



Tribal Strategic Planning

CTAS PURPOSE AREAS

- 1** Public Safety and Community Policing
(COPS Tribal Resources Hiring Grant Program and Tribal Resources Grant Equipment/Training), CFDA #16.710
- 2** Comprehensive Planning Demonstration Project
(OJP/BJA), CFDA #16.608
- 3** Justice Systems and Alcohol & Substance Abuse
(OJP/BJA—Tribal Courts Assistance Program and Indian Alcohol and Substance Abuse Prevention Program), CFDA #16.608
- 4** Corrections and Correctional Alternatives
(OJP/BJA—Tribal Justice Systems Infrastructure Program), CFDA #16.596
- 5** Violence Against Women
(OVW—Tribal Governments Program – Tribal Governments Program), CFDA #16.587
- 6** Victims of Crime
(OJP/OVC—Children’s Justice Act Partnerships for Indian Communities), CFDA #16.583
- 7** Victims of Crime
(OJP/OVC- Comprehensive Tribal Victim Assistance Program), CFDA#16.582
- 8** Juvenile Justice
(OJP/OJJDP—Tribal Juvenile Healing to Wellness Courts), CFDA #16.731
- 9** Tribal Youth Program
(OJP/OJJDP—Tribal Youth Program – TYP), CFDA #16.731

For additional information on the Comprehensive Tribal Justice Systems Strategic Planning Program contact:

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HISTORY

COMPREHENSIVE TRIBAL JUSTICE SYSTEMS PLANNING PROGRAM

In FY2012, the Bureau of Justice Assistance (BJA) created a new funding purpose area as part of the Coordinated Tribal Assistance Solicitation (CTAS). This purpose area was designed to support tribes requesting resources to develop a comprehensive tribal justice system strategic plan. To provide training and technical assistance (TTA) to the grantees funded through this purpose area, BJA released a competitive TTA solicitation as part of the FY2012 Tribal Justice Capacity Building request for proposals, category two.

In FY2013 a new cohort of grantees was funded and the Community Oriented Policing Services (COPS) Office and Office on Violence Against Women (OVW) joined BJA in this effort.

In FY2014, the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the Office for Victims of Crime (OVC) also joined this effort to provide funding under this purpose area.

The National Criminal Justice Training Center (NCJTC) of Fox Valley Technical College, in partnership with the Tribal Justice Exchange at the Center for Court Innovation (CCI) and the Tribal Judicial Institute (TJI) at the University of North Dakota, School of Law were selected to provide support to the Tribes funded for these projects.

OVERVIEW

COORDINATED TRIBAL ASSISTANCE SOLICITATION

The Department of Justice (DOJ) launched its Coordinated Tribal Assistance Solicitation (CTAS) in Fiscal Year 2010 in direct response to concerns raised by tribal leaders about the Department’s grant process that did not provide the flexibility tribes needed to address their criminal justice and public safety needs.

Through CTAS, federally recognized tribes and tribal consortia were able, for the first time ever, to submit a single application for most of DOJ’s tribal grant programs. DOJ designed this comprehensive approach to save time and resources and allow tribes and DOJ to gain a better understanding of the tribes’ overall public safety needs. The first coordinated tribal grant process launched in Fiscal Year 2010, through the collaborative efforts across many department components, bureaus, and offices, including:

- Bureau of Justice Assistance (BJA)
- Executive Office for United States Attorney’s (EOUSA)
- Office of Community Oriented Policing Services (COPS)
- Office of Intergovernmental and Public Liaison (OIPL)
- Office of Justice Programs (OJP)
- Office of Juvenile Justice and Delinquency Prevention (OJJDP)
- Office of Tribal Justice (OTJ)
- Office for Victims of Crime (OVC)
- Office on Violence Against Women (OVW)

PURPOSE AREA PROVIDERS



**Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice**
810 Seventh Street NW, 4th Floor
Washington, DC 20531
(202) 616-6500 | www.bja.gov

Email tribalgrants@usdoj.gov for questions regarding the Coordinated Tribal Assistance Solicitations.



**U.S. Department of Justice
Office of Community Oriented
Policing Services**
145 N Street NE
Washington, DC 20530
(800) 421-6770 | www.cops.usdoj.gov



**U.S. Department of Justice
Office on Violence Against Women**
145 N Street, NE, Suite 10W.121
Washington, D.C. 20530
(202) 307-6026 | www.justice.gov/ovw



**Office of Juvenile Justice and
Delinquency Prevention**
810 Seventh Street NW
Washington, DC 20531
(202) 307-5911 | www.ojjdp.gov



Office for Victims of Crime
810 Seventh Street NW, Second Floor
Washington, DC 20531
(202) 307-5983 | www.ovc.gov

OVERVIEW

TRIBAL JUSTICE SYSTEM PLANNING PROCESS

To best meet the needs of the grantees as they develop their written strategic plans, the training and technical assistance (TTA) providers developed the Tribal Justice System Planning Process (TJSPP). This process was developed to be implemented in three phases as onsite training for the planning team. The TTA partners guide the grantee planning team through all three phases of training and work together throughout the project period with on-going office-based assistance. By the end of phase three, the grantee strategic planning team will have the building blocks of a comprehensive community justice strategic plan to propose at the end of their 18 month award. For tribes applying for but not receiving awards, NCJTC will provide services, as approved by BJA, through technical assistance.

Although the TJSPP includes the opportunity for peer-to-peer learning through regional and national trainings, the primary approach is through direct onsite and office-based assistance.

The three phases of training are as follows:

Phase One: Working Together

This phase involves a 2-day training to confirm the Action Planning Advisory Board Members; develop a strategy to gain support from the Tribal Council; develop a Resolution or Memorandum of Agreement (MOA); identify tools for working together and problem-solving; define quality of life, vision, and mission; and identify resources.

Upon completion of Phase One, the tribe will have a clear roadmap for working together throughout the planning process, a schedule for meeting times and dates, and a timeline for completion of the remaining phases of the project. Follow up and action items resulting from this training is anticipated to take approximately 1-2 months.

Phase Two: Identifying Strengths/Needs

This phase of training involves action planning to develop a strategy to conduct focus groups and stakeholder interviews, facilitate community meetings, and implement a written questionnaire/assessment that will build the tribe's capacity to define their community, assess the current state of the justice system, and identify needs and gaps in services. Analysis of data from this assessment process provides the framework for development of a written response/plan, which is the focus of Phase Three. After this two-day training on the needs assessment

process, the TTA providers will work one-on-one with the grantee through onsite visits, email, phone, and Go-To-Meeting/Skype to complete the assessments. Follow up and action items resulting from this training is anticipated to take approximately 5-6 months.

Phase Three: Goals and Action Steps

This two-day training assists grantees to analyze emerging themes, learn the fundamentals of writing effective goals, and outlining realistic, achievable, and measurable action steps. This third phase of the training includes evaluation and measures of success for the strategic plan. Follow up and action items resulting from this training is anticipated to take approximately 1-2 months.

On-going Support

Once the plan is complete, future support of the planning efforts may focus on resource development, capacity-building, or planning for implementation and sustainability of the project. NCJTC will provide services, as approved by BJA, through technical assistance.

BENEFITS

Tribes will have the resources to develop a data-informed, comprehensive justice system strategic plan. Through the 3-phase planning process, grantees conduct needs assessments to gain a comprehensive understanding of the needs and resources across all departments within their justice system, and even across jurisdictions. This provides for efficiencies in addressing community needs and ensures more effective allocation of resources. The increased communication through the data gathering process helps to build and promote collaboration to share resources when possible. Community safety concerns are better addressed when justice-wide solutions to crime are proactively developed rather than typical reactionary responses to symptoms of crime.

Other benefits reported by grantees are the increased collaboration with other jurisdictions that results from development of Memoranda of Understanding (MOUs). Tribes are working to build relationships with non-tribal agencies in the areas of law enforcement, courts, domestic violence shelters and advocacy and treatment services. Often times, there are mutual benefits to building these partnerships that weren't considered prior to formal planning.

One of the most prominent benefits to planning is that the tribes are able to take the time to develop strategies to address crime, safety and wellness issues that now have data to back the strategies developed. They are now better prepared to seek funding resources and other sustainable means to meet their justice needs.

CURRENT GRANTEES

Each grantee was funded up to \$75,000 as part of the pilot project to enhance their Tribal Justice System. Each year additional grantees, funded under another CTAS Purpose Area, have been, or may be, incorporated into the respective cohort groups when their project is in alignment with this Purpose Area for the purpose of receiving relevant training and technical assistance.

FY2012 Grantees

Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians
Ho-Chunk Nation
Hopland Band of Pomo Indians (Northern California Inter-tribal Court Consortium)
Kalispel Tribe of Indians
Kaw Nation
Native Village of Eyak
Pueblo of Jemez
The Suquamish Tribe

Confederated Tribes of the Warm Springs Reservation
Grand Traverse Band of Ottawa and Chippewa Indians
Puyallup Tribal Council
Qagan Tayagungin Tribe
Quapaw Tribe of Oklahoma
San Carlos Apache Tribe
Sault Ste. Marie Tribe of Chippewa Indians
Squaxin Island Tribe
Tohono O'odham Nation
Yurok Tribe

Navajo Nation
Quapaw Tribe of Oklahoma
Shoshone Paiute Tribes of Duck Valley

FY2015 Grantees

Absentee Shawnee Tribe
Fort Belknap Indian Community
Little Traverse Bay Band of Odowa Indians
Prairie Band Potawatomi Nation
Shoshone-Bannock Tribes

FY2016 Grantees

Confederated Tribes and Bands of the Yakama Nation
Lower Sioux Indian Community
Red Lake Band of Chippewa Indians
Shinnecock Indian Nation
Standing Rock Sioux Tribe

FY2013 Grantees

Chippewa Cree Tribe
Choctaw Nation of Oklahoma
Coeur D' Alene Tribe
Confederated Tribes of the Chehalis Reservation

FY2014 Grantees

Chickasaw Nation
Karuk Tribe
Leech Lake Band of Ojibwe
Menominee Indian Tribe of Wisconsin

STRATEGIES

With all of the grantees being at different levels of need and familiarity with strategic planning, the TA providers determined it would be in the best interest of the grantee to assign a single point of contact for each tribe – rather than providing a different training team for each phase of training. A Mentor Team is assigned to the grantee to guide them through the planning process as needed. This Mentorship concept has helped to gain trust with the grantees and provides an easier path for them to request and receive assistance and resources.

It is the Mentors' role to ensure the grantee's efforts are on task. To achieve this, on-site training, webinars and conference calls are used to maintain communication with the point of contact and, in some cases, the whole planning team. A series of planning-related benchmarks help to ensure the plans are moving along, based on an established timeline.

FUNDING AGENCY OVERVIEW

BJA | OVC | COPS | OVW | OJJDP



The **Bureau of Justice Assistance (BJA)**, Office of Justice Programs, U.S. Department of Justice, supports law enforcement, courts, corrections, treatment, victim services, technology, and prevention initiatives that strengthen the nation's criminal justice system. BJA provides leadership, services, and funding to America's communities by emphasizing local control; building relationships in the field; developing collaborations and partnerships; promoting capacity building through planning; streamlining the administration of grants; increasing training and technical assistance; creating project accountability; encouraging innovation; and ultimately communicating the value of justice efforts to decision makers at every level.

BJA works with the Office of Tribal Justice, the Office of Justice Program's American Indian and Alaska Native Affairs Desk, and other federal agencies, in addition to many culturally appropriate organizations, to maintain focus with the field and to ensure the program's goals and objectives are achieved.



Established in 1988 through an amendment to the Victims of Crime Act (VOCA) of 1984, **Office for Victims of Crime (OVC)** is charged by Congress with administering the Crime Victims Fund (the Fund). Through OVC, the Fund supports a broad array of programs and services that focus on helping victims in the immediate aftermath of crime and continuing to support them as they rebuild their lives. Millions of dollars are invested annually in victim compensation and assistance in every U.S. state and territory, as well as for training, technical assistance, and other capacity-building programs designed to enhance service providers' ability to support victims of crime in communities across the Nation.



The **Office of Community Oriented Policing Services (COPS)** was created through the Violent Crime Control and Law Enforcement Act of 1994. The COPS Office is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territory, and tribal law enforcement agencies through information and grant resources.

Community policing is a philosophy that promotes organizational strategies which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. The COPS Office has also produced and compiled a broad range of information resources that can help law enforcement better address specific crime and operational issues, and help community leaders better understand how to work cooperatively with their law enforcement agency to reduce crime.



The **Office on Violence Against Women (OVW)** is component of the United States Department of Justice. In recognition of the severity of the crimes associated with domestic violence, dating violence, sexual assault, and stalking, Congress passed the Violence Against Women Act of 1994 (VAWA 1994) as part of the Violent Crime Control and Law Enforcement Act of 1994. VAWA is a comprehensive legislative package designed to end violence against women and was reauthorized in both 2000 and 2005. The legislative history of VAWA indicates that Congress seeks to remedy the legacy of laws and social norms that serve to justify violence against women. Since the passage of VAWA, there has been a paradigm shift in how the issue of violence against women is addressed nationwide.

OVW was created specifically to implement VAWA and subsequent legislation. OVW administers financial and technical assistance to communities around the country to facilitate the creation of programs, policies, and practices aimed at ending domestic violence, dating violence, sexual assault, and stalking.



The **Juvenile Justice and Delinquency Prevention (JJDP) Act** established OJJDP, a component of the Office of Justice Programs, U.S. Department of Justice, to support local and state efforts to prevent delinquency and improve the juvenile justice system. OJJDP collaborates with professionals from diverse disciplines to improve juvenile justice policies and practices by supporting states, local communities, and tribal jurisdictions in their efforts to develop and implement effective programs for juveniles. The Office strives to strengthen the juvenile justice system's efforts to protect public safety, hold offenders accountable, and provide services that address the needs of youth and their families.

OJJDP sponsors research, program, and training initiatives; develops priorities and goals and sets policies to guide federal juvenile justice issues; disseminates information about juvenile justice issues; and awards funds to states to support local programming.

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