



# OFFICE OF THE MARSHAL FIVE YEAR STRATEGY

## ABSTRACT

THIS FIVE-YEAR STRATEGIC PLAN FOR THE CHEROKEE NATION OFFICE OF THE MARSHAL OUTLINES KEY INITIATIVES ACROSS ALL DIVISIONS. THE PLAN FOCUSES ON STRENGTHENING PUBLIC SAFETY SERVICES, RECRUITING AND TRAINING CHEROKEE NATION CITIZENS, AND EXPANDING INTERNAL CAPABILITIES. THE PLAN, THE FIRST OF THE “ANNUAL” PLANS REQUIRED BY THE CHEROKEE NATION MARSHAL ACT, AS AMENDED, WILL BE REVIEWED EACH FISCAL YEAR. THESE EFFORTS AIM TO BUILD A CULTURALLY COMPETENT, COMMUNITY-BASED WORKFORCE WHILE IMPROVING COORDINATION, INFRASTRUCTURE, AND LONG-TERM SUSTAINABILITY ACROSS ALL DEPARTMENTS.

Acting Marshal Daniel E. Mead  
July 1, 2025

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## LEGAL AUTHORITY

THIS CHEROKEE NATION MARSHAL SERVICE FIVE YEAR PLAN (2025-2030), IS SUBMITTED BY THE ACTING MARSHAL TO THE PRINCIPAL CHIEF, FOR APPROVAL, PURSUANT TO THE MARSHAL SERVICE ACT TITLE 51 CHAPTER 7 CNCA § 405 AS AMENDED WHICH STATES:

### 405. DUTIES AND AUTHORITY OF THE OFFICE OF THE MARSHAL

A. PURSUANT TO ARTICLE VII, SECTION 14 OF THE CHEROKEE NATION CONSTITUTION, THE "DUTIES AND AUTHORITY OF THE MARSHAL SHALL BE PRESCRIBED BY LAW." THAT SECTION ALSO EMPOWERS THE MARSHAL TO "DEPUTIZE SUCH OFFICERS AS NECESSARY TO CARRY OUT THE LAW ENFORCEMENT NEEDS OF THE CHEROKEE NATION."

B. IN ADDITION TO THE DUTIES PRESCRIBED BY THE CONSTITUTION, THE DUTIES AND AUTHORITY OF THE OFFICE OF THE MARSHAL SHALL BE TO:

1. PLAN, DEVELOP, IMPLEMENT AND MANAGE AN OVERALL LAW ENFORCEMENT STRATEGY FOR THE EFFECTIVE ENFORCEMENT OF TRIBAL CHEROKEE NATION LAW. TO SUCH ADDITIONAL DUTIES SHALL INCLUDE, BUT NOT BE EXCLUSIVE TO, BUDGETARY FISCAL MANAGEMENT,; THE CREATION OF JOB DUTIES, JOB REQUIREMENTS, AND TRAINING REQUIREMENTS OF EMPLOYEES; AS WELL AS THE HIRING, FIRING AND DISCIPLINING OF EMPLOYEES OF THE OFFICE OF THE MARSHAL TO EFFECTIVELY PRESERVE AND PROTECT THE PEACE, PROTECT THE PEOPLE WITHIN THE NATION'S JURISDICTION, PROTECT AND THE PROPERTY OF CHEROKEE NATION AND ITS CITIZENS PROPERLY LIVING WITHIN THE NATION'S JURISDICTION CHEROKEE NATION RESERVATION, PROVIDED;; AND

A. CONSISTENT WITH THE CONSTITUTIONAL AUTHORITY PROVIDED THE PRINCIPAL CHIEF, THE "OVERALL LAW ENFORCEMENT STRATEGY", AS REFERENCED IN SUBSECTION (B)(1), SHALL BE SUBJECT TO APPROVAL OF THE PRINCIPAL CHIEF AND SHALL BE SUMMARIZED AT LEAST ONCE PER FISCAL YEAR WITHIN NINETY (90) DAYS OF THE COMMENCEMENT OF THE FISCAL YEAR, IN A WRITTEN REPORT TO THE PRINCIPAL CHIEF AND WHICH, UPON HIS OR HER APPROVAL, SHALL BE TRANSMITTED BY THE PRINCIPAL CHIEF TO THE SPEAKER OF THE COUNCIL OF THE CHEROKEE NATION.

B. "BUDGETARY FISCAL MANAGEMENT", AS REFERENCED IN SUBSECTION (B)(1) SHALL BE CONSISTENT WITH ALL LAWS, POLICIES, PROCESSES, AND PROCEDURES REQUIRED GENERALLY OF EXECUTIVE BRANCH DEPARTMENTS AS PRESCRIBED BY THE PRINCIPAL CHIEF OR HIS OR HER DESIGNEE, INCLUDING THE TREASURER OF THE CHEROKEE NATION.

C. ANY AUTHORITY GRANTED AS IT RELATES TO "EMPLOYEES", AS REFERENCED IN SUBSECTION (B)(1), INCLUDING HIRING, FIRING, AND/OR CHANGES TO AN EMPLOYEE'S

TERMS AND CONDITIONS OF EMPLOYMENT SHALL BE SUBJECT TO THE POLICIES, PROCESSES, AND PROCEDURES AS PRESCRIBED BY THE PRINCIPAL CHIEF THROUGH CHEROKEE NATION HUMAN RESOURCES POLICIES AND PROCEDURES.

D. NOTHING CONTAINED HEREIN SHALL BE CONSTRUED TO INCREASE OR DIMINISH THE CONSTITUTIONAL AUTHORITY GRANTED TO THE PRINCIPAL CHIEF OR THE OFFICE OF THE MARSHAL, AS A CONSTITUTIONAL OFFICER WITHIN THE EXECUTIVE BRANCH.

CHEROKEE NATION OFFICE OF THE MARSHAL  
FIVE-YEAR STRATEGIC PLAN (2025–2030)

## VISION STATEMENT

TO ENSURE SAFETY, ACCOUNTABILITY, AND JUSTICE FOR ALL CHEROKEE CITIZENS THROUGH INNOVATIVE LEADERSHIP, OPERATIONAL EXCELLENCE, AND CULTURALLY ROOTED SERVICE.

## MISSION STATEMENT

THE MISSION OF THE CHEROKEE NATION OFFICE OF THE MARSHAL IS TO SERVE THE CITIZENS OF THE CHEROKEE NATION WHILE PROMOTING ITS CULTURE, HERITAGE, AND SOVEREIGNTY. THE OFFICE ACHIEVES THIS BY WORKING CLOSELY WITH INDIVIDUALS, FAMILIES, AND COMMUNITIES WITHIN THE JURISDICTION OF THE CHEROKEE NATION, ENFORCING LAWS AT THE TRIBAL, FEDERAL, AND LOCAL LEVELS WHEN APPLICABLE. ADDITIONALLY, THE OFFICE IS COMMITTED TO PROTECTING LIFE, PROPERTY, AND RESOURCES IN INDIAN COUNTRY, PROVIDING QUALIFIED AND PROFESSIONAL PERSONNEL TO SAFEGUARD THE RIGHTS AND SOVEREIGNTY OF THE CHEROKEE NATION.

## STRATEGIC PRIORITIES & GOALS

### 1. OPERATIONAL COMPLIANCE AND OVERSIGHT

GOAL: STRENGTHEN INTERNAL SYSTEMS FOR AUDITING, ACCOUNTABILITY, AND COMPLIANCE ACROSS ALL DEPARTMENTS.

#### OBJECTIVES:

- YEAR 1–2: ESTABLISH FORMAL INTERNAL AUDIT PROCEDURES LED BY THE SR. PROGRAM ANALYST TO INCLUDE:
  - QUARTERLY INVENTORY AUDITS
  - ANNUAL COMPLIANCE REVIEWS
  - BACKGROUND CHECKS AND INTERNAL INVESTIGATIONS WITH CLEARLY DOCUMENTED PROTOCOLS
- YEAR 3–5: INTEGRATE DIGITAL TRACKING AND AUDIT MANAGEMENT TOOLS FOR REAL-TIME MONITORING AND AUTOMATIC REPORTING.

#### KEY PERFORMANCE INDICATORS (KPIs):

- 100% OF DEPARTMENTS UNDERGO ANNUAL AUDITS.
- INVESTIGATIONS CLOSED WITHIN 45 DAYS.
- REDUCTION IN POLICY NON-COMPLIANCE INCIDENTS BY 25%.

### 2. FINANCIAL TRANSPARENCY AND SUSTAINABILITY

GOAL: BUILD A TRANSPARENT AND SUSTAINABLE BUDGETING AND FINANCIAL REPORTING STRUCTURE.

UTILIZE THE SENIOR MANAGER OF ADMINISTRATIVE OPERATIONS TO ENSURE CONSISTENT, COMPLIANT, AND STRATEGICALLY ALIGNED FINANCIAL MANAGEMENT ACROSS THE OFFICE OF THE MARSHAL. THE SENIOR MANAGER OVERSEES ALL FINANCIAL OPERATIONS, MANAGES THE BUDGET PROCESS, AND ENSURES COMPLIANCE WITH PURCHASING PROCEDURES AND FUNDING GUIDELINES. THEY SERVE AS A CENTRAL POINT OF CONTACT FOR ALL FINANCIAL MATTERS AND ALIGN BUDGET PLANNING WITH AGENCY PRIORITIES. THIS ROLE PROMOTES ACCOUNTABILITY, IMPROVES EFFICIENCY, AND SUPPORTS INFORMED DECISION-MAKING. CENTRALIZED OVERSIGHT REDUCES RISK, ENHANCES TRANSPARENCY, AND ENSURES RESOURCES ARE ALIGNED WITH STRATEGIC GOALS.

OBJECTIVES:

- YEAR 1: IMPLEMENT DEPARTMENT-SPECIFIC BUDGET PROCESS (GUIDED BY FINANCE) MANAGED BY THE SR. MANAGER OF ADMINISTRATIVE OPERATIONS.
- YEAR 2–3: DEVELOP QUARTERLY FINANCIAL REVIEW PROCESSES FOR ALL DEPARTMENTS.
- YEAR 4–5: LAUNCH AN INTERNAL DASHBOARD TO ALLOW LEADERSHIP ACCESS TO REAL-TIME BUDGET AND EXPENSE REPORTS.

OUTCOMES:

- STREAMLINED BUDGET AND PURCHASING PROCESSES
- STRONGER COMPLIANCE AND FINANCIAL CONTROL
- IMPROVED COMMUNICATION BETWEEN DEPARTMENTS
- BETTER ALIGNMENT BETWEEN FINANCIAL DECISIONS AND STRATEGIC PRIORITIES

KEY PERFORMANCE INDICATORS (KPIs):

- BUDGET SUBMISSIONS COMPLETED 30 DAYS BEFORE DEADLINES.
- 100% GRANT AND EXPENSE TRACKING ACCURACY.

### 3. GRANTS DEVELOPMENT & MANAGEMENT

GOAL: MAXIMIZE EXTERNAL FUNDING TO SUPPORT DEPARTMENTAL GROWTH AND SERVICE DELIVERY.

OBJECTIVES:

- YEAR 1: CREATE A GRANTS CALENDAR AND SHARED DATABASE TO TRACK OPPORTUNITIES AND DEADLINES.
- YEAR 2–3: DEVELOP A GRANT-WRITING SUPPORT TEAM UNDER THE GRANTS COMPLIANCE OFFICER.
- YEAR 4–5: ALIGN GRANT PROPOSALS WITH TRIBAL PRIORITIES AND LAUNCH A POST-AWARD MANAGEMENT SYSTEM.

KEY PERFORMANCE INDICATORS (KPIs):

- SECURE A MINIMUM OF 5 NEW GRANTS PER YEAR.
- REDUCE GRANT COMPLIANCE FINDINGS TO ZERO.
- 90% OF GRANTS COMPLETED WITH ALL REPORTING REQUIREMENTS MET ON TIME.

#### 4. INTERDEPARTMENTAL PROCESS INTEGRATION

GOAL: STANDARDIZE PROCESSES ACROSS MARSHAL SERVICE, PUBLIC SAFETY, AND JUSTICE SERVICES FOR EFFICIENCY AND INTEROPERABILITY.

OBJECTIVES:

- YEAR 1–2: IDENTIFY AND DOCUMENT KEY WORKFLOWS AND POINTS OF INTERDEPARTMENTAL COLLABORATION.
- YEAR 3–4: IMPLEMENT UNIFIED POLICY MANUALS AND SOPs.
- YEAR 5: ESTABLISH A CROSS-DEPARTMENTAL COMPLIANCE REVIEW COMMITTEE.

KEY PERFORMANCE INDICATORS (KPIs):

- REDUCTION IN DUPLICATED PROCESSES BY 30%.
- 100% OF STAFF TRAINED ON NEW SOPs WITHIN 90 DAYS OF ROLLOUT.
- BIENNIAL REVIEW AND REVISION OF PROCESS MANUALS.

#### 5. CAPACITY BUILDING AND LEADERSHIP DEVELOPMENT

GOAL: DEVELOP INTERNAL LEADERSHIP, SUCCESSION PLANNING, AND A PIPELINE OF SKILLED PROFESSIONALS.

OBJECTIVES:

- YEAR 1–2: LAUNCH INTERNAL LEADERSHIP DEVELOPMENT PROGRAM AND MENTORSHIP INITIATIVE.
- YEAR 3–5: CREATE A PROFESSIONAL DEVELOPMENT FUND FOR TRAINING, CERTIFICATIONS, AND EDUCATION.

KEY PERFORMANCE INDICATORS (KPIs):

- 50% OF SUPERVISORY STAFF COMPLETE LEADERSHIP TRAINING.
- 100% OF NEW MANAGERS ONBOARDED WITH STANDARDIZED LEADERSHIP CURRICULUM.
- SUCCESSION PLANS IN PLACE FOR ALL CRITICAL POSITIONS BY YEAR 5.

NEW STRATEGIC INITIATIVE: INFRASTRUCTURE CONSOLIDATION AND WORKFORCE SUSTAINABILITY

GOAL:

UNIFY MARSHAL OPERATIONS WITHIN A CENTRALIZED LOCATION AND ENHANCE WORKFORCE RETENTION THROUGH COMPREHENSIVE BENEFITS.

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OBJECTIVES:

1. MARSHAL INFRASTRUCTURE EXPANSION:



- SEVERAL NEW BUILDINGS ARE CURRENTLY UNDER CONSTRUCTION TO CONSOLIDATE OPERATIONS.
- THE INITIATIVE WILL BRING ALL DIVISIONS OF THE OFFICE OF THE MARSHAL TO ONE LOCATION OR AREA, ELIMINATING INEFFICIENT SATELLITE OFFICES SPREAD ACROSS THE 14 COUNTIES.
- THIS CENTRALIZATION IS INTENDED TO IMPROVE COMMUNICATION, RESPONSE TIMES, AND OPERATIONAL EFFICIENCY, WHILE ALSO REDUCING COSTS ASSOCIATED WITH MAINTAINING MULTIPLE DISPERSED FACILITIES.
- IMPLEMENT SUBSTATIONS IN STRATEGIC LOCATIONS ACROSS THE RESERVATION FOR FASTER RESPONSE TIMES AND VISIBILITY.

## 2. WORKFORCE RETENTION AND BENEFITS ENHANCEMENT:

- BEGIN DEVELOPMENT OF A VIABLE RETIREMENT PLAN TAILORED TO THE UNIQUE DEMANDS OF TRIBAL LAW ENFORCEMENT.
- THIS RETIREMENT STRUCTURE WILL SERVE AS A RECRUITMENT TOOL AND RETENTION MECHANISM TO EXPAND THE HIRING POOL AND ENCOURAGE LONG-TERM CAREERS WITHIN THE CHEROKEE NATION OFFICE OF THE MARSHAL.
- ADDITIONAL BENEFIT CONSIDERATIONS MAY INCLUDE HEALTHCARE ENHANCEMENTS, CAREER LONGEVITY INCENTIVES, AND TRANSITION PLANNING FOR SENIOR STAFF.

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## CONCLUSION

THE CHEROKEE NATION OFFICE OF THE MARSHAL IS POSITIONED TO BE A MODEL OF INTEGRITY, ACCOUNTABILITY, AND STRATEGIC GROWTH. OVER THE NEXT FIVE YEARS, THIS PLAN PROVIDES THE STRUCTURE TO EXPAND OPERATIONS, BUILD TRUST WITHIN THE NATION, AND ELEVATE THE SERVICES OF ITS DEPARTMENTS THROUGH ROBUST COMPLIANCE, TRANSPARENCY, AND PARTNERSHIP.

## CHEROKEE NATION MARSHAL SERVICE – 5-YEAR STRATEGIC PLAN

### FIVE-YEAR STRATEGIC PLAN (2025–2030)

#### MISSION STATEMENT:

THE MISSION OF THE CHEROKEE NATION OFFICE OF THE MARSHAL IS TO SERVE THE CITIZENS OF THE CHEROKEE NATION WHILE PROMOTING ITS CULTURE, HERITAGE, AND SOVEREIGNTY. THE OFFICE ACHIEVES THIS BY WORKING CLOSELY WITH INDIVIDUALS, FAMILIES, AND COMMUNITIES WITHIN THE JURISDICTION OF THE CHEROKEE NATION, ENFORCING LAWS AT THE TRIBAL, FEDERAL, AND LOCAL LEVELS WHEN APPLICABLE. ADDITIONALLY, THE OFFICE IS COMMITTED TO PROTECTING LIFE, PROPERTY, AND RESOURCES IN INDIAN COUNTRY, PROVIDING QUALIFIED AND PROFESSIONAL PERSONNEL TO SAFEGUARD THE RIGHTS AND SOVEREIGNTY OF THE CHEROKEE NATION.

#### 1. WORKFORCE EXPANSION & OPERATIONAL READINESS

OBJECTIVE: ESTABLISH AND MAINTAIN A FULLY STAFFED FORCE OF 48 PATROL DEPUTY MARSHALS TO ENSURE STRONG, RELIABLE, AND EQUITABLE LAW ENFORCEMENT COVERAGE THROUGHOUT THE CHEROKEE NATION.

#### STRATEGIC GOALS:

- IMPLEMENT A PHASED RECRUITMENT AND ONBOARDING PROCESS TO REACH 48 DEPUTY MARSHALS BY THE END OF YEAR 3.
- DEPLOY 8 PATROL MARSHALS PER SHIFT, MAINTAINING THREE SHIFTS PER 24-HOUR CYCLE, FOR CONSISTENT ROUND-THE-CLOCK COVERAGE ACROSS THE RESERVATION.
- BALANCE WORKLOAD, REDUCE FATIGUE, AND SUPPORT WELLNESS AND OPERATIONAL EFFICIENCY WITH REVISED SHIFT ROTATIONS.
- PRIORITIZE PATROL COVERAGE IN RURAL AND UNDERSERVED TRIBAL AREAS BY ESTABLISHING SUBSTATIONS AND FLEXIBLE PATROL ROUTES.
- CONTINUE PROFESSIONAL DEVELOPMENT AND TRAINING IN CULTURAL AWARENESS, DE-ESCALATION TACTICS, AND TRIBAL-SPECIFIC COMMUNITY ENGAGEMENT.

#### OUTCOMES EXPECTED:

- SUSTAINED LAW ENFORCEMENT PRESENCE ACROSS ALL 14 COUNTIES.
- IMPROVED EMERGENCY RESPONSE TIMES AND COMMUNITY VISIBILITY.
- HIGHER RETENTION DUE TO BALANCED SHIFTS AND TARGETED DEVELOPMENT.

OBJECTIVE: ESTABLISH AND MAINTAIN A FULLY STAFFED FORCE OF 60 PATROL DEPUTY MARSHALS TO ENSURE COMPREHENSIVE AND CONSISTENT LAW ENFORCEMENT COVERAGE THROUGHOUT THE CHEROKEE NATION.

## STRATEGIC GOALS:

IMPLEMENT PHASED RECRUITMENT AND ONBOARDING PROCESS TO STEADILY REACH 60 MARSHALS BY THE END OF YEAR 3.

ENSURE ADEQUATE COVERAGE BY DEPLOYING 8 PATROL MARSHALS PER SHIFT, GUARANTEEING 24 MARSHALS ON DUTY DAILY.

STRUCTURE SHIFTS TO BALANCE WORKLOAD, REDUCE FATIGUE, AND MAINTAIN OPERATIONAL READINESS ACROSS ALL REGIONS.

INCREASE PRESENCE IN RURAL AND REMOTE TRIBAL AREAS BY ESTABLISHING PATROL SUBSTATIONS, MOBILE COMMAND CAPABILITIES, AND SCHEDULING CONSISTENT OUTREACH PATROLS.

PROVIDE ONGOING PROFESSIONAL DEVELOPMENT, INCLUDING CULTURAL COMPETENCY TRAINING, CRISIS DE-ESCALATION, AND COMMUNITY POLICING STRATEGIES.

## OUTCOMES EXPECTED:

ENHANCED TRIBAL CITIZEN SAFETY AND RESPONSE CAPABILITIES.

IMPROVED VISIBILITY AND ACCESSIBILITY OF LAW ENFORCEMENT IN ALL CHEROKEE COMMUNITIES.

HIGHER JOB SATISFACTION AND RETENTION THROUGH MANAGEABLE SHIFTS AND TARGETED ASSIGNMENTS.

## 2. SPECIALIZED RESPONSE CAPABILITIES

### SPECIAL OPERATIONS TEAM

MAINTAIN A HIGHLY TRAINED TEAM OF UP TO 26 MARSHALS CAPABLE OF RAPID RESPONSE TO HIGH-RISK AND SPECIALIZED INCIDENTS, INCLUDING ACTIVE SHOOTER SITUATIONS, FUGITIVE APPREHENSION, TACTICAL ENTRIES, AND SUPPORT FOR OTHER TRIBAL LAW ENFORCEMENT UNITS.

DEVELOP ADVANCED TRAINING TRACKS FOR SWAT, CRISIS NEGOTIATION, SURVEILLANCE, AND EMERGENCY TACTICAL MEDICINE.

CONDUCT QUARTERLY READINESS EXERCISES AND MULTI-AGENCY OPERATIONS TO MAINTAIN INTEROPERABILITY AND READINESS.

### DIVE TEAM

SUSTAIN A SPECIALIZED DIVE TEAM COMPOSED OF NO MORE THAN 15 MARSHALS TRAINED IN UNDERWATER RECOVERY, SEARCH AND RESCUE, AND EVIDENCE RETRIEVAL.

INVEST IN UNDERWATER COMMUNICATION SYSTEMS, SONAR MAPPING, AND ADVANCED DIVING CERTIFICATIONS.

PARTNER WITH LOCAL AND FEDERAL AGENCIES FOR JOINT UNDERWATER OPERATIONS AND MUTUAL AID AGREEMENTS.

#### SWIFT WATER RESCUE TEAM (NEW INITIATIVE)

LAUNCH A DEDICATED TEAM OF 10 MARSHALS TRAINED IN SWIFT WATER RESCUE OPERATIONS.

PROCURE SPECIALIZED EQUIPMENT INCLUDING DRY SUITS, RESCUE BOATS, FLOTATION DEVICES, AND HYDRAULIC RESCUE TOOLS.

CERTIFY ALL TEAM MEMBERS IN NATIONALLY RECOGNIZED SWIFT WATER RESCUE AND FLOOD RESPONSE PROGRAMS.

INTEGRATE WITH THE CHEROKEE NATION EMERGENCY MANAGEMENT DEPARTMENT FOR COORDINATED DISASTER RESPONSE.

PARTICIPATE IN REGIONAL RESPONSE EXERCISES AND COMMUNITY EDUCATION EVENTS FOCUSED ON WATER SAFETY AND FLOOD PREPAREDNESS.

#### OUTCOMES EXPECTED:

INCREASED CAPABILITY TO RESPOND TO COMPLEX EMERGENCIES.

STRONGER PARTNERSHIPS WITH LOCAL, STATE, AND FEDERAL EMERGENCY SERVICES.

REDUCED RISK TO TRIBAL CITIZENS DURING NATURAL DISASTERS AND CRITICAL INCIDENTS.

### 3. FLEET MANAGEMENT & ASSET OPTIMIZATION

OBJECTIVE: DEVELOP A MODERN, WELL-MAINTAINED FLEET THAT SUPPORTS 24/7 LAW ENFORCEMENT OPERATIONS ACROSS A BROAD GEOGRAPHIC AREA.

#### STRATEGIC GOALS:

FULLY IMPLEMENT THE "WHIP AROUND" DIGITAL FLEET MANAGEMENT SYSTEM BY YEAR 1.

TRACK VEHICLE USAGE, MAINTENANCE, FUEL COSTS, AND SERVICE LOGS IN REAL TIME TO IMPROVE OPERATIONAL EFFICIENCY.

ESTABLISH PREVENTIVE MAINTENANCE SCHEDULES TO REDUCE BREAKDOWNS AND EXTEND VEHICLE LIFESPAN.

SURPLUS UNDERUSED OR OUTDATED VEHICLES AND REDIRECT THOSE FUNDS TOWARD HIGH-NEED EQUIPMENT AND COMMUNITY SUPPORT PROJECTS.

ENSURE ALL PATROL VEHICLES ARE EQUIPPED WITH STANDARD TECHNOLOGY (BODY CAMS, GPS, RADIOS) AND ARE READY FOR IMMEDIATE DEPLOYMENT.

OUTCOMES EXPECTED:

INCREASED COST-EFFICIENCY AND FLEET AVAILABILITY.

HIGHER OFFICER SAFETY AND ACCOUNTABILITY.

FINANCIAL REINVESTMENT INTO TRIBAL COMMUNITIES THROUGH SAVINGS.

#### 4. COMMUNITY ENGAGEMENT & VISIBILITY

OBJECTIVE: BUILD STRONG RELATIONSHIPS BETWEEN THE CHEROKEE NATION MARSHAL SERVICE AND TRIBAL CITIZENS THROUGH OUTREACH, EDUCATION, AND CONSISTENT PRESENCE.

STRATEGIC GOALS:

ASSIGN PATROL MARSHALS TO SPECIFIC COMMUNITIES TO FOSTER TRUST AND FAMILIARITY.

HOST QUARTERLY TOWN HALLS AND "COFFEE WITH A MARSHAL" EVENTS ACROSS THE JURISDICTION.

DEVELOP SCHOOL-BASED OUTREACH PROGRAMS FOCUSED ON LAW ENFORCEMENT EDUCATION, PERSONAL SAFETY, AND CULTURAL RESPECT.

LAUNCH A "COMMUNITY SAFETY INITIATIVE" THAT INCLUDES HOME SAFETY CHECKS, ELDER SUPPORT PROGRAMS, AND NEIGHBORHOOD PATROLS.

USE SOCIAL MEDIA, TRIBAL NEWSLETTERS, AND EVENTS TO HIGHLIGHT MARSHAL SERVICE ACTIVITY AND PROMOTE TRANSPARENCY.

CONDUCT DEPARTMENTAL TRAINING, DEPARTMENTAL OUTREACH AND MONITOR POLICIES, PROCEDURES AND PRACTICES CONSISTENT AND IN COMPLIANCE WITH THE PRINCIPAL CHIEF'S EXECUTIVE ORDER ON EQUALITY, AS AMENDED 2020-05-CTH.

OUTCOMES EXPECTED:

STRENGTHENED PUBLIC TRUST AND ENGAGEMENT.

PROACTIVE RATHER THAN REACTIVE POLICING APPROACH.

INCREASED CULTURAL SENSITIVITY AND ALIGNMENT WITH CHEROKEE VALUES.

## 5. PERFORMANCE METRICS & ACCOUNTABILITY

OBJECTIVE: ENSURE THE MARSHAL SERVICE IS DATA-DRIVEN, TRANSPARENT, AND CONTINUOUSLY IMPROVING IN ITS SERVICE TO THE CHEROKEE NATION.

### STRATEGIC GOALS:

DEVELOP INTERNAL DASHBOARDS TO MONITOR KEY PERFORMANCE INDICATORS: STAFFING LEVELS, DEPLOYMENT COVERAGE, RESPONSE TIMES, COMMUNITY INTERACTIONS, AND RESOURCE USAGE.

CONDUCT ANNUAL AUDITS OF OPERATIONAL AND FINANCIAL PERFORMANCE.

PUBLISH AN ANNUAL REPORT FOR LEADERSHIP AND THE PUBLIC HIGHLIGHTING ACCOMPLISHMENTS, CHALLENGES, AND STRATEGIC PRIORITIES.

IMPLEMENT FEEDBACK TOOLS FOR COMMUNITY MEMBERS AND STAFF TO SHARE CONCERNS AND SUGGESTIONS.

HOST AN ANNUAL STRATEGIC REVIEW WITH TRIBAL LEADERSHIP TO REFINE AND ADJUST PRIORITIES AS NEEDED.

### OUTCOMES EXPECTED:

CLEAR ACCOUNTABILITY AND PUBLIC CONFIDENCE IN THE MARSHAL SERVICE.

EVIDENCE-BASED RESOURCE ALLOCATION AND DECISION-MAKING.

CONTINUOUS ALIGNMENT WITH THE EVOLVING NEEDS OF THE CHEROKEE PEOPLE.

## 6. INVESTIGATIONS:

OBJECTIVE: EXPAND THE INVESTIGATIONS DIVISION TO 30 PERSONNEL TO ENSURE EFFECTIVE COVERAGE, OVERSIGHT, AND COLLABORATION ACROSS THE CHEROKEE NATION RESERVATION.

### STRATEGIC GOALS:

- STAFF THE DIVISION WITH 30 PERSONNEL, INCLUDING:

- 1 CAPTAIN TO LEAD THE DIVISION AND SET INVESTIGATIVE STRATEGY.

- 2 LIEUTENANTS TO PROVIDE REGIONAL SUPERVISION AND ACCOUNTABILITY.

- 5 INVESTIGATORS SPECIFICALLY ASSIGNED TO PARTNER WITH FEDERAL AGENCIES AND TASK FORCES,

INCLUDING:

- MMIP (MISSING AND MURDERED INDIGENOUS PERSONS)

- ATF (BUREAU OF ALCOHOL, TOBACCO, FIREARMS AND EXPLOSIVES)

- FBI (SAFE TRAILS TASK FORCE)

- ICAC (INTERNET CRIMES AGAINST CHILDREN TASK FORCE)
- U.S. MARSHALS SERVICE
- 22 ADDITIONAL INVESTIGATORS DISTRIBUTED ACROSS THE 14 COUNTIES FOR GENERAL CASEWORK.
- STRENGTHEN INTERAGENCY RELATIONSHIPS THROUGH EMBEDDED INVESTIGATORS AND JOINT OPERATIONS.
- PROVIDE SPECIALIZED TRAINING IN FEDERAL PROCEDURES, INTERAGENCY REPORTING, AND CULTURALLY SENSITIVE INVESTIGATIVE TECHNIQUES.
- UTILIZE DIGITAL CASE TRACKING FOR TRANSPARENCY AND PERFORMANCE MONITORING.

OUTCOMES EXPECTED:

- FASTER CASE RESOLUTIONS AND IMPROVED INTERAGENCY COORDINATION.
- DEDICATED FOCUS ON COMPLEX, HIGH-PRIORITY CRIMES.
- INCREASED CAPACITY FOR PROACTIVE INVESTIGATIONS AND COMMUNITY TRUST.

## CHEROKEE NATION DEPARTMENT OF PUBLIC SAFETY

### FIVE-YEAR STRATEGIC PLAN (2025–2030)

## EXECUTIVE SUMMARY

THIS PLAN OUTLINES A FIVE-YEAR VISION FOR STRENGTHENING THE CHEROKEE NATION DEPARTMENT OF PUBLIC SAFETY (DPS), WHICH ENCOMPASSES EMERGENCY MANAGEMENT, EMERGENCY MEDICAL SERVICES (EMS), AND EMERGENCY DISPATCH. THROUGH COMMUNITY ENGAGEMENT, STRATEGIC REINVESTMENT, PERSONNEL DEVELOPMENT, AND INFRASTRUCTURE MODERNIZATION, DPS WILL ENHANCE ITS CAPACITY TO SERVE THE CHEROKEE PEOPLE ON THE RESERVATION AND IN AT-LARGE COMMUNITIES.

## STRATEGIC VISION & MISSION

**VISION:** A SAFE, RESILIENT CHEROKEE NATION PREPARED FOR EMERGENCIES AND DISASTERS THROUGH UNIFIED PUBLIC SAFETY SERVICES AND COMMUNITY PARTNERSHIP.

**MISSION:** TO PROTECT AND SERVE CHEROKEE COMMUNITIES THROUGH COORDINATED EMERGENCY MANAGEMENT, ADVANCED MEDICAL RESPONSE, AND STATE-OF-THE-ART DISPATCH OPERATIONS WHILE MAINTAINING ACCOUNTABILITY, PREPAREDNESS, AND GROWTH.

BOTH VISION AND MISSION CAN ONLY BE ACCOMPLISHED DUE TO THE SHARED MISSION AND VISION OF THE OFFICE OF THE MARSHAL. THE DEPARTMENT OF PUBLIC SAFETY SUPPORTS THE OFFICE OF THE MARSHAL'S MISSION AND VISION AND ENHANCES EFFORTS REGARDING PUBLIC SAFETY.

## STRATEGIC PRIORITIES & INITIATIVES

### 1. EMERGENCY MANAGEMENT

**OBJECTIVE:** INCREASE COMMUNITY RESILIENCE, IMPROVE OPERATIONAL EFFICIENCY, AND MODERNIZE RESOURCES.

#### A. COMMUNITY PREPAREDNESS PROGRAM EXPANSION

- DEVELOP A SPENDING FRAMEWORK AND MANAGEMENT OF A FUND THAT IS DEDICATED TO THE CREATED BY CNAC.
- HIRE 2 MORE COMMUNITY PREPAREDNESS COORDINATORS TO LIAISE WITH LOCAL COMMUNITIES, SCHOOLS, AND BUSINESSES. ADD A COOP POSITION TO HELP LIAISON BETWEEN DEPARTMENTS AND ENTITIES TO ENSURE EOPS ARE IN PLACE AND KNOWN.
- CREATE AND DISTRIBUTE CULTURALLY APPROPRIATE EMERGENCY READINESS MATERIALS, INCLUDING TRANSLATED MATERIALS FOR FLUENT CHEROKEE SPEAKERS.



- CONDUCT QUARTERLY PREPAREDNESS DRILLS AND EDUCATIONAL EVENTS ACROSS THE RESERVATION AND IN AT-LARGE COMMUNITIES.

- IMPLEMENT A TRIBAL ALERT SYSTEM UTILIZING SMS, SOCIAL MEDIA, AND COMMUNITY RADIO TO QUICKLY NOTIFY CITIZENS.

## B. INCIDENT MANAGEMENT TEAM (IMT) & SPECIALIZED RESPONSE CAPACITY

CONTINUE TO GROW AND DEVELOP THE CHEROKEE NATION'S DEDICATED INCIDENT MANAGEMENT TEAM (IMT), WHICH PROVIDES STRUCTURED, SCALABLE LEADERSHIP DURING COMPLEX EMERGENCIES AND PLANNED EVENTS.

EXPAND STAFFING AND SPECIALIZED TRAINING TO SUPPORT IMT CORE FUNCTIONS, INCLUDING LOGISTICS, OPERATIONS, PLANNING, AND FINANCE/ADMINISTRATION.

STRENGTHEN THE IMT'S CAPACITY TO COORDINATE WITH LOCAL, STATE, AND FEDERAL AGENCIES DURING DISASTER RESPONSE AND RECOVERY OPERATIONS.

INTEGRATE SEARCH AND RESCUE (SAR) AND SWIFT WATER RESCUE CAPABILITIES UNDER THE IMT UMBRELLA TO ENSURE COHESIVE DEPLOYMENT DURING NATURAL DISASTERS AND LIFE-THREATENING INCIDENTS.

ACQUIRE AND MAINTAIN SPECIALIZED EQUIPMENT TO SUPPORT SAR AND SWIFT WATER OPERATIONS, INCLUDING BOATS, PROTECTIVE GEAR, AND RESCUE TECHNOLOGY.

ESTABLISH A ROTATIONAL READINESS SYSTEM TO ENSURE IMT AND SAR/SW TEAMS CAN DEPLOY RAPIDLY AND SUSTAIN FIELD OPERATIONS.

## C. SURPLUS & REINVESTMENT INITIATIVE

- CONDUCT A COMPREHENSIVE INVENTORY OF ALL EMERGENCY MANAGEMENT EQUIPMENT.

- START TO SURPLUS ITEMS THAT ARE OBSOLETE OR UNUSED EQUIPMENT THAT HOLD NO VALUE WITHIN OUR PROGRAMS.

- ESTABLISH A REINVESTMENT FUND FROM SURPLUS SALES TO SUPPORT READINESS PROJECTS, SUCH AS NEW EQUIPMENT PURCHASES AND TRAINING PROGRAMS.

- WORK DILIGENTLY WITH THE WAREHOUSE AND FINANCE ON ENSURING WE PROVIDE DETAILED SURPLUS ACTIVITIES AND FUND USAGE TO ENSURE TRANSPARENCY.

## D. EQUIPMENT OVERSIGHT & DEPLOYMENT STRATEGY

- DEVELOP A CENTRALIZED ASSET MANAGEMENT SYSTEM FOR ALL EMERGENCY EQUIPMENT.

- ESTABLISH CRITERIA FOR EQUIPMENT ACQUISITION BASED ON RISK ASSESSMENT, INCIDENT TRENDS, AND COMMUNITY FEEDBACK.

- CREATE STANDARD OPERATING PROCEDURES (SOPs) FOR THE MAINTENANCE, INSPECTION, AND DEPLOYMENT OF EQUIPMENT DURING EMERGENCIES.
- FORM AREA EQUIPMENT RESPONSE TEAMS TRAINED IN RAPID DEPLOYMENT, MAINTENANCE, AND LOGISTICS.

## 2. EMERGENCY MEDICAL SERVICES (EMS)

OBJECTIVE: GROW AND SUSTAIN A QUALIFIED EMS WORKFORCE WHILE EXPANDING OPERATIONAL CAPABILITIES ACROSS THE CHEROKEE NATION.

### A. CHEROKEE NATION EMS WORKFORCE DEVELOPMENT & RECRUITMENT INITIATIVE

-TO ENSURE THE GROWTH AND SUSTAINABILITY OF A HIGH-QUALITY EMERGENCY MEDICAL WORKFORCE, THE CHEROKEE NATION EMS DEPARTMENT WILL SUSTAIN AS WELL AS RECOMMEND ENHANCEMENTS TO AND EXPANSIONS OF WORKFORCE DEVELOPMENT PROGRAMS WITH THE GOAL OF MAXIMIZING THE RECRUITMENT, TRAINING AND EMPLOYMENT OF CHEROKEE NATION CITIZENS DIRECTLY OR EXTERNALLY WITHIN THE REGION. ELEMENTS TO BE DEVELOPED UNDER THIS STRATEGIC PLAN INCLUDE:

- TUITION SUPPORT & FINANCIAL ASSISTANCE:
- EMPLOYMENT RECRUITMENT AND CANDIDATE IDENTIFICATION:
- MENTORSHIP & FIELD INTEGRATION:
- ANNUAL TRIBAL EMS SKILLS TESTING & CONTINUING EDUCATION

THIS MULTI-FACETED PROGRAM NOT ONLY SUPPORTS EDUCATIONAL ACCESS BUT ALSO FOSTERS CAREER GROWTH, CULTURAL PRESERVATION, AND COMMUNITY SERVICE THROUGH PUBLIC HEALTH. IT ALIGNS WITH THE DEPARTMENT’S LONG-TERM GOALS TO EXPAND EMS CAPACITY ACROSS THE RESERVATION WHILE REINFORCING THE CHEROKEE NATION’S COMMITMENT TO INVESTING IN ITS CITIZENS.

### B. EMS SERVICE GROWTH AND SUSTAINABILITY

- CONDUCT AN ANNUAL COVERAGE ANALYSIS TO IDENTIFY UNDERSERVED AREAS.
- EXPAND EMS COVERAGE BY MAINTAINING CURRENT SUB-STATIONS IN REMOTE OR HIGH-RISK COMMUNITIES.
- WITHIN NEW FACILITIES WE WILL LEARN HOW TO DEPLOY ASSETS QUICKLY AND MORE EFFICIENTLY.
- WITH THE NEW TRAINING FACILITIES EMS WILL HAVE ON-SITE WE WILL PLAN TO SET THE STANDARD OF TRAINING AND CARE FOR OUR RESERVATION.

### 3. EMERGENCY DISPATCH SERVICES

OBJECTIVE: CENTRALIZE OPERATIONS TO IMPROVE COMMUNICATION, REDUCE RESPONSE TIMES, AND SUPPORT INTEROPERABILITY ACROSS JURISDICTIONS.

#### A. NEW UNIFIED DISPATCH FACILITY

- COMPLETE THE DESIGN, CONSTRUCTION, AND MIGRATION TO A NEW CENTRALIZED DISPATCH FACILITY.
- DESIGN THE FACILITY WITH REDUNDANCY SYSTEMS (BACKUP POWER, DUPLICATE SERVERS, ETC.) TO ENSURE 24/7 OPERATION.
- INTEGRATE DISPATCH FOR EMS, LAW ENFORCEMENT, AND EMERGENCY MANAGEMENT UNDER ONE ROOF.
- CREATE A SCALABLE FLOOR PLAN TO ALLOW FOR FUTURE GROWTH AND TECHNOLOGY UPGRADES.
- ADD A DISPATCHER POSITION THAT IS FUNDED BY ONEFIRE WHO IS DEDICATED TO ANSWERING AN ADVOCATE PHONE AFTER HOURS TO ENSURE VICTIMS OF DOMESTIC VIOLENCE ARE GETTING SEAMLESS SERVICE.
- HIRE 2 NEW DISPATCHER POSITIONS TO ENSURE THAT WE HAVE PROPER COMMUNICATION COVERAGE AMONG ALL DEPARTMENTS.

#### B. COMMUNICATION INTEROPERABILITY & EXPANSION

- IMPLEMENT A SHARED COMPUTER-AIDED DISPATCH (CAD) SYSTEM THAT LINKS ALL EMERGENCY DEPARTMENTS.
- UPGRADE RADIO SYSTEMS TO DIGITAL MULTI-BAND PLATFORMS TO SUPPORT REGIONAL INTEROPERABILITY.
- INTEGRATE GIS MAPPING TOOLS TO IMPROVE LOCATION ACCURACY AND RESOURCE TRACKING.
- ESTABLISH REGULAR CROSS-TRAINING EXERCISES FOR DISPATCHERS FROM DIFFERENT DISCIPLINES.
- FORGE COMMUNICATION AGREEMENTS WITH SURROUNDING JURISDICTIONS TO ENSURE SEAMLESS MUTUAL AID COORDINATION.

### RESOURCE MANAGEMENT & PROCUREMENT CONTROLS

OBJECTIVE: IMPROVE THE STRATEGIC MANAGEMENT OF PUBLIC SAFETY ASSETS TO ENSURE OPERATIONAL READINESS AND FISCAL RESPONSIBILITY.

- DEVELOP A CENTRALIZED PROCUREMENT POLICY REQUIRING JUSTIFICATION AND OVERSIGHT FOR MAJOR PURCHASES. (THIS IS IN CONJUNCTION WITH POLICIES ALREADY PUT IN PLACE BY CHEROKEE NATION)
- IMPLEMENT A LIFECYCLE MANAGEMENT PLAN TO TRACK ASSET AGE, CONDITION, USAGE, AND REPLACEMENT SCHEDULE.

- UTILIZE CLOUD-BASED INVENTORY SYSTEMS ACCESSIBLE ACROSS ALL DEPARTMENTS.
- FORM AN INTERNAL AUDIT TEAM TO REVIEW PROCUREMENT REQUESTS AND MAINTENANCE RECORDS.
- HOST ANNUAL BUDGET PLANNING SESSIONS INVOLVING OPERATIONS, LOGISTICS, AND FINANCE TEAMS.

## EVALUATION & PERFORMANCE METRICS

- QUARTERLY READINESS REVIEWS: EVALUATE STAFFING, TRAINING, EQUIPMENT CONDITION, AND COMMUNITY ENGAGEMENT.
- COMMUNITY SATISFACTION SURVEYS: COLLECT TRIBAL CITIZEN FEEDBACK ON DPS SERVICES AND PERCEIVED PREPAREDNESS.
- INCIDENT RESPONSE AUDITS: POST-EVENT EVALUATIONS OF COMMUNICATION EFFICIENCY, RESOURCE DEPLOYMENT, AND INTERAGENCY COORDINATION.
- EMS TRAINING OUTCOMES: TRACK CERTIFICATION RATES, EMPLOYMENT PLACEMENT, AND FIELD PERFORMANCE OF NEW TRAINEES.
- DISPATCH EFFICIENCY METRICS: MONITOR RESPONSE TIMES, CALL ACCURACY, AND SYSTEM UPTIME.

## FUNDING & SUSTAINABILITY

- IDENTIFY AND PURSUE FEDERAL AND STATE GRANTS DEDICATED TO TRIBAL EMERGENCY PREPAREDNESS AND MEDICAL RESPONSE.
- REINVEST REVENUE FROM SURPLUS EQUIPMENT INTO DIRECT SERVICE IMPROVEMENTS.
- FORM PUBLIC-PRIVATE PARTNERSHIPS FOR SPECIALIZED EQUIPMENT AND TRAINING.
- ADVOCATE FOR RECURRING TRIBAL BUDGET ALLOCATIONS ALIGNED WITH PROJECTED SERVICE GROWTH.
- ESTABLISH A CONTINGENCY RESERVE FUND FOR DISASTER-RESPONSE SURGES.

## CONCLUSION

THE CHEROKEE NATION DEPARTMENT OF PUBLIC SAFETY IS COMMITTED TO BUILDING A SAFER, MORE RESILIENT NATION. THIS STRATEGIC PLAN OFFERS A UNIFIED, COMMUNITY-DRIVEN APPROACH TO PUBLIC SAFETY—ENSURING THAT OUR PEOPLE ARE NOT ONLY PROTECTED IN TIMES OF CRISIS BUT EMPOWERED TO THRIVE EVERY DAY. BY ALIGNING OUR RESOURCES, PERSONNEL, AND INFRASTRUCTURE, WE REAFFIRM OUR SOVEREIGN COMMITMENT TO THE HEALTH, SAFETY, AND FUTURE OF THE CHEROKEE PEOPLE.

CHEROKEE NATION OFFICE OF THE MARSHAL – JUSTICE SERVICES DIVISION

FIVE-YEAR STRATEGIC PLAN (2025–2030)

EXECUTIVE SUMMARY

THIS STRATEGIC PLAN OUTLINES THE ROADMAP FOR BUILDING A STRONGER, SAFER CHEROKEE NATION THROUGH AN EFFECTIVE, CULTURALLY GROUNDED JUSTICE SYSTEM. COVERING THE 14-COUNTY TRIBAL JURISDICTION, IT PRIORITIZES EQUITY, TRIBAL SOVEREIGNTY, CULTURAL INTEGRITY, AND INTERAGENCY COLLABORATION. OVER THE NEXT FIVE YEARS, JUSTICE SERVICES WILL FOCUS ON EXPANDING ACCESS, ADVANCING DATA-DRIVEN PRACTICES, ENHANCING REHABILITATIVE SERVICES, AND INVESTING IN WORKFORCE AND INFRASTRUCTURE TO MEET GROWING DEMAND.

MISSION & VISION

MISSION:

SERVE THE CHEROKEE PEOPLE WHILE PRESERVING TRIBAL SOVEREIGNTY AND CULTURE, PROTECTING LIFE AND PROPERTY, AND PROVIDING PROFESSIONAL JUSTICE SERVICES.

VISION:

DELIVER A TRIBAL JUSTICE SYSTEM THAT REFLECTS CHEROKEE VALUES, PROVIDES EQUITABLE AND CULTURALLY RESPONSIVE SERVICES, AND ENSURES SAFETY, DIGNITY, AND RESILIENCE ACROSS ALL COMMUNITIES.

## DEPARTMENT-SPECIFIC FOCUS AREAS

- SECURITY: MODERNIZE SYSTEMS, EXPAND FIELD COVERAGE, AND INCREASE INTER-DEPARTMENTAL SUPPORT.
- DETENTION: IMPROVE CASE MANAGEMENT, HIRE ADDITIONAL STAFF, AND CONTINUE JAIL PARTNERSHIPS.
- JUVENILE JUSTICE: MAINTAIN CULTURAL AND RESTORATIVE PROGRAMMING; EXPAND YOUTH OUTREACH.
- SORNA COMPLIANCE: CLEAR DATA BACKLOGS, IMPROVE VIOLATION TRACKING, AND ADD STAFFING SUPPORT.
- ADULT PROBATION & TRIBAL POLICE: EXPAND SUPERVISION AND TRANSITION OFFICERS TO DEPUTY MARSHALS.
- COURT SAFETY & TRANSPORT: SUPPORT COURTROOM EXPANSIONS AND SPECIALIZED OFFICER TRAINING.

## STAFFING PROJECTIONS (5-YEAR NEEDS)

POSITION	NUMBER NEEDED
TRIBAL POLICE OFFICERS	10
TRIBAL POLICE LIEUTENANT	1
PROBATION OFFICERS	2
INTAKE SPECIALISTS	5
CULTURAL HEALING COORDINATORS	2
SPECIAL PROJECTS OFFICER	1
ADMINISTRATIVE SUPPORT STAFF	1
MENTAL HEALTH/SUBSTANCE ABUSE COUNSELOR	1
SECURITY OFFICERS (BASED ON PROPERTY GROWTH)	VARIABLE

## RESOURCE NEEDS AND INFRASTRUCTURE INVESTMENTS

- JUVENILE JUSTICE CAMPUS: OFFICES FOR 34 STAFF, CULTURAL AND RECREATIONAL SPACE, COUNSELING ROOMS, CLASSROOMS, AND HEALING SPACES.
- ADULT JUSTICE SERVICES CAMPUS: 25 OFFICES, ROOMS FOR OFFICERS, TRAINING AND CONFERENCE ROOMS.
- TECHNOLOGY & SECURITY: ENHANCED SURVEILLANCE SYSTEMS, DATA INFRASTRUCTURE.
- FLEET EXPANSION: VEHICLES TO SUPPORT MOBILE OPERATIONS.

## FUNDING STRATEGY

### PRIMARY SOURCES:

- FEDERAL GRANTS: OJJDP, BIA, DOJ, SMART, SAMHSA, CDC
- STATE JUSTICE PARTNERSHIPS
- PRIVATE FOUNDATION GRANTS
- TRIBAL GENERAL FUND ALLOCATIONS (DEPARTMENTS REQUESTING RESOURCES HELD FINANCIALLY ACCOUNTABLE)

- SELF-GOVERNANCE COMPACTS
- TRIBAL IDC FUNDING
- INTERAGENCY COLLABORATIONS

## RISK MITIGATION SUMMARY

### KEY RISKS INCLUDE:

- LIMITED STAFF CAPACITY
- DATA INTEGRATION ISSUES
- BUDGET SHORTFALLS
- COMMUNITY ENGAGEMENT GAPS
- COMPLIANCE ISSUES

### MITIGATION TACTICS:

- STREAMLINE ONBOARDING
- CROSS-TRAIN STAFF
- DIVERSIFY FUNDING
- PROMOTE CULTURAL ALIGNMENT

## EXECUTIVE ORDER ACKNOWLEDGMENT

ALL WORKFORCE EXPANSION AND WORKFORCE INITIATIVES UNDERTAKEN BY THE DEPARTMENTS WITHIN THE OFFICE OF THE MARSHAL ARE CONDUCTED IN FULL COMPLIANCE WITH CHEROKEE NATION EXECUTIVE ORDER 2020-05-CTH, ORDER ON EQUALITY, AS WELL AS ANY SUBSEQUENT AMENDMENTS TO THE ORDER.

CONCLUSION

THE CHEROKEE NATION OFFICE OF THE MARSHAL IS COMMITTED TO DELIVERING A JUSTICE SYSTEM THAT REFLECTS OUR SOVEREIGNTY AND CULTURE WHILE ENSURING COMMUNITY SAFETY AND FAIRNESS. THIS FIVE-YEAR PLAN PROVIDES A CLEAR PATH TO EXPAND SERVICES, IMPROVE PERFORMANCE, AND EMBED CHEROKEE VALUES IN ALL ASPECTS OF JUSTICE. SUCCESS WILL DEPEND ON COLLABORATION, INNOVATION, AND ACCOUNTABILITY—LAYING A FOUNDATION FOR A SAFER, STRONGER NATION FOR FUTURE GENERATIONS.

IT IS MY HONOR TO SUBMIT THIS FIVE-YEAR STRATEGIC PLAN FOR THE OFFICE OF THE MARSHAL AND ITS RESPECTIVE DEPARTMENTS FOR APPROVAL BY THE PRINCIPAL CHIEF AND TO BE MADE PART OF THE PUBLIC RECORD. THIS PLAN, CALLED FOR IN THE 2024 AMENDMENTS TO THE CHEROKEE NATION MARSHAL ACT, IS THE INAUGURAL FIVE-YEAR BLUEPRINT FOR THIS OFFICE. AS A LIVING DOCUMENT, IT IS THE FIRST OF WHAT WILL BE A SUCCESSIVE FIVE-YEAR PLAN DESIGNED TO HELP THE DEPARTMENT EVOLVE WITH CHANGING TIMES, INCREASING DEMANDS AND EXPANDING OPPORTUNITIES. THE PLAN REAFFIRMS OUR COMMITMENT TO TRANSPARENCY, ACCOUNTABILITY, PUBLIC SAFETY, JUSTICE FOR ALL AND THE HIGHEST OF PROFESSIONAL STANDARDS. THIS FIVE-YEAR PLAN BUILDS ON THE WORK OF DECADES OF DEVELOPMENT OF THE MODERN CHEROKEE NATION MARSHAL SERVICE AND GROUNDED IN THE LEGACY ESTABLISH FIVE YEAR ANCESTORS WHO FOUNDED THIS PIONEERING LAW ENFORCEMENT AGENCY.

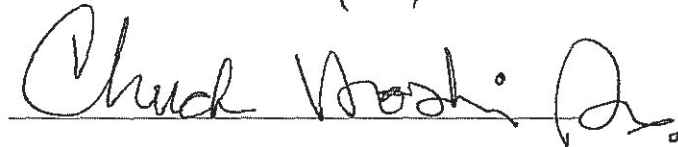
SUBMITTED FOR APPROVAL 07/01/2025



DANIEL E. MEAD

ACTING MARSHAL OF THE CHEROKEE NATION

APPROVED DATE: July 1, 2025



CHUCK HOSKIN, JR.

PRINCIPAL CHIEF OF THE CHEROKEE NATION