolution. So, Jeff had given a great example earlier today, talking about a case example of a resolution. We're peppering those throughout the guide so that we can not just talk about these resources, but give a real world example of how they were utilized to resolve a case.

B.J. SPAMER: Of course, we'll talk about ViCAP, not just for missing and unidentified, but also for those sexual assaults, homicide cases that have unknown offenders and how that system is utilized to share information across jurisdictional boundaries and really do some in-depth analysis of that case data. We'll talk about N-DEx as another system, not just to compare case information, but to really allow different jurisdictions and agencies to all collaborate within one system, to perform link analysis and share case data. And of course, a short discussion as well of NIBIN for comparison of ballistic evidence. So, looking at violent crimes that involve firearms and how NIBIN is used to compare that forensic evidence.

B.J. SPAMER: Lisa, if we could move to the next slide, please. So, again, that's really a high-level overview of some of the information that we're currently working to incorporate in the

guidebook and later the technical assistance and training program and again, soliciting that feedback. But before we open things up for questions or feedback, Matt, did you want to add anything else to the discussion?

MATT LYSAKOWSKI: Thanks B.J., Jeff. No, not really. I just wanted to again reiterate this was a program that the COPS Office funded in late 2020, and this project is really just getting going and getting into the meat of the project. And this is an opportunity for you all to help shape what the final deliverables will look like and what the technical assistance could include. So it is an opportunity to do that. And I welcome everyone. So, comments and feedback on these questions that can help B.J. and Jeff develop the most effective program possible for Tribal law enforcement.

MATT LYSAKOWSKI: As Jeff had mentioned, we know there are significant resource challenges in Tribal law enforcement, and we know that you may not be able to form unresolved case teams, formal teams, but what can that one investigator that your department has, what can be most effective to help them resolve these long-term unresolved cases? So I'll turn it back over to you, B.J. and Jeff, to help facilitate the question discussion here.

B.J. SPAMER: Great. And Lisa, if you'll flip to the next slide, we've recapped those topics again, to see if that might help with prompting discussion to remind everyone what's in the current protocol. So, we'd like to just open it up, if anyone has any questions, comments, feedback, we'd love to hear it.

B.J. SPAMER: We've got a comment in the chat about highlighting NamUs, that a lot of agencies don't know about NamUs. So, we definitely want to highlight that system and also talk about the ability for families to participate in NamUs. So families can enter a missing person case into NamUs. Of course, that will be vetted before it's ever published for anyone to see; it will be confirmed with law enforcement. But I think that is also a really powerful tool for agencies to know about not just for their internal use, but also to give the families that feeling of empowerment and involvement in the search for their missing loved one as well.

MATT LYSAKOWSKI: Also, if your agency has some examples of unresolved cases that you have come to a successful resolution on, feel free to jump in and share what worked in those cases for you that Jeff and B.J. should be aware of as they develop these resources.

GREG O'ROURKE: Hi, this is Greg O'Rourke. Can you hear me?

MATT LYSAKOWSKI: Yes, go ahead, chief.

GREG O'ROURKE: I would really like to compliment incorporating not just cultural services, but also trauma-informed victim services. In my experience, especially now working in several decades of law enforcement, I've seen family members of victims not receive those services and then fall into a similar trap. So I would really like to congratulate recognizing that and incorporating this into the strategy for investigation and for preventative measure.

B.J. SPAMER: Thank you Chief O'Rourke. We appreciate that.

B.J. SPAMER: And if there are specific victim services that anyone would recommend that be included in the resource contact guide, we welcome that as well. And of course anything that you think of after today's presentation, you'll have our contact information in the handout so we'd love to hear from you, if you want to email, call, follow up with us on any other recommendations after today.

MATT LYSAKOWSKI: I'll also just see if this prompts any feedback, but one of the comments that we've heard a lot of from the field is the law enforcement communication and engagement with families on these unresolved cases and see if anyone has experience and best practices or ideas on things that we can include about how you continue that communication with family members over the long-term unresolved cases.

HAL HUTCHINSON: If I can add in on that, what we do is we don't have any cold cases, but on our long-term cases [INAUDIBLE], we have a trained victim coordinator that is a more of an admin position, wasn't ever around for arrest or anything like that and in dealing with the victims and the kids, they were not seen as a threat. [INAUDIBLE] And that third person, victim coordinator, we have found is much more able to deal with family because they're an outside party.

MATT LYSAKOWSKI: Thanks for that feedback. That's helpful. B.J., Jeff, anything else you want to highlight as areas that you're looking for some specific feedback on?

B.J. SPAMER: How about databases? Does anyone have other databases that you use that you find really beneficial to case investigations? Even if it's an off-the-shelf case management tool.

CHRISTOPHER PARSONS: Hello, this is Chris Parsons, Pyramid Lake Paiute Tribe. I've worked in two different tribes now as chief of police and the technology gap, I think in Indian Country, is tremendous. Even trying to enter a missing person is a struggle for a lot of Tribal law enforcement agencies. Sometimes we have to rely on a working relationship with the county sheriff's department or a city PD that has a 24-hour dispatch center to do that for us. But unfortunately, they're not obliged to do that. So, sometimes you cannot achieve that working relationship.

CHRISTOPHER PARSONS: And then I've found that when you don't have that assistance from the county, you go to your federal partners such as BIA, and you find out that they really don't have a mechanism to enter a missing person, that the Tribal police take the report of missing person. They don't have a mechanism for us to pass that to them, for them to enter into NCIC, which I found that rather interesting, being a federal agency. And the other part of Indian Country is that a lot of these tribes that I've noticed, they're hesitant to share information about Tribal members, whether they're missing or criminal matters, or whatever, and putting that information into the NCIC system.

CHRISTOPHER PARSONS: We just now in Pyramid Lake, have the ability to do that, the TAP program, but still there's an ongoing discussion with the tribe, is how much information they're going to allow us to put into the system. Through this program, we've learned about NamUs, which is tremendous because we don't have to rely on the county or the federal government to enter that. So that's something we can access, which is nice. So, I would just say in Indian Country, all of these things are wonderful. There's a ton of programs, management systems out there, but accessing them for Indian Country is difficult, especially if it's a national database. And then, manpower-wise, if you don't have that detective or someone to follow these cases, a lot of Tribal PDs, they just barely have enough patrol officers to cover a 24-hour shift. And patrol officers are not the personnel you want to follow up on cases. They don't have the time.

CHRISTOPHER PARSONS: So lack of manpower, lack of accessibility to a data management system, and some of these tribes, they may not even have an internet capable of accessing NCIC where the tribe is located. I worked in a very remote agency and there was no cellphone service. And there was very limited internet service. So, those are issues that need to be addressed. But like I said, it's not that there's not programs out there to utilize. It's just access by Tribal agencies is difficult.

HAL HUTCHINSON: I don't know if my mute was on, but we use NCMEC a lot and always had great help with whatever service. Whatever we've needed, they've always either answered or put us in the right direction.

MATT LYSAKOWSKI: Thanks, Chief Hutchinson. Thanks, Chief Parsons. Those are good comments and things to consider. We at the COPS Office have continued to support the Tribal Access Program. So it's good to hear that that's working for you, Chief Parsons, and hope to continue expanding that program. In the short term here, actually, we're hoping for an application period later this year, so continuing to try and provide and ensure that tribes have the access they need is an important priority for the COPS Office and we know that there are challenges with what information the tribe may want to submit in those databases.

MATT LYSAKOWSKI: And that is up to each tribe to determine, but we want to make sure that you do have the access to query and get the information you need out of them as well. Any other questions for B.J. or Jeff? And I think we can probably open it back up to Jennifer as well and the Volunteer Engagement Project and see if there's any questions on either of the topics for today's discussion.

GREG O'ROURKE: Hi, this is Greg O'Rourke with the Yurok Tribe again. So, B.J., you had mentioned or brought up very specific databases. I just want to confirm that state specific, so in California we have MUPS, and so that's taken into account for our partners in allied agencies out of state.

B.J. SPAMER: Very good point. Thanks for bringing that up. We'll make sure that we highlight there are a lot of state clearinghouses as well, missing person clearinghouses, that play a great investigator role as well.

MATT LYSAKOWSKI: Any other questions for B.J. or Jeff or Jennifer about volunteer engagement or the unresolved cases project?

MATT LYSAKOWSKI: And any other topics? Feel free to raise any other areas or issues that you all are facing in the missing or murdered indigenous persons issue area. So feel free to jump in with any questions or topics that you'd like to see us cover. We do have our fourth Tribal law enforcement engagement session is currently scheduled for September. So we're going to take a few months off here for the summer and join back in the early fall with the funding and resources presentation. And we may also cover the Tribal community response plans there that the MMIP coordinators that the Department of Justice has funded, are helping tribes develop for their unique Tribal location.

MATT LYSAKOWSKI: So that's what we're planning for the next topic in September. But if you have other ideas for topics, we can always switch things around. So you can feel free to submit any suggestions to the email there, OperationLadyJustice@usdoj.gov.

MATT LYSAKOWSKI: And our website to learn more about Operation Lady Justice is OperationLadyJustice.usdoj.gov. We have a lot of great fact sheets on there for Tribal law enforcement. To learn more about the databases that we talked a little bit about, as well as areas on victim services, areas on the ongoing Operation Lady Justice, the MMIP initiative and other activities that are occurring in supportive of OLJ.

MATT LYSAKOWSKI: Any final comments? I'll leave a minute or two here in case anybody has any other thoughts or suggestions or ideas.

MATT LYSAKOWSKI: All right. I don't think anybody will be opposed to ending a little bit early. So, I'll thank B.J. and Jeff and Jennifer for the presentations today. And thank you all for engaging us on these topics. And we'll be sharing the slides as Lisa had mentioned at the beginning, we'll share the slides out to everyone. So you'll have the materials on hand and feel free to reach out to us with any questions. Always want to support what you're doing at your Tribal law enforcement agencies and any way that we can try to do that, just let us know. And with that, we'll conclude for today and plan to see you all hopefully in September, if not before then. Thanks so much.

B.J. SPAMER: Thank you, all.

LISA MANTEL: Thanks. Bye, everyone.