



**Sample Successful
Application Packet for
FY-2016
Coordinated Tribal
Assistance Solicitation
(CTAS)**

Sample Successful Tribal Community and Justice Profile

Applicant Name: [REDACTED]

Tribal Narrative Profile (25%)

You may enter as much text or as little as you need to fully describe your community as long as the total number of pages for the entire Tribal Narrative Profile does not exceed 15 pages. Remember that the individuals reviewing the application may not be familiar with the community, so descriptions should be as clear and detailed as possible. Be sure that every question is answered. If there are questions that you are unable to answer, provide an explanation as to why the information is unavailable.

[REDACTED]

In the United States, the [REDACTED] is the only Federal Reserve in the

[REDACTED], [REDACTED].

[REDACTED] who have lived on the Pacific

Coast for 1000's of years. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

In the late 19th century, a [REDACTED]

[REDACTED]. In 1891, the

U. S. Congress granted recognition to the new community, thus establishing the [REDACTED]

[REDACTED] Today, the

island is home to 1,504 residents (2010 U.S. Census).

In the past, [REDACTED]. To this day, the sea remains a vital part of

the [REDACTED] economy. Salmon and other fishing, [REDACTED]

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[REDACTED]
[REDACTED] depending on the sea and the Community's close relationship with it. [REDACTED]

[REDACTED]

The town has a small library hosted by [REDACTED], one small convenience store, and no movie theatre. In recent years the Longhouse has served as the Cultural and Heritage Center to provide the community with a place to showcase the native language, art forms and culture. Despite these difficulties, the small [REDACTED] perseveres, meeting the challenges of life in the 21st century while preserving their heritage.

1. Describe the general form of your Tribal Government.

The general form of our tribal government is a federal Indian reserve. [REDACTED]

[REDACTED]

[REDACTED] as well as a Mayor, Secretary, and Treasurer. The general voting membership elects each seat for a two (2) year term. The Council elections are staggered with six (6) seats elected each year and the three (3) executives each second year. The Council organizes itself into six (6) standing committees: the Planning Committee, the Lot Committee, the Finance Committee, the Health, Education, and Welfare Committee, the Law and Order Committee, and the Natural Resources Committee. The Council is responsible for the overall health, safety, and public welfare of the Community.

2. Briefly describe the tribal justice system, including prevention or intervention initiatives for members at risk of involvement or already involved in the justice system (youth or adult); law enforcement, including any cross-jurisdictional agreements; courts; alternative dispute resolution;

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corrections, including juvenile detention facilities; services for victims and survivors of crime (e.g., violent crime, drug-related crime, child abuse, elder abuse, domestic violence, sexual assault, dating violence, and stalking); tribal reentry programs; and sex offender registry obligations. If services are not available within the tribe, please describe how they are accessed or provided.

The tribal justice system in the [REDACTED] consists of only **the** [REDACTED], the [REDACTED], and one small **Jail** located in the same facility as the police department.

[REDACTED]: There are two judges that oversee all cases within our tribal court, one for adult offenders and the other for juvenile offenders. The tribal court was established based on the traditional [REDACTED] policies and practices and follows the law and order code as accepted by the Tribal Council and approved by the NW Regional BIA Director, a representative of the Secretary of the Interior. The court only processes misdemeanor offenses and transfers all felony level cases outside of [REDACTED]

[REDACTED]: There are currently on staff, one Chief of Police, one Investigator, two full-time officers and two newly hired still in training officers. This police force is responsible for protecting and serving the residents across the entirety of [REDACTED]. Due to low staff they work long shifts alone with no back up officer. At one time there was enough staff to provide community policing activities which allowed for officers to engage with the community members, partner with other entities, or simply strategically patrol the neighborhoods in order to give residents a greater sense of security and decrease fear of crime. Now, the number of officers has diminished, and this does not allow for an opportunity to reach out to the youth and build relationships with community members in a positive environment; instead an adversarial feeling exists between the community members and the

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officers. If we had more officers we would be able to reach out in the community in education and prevention measures to establish cooperation with the various entities within the [REDACTED] such as the Tribal Court, the School District, and others.

[REDACTED]: There is only one jail on the island, located on the premises of the [REDACTED]. A single door divides the main office of the department from the jail. Unless they receive court approval, the police can only hold an individual for 12 hours, and only holds him/her for a maximum period of 48 hours before, due to a lack of resources, he/she must be transferred to a larger facility elsewhere in Alaska. There is no separate jail system for juvenile offenders.

3. Describe the significant tribal justice, community safety, juvenile delinquency, and victimization issues (e.g., child abuse, elder abuse, domestic violence, sexual assault, sex trafficking, dating violence, and stalking) facing the tribal nation and explain why these issues are the most pressing. *Ensure that the problems described are connected to the purpose area(s) for which the tribe is applying. For example, if the tribe is applying for Purpose Area #1 (COPS Tribal Resources Grant Program-Hiring and Tribal Resources Grant Program-Equipment/Training), the tribe should discuss law enforcement related issues. If the tribe is applying for multiple purpose areas, all of the relevant issues should be identified in this portion of the profile.*

The significant tribal justice issues within the [REDACTED] are the same that domestic violence, rape/sexual assault, juvenile crime (including alcohol and drug abuse), and victimization from attempted homicide and/or assault. As presented by the National Institute of Justice: "According to the Bureau of Justice Statistics, American Indians (AI) and Alaska Natives (AN) experience violent crimes at rates far greater than the general population." With that said, given how small many of these communities sometimes are and the historic and cultural barriers between western justice practices and research from traditional native ways of knowing, violence, crime, alcohol and drug abuse, and rape or sexual assault continue to be

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severely un-documented or, worse, hidden by intergenerational shame and trauma. The Indian Law and Order Commission Report, along with the Violence Against Women Act present disturbing statistics that “34% of Native women will be raped in their lifetimes, 39% of Indian people will be subject to domestic violence, violent crime rates across Indian country are twice the national average, and Indian children experience abuse at rates 50% higher than their non-native counterparts” (Heitkamp: National Report Reinforces Need to Reduce Violent Crimes Against Native Youth, 2013). While tribes across the nation share these ills, our situation on [REDACTED] has become dire due to geographic isolation, dwindling opportunities, and economic hardship.

The only way to reach our island is by the ferry system, private boat or small plane, and only certain businesses have the means to bring their goods, services, and jobs here. What we cannot grow or build ourselves, we must import, and usually at a hefty price — the price of gas in [REDACTED] 16.3% higher than the national average. Economically, we have been systemically repressed for pursuing our way of life in our own territory. Financial and job opportunities dwindle as well. The Mill that was the main employer other than [REDACTED] [REDACTED] closed, and the entire town went into decline. That also coincided with the closing of the [REDACTED] to all logging, thus precluding residents from earning a living in fields that were once the most reliable sources of income.

The Bureau of Indian Affairs had been funding the [REDACTED], but in recent years, this changed to a system of self-governance. At the time, the move made much more sense, for we had a steeply reduced population. Now that we have a larger population,

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larger ratio of youth and much higher drug and high-risk youth and young adults using dangerous drugs with high addictive properties like meth and narcotics. With the funding coming through self-governance, it is less flexible and cannot meet the changing needs of the community. The problems that were once manageable have exploded, and we are struggling to pick up the pieces. We are always behind the problems instead of anticipating them. For example, on an island of 1,504 people, we have 10 registered sex offenders. There are more sex offenders on the island than there are police officers (6 sworn officers).

These tribal justice issues are the result of two key factors that currently inhibit the [REDACTED] system of justice: **Community Safety** — under-equipped and limited law enforcement and **Juvenile Delinquency** — the severe lack of preventative and culturally strengthening programs available for our youth, including those at-risk. To address these two factors is to begin addressing the significant tribal justice issues.

COMMUNITY SAFETY ISSUE: [REDACTED]

The state of the [REDACTED] is one of the two most pressing issues facing the tribal community because they are under-equipped, under-staffed, and socially divided from the community whom they serve. The [REDACTED] consists of only 6 sworn officers, who must struggle to ensure the safety and protection of the community with exceedingly limited and severely outdated communications systems.

We need better communication equipment (radios, dispatch, repeater, and mobile units) to meet the needs of officers protecting the community members on our 133,000 acres of Reserve. Access to good communication on our island is understandably a problem due to

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the size of the island. In addition it becomes problematic when we have only one officer on duty and there are two or more crimes or violations happening at the same time. Our [REDACTED] does not even possess 9-1-1 recorder and dispatch equipment to document emergency calls as they come in. As such, our officers can only protect and serve what they are able to answer.

This technical inability to provide the service the community needs increases the distance and hostility between our servicemen and the individuals and entities on the Reserve. Too many crimes and violations go unreported, or victims even will recant their testimony. The victims lose faith in their police force and accept abuse, violence, or addiction as “just the way things are.” We live on an island, but those in need or at-risk should not feel as if they are deserted and abandoned.

JUVENILE DELINQUENCY: Linking Youth to their Culture, the [REDACTED] and the Community

Juvenile Delinquency is one of the most pressing issues facing our tribal nation because we have no measures, programs, or policies in place to address the root causes and systemic deficiencies that lead to these behaviors. We need access to better training and outreach equipment to communicate with the youth and other at-risk populations. To meet the needs of at-risk youth we need a [REDACTED] police officer who can focus on building relationships with the youth and others through the use modern media technology and facilitate other important outreach opportunities to connect our socially disconnected youth.

In the past when we had more officers we were able to reach out at community events and functions to build trust and positive relationships with members. This was a much more beneficial environment to work in and helped to create an atmosphere of cooperation in helping with drug use, alcohol abuse, domestic abuse and other crimes. If we had more officers

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we would be able to reach out in the community in education and prevention measures to establish cooperation with the various entities within [REDACTED] such as the Court System, the Health and Emergency Services, the School District and others.

The [REDACTED] has been and continues to be an important entity on the Reserve that has taken the necessary first steps to address these issues. The schools that teach our children see them, interact with them, and have become those that know best who is at-risk. To address growing use of methamphetamines and alcohol, we need preventative programming that does not currently exist on the island. Alcohol, along with all drug-related substances, is legally restricted with no sales allowed on the island and limits on the amount a homeowner may have in their home, yet these substances surreptitiously enter our borders or are prepared behind closed doors and the problem of illegal bootlegging continues. Also, recently, the youth have begun using and abusing prescription drugs for recreational use. One resident of the island stated: "... based on my experience I see that more and more people are lowering themselves to crimes such petty theft, check fraud, and home break-ins in order to fund their drug abuse." Drugs, particularly prescription and methamphetamines, drive youth into a small black market of criminal activity that fractures families, erodes community solidarity, and firmly sets them on a destructive path of juvenile delinquency. These substances pollute our youths and their futures long before they reach maturity.

At the heart of these problems is a spiritual illness from years of cultural estrangement. By connecting our youth with their [REDACTED], their traditional language, and native arts, we may empower them to overcome these temptations, stem the tide of drugs and alcohol, and prevent delinquency before it occurs. As [REDACTED]

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[REDACTED] stated, "I think that to expand and enhance services, we need to be going beyond evidence-based practices and evidence-based treatment. We need to be able to also bring our cultural healing into our formal service array." This cultural healing that she speaks of is a living connection between this generation and their heritage, between the youth and their elders. Because our juvenile justice institutions are so lacking, it becomes even more vital to focus on the preventative strategies and healing the intergenerational cultural trauma that pervades from father to son and mother to daughter. Our children and their families need the cultural values of our [REDACTED] ancestry working in concert with best preventative practices for at-risk youths.

4. Describe current and future plans to comprehensively address the tribe's public safety, criminal and juvenile justice, or victimization issues (e.g., violent crime, drug-related crime, child abuse, elder abuse, domestic violence, sexual assault, dating violence, and stalking).

CURRENT PLANS

Our current plans to comprehensively address the tribe's public safety, criminal and juvenile justice, and victimization issues are to meet the following Goals:

- I. Increase the efficiency of the [REDACTED] by equipping them with up-to-date Land Mobile Radio communications systems including a 9-1-1 recorder and dispatch, thus facilitating faster and strategically coordinated response to crime and other law enforcement activities. **(CTAS Purpose Area #1)**
- II. Increase the efficacy of the [REDACTED] and strengthen the relationship between the PD and at-risk tribal youth by hiring 2 new sworn officers.

These officers will reach out to the schools and community to build strong, community

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and tribal justice solidarity. They will assist in developing and providing prevention programs to the at-risk tribal youth. **(CTAS Purpose Area #9)**

- III. Provide year-round programming for the tribal youth of [REDACTED] using telecommunications and video conferencing technology. Employing this technology, we will engage at-risk tribal youth in activities centered on cultural preservation, tribal traditions (focusing on tribal youth with chronic truancy or at risk of dropping out of school) and the instruction of the traditional [REDACTED] language [REDACTED]. **(CTAS Purpose Area #9)**

These current plans will begin to address the issues that face our Tribe, and assist us as we strengthen and enhance our community to meet the greater challenges in the 21st century.

FUTURE PLANS

Our future plans to comprehensively address the tribe's public safety, criminal and juvenile justice, and victimization issues are to build a new justice complex to house more up-to-date equipment for education, outreach, and work with the state and nationwide systems. Until that time, we plan to use mobile technology to take our outreach into community buildings and the school to contact the at-risk populations.

We also plan to continue adding more officers to the [REDACTED] staff so that two or more can be available for emergencies, call outs for domestic violence, drug related crimes, assaults etc. Having more than one officer on at a time creates a safer environment for the officers as well as prevents claims of impropriety or other wrongdoing against the officers from victims or criminals. The current strategic plan will be updated to include a D.A.R.E.

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program and other positive reinforcements of appropriate behavior, creating a stewardship program to benefit community members in caring for the island and its population.

5. Discuss any additional information about your tribe that would be important in the understanding and evaluating your application.

Additional information that is important to understand the [REDACTED] and necessary to evaluate our application is connected with the economic situation under which we continue to struggle. According to the 2010 Census, 12.8% of individuals live below the poverty level in [REDACTED], higher than that of the rest of Alaska (9.9%). Unemployment is staggering on the Reserve, an astounding 20.9% for individuals 25 years and older. Lower class youth are four times more likely to commit crimes than middle class youth, and 53% of people in prison earned less than \$10,000 a year before incarceration ("The Economic Costs of Childhood Poverty in the United States," The Journal of Children and Poverty March 2008). Poverty literally affects the sensitive development of youth brains, particularly their decision-making capabilities. They learn to value short-term pleasures, disregarding future consequences. A study entitled "Growing Up Poor: Examining the Link Between Persistent Childhood Poverty and Delinquency," published in the Journal of Quantitative Criminology, demonstrated a link between long-term childhood poverty and the likelihood of eventual involvement in juvenile delinquency. Moreover, the report states: "Living in poverty during the first five years of life makes later involvement in delinquency significantly more likely." With the number of those living below the poverty line at 12.8%, we are certain that young children, before the school or any other community organization can reach them, experience economic

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disadvantages that may eventually lead to delinquency. The link between economic hardship in [REDACTED] and justice issues that we face is clear. Unless we act now, our community may continue to plummet into the same multi-generational web of violence, abuse, and injustice that have ensnared so many Natives in Alaska and the rest of the United States.

The funding has been needed for many years, and due to a lack of professional support we have been able to apply for outside funding. However, at this time, we feel our need is great enough that we can demonstrate the lack of current officers is creating an unsafe work environment for the officers and community members in [REDACTED]. Until we address these issues we will not be able to combat methamphetamines and other drug and alcohol risks affecting members of the population. We will be unable to meet the needs of our at-risk youth and others and will not be able to provide support to victims of violence. The time for us to heal and rebuild is now.

The Tribal Community and Justice Profile will be rated based on the following criteria:

- The extent to which the application fully responds to the requested information
- The need for funding as described in the Tribal Community and Justice Profile

**Sample Successful
Application for
Purpose Area #1
(COPS)**

Applicant Name: [REDACTED]

Purpose Area #1 Public Safety and Community Policing (COPS)

Narrative

Purpose Area #1 Narrative (15-page limit including template text; answers should be double-spaced)

1. Identify one or more of the crime and public safety problems described in the Tribal Community and Justice Profile that the tribe plans to address through the proposed grant funding and describe the problem(s) with as much additional detail, including data, as necessary to clearly describe the nature and extent of the problem(s).

The public safety problem in the Tribal Community and Justice Profile that the [REDACTED]

[REDACTED] plans to address through the proposed grant funding under CTAS Purpose

Area 1 is the issue of **Community Safety**. As described in the Profile Narrative, our community faces the similar challenges that plague other Native American and Alaska Native tribes such as domestic violence, rape/sexual assault, juvenile crime (including alcohol and drug abuse), and victimization from attempted homicide and/or assault, only our situation is exacerbated by isolation and economic hardship which drives . Due to our geographic isolation and the remote location of our tribal land, we lack the necessary resources, both equipment and human, to insulate our community from the challenges. Our police do the best they can with what little they have. Their task is great and their numbers are few.

The [REDACTED] consists of one Chief of Police, one Investigator, two full-time officers, and two newly hired officers. There are literally more registered sex offenders on the island than there are police officers. In recent years, the [REDACTED] assumed independent governance over the police force, previously working under contracts with the Bureau of Indian Affairs. At the time, the capacity of the police force was such that they could easily protect and serve the then smaller population. However, policing our community of 1,504 people in the present brings new obstacles.

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Now that we have a larger population, larger ratio of youth and much higher drug and high-risk youth and young adults using dangerous drugs with high addictive properties like methamphetamines and narcotics. In pursuit of ways to fund their addictions, more and more individuals have taken to petty theft, break-ins, and other crimes, that were previously unheard of in [REDACTED]. Commenting on the rise in crime, one resident stated: "This has created a situation where we once could leave doors unlocked and keys in the ignition of our cars, to having to lock everything up before you leave for the day and at night and to lock vehicles to protect your belongings even when running into the store, post office and other errands that once upon a time did not require locking your vehicle." These six officers have their work cut out for them, but outdated equipment and the sheer lack of technology considered fundamental to performing police duties inhibit and handicap our officers. Without the right tools, our justice system cannot function at all.

2. Describe current or previous efforts, if any, to address the crime and public safety problem(s) identified in item #1 and state whether they were effective.

Previous efforts to address the public safety problems of Community Safety were effective in the past because the [REDACTED] was smaller and more cohesive. 14 years ago, the police department's Land Mobile Radio system was up-to-date, and our police force contained more sworn officers who were even able to provide outreach and preventative programming to the community and at-risk youth populations.

In the years that followed, the problems in funding, organization, and economic challenges compounded upon each other, leading to an increase in the population, a decrease in the police force, and a steady rise in poverty, thus leading to a subsequent increase in crime. According to

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the U.S. Census, the percentage of those living below the poverty level is 12.8%. Currently, for those 25 years or age and older, 20.9% are unemployed.

Our [REDACTED] has not been able to keep up with these challenges. In the past, we have applied for funding to rectify these deficiencies, especially in regards to our languishing communications technology. The vast majority of private homes on the island have superior communication systems (better WIFI and cutting edge technology), whereas the police have trouble getting signal on their radios. Because of the limited reach of our police force, we have residents that volunteer to participate in what amounts to a make-shift community watch. They patrol certain areas, such as our newly constructed nature trail, and often find plastic bags carrying prescription pills or methamphetamines, used condoms, marijuana paraphernalia, and bottles with remnants of home-brewed alcohol. These volunteers report their findings, but there is little the police can do after the fact.

Our community has changed, and those that know the old ways and who readily serve and assist the justice system on the island become fewer and fewer every year. And, worse, these helpful individuals are the very ones that become victims of assault and theft. Thus, both current and past attempts to address these issues fall flat in the face of present challenges.

3. Describe any current gaps in services related to the problem(s) identified in items #1 and #2 that will be addressed through this grant application.

This grant application will address the gap in service of an insufficient and outdated police communication system. The Land Mobile Radio system in place is over 14 years old. There are a vast number of “dead spots” across the island that stalls responses and decreases the efficiency of the force to work to its full capacity. We need better communication equipment (radios,

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dispatcher, repeater, and mobile units) to meet the needs of officers protecting the community members on our 133,000 acres of Reserve. In addition it becomes problematic when we have only one officer on duty and there are two or more crimes or violations happening at the same time. In many cases, our officers work against or around these failed communication tools.

The [REDACTED] does not even possess 9-1-1 recorder and dispatcher equipment to take document emergency calls as they come in. As such, our officer force can only protect and serve what they are able to answer. Tragically, emergencies go unchecked. The lack of up-to-date equipment generates great distrust between the police force and the rest of the community. Why would anyone call for help if nobody answers the phone? Now, too many residents have simply stopped calling, even when their need is great and their family and home is falling apart. This leads to decreased contact between the justice system and the community at large, which amplifies the toxic environment that draws the at-risk populations — particularly our tribal youth — into criminal activity.

Because of the outdated technology or the lack of any device, domestic violence goes unreported, victims are attacked and silenced before officers even learn of the situation, and the tradition and heritage of our [REDACTED] is undermined, is rendered empty for failing to preserve its security, autonomy, and identity. Without the equipment, community policing remains only an ideal or memory of a past time rather than thriving reality.

4. Explain how your tribe identified and prioritized the problem(s) described above to be addressed through this grant funding.

The [REDACTED] identified and prioritized the problem described above to be addressed through this grant funding by reviewing the issues and situations that have been

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brought up in the [REDACTED] of [REDACTED] meetings and in various conversations amongst the executive branch of the tribal government. One disturbing reality that has emerged from these meetings is the effect of our unique island location, where such abuses and drug issues affect entire families. Oft-times families end up trying to 'protect' the offender from police, thus allowing the criminal activity to continue instead of being brought to justice for their criminal activities. This puts more stress on making our police force as efficient as possible to catch offenders during the crime instead of pursuing them via unreliable witnesses. From accounts such as this we began to see the extent to which the inadequacies of the police force affected their community policing capabilities and how this had led to such saturation of mistrust between officer and civilian. The members of the community themselves support this specific need for rapid response and better communications. Our Mayor and her staff have held many discussions with the Chief of Police and the rest of the force to target exactly what equipment they need to enhance their community policing efficiency and transform the negative view of the force. These meetings frequently involved the [REDACTED] (the sole school system on the island) and his supporting staff and principals. All parties came to an agreement that without the proper tools, all efforts to stop the growth of criminal activity would be futile.

5. Describe how the proposed grant-funded program will address the identified problems.

The proposed grant-funded program will address the identified problems by increasing emergency response speed, by recording and logging ALL 9-1-1 calls for protective and data collection criminal justice service, and by connecting sworn officers in a reliable communication network, thus allowing for back-up and greater surveillance and strategic patrolling of high-

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activity areas. The program will replace all outdated mobile technology currently in use with state-of-the-art Kenwood Land Mobile Radios, 9-1-1 dispatch console, recorder, antenna, and necessary software to quickly address situations and relay critical information, including location mapping, to better protect the community. What this means is that the [REDACTED] Police Force will be able to decrease the time it takes to respond to emergencies and coordinate with one another on duty. Should multiple emergencies arise, because of the reliable technology, the officers will be able to relay information to one another and send the nearest officers to proper location without the typical delay. The new radios will eliminate the “dead spots” in the community where the older technology simply failed to work. The 9-1-1 recorder will ensure that all reported crimes and emergencies are answered.

Essentially, this updated communication system will transform how the police force protects and serves the community. They will be able to institute an effective program of community policing that will reduce criminal activity ranging from theft, home break-ins, assault, domestic violence, and drug/alcohol abuse. Even just the increased visibility of officers will dissuade individuals from criminal activities, particularly when they see how fast they respond. The community will begin to perceive that their police force can successfully provide a safe neighborhood in which perpetrators will be apprehended.

- i. Assess the impact, if any, of the increase in police resources on other components of the criminal justice system.

The impact of the increase in police resources on other components of the criminal justice system in [REDACTED] will be a temporary increase in prosecution for the court system until the community criminal activity begins to decrease on account of the rapid response of the police

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force. We anticipate that for the first several months, officers will be able to catch criminal activity that previously went undetected, thus will result in necessary subsequent court processing, both juvenile and adult. The jail will be filled and extreme perpetrators will be extradited to other facilities in the state of Alaska. After this initial "crack-down," we anticipate that court activity will decrease, thus making way for further and eventual adjustments and enhancements to the criminal justice system in [REDACTED]

6. For each identified problem in item #1, identify the specific goals and objectives of the proposal that will be accomplished in 36 months. Provide details about the specific tasks and activities necessary to accomplish each goal and objective.

The identified problem in item #1 is Community Safety, and the sole, specific goal and subordinating objectives for it that will be accomplished in the 36 month time-frame is:

GOAL I: Increase the efficiency of the [REDACTED] Police Department by equipping them with an up-to-date communications system.

Objective 1: Purchase a new Land Mobile Radio system, including antenna/s, mobile radios, and repeater, to replace the current outdated technology, thus reducing "dead zones" to zero.

Activities: This will involve working closely with Kenwood technology representative to ensure the successful installation and proper usage and training on this new technology. We must use the Kenwood brand because they are the only company that provides technical support to our island. The [REDACTED] Police force will also develop community policing tactics specifically utilizing the advanced features of this LMR technology to ensure quality of service.

Objective 2: Equip the [REDACTED] Police department with an up-to-date 9-1-1 console, dispatcher, and recorder to ensure that no call for help goes unanswered.

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Activities: This will involve the successful installation and training on these new technologies. If necessary, training will be done in intervals over the course of the 36 months, happening at least once a year. The police force will establish a system based on best practices in responding to recorded 9-1-1 calls. They will also develop work-flow stream of collecting data from the emergency recorder to drive future additions and improvements to the tribal justice system on [REDACTED].

7. Describe the management structure, staffing, and in-house or contracted capacity to complete each of the proposed projects and any organizational changes that may result if funding is awarded. Include detailed information about existing resources within the tribe and the community that will help make this project a success.

The management structure for the proposed project of reaching **GOAL I** is under the auspices of the [REDACTED] executive branch headed by [REDACTED]. [REDACTED] has served in her official capacity for the past year and will continue doing so through the end of this year. The Grants Coordinator [REDACTED] will serve as the project manager for the duration of the 36 months of the grant period. In her 10 years tenure as the Grants Coordinator, she has overseen and fiscally managed the successful implementation of many grant awards from multiple entities. [REDACTED], the Grants Officer, will work under [REDACTED] and assist in the coordination of all grant activities. Chief of Police [REDACTED] [REDACTED] oversee the physical installation and implementation of the communication systems and will be responsible for ensuring that all officers are trained adequately and prepared to use the new technology to its fullest potential. The [REDACTED] will work closely with the technical representatives from the [REDACTED] to ensure the proper installation and technical support for the project equipment.

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We do not foresee any organizational changes should funding for our project be awarded.

Existing resources within the tribe and community that will help make this project a success are

the [REDACTED] and the [REDACTED]. The [REDACTED]

[REDACTED] will support this initiative by providing financial guidance and advisory support as

we implement the proposed activities of the grant. The [REDACTED] is

the true heart of the community — our children are sacred to us. [REDACTED]

works closely with the [REDACTED] to create opportunities to bring students,

families, and community members together in activities that heighten the learning and passing

on of our cultural heritage. Concerning this grant, he and his staff have already been very

involved in the planning and development of the goal and objectives. The AISD administration

and staff will work to share information with the [REDACTED] and be sure to

include them in the planning of all major sporting, cultural, and scholastic events, particularly

since the new equipment will bring unprecedented security and protective services to the

school that were previously not available. Through coordinated meetings throughout the 36

month period of the grant, the [REDACTED] and [REDACTED] will revise and publish

new emergency policies that utilize the new capacity of the police force.

- i. Explain how the grant will be used to reorient the affected law enforcement agency's mission toward community oriented policing or enhance its involvement in or commitment to community oriented policing.

The grant will be used to reorient the [REDACTED] mission toward

community oriented policing by removing the technological barriers that had prevented them

from doing their jobs to their fullest capacity. Whereas before, the practical mission of the day-

to-day patrolling and investigative services were predominantly retro-active, responding to

Applicant Name: [REDACTED]

Purpose Area #1 Public Safety and Community Policing (COPS)

crises that are often times days and weeks old, struggling to assemble cases and disentangle witness testimonies. It was inefficient, and the community knew that the police could only do so much to protect them. The old strategy may be summed up in the phrase “Chasing the past.” The new communication technology through the grant will galvanize the force and empower them to respond immediately and strategically to emergencies as well as tactically patrol problem areas. The time that will be saved by not having to work around “dead zones” will be used to proactively address issues before they happen and institute preventative policies. Among these policies will be the sharing of information and data collected with the 9-1-1 recorder. We will be able to share data with other tribes facing similar situations as well as coordinate our policies to work with those of the state of Alaska and the Federal Government. With reliable tools, the [REDACTED] will be able to work more closely with the [REDACTED] to establish community policing strategies to address the growing number of infractions by juvenile offenders particularly in the realm of drugs and alcohol. Our police will think forward, act proactively, and ensure the safety and cultural preservation of our Tsimshian ways for years to come.

8. Identify current government and community initiatives that complement or coordinate with the proposal and any partnerships that will be created or enhanced as a result of funding. Describe the roles of each identified partner. *Examples may be advisory boards, Tribal Leaders, nonprofits, private organizations, and regional relationships, financial, in-kind, or other tangible commitments.*

Current community initiatives that coordinate with the proposal are the Health, Education, and Welfare (HEW) Committee, the [REDACTED], the [REDACTED] and the three basketball teams: a men’s team, a women’s team, and a youth league. The HEW Committee will work to ensure the coordination of the grant program

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with other HEW Committee initiatives and goals, and upon funding will meet with the [REDACTED] to identify how the new communications and expected enhancement to community safety will create new opportunities for fostering a secure, healthy, and active membership. The safer community will also allow the HEW Committee to also focus on more health-related issues such as the high rates of diabetes, arthritis, and obesity on the island as well as tend to mental health issues that affect our residents such as depression, addiction, and even suicide. The [REDACTED], given the funding, will be able to address other major issues affecting the island, particularly the lack of jobs, the high unemployment (20.8%), and importance of bringing new business to the island. The [REDACTED] will coordinate with the Alaska Native Girls, the Boys and Girls Club, and the three basketball leagues so that there can be an officer at each event, meeting, or public activity to enhance the relationship between the officers and the community, thus preventing criminal activity and showing the police as a positive and fundamental aspect of community life. Each of the stake-holders of these organizations supports the transformation of the [REDACTED] image, and will coordinate schedules to ensure the presence of our officer, who will be more available because of the increased efficiency provided by the communication technology provided by the grant.

9. Describe how the applicant will know if the program works and how success will be determined and measured. Describe how data will be collected and assessed to measure the impact of proposed efforts.

[REDACTED], lead evaluation expert from Learning, Evaluation and Resources Network will serve as external evaluator. [REDACTED] has more than 40 years of experience in the field and has evaluated such federal programs as Innovative Approaches to Literacy, [REDACTED] Physical

Applicant Name: [REDACTED]

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Education and Nutrition programs, Improving Literacy through School Libraries, multiple

American History grants and other related projects. The external evaluator will travel to

[REDACTED] four times per year.

i. What will be measured?

A wide variety of quantitative, qualitative and descriptive data to be collected includes base line data regarding all incidence of use of drugs, alcohol, teen knowledge regarding island laws, domestic violence incidents and other criminal activities including specifically : 1) information from the use of the 9-1-1-recorder, 2) attendance records for law enforcement programs and activities to include sporting, cultural and scholastic events as well as law enforcement/juvenile delinquency data, incidence data regarding Domestic Violence, and the completion of the anticipated new emergency policies. The evaluator will monitor use of the new Kenwood Land Mobile Radio system to determine to what extent the technology has eliminate dead zones and helped to improve response times and improved communication. The evaluator will monitor use of the new Kenwood Land Mobile Radio system to determine to what extent the technology has eliminate dead zones and helped to improve response times and improved communication.

ii. How will data be collected?

Data will be collected prior to the beginning of the project and each quarter. Following training and other activities, parent, community, and student satisfaction questionnaires will be completed, and focus groups will be used as a means of determining future directions for the project. Records of participation in the training, of teen interaction with the new police, attendance at the workshops, training, and other related law enforcement activities will

Applicant Name: [REDACTED]

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determine the degree of engagement. A baseline will be established and an incident rate to include types of juvenile activity, incidence of juvenile activity by type and frequency, and number of parent interactions with law enforcement will be a part of the continuous monitoring to the project. Data collection methods include: 1) locally developed incident reports to cover all areas of law enforcement, 2) Behavioral questionnaires, 3) timing of officers' response time to emergencies and 9-1-1 calls and 4) on-line surveys to establish baseline and track increase in collaborative activities to measure community reception of police activities.

iii. Who is responsible for collecting the data?

Representatives from the hosting organizations of each major entity in the project ([REDACTED]

[REDACTED] and the External

[REDACTED] will be responsible for collecting data. Data will be analyzed using SPSS for

Windows. The degree of change in incidents and interactions will be discussed with parents and community members within two working days following evaluation of the incident data, occurring quarterly.

iv. How is success defined?

Success of the project will be measured as reduction of incidents regarding drugs, alcohol, Domestic Violence, and other lawless activity. In addition, success will be measured by payroll data showing new law enforcement officers on the payroll and working, the use of the new 9-1-1 response system with a response time of 1 minute or less and by usage records showing the use of the new communication system.

10. Describe how evaluation, collaborative partnerships, or other methods will be used to leverage ongoing resources and facilitate a long-term strategy to sustain the project when the federal grant ends.

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Purpose Area #1 Public Safety and Community Policing (COPS)

The evaluation, collaborative partnerships, and support from local organization such as the [REDACTED] and the [REDACTED] will work to ensure the planning of our long-term strategy of further developing our juvenile justice system and building an entirely new [REDACTED] Police Station to house future law enforcement activities. Evaluation strategies will be integrated with project development and will allow for continuous review of project progress and a high degree of fidelity in implementation. The continuous nature of this evaluation design provides timely feedback throughout the project, allows changes and revisions as needed, and helps to assure the continued success of the project. Data collected by the evaluation will be leveraged to secure more funding in the future so that we may continue to build a new tribal justice infrastructure.

- i. Describe any challenges you anticipate in sustaining the program beyond the grant funding.

[REDACTED] does not anticipate any challenges in sustaining the program beyond the period of grant funding due to the quality and life-span of the purchased technology.

- ii. If the tribe is requesting funding for officers, identify the tribal agency's source of funding and plan to retain grant-hired positions for 12 months after the expiration of the grant.

There will not be any grant-hired positions through this Purpose Area.

11. Address the tribe's need for financial assistance and the inability of the agency to implement the proposed plan without federal funding. This should be linked to the issues identified in the Tribal Narrative Profile.

[REDACTED] needs financial assistance and is unable to implement the proposed plan without federal funding due to geographic isolation and economic hardship. We must import many goods and services to the island, particularly things like gasoline — the price

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of gas in [REDACTED] is 16.3% higher than the national average. The Mill that was the main employer other than [REDACTED] closed, and the entire town went into decline. That also coincided with the closing of the [REDACTED] to all logging, thus precluding residents from earning a living in fields that were once the most reliable sources of income. These economic troubles, coupled with the Recession of 2008, have created an economic, social, and somewhat psychological hole that we have been trying to crawl out of. Without federal funding, our police force will continue to struggle with technology that is 14 years old, and the community will continue to grow more unsafe with each passing month. Our children will be the ones to suffer most.

12. If you are requesting funding in multiple purpose areas, is the receipt of COPS Office Purpose Area #1 funding required for the implementation of any other purpose area being requested? If so, explain. *Examples of this may be requesting an officer from BJA Purpose Area #3 and equipment for that officer from COPS Office Purpose Area #1.*

[REDACTED] is also requesting funding in Purpose Area #9 to provide preventative programming and activities to our tribal youth employing video-conferencing technology. Although the funding for Purpose Area #1 is not necessary for the implementation of Purpose Area #9, it does substantially affect it as one of the key components is hiring a sworn officer to be the main officer for [REDACTED] and provide targeted preventative programming such as the D.A.R.E. program to the youth. Without the tools made available through funding the funding of Purpose Area #1, the officer will be limited in his/her capacity to provide substantial programming, particularly if he is called away to support other community policing activities.

**Sample Successful
Application for
Purpose Area #2 (BJA,
COPS, OJJDP, OVW,
OVC)**

Narrative

Purpose Area #2 Narrative (15-page limit including template text; answers should be double-spaced)

- 1. Identify the crime and public safety problem(s) described in the Tribal Community and Justice Profile that the tribe plans to address through the proposed grant funding to develop a comprehensive tribal justice system-wide strategic plan and describe the problems(s) with as much additional detail, including data, as necessary to clearly describe the nature and extend of the problem(s).**

Alcohol and prescription drug Abuse is the number one crime and public safety problem facing our Tribal Community. This problem leads the Tribal members, young and old, into a life of criminal activity and health problems. [REDACTED] County is one of the poorest counties in the State of Oklahoma; where the majority of our Tribal members live. There are five tribes located very close together in the [REDACTED] Tribal Service Area. The combined unemployment rate for these Tribes is 39.8%. The poverty rate for this area is 26.3% (2010 U.S. Census). The Native American children are more than twice as likely to be poor than White children.

Rates of current illicit drug use among the major racial/ethnic groups in 2001 were 7.2 percent for whites, 6.4 percent for Hispanics, and 7.4 percent for blacks. The rate was highest is among American Indians at 9.9 percent (U.S. Dept. of Health & Human Services 2002).

[REDACTED] County is consistently in the top 7 of 77 counties with juvenile problems. In 2004, the Office of Juvenile Affairs (OJA) for [REDACTED] County received 562 delinquent referrals. 170 (30%), were Indian offenders responsible for 258 offenses.

The 2011 Center for Disease Control Health Disparities & Inequalities Report – notes:

- In 2007, AI/AN populations (combined) had the second highest death rate due to drugs, (includes illicit, prescription, and over-the-counter) compared with other racial/ethnic populations.
- In 2009, the AI/AN adult were among those with the highest prevalence of binge drinking, one of the highest number of binge drinking episodes per individual, and the highest number of drinks consumed during binge drinking.

The United States 2011 Behavioral Risk indicator surveys have shown the Oklahoma general juvenile population is at equal risk with all other juvenile populations in the United States. We believe the effects of family alcohol and drug abuse, combined with the risk factors just described, have converged to create a youth population at serious risk in our service area.

The [REDACTED] Police Department, with their Mobile Command Center is planning a curriculum to educate the youth and their parents in prevention and intervention of family members that are involved in Alcohol and Drug Abuse. The Command Center, when not in use for disasters and criminal activity, will be used as a learning center for the youth and their parents. They will be trained in “Healthy Family Lifestyles” and the reduction of “Police Fear Factors”.

The Tribal Youth Program (TYP) will be very active in after school activities and Summer Camps. The use of the 200 Acre ACA Camp Ground will be vital in this effort to reduce the Alcohol and Drug Abuse of the Tribal families, Juvenile Arrest and improve their health. The ACA Camp will be a well-run structured environment.

The Domestic Violence Program will continue to support the court and law enforcement. The majority of the Domestic Violence incidences have a root problem in Alcohol and Drug

Applicant Name: [REDACTED] – FY-2015
Purpose Area #2 Comprehensive Tribal Justice Systems Strategic Planning Program (BJA, COPS, OJJDP, OVC, OVW)

Abuse. The Domestic Violence Program will accept Referrals from the Court, Indian Child Welfare, [REDACTED] Police Department and the Tribal Youth Program as well.

The Domestic Violence Program will refer the Youth to the Tribal Youth Program and explain to the families the purpose of the [REDACTED] Police Departments' Mobile Command Center and encourage them to participate in their Learning Program.

The Indian Child Welfare Program will have retreats for the children and families; using the ACA Camp Ground, Tribal Youth Program, Domestic Violence, [REDACTED] Police Departments Mobile Command Center Learning their culture and team work.

Through Purpose Area #2 proposal the needs of the [REDACTED] Justice System will be a detailed, strength-based strategy to address all Justice Systems and how they can be improved and work together in a more systemic manner. The programs funded through this effort can serve as a referral source for the court. A Tribal Action Plan will be developed and approved by the Executive Committee that will include each and every department, program and their role in the [REDACTED] Justice System. Furthermore, with tribal staff being trained by the U. S. Department of Justice, it will give them a better understanding of how the tribal departments can be a referral source for the court system.

2. Describe current or previous strategic planning efforts, if any, to address the problem(s) identified in item #1, and state whether they were effective.

The Tribal Justice System has never made a comprehensive data-informed Tribal Action plan with community partners in the past.

Currently, we were awarded a Tribal Court Assistance Program grant FY12. We are using new software that allows for collecting data that will be used for future planning for the

Applicant Name: [REDACTED] – FY-2015
Purpose Area #2 Comprehensive Tribal Justice Systems Strategic Planning Program (BJA, COPS, OJJDP, OVC, OVW)

Justice System. Scanning the old records from 1982 to date, the software is capturing information that was not financially feasible to retrieve until now. The grant provides funds to pay for Drug and Alcohol Assessments and Level of Service Inventories that measure Risk of Recidivism that assists the Judge in his/her mandates from the court.

The Police Department pursued a grant to develop a Probation Department and failed in their effort for funding. The need for a structured Probation Department is exceedingly important to the efforts of the Tribal Justice Systems success.

3. Describe any current gaps in services related to the problem(s) identified in items #1 and #2 that will be addressed through this grant application and/or explain how the requested funding would help identify current gaps in service.

The [REDACTED] Justice System and the Behavioral Health Program has not worked together to mandate offenders into Substance Abuse Treatment. Behavioral Health does not have a treatment program for adults and/or youth. The Court does not have an organized Probation or Reentry program. These two issues; Alcohol and Drug Abuse and Criminal activity are never addressed as a cause and effect.

The lack of data to assist in strategic planning for the [REDACTED] Justice System is now being collected through the new software the Tribal Court Assistance Program grant has funded and will soon be available for the well-trained Planning Team to access.

The Tribal Youth, Indian Child Welfare and Domestic Violence programs have no software to do data collection. All data is collected by hand.

Through, Purpose Area #2, the training and technical assistance the strategic planning team will receive from the Department of Justice and a BJA Technical Assistance Provider, the team will develop a Tribal Action Plan to close the gaps in services they will soon recognize.

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Purpose Area #2 Comprehensive Tribal Justice Systems Strategic Planning Program (BJA, COPS, OJJDP, OVC, OVW)

4. Explain how your Tribe identified and prioritized the problem(s) described above to be addressed through this grant funding.

The CTAS grant application in 2010; there were discussions with the Judges, the Attorney Generals' Office and the [REDACTED] Police Department staff regarding needs of the Justice System. This year, after the CTAS application came out again, a committee of five was formed to develop the various purpose areas to fill the needs of the Justice System. Through the process, the need for Referrals for the court became apparent. Prevention and Intervention came to the forefront of the conversations and how would that be done. By addressing the Number one problem; Alcohol and Drug Abuse, followed by the Number two problem; Crime that stems from the Number one problem in our community, such as Domestic Violence, Rape, Break-ins, Child Neglect, Truancy, Teen pregnancy, accidental deaths, and etc.; will create a more healthy and safe environment in our tribal communities.

5. Describe how the proposed grant-funded program will address the identified problems.

The Comprehensive Tribal Justice Systems Strategic Planning Program will break down each area of concern. Goals and objectives will be written with tasks and timelines. An Action Plan will be developed to begin the process of reducing the use of Alcohol and Drugs in our Native families. Referrals will be outlined for the Judges of our Court and the various programs will develop and increase their services for the court.

Prevention and intervention strategies will be put into action. The [REDACTED] Police Department with their Mobile Command Center will begin their training in family interventions. (Assist the families in losing their 'fear factor' of the Police.); and the Police Chief and/or his designee will begin work in developing a program that will be presented through the Mobile Command Center for the Native families. The Tribal Youth Program will begin their after

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Purpose Area #2 Comprehensive Tribal Justice Systems Strategic Planning Program (BJA, COPS, OJJDP, OVC, OVW)

school program and using the new ACA Camp Ground for their Summer Camps. Indian Child Welfare will begin planning Retreats for their children and families. The Domestic Violence Program will take Referrals and send Referrals to the two program areas described above and provide Counseling to those in need of it. The two primary goals; one is to prevent the youth from joining the cycle of Alcohol and Drug Abuse and keeping their interest in school, school activities and learning about their own culture; and two is to intervene into the adults/parents behavioral patterns of Alcohol and Drug Abuse that have long been practiced in our community.

The ACA campground will allow the space to model behaviors that do not include drinking and abusive behaviors that occur within the Native families who use Alcohol and Drugs.

6. Identify the specific goals and objectives of the proposal that will be accomplished in 18 months. Provide details about the specific tasks and activities necessary to accomplish each goal and objective.

Problem No: #1 Alcohol and Drug Abuse

GOAL: The Tribal Justice System will have a Department of Justice approved Strategic Plan that will strengthen it and promote community wellness and safety for the [REDACTED]

Objective one: The Project Manager will be hired and attend the Grantee Conference along with the Grants Administrator. Through their leadership, the Alcohol and Drug Abuse issues that plague the tribal families will be brought to the public forum.

Objective two: The BJA Technical Assistance Provider will be contacted by the Project Manager and ask for assistance to the Executive Committee in identifying the Four (4)

Applicant Name: [REDACTED] – FY-2015
Purpose Area #2 Comprehensive Tribal Justice Systems Strategic Planning Program (BJA, COPS, OJJDP, OVC, OVW)

Member Planning Team, to include one Tribal Member Volunteer to receive a stipend, and setting up any future meetings necessary to begin the DOJ approved training of the Team.

Problem No: #2 Crimes in our Community

GOAL: [REDACTED] will have a cohesive Tribal Justice System that includes partnerships throughout the departments of the tribe that support the court system with excellent referral sources that will address the Victims and Perpetrators.

Objective one: The BJA Technical Assistance Provider and Project Manager will assist the Strategic Planning Team in conducting a comprehensive needs assessment and identifying community strengths and resources.

Objective two: The Strategic Planning Team will develop strategies to strengthen the Tribal Justice System and promote community safety plans; such as a Neighborhood Watch.

Objective three: Members of the Planning Team will attend specific training events that will assist them in developing a Tribal Action Plan that addresses the Justice System and set in motion a plan to address the Alcohol and Drug Abuse and the crime that is associated with it. The Plan will include directions for annual updates.

- 7. Describe the management structure, staffing, capacity to complete the proposed projects, and any organizational changes that may result if funding is awarded. Include detailed information about existing resources within the Tribe and the community that will help make this project a success.**

The Governor of the tribe is the authority over the [REDACTED] Police Department. The Police Chief will administer the Purpose Area #2 grant. A part time employee will act as the Project Manager to facilitate the planning process and coordinate daily activities. The Project Manager will use an existing office in the Police Department and will attend local meetings, using a tribal car. No other organizational changes will be necessary. The Planning Team

Applicant Name: [REDACTED] [REDACTED] – FY-2015
Purpose Area #2 Comprehensive Tribal Justice Systems Strategic Planning Program (BJA, COPS, OJJDP, OVC, OVW)

will consist of four members; one volunteer and three current staff who are involved in the [REDACTED] Tribal Justice Systems various departments. The travel and training will be paid from the Purpose Area #2 grant and the U. S. Department of Justice (DOJ) will provide BJA Technical Assistance Providers.

The Tribe has set up two after school programs and has another planned. These programs are being funded through tribal and donated funds from other tribes where their children are being served too.

The Tribe has been granted an Indian Community Block Grant (ICDBG) to develop 200 acres into an ACA Youth Camp. It will consist of a 14 acre lake with swimming, canoeing, and fishing; Cafeteria, 8 large Cabins, Archery Range, Play Ground, Wildlife habitat and etc. This will be the home for the Tribal Youth Program. Phase One cost is \$1,050,000 that includes the 20% tribal match. The work on the infrastructure has begun.

The [REDACTED] Court is in the process of scanning in all old records (1982 to current) into new software that is funded through the Bureau of Justice Assistance (BJA). It will provide data to the Planning Team as they develop their Tribal Action Plan.

8. Identify current government and community initiatives that complement or coordinate with the proposal and any partnerships that will be created or enhanced as a result of funding. Describe the roles of each identified partner. *Examples may be advisory boards, Tribal leaders, nonprofits, private organizations, and regional relationships, etc.*

The [REDACTED] has recognized the root problem of the Native families in the service area as Alcohol and Drug Abuse. The youth are drinking and using drugs at a very young age and it is contributing to their dropping out of school and getting involved in illegal activities. The tribal government has dedicated 200 acres of land to build an ACA Youth Camp. They received a HUD FY-13 Indian Community Development Grant (ICDBG) for \$800,000

Applicant Name: [REDACTED] – Police Department – FY-2015
Purpose Area #2 Comprehensive Tribal Justice Systems Strategic Planning Program (BJA, COPS, OJJDP, OVC, OVW)

with the match of the land at \$250,000. They have begun Phase One of three Phases with plans of completing the entire project in the next 3 years. They have two After School Programs and have plans to begin the third one soon. There are different age groups and help with their homework. The tribe has received a “Methamphetamine/Suicide Prevention Initiative” from Indian Health Services. It provides substance abuse treatment and screens for suicidal ideations. It provides Summer Camp, cultural activities, and a Music Program that targets Native Youth from age 6-18. There are 2 educational age groups to name a few of the activities. These seven grant applications, if funded will enhance or be enhanced by working with the established projects and programs.

The ACA Camp, when completed and fully staffed, will provide a home for the Tribal Youth Program that will be funded through CTAS and the Methamphetamine/Suicide Prevention Intervention that is funded through Indian Health Services. The [REDACTED] Police Department will move their Mobile Command Center to the Camp Ground when the children and families are there to provide Substance Abuse prevention and intervention strategies with them. Domestic Violence and Indian Child Welfare will provide Retreats for their families too.

9. Describe how the applicant will know if the program works and how success will be determined and measured. Describe how data will be collected and assessed to measure the impact of proposed efforts.

i. What will be measured?

Number of youth involved in our After School programs & Camp Attendance.

Number of Families that attend the Mobile Command Center activities.

Number of Children in Indian Child Welfare’s foster care.

Number of Domestic Violence cases and Protective Orders filed in the Court.

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Purpose Area #2 Comprehensive Tribal Justice Systems Strategic Planning Program (BJA, COPS, OJJDP, OVC, OVW)

Number of court cases and Referrals to the programs that will be set up.

Number of children and families involved in the Tribal Youth Program.

Number of children and families involved in the MSPI Program.

ii. How will data be collected?

Pencil & Paper surveys will be used for the youth programs and families attending the [REDACTED] Police Mobile Command Center activities.

Databases will be used to capture the [REDACTED] Court activities.

iii. Who is responsible for collecting the data?

The Project Manager will work with each Program Director to develop surveys for each program. Pencil & paper or databases will be used in the data collection process.

iv. How is success defined?

Baseline data will be collected at the beginning of the project.

One interim data collection will be done at the nine (9) month time period to take any corrective action.

At closing of the project; the data will be collected again in the same manner.

With Technical Assistance from the DOJ provider; the Planning Team will analyze the data for the final time to determine the success of the project.

Success defined; if the reduction of alcohol and substance use has been reduced by 10% in the families and youth in 18 months that has been active in the program.

10. Describe how evaluation, collaborative partnerships, or other methods will be used to leverage ongoing resources and facilitate a long-term strategy to sustain the project when the federal grant ends.

The [REDACTED] Tribe had a five year Feasibility Study (3years to build) done regarding the plan for the ACA Youth Camp. As the site is being created, staff will get certified in the various areas of the programs. Once the camp is in operation it will be leased out for outside Youth Programs, such as, Boy and Girl Scouts, other tribes youth programs. The University of Oklahoma, less than 20 miles from the Camp Site, has stated they will be interested in leasing for Retreats for their staff. In the winter, the tribal elderly will have retreats and it will be closed two weeks for the annual tribal hunting season. Many of the municipal associations will be able to lease it for day or weekend retreats. (It is 20 miles to [REDACTED]).

The funds from leasing will cover salaries, maintaining of the grounds and structures.

The [REDACTED] Justice System program referrals will have full access to the camp as well.

a. Describe any challenges you anticipate in sustaining the program beyond the grant funding.

The cost of liability Insurance could impede the growth of the Youth Camp.

However, the cost will be figured into each lease and based on how many people will be in the group.

Building of the ACA Youth Camp depends on the ICDBG grant funding.

11. Address the Tribe's need for financial assistance and the inability of the agency to implement the proposed plan without federal funding. This should be linked to the issues identified in the Tribal Narrative Profile.

The Tribe's need for financial assistance is critical to the project. The [REDACTED] Police Mobile Command Center is needed for the Emergencies the tribe finds itself in from natural causes. Over the past 3 years we have experienced Tornadoes, Wildfires and Ice Storms. Our tribal members live in wooded rural areas that are hard to get into. Other Police Departments

Applicant Name: [REDACTED] tment – FY-2015
Purpose Area #2 Comprehensive Tribal Justice Systems Strategic Planning Program (BJA, COPS, OJJDP, OVC, OVW)

come to the aide of the tribe and the officers are unable to communicate with each other because of different radio frequencies. The Mobile Command Center will be equipped with a frequency that all departments will be able to switch to for a more smooth emergency operation.

The Tribal Youth Program funds are needed to provide the program for our ACA Camp Ground until such time the leasing process begins. The Tribal Youth Program provides vital services to the youth after school, spring and summer breaks.

The Domestic Violence Program funds are critical to addressing the substance abuse issues that plague our families. Getting the cases into the court and victim services are extremely important to get the victims into counseling and getting the court to mandate them into family counseling.

The Indian Child Welfare (ICW) Program is in vital need of additional funding to operate a quality program on behalf of the children and families finding themselves' involved with the legal justice system as well. The ICW Program will use the ACA Camp Ground and interact with the other programs.

The tribe has no funds to pay for Strategic Planning or the expertise necessary to develop Action Plans to address the [REDACTED] Justice System and how it can be used to reduce the alcohol and drug Abuse issues in our families.

11. If you are requesting funding in multiple Purpose Areas, is the receipt of BJA Purpose Area #2 funding required for the implementation of any other Purpose Area being requested? If so, explain. Examples of this may be requesting an officer from BJA Purpose Area #3 and equipment for that officer from COPS Purpose Area #1.

The [REDACTED] is requesting funds in multiple Purpose Areas.

While the programs will support each other, the funds from Purpose Area #2 will not be

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Purpose Area #2 Comprehensive Tribal Justice Systems Strategic Planning Program (BJA, COPS, OJJDP, OVC, OVW)

required for the implementation of other Purpose Areas. Our community is centering on a multi-faceted approach to protect our people and create a healthier environment for our future generations.

**Sample Successful
Application for
Purpose Area #3 (BJA)**

Narrative – Purpose Area #3

1. Identify one or more of the crime and public safety problems...

The [REDACTED] is applying for funding for enhancement and continuation of the *FBIC Special Assistant U.S. Attorney Project* ([REDACTED]-SAUSA). This project will address crime and public safety on our Reservation through enhancement of the original SAUSA Pilot Project. This tribal justice systems improvement project will increase the number of successfully prosecuted victimization cases in Federal court, refer offenders for substance or alcohol treatment, add a much needed victim witness specialist, and expand prosecutions from a focus on domestic violence to a wider range of cases to include, but not be limited to: Class I (Tribal) or Federally chargeable assaults on children, elders, or non-related persons.

The substance abuse problem at the [REDACTED] is overwhelming. The prevalent use and abuse of alcohol, methamphetamines, prescription pills, and marijuana has posed a continuing threat to the safety of our community members. The threat to public safety has increased the need for public safety initiatives, including the improvement of the tribal justice system in the community. As reported by the [REDACTED] prosecutor's office, 100% of the crimes prosecuted under the pilot SAUSA involved the use of drugs or alcohol at the time of the incident leading to the prosecution. According to [REDACTED] Clinical Psychologist practicing at [REDACTED], methamphetamines, alcohol, and marijuana are the most highly abused substances in the community. Specifically, nearly half of the people with behavioral health issues use methamphetamines; alcohol is "almost always" present; and people who use marijuana smoke it on a daily basis. [REDACTED] has observed a prevalence of child, elder, spousal, and family member abuse and neglect in cases where alcohol abuse is present.

Research shows that there is a direct correlation between substance abuse and violent

behavior. According to a January 20, 2011 Psychiatric Times article “*The Link between Substance Abuse, Violence, and Suicide*”, up to 75% of people receiving addiction treatment reported that they had engaged in violent behavior. As reported by the Department of Justice, “37% of almost 2 million convicted offenders currently in jail, report that they were drinking at the time of their arrest.” Additional, a research study conducted by OVC (Substance Abuse and Victimization, 2000) revealed the following findings: Substance abuse is a “*correlating factor in domestic violence within the framework of both the abuser and the victim.*” “Alcohol and other drugs are often present in both victims and offenders of sexual assault.” “Drinking by the victim, the assailant, or both is involved in over half of sexual assaults.” “When alcohol and other drugs are present in family environments, the likelihood of child victimization increases.”

As described above, the substance abuse problem at [REDACTED] is prevalent, and there is research showing a direct link between substance abuse and crime. The following table reflects the number of cases for victimization crime and drug and alcohol related crime tried in Tribal Court from 2011 to 2014.

Offense	2011	2012	2013	2014
Abuse of a Child	46	41	16	9
Abuse of a Family Member	112	102	94	80
Aggravated Assault	15	22	13	15
Assault	31	34	36	34
Assault on a Peace Officer	7	12	8	7
Elder Abuse	10	13	8	9
Intimidation	16	10	4	5
Kidnapping	1	5	0	1
Rape	0	4	1	1
Sexual Assault	5	2	3	0

Offense	2011	2012	2013	2014
Stalking	9	2	0	0
Attempted Murder	0	0	1	1
Criminal Possession of Dangerous Drugs	31	31	2	79
Criminal Possession of Drug Paraphernalia	33	29	48	50
Driving While Under the Influence	114	157	163	147
Open Container	35	47	90	95
Minor in Possession	44	58	41	89

It is important to note that the above data does not include cases tried in Federal court or the total number of arrests, but only the cases tried in Tribal court. Furthermore, the increase in drug and alcohol related offenses over the past four years is alarming. Criminal possession of dangerous drugs and minor in possession charges have more than doubled; criminal possession of drug paraphernalia has nearly doubled; and open container charges have nearly tripled. Additionally, incidences of sexual assault and family violence are severely underreported. According to the Justice Department Bureau of Justice Statistics, less than half of rapes or sexual assaults on women in the United States were reported (2008). Further studies have indicated that Native American females have a one in three chance of being sexually assaulted in her lifetime (*A Call to Action. Get Involved to Stop Sexual Violence in Tribal Communities*, Timothy Q Purdon; US Attorney for the District of North Dakota). Another contributing factor to underreporting is the nature of our rural community. Because of the small, close-knit community, many people don't report assaults, especially assaults related to family violence because they either fear repercussions or they want to keep the family member out of trouble.

As noted in the number of cases tried at Tribal Court, there has been a marked decrease in the number of abuse of a child and abuse of a family member cases. The decrease in the number of

cases for these offenses is attributed to several factors: 1) In 2011 and 2012, child abuse cases were being over-charged (not enough evidence to substantiate the charge). 2) The Police Department has been understaffed since 2013 resulting in a reduced number of arrests. 3) The reduction in child abuse cases can be attributed in part to high turnover at the [REDACTED] Social Services Department. 4) Implementation of the SAUSA Pilot Project resulted in a drop in the number of cases of abuse of a family member. (Offenders are aware that, under the SAUSA project, they will face mandatory jail time, probation, and possible Federal prosecution.)

Based upon the crime and public safety problems, and related substance abuse problems, presented in this application, it is clear that our community is in dire need of the proposed [REDACTED]-SAUSA project, which will enhance our tribal justice system through the implementation of the objectives and activities of the project.

2. Describe current or previous efforts, if any, to address the problem(s)...

Best practices developed under the SAUSA Pilot Project provide the foundation for this proposed tribal justice system enhancement project. The goal of the pilot project was *“to increase the likelihood that every viable violence against women offense is successfully prosecuted in Tribal court, Federal court, or both and improve public safety efforts and the way we serve victims of crime within the [REDACTED] jurisdiction.”* Through our experiences with the SAUSA Pilot Project, we have developed a coordinated effort with the US Attorney’s Office. Unfortunately, due to the lack of financial and human resources, our capacity to continue to provide adequate prosecution and investigative services for our population is inadequate. When the pilot project was initially proposed, it was determined that the SAUSA and the Criminal Investigator’s Office could bring cases for indictment without Federal law enforcement agency involvement. However, without Federal law enforcement

involvement, there is not a victim witness specialist to provide services and support to victims during the prosecution process. Currently, there are no other means of providing local victim witness services specifically for victims of crime in the [REDACTED] community. Without the services provided by the victim witness specialist, problems faced by the victims and their families multiply.

3. Describe any current gaps in services related to the problem(s)...

The [REDACTED]-SAUSA Project will address the following gaps in services: 1) the lack of a local Victim Witness Specialist; 2) inadequate prosecution of violent crimes against victims other than those of domestic violence; 3) the lack of coordinated services; and 4) inadequate data collection procedures.

Victim Witness Specialist: To address this gap, we will hire a local Victim Witness Specialist. The Victim Witness Specialist will provide enhanced court services to victims of crime. Such services include the provision of victims' rights information, criminal process information, support for the victim through the prosecution process, and referrals to other departments or agencies as needed. The purpose of this position is to assist the victims in any way possible to keep them from feeling intimidated through an otherwise daunting process.

Expansion of Prosecution Services: Currently, prosecution of crimes against victims are focused on domestic violence, rape, sexual assault, and stalking offenses. To address this gap, we will expand prosecution activities to include offenses such as child abuse, elder abuse, and assaultive charges as set forth above. The [REDACTED] lacks the resources required to implement extended jurisdiction allowing for incarceration or supervision of violent offenders for more than one year. As a result, violent offenders frequently receive sentences that do not reflect the seriousness of the offense committed. To address this gap, the project will increase the number

of cases tried in Federal court, as needed, to effectively prosecute offenders and enhance our tribal justice system.

Coordinated Services: To address this gap, we will develop and/or maintain partnerships, commitments, communication, and coordination between Tribal Prosecutors, Tribal court staff, service providers, the community, and relevant entities. In cases where alcohol or substance abuse are a contributing factor, the prosecutor will recommend a chemical dependency evaluation be ordered, and any recommended action resulting from the evaluation be followed. Although the actual sentence for an offender is imposed by the judge, we have learned from past experience that the judges are inclined to impose treatment recommendations when substance abuse is a factor. When treatment services for alcohol or substance abuse are part of the sentence, Probation Officers will monitor the offenders' compliance with the conditions of their sentences.

Data Collection Procedures: Data collection processes in the past have been relatively inconsistent, resulting in insufficient data. As a result, we cannot thoroughly express need in funding proposals such as this, track progress (or decline) in a reliable manner, or determine which problems/issues to prioritize. To address this, we will purchase Full Case management software, and will attend training to utilize the system efficiently.

4. Explain how your tribe identified and prioritized the problem(s)...

We are implementing the final year of our SAUSA Pilot Project. Under this project, we have collaborated with the US Attorney's Office to set up a defined process, based on best practices, to prosecute domestic violence, dating violence, sexual assault, and stalking cases while providing victim witness services to the victims of these crimes. Through our efforts during the pilot's project period, we have determined the need for a Victim Witness Specialist and continued prosecution efforts to be a priority for the [REDACTED]. Without funding for this project, the

efforts put forth to establish a smooth process and define the need for the Victim Witness Specialist will be in vain as we do not have the financial or human resources to implement the activities proposed herein.

5. Describe how the proposed grant-funded program will address the identified problems.

The proposed [REDACTED]-SAUSA Project will address the problems described by improving the functioning of the tribal justice system. Specifically, we will incorporate expanded prosecution activities including referrals for substance abuse treatment services; provide enhanced area-specific victim witness services; and increase the number of cases prosecuted through Federal courts. The proposed activities will be carried out by the Victim Witness Specialist, Prosecutor, and Project Assistant. Project staff will work in collaboration with Tribal court staff, U.S. Attorneys, service providers, and other agencies as needed to successfully carry out the proposed project goals, objectives, and activities. Additionally, through referrals for treatment by the Judge, we anticipate that more perpetrators will receive much needed substance abuse treatment as a result of the project.

6. For each identified problem in item #1, identify the specific goals and objectives...

The goal of the [REDACTED]-SAUSA Project is “to enhance and improve the functioning of our tribal justice system based upon best practices developed under the [REDACTED] SAUSA Pilot Project.” To accomplish this goal we have developed the following objectives and related tasks. (For further details on tasks and activities, see the attached project timeline.)

Objective 1: During the project period, we will enhance victim services and prosecution activities by hiring 1.0 FTE Prosecutor (contractual); 1.0 FTE Victim Witness Specialist; and 1.0 FTE Project Assistant as measured by hiring records, project records, victim services provided, and evaluation results. Tasks to achieve objective one include: 1) hire a full-time contractual

Prosecutor, Victim Witness Specialist, and Project Assistant; 2) provide training and orientation to project staff; 3) provide victim witness services to victims of crime; 4) recommend referrals for substance abuse treatment for perpetrators; and 5) incorporate data collection and entry into the Full Case software system.

Objective 2: During the project period, we will improve our tribal prosecution system through Prosecutor and Victim Witness Specialist bringing forth cases at Federal Court and Grand Jury hearings twice per month as measured by trip reports, project records, victim services provided, number of offenders prosecuted, and evaluation results. Tasks to achieve objective two include: 1) determine cases to be prosecuted at Federal court and grand jury in collaboration with the U.S. Attorney's Office; 2) schedule trips (for hearings) to [REDACTED] or [REDACTED]; 3) provide victim witness services to prepare victims for court; and 4) recommend referrals for offenders for treatment as needed.

Objective 3: During the project period, we will increase the number of cases for violent offenses prosecuted in Tribal or Federal Court by at least 10% over the project period as measured by project records, court records, number of offenders prosecuted, and evaluation results. Tasks to achieve objective three include: 1) expansion of services to offenses that include child abuse, elder abuse, assault, and other victimization crimes; 2) increase the number of cases prosecuted at the Federal level; 3) maintain consistent communication and coordination between Tribal and Federal court staff; and 4) collect baseline data to measure the increase in cases prosecuted.

7. *Describe the management structure, staffing, and in-house or contracted capacity...*

The management structure, in hierarchal order, is as follows: [REDACTED]

[REDACTED] Council, Chief Administrative Officer (in-kind Project Director), Prosecutor; Victim

Witness Specialist, and Project Assistant. Key position summaries are as follows:

Victim Witness Specialist ([REDACTED], 1.0 FTE) – [REDACTED] will be responsible for implementation of the project, ensuring the goals and objectives are met on time and within budget. She will oversee all project activities, and will work closely with the Prosecutor, Project Assistant, and Partners. She will provide victims' rights information, criminal process information, and support throughout the prosecution process. She will coordinate services for victims including provision of information, transportation, referrals for services provided by other agencies/departments. See attached position description and resume.

Prosecutor (Consultant, 1.0 FTE) – [REDACTED] will be responsible for prosecution activities in Tribal and Federal court. She will work closely with the Victim Witness Specialist, Project Assistant, and Partners. [REDACTED] has bar membership with the State Bar of Montana, [REDACTED] Community Court, [REDACTED] Tribal Court, and the Montana Federal Bar. See attached resume.

Project Assistant (to be hired, 1.0 FTE) – the Project Assistant will be responsible for basic administrative duties for the project such as making travel arrangements, filing, and answering the phone. He/She will work in collaboration with the Victim Witness Specialist, Prosecutor, and Partners in carrying out project goals, objectives, and activities. See attached position description.

8. *Identify current government and community initiatives...*

Project staff will oversee implementation of the project. The proposed staff will have the expertise and background necessary to successfully implement the project. The Prosecutor and Victim Witness Specialist will be part of the *Multi-Disciplinary Team (MDT)* and *Child Protective Team (CPT)*. The *MDT* is a prosecution based multi-disciplinary team consisting of

professionals from different backgrounds. The team reviews child sexual assault and abuse cases for the purposes of determining which offenses will be prosecuted in Federal Court, Tribal Court, or both. The *CPT* is a team made up of professionals from different backgrounds. The team focuses on child protective cases. The meetings for both teams are essential in ensuring the best decisions are made for the victims, and that no cases will go unaddressed.

The following table depicts each identified partner and their roles:

Partner	Roles
[REDACTED] Council	The official governing body of the Tribes and has oversight of all tribal programs and departments.
[REDACTED] Criminal Investigator’s (CI) Office	Coordinate with project staff the effective prosecution of violent crimes. Work closely with project staff in prosecuting complex cases in Tribal and/or Federal Court.
[REDACTED] Police Department	First responders (Patrol Officers) will report initial investigation results on violent crime offenses.
U.S. Attorney’s Office	Coordinate with staff on a bi-weekly basis to determine which cases should be prosecuted in Tribal Court, Federal Court, or both. This project will work within the protocols of the U.S. Attorney’s Office in regards to the handling of cases prosecuted in Federal Court. See attached MOU.
Federal Bureau of Investigation (FBI)	The FBI investigates violent crime on the reservation, and will collaborate with project staff as needed.
[REDACTED] Social Services	Provides services and assistance to families who are involved with Social Services due to domestic violence. Promotes healing and positive life skills for families affected by domestic violence.
Domestic Violence Advocates	Assist in supporting victims during the prosecution process. Will work with project staff as needed to successfully prosecute cases.

9. Describe how the applicant will know if the program works...
 - i. What will be measured?

Project Staff will track, monitor, and report on the progress of goals, objectives, outcomes, impacts, and deliverables. The progress toward meeting performance measures and project

objectives will be tracked as shown in the table below:

Performance Measure/Objective	Source of Data	Outcome
Number of positions funded as a result of project funding.	Hiring records	3.0 FTE staff and contractual positions will be funded under the program
Number of violent crimes prosecuted in Tribal and/or Federal Court.	Tribal Court records, Federal Court records.	Increase number of cases prosecuted by at least 10%
Number of federal and grand jury hearings attended.	Trip reports	At least 24 hearings attended per year
Number of victims receiving victim witness services as a result of the program	Monthly reports	Increase of at least 10% of victims receiving services
Number of offenders recommended for substance abuse treatment	Monthly reports, court records	Increase of at least of at least 15% of offenders recommended for substance abuse treatment

ii. How will data be collected?

Thorough, feasible, and appropriate evaluation methods will be used to assess the goals, objectives, and outcomes of this project. Formative evaluations will measure the on-going progress of this project on a semi-annual basis. Project staff will be responsible for generating monthly reports and periodically assessing project activities according to the goals, objectives, and timelines. Internal monitoring and evaluation will be conducted by project staff through the monthly reporting process and review of internal project records. Furthermore, progress toward BJA performance measures will also be tracked, monitored, and reported. These evaluation and assessment results will provide staff with real-time feedback on how effectively they are meeting performance targets and to improve project services as needed.

We will use the Center for Disease Control's (CDC's) Evaluation Framework to evaluate the project. The framework is a practical, non-prescriptive tool, designed to summarize and organize essential elements of program evaluation. The CDC's Evaluation Framework consists of six

major components: 1) engage stakeholders; 2) describe the program; 3) focus the evaluation design; 4) gather credible evidence; 5) justify conclusions; and 6) ensure use and share lessons learned.

The development of this grant application has overseen the implementation of the first three of these components: **engage stakeholders** (community members, offenders, law enforcement, victims, prosecutors, etc.); **describe the program** (needs, previous efforts, service gaps, how project was prioritized, etc.); and **focus the evaluation design** (identify purpose, uses for data, questions, measures, methods). This leaves three components to implement during the project period: **gather credible evidence, justify conclusions, and ensure use/share lessons learned.**

The process for the first two components (**engaging stakeholders and describing the program**) was described in the narrative text; the remaining four components are described below.

Focus of the evaluation design: The purpose of the evaluation is to examine the project at the process and outcome levels. During process level evaluation, the internal evaluation will assess whether project activities are being implemented in accordance with the project plan. The result from this evaluation will put the outcomes into context. During outcome level evaluation, the internal evaluator will use data gathered to assess whether the intended outcomes are being achieved. Specific data and measures are described in section 9.i. above.

Gather credible evidence: We will gather data which will present a well-rounded picture of project activities to key stakeholders (project staff, partners, etc.). Specific data, indicators, and sources are described in section 9.i. above.

Justify Conclusion: The conclusion of the internal evaluation is justified when the evaluative evidence is compared to pre-approved standards. In the process level evaluation, the management plan will be used as the standard to determine whether activities were implemented

as planned. In the outcome evaluation, performance measures will be used as the standard for determining whether the intended outcomes have been achieved.

Ensure use and share lessons learned: The CDC evaluation framework reiterates what we know about using performance feedback to improve outcomes – that deliberate effort is needed to ensure that the evaluation process and findings are used properly. The framework uses five key elements to achieve this aim: design, preparation, feedback, follow-up, and dissemination. The evaluation team will use these key elements when implementing the evaluation reports, which will contain data specific to the project, whether activities are being implemented as planned, and whether the project is on track to achieve the intended performance measures. These reports will conclude with a list of action items that can be used to improve program operations. The semi-annual reports will allow staff to see progress and recommendations every six months, which allows for challenges to be recognized and addressed early.

iii. Who is responsible for collecting the data?

The Victim Witness Specialist and Project Assistant will be responsible for reporting and collecting data, including processing and distributing data-based summaries prior to any stakeholder meetings. Project goals and objectives will be reviewed by the project team quarterly, at which time deficiencies can be identified and addressed. Data sources are included in the table in section 9.i. above.

iv. How is success defined?

This method of evaluation provides for examining the effectiveness of project implementation strategies. The formative evaluation design includes the following four components: (1) determination of the project's effectiveness in meeting our public safety needs identified and modify the project strategies on an ongoing basis (internal ongoing analysis); (2)

assessment of each performance objective and strategy with appropriate instruments, methods for analyzing quantitative data and how to improve the program (internal evaluation/monitoring); (3) examination of the effectiveness of project implementation strategies (internal monitoring/evaluation and assessment); and, (4) determination of the impact of the project on the participants receiving services (assessment).

Success will ultimately be measured by the project's ability to produce the intended deliverables (specified in the timeline, objectives, and in the table in section 9.i. above). The project **outcomes** will be as follows: a) increase in number of violent crime cases prosecuted; b) enhanced victim services provided; and c) improved justice system infrastructure. The project **impacts** will be as follows: a) Visible improvement of our Tribal Justice System through effective prosecution of violent crime/victimization cases; b) improved health and well-being of victims and their families; and c) improved capacity to offer an effective response to individuals who are victims of violent crime.

10. Describe how evaluation, collaborative partnerships, or other methods...

i. Describe any challenges you anticipate in sustaining...

The key challenges to the sustainability of this project beyond the grant funding period include limited financial, human, and political resources. To successfully address these barriers, the project's objectives have been designed to be completed or self-sustaining by the end of the project period. To ensure the continued success of these efforts, we have created the following long-term sustainability strategies: 1) [REDACTED] will assume project responsibility beyond the funding period. These roles are as such that this Department will provide social and political support and resources and project partners will continue to contribute to and support the services offered. 2) Beyond the 36 month funding period, [REDACTED] will leverage this plan's comprehensive approach to generate funding from national, regional, and local agencies and foundations to

continue the improvement of Tribal justice systems. 3) To ensure this project's quality and functionality, the project's strategies and objectives include the modification of delivery strategies based upon qualitative and quantitative evaluations, as set forth in the above sections.

The project outcomes will have sustainable, on-going benefits for our community. Our efforts will result in an effective, culturally appropriate perpetrator prosecution and victim well-being model, which includes the improvement of our Tribal justice system. These efforts ensure our ability to promote the health and wellbeing of our members, thereby preserving the strength and integrity of our community for future generations.

11. Address the tribe's need for financial assistance and the inability...

[REDACTED] currently does not have a victim witness specialist dedicating to assisting victims through the court process. Additionally, similar services have only focused on victims of domestic violence. As described previously, our tribe is experiencing high instances of substance abuse and crimes where substance abuse is a factor. Victims of such crime require services to assist them through the court proceedings in which their abuser is prosecuted. Additionally, the perpetrator, in most if not all cases, require substance abuse treatment services. Funding provided under this purpose area will be used to provide required services to victims, and through the prosecution process, offenders will receive referrals for treatment. The objectives proposed herein are essential for the enhancement of our tribal justice system through necessary prosecution activities and referral services. Without Federal funding, the efforts and lessons learned under the SAUSA pilot project will be discontinued. As described in the community profile, the extreme poverty faced by our Tribe prevents us from having the resources required to enhance the efforts we have already began.

12. If you are requesting funding in multiple purpose areas... Not Applicable

**Sample Successful
Application for
Purpose Area #4 (BJA)**

Applicant Name: [REDACTED] Tribe
Purpose Area #4 Corrections and Correctional Alternatives (BJA)

1. Identify one or more of the crime and public safety problems.

The existing approximately 700 square feet main [REDACTED] Department of Public Safety [REDACTED] building located in [REDACTED], California dates to 1966. The stick-built residence and garage originally constructed to house Bureau of Indian Affairs (BIA) personnel in 1996, later became surplus property and was transferred to the [REDACTED] Tribe. The station houses the Police Chief, two Sergeants, three Officers (one position is currently vacant), two Game Wardens, one Investigator, one Police Records Specialist, and one Methamphetamine Prevention Coordinator, for a total of eleven personnel. The building was never intended to accommodate a modern police department. Despite minor renovations over the years, the building is no longer fit as a police facility.

The current facility lacks public spaces, appropriate security features, proper handicap accessibilities, fenced or secure parking, and secure storage for evidence, firearms, and equipment. The building is not energy efficient or equipped to accommodate appropriate current and future police technology. It does not provide adequate and safe workspace place for tribal police officers, police personnel, and the general public. It does not have private interview/interrogation rooms or holding area which hampers proper investigations. The facility is not well equipped to meet the needs of the community. Current substandard electrical wiring does not allow for the integration of advanced modern technology equipment. During disasters it doubles as headquarters for the [REDACTED] Office of Emergency Services

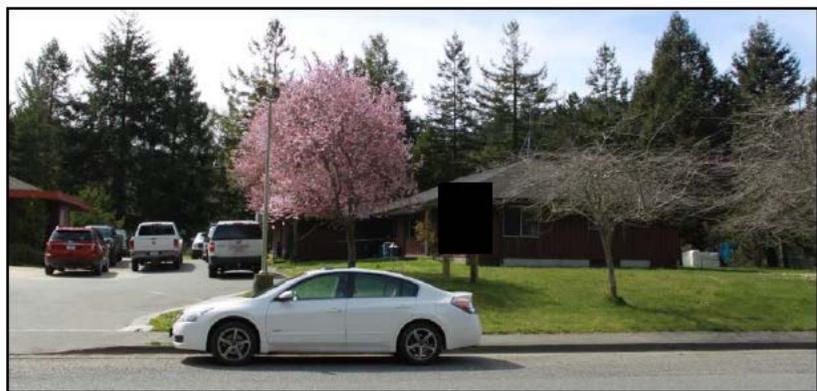


Figure 1 - Street view of [REDACTED] Public Safety

Applicant Name: [REDACTED] Tribe
Purpose Area #4 Corrections and Correctional Alternatives (BJA)

and officers are often required to sleep on cots scattered throughout the facility.

The Tribal police station, located on a small commercial parcel surrounded by a Tribal health clinic, residences, U.S. Highway 101, and a public road, prevents further remodeling or expansion (figure 1). Parking is cramped and police vehicles are required to park either on the street or stacked behind each other in what was once a residential driveway. Community members accessing the health clinic next door further exacerbate police parking problems resulting in an increased emergency response time.

2. Describe current or previous efforts to address the problem(s) identified in question #1, and state whether they were effective.

In 2005, the [REDACTED] Tribe used a small budget of funds made available by the BIA to make minimal security upgrades to the [REDACTED] Tribal police station. Half of the garage was remodeled to provide additional space for police officers to prepare reports and conduct interviews. A wall and locking door were installed inside the entryway to try and limit open access to the public (figure 2). A portion of the garage was remodeled for additional office space. This has served as a temporary fix to limited workspace but decreased storage areas.

In *FY 2012*, the Tribe received a \$1,000,000 BJA PA #2 CTAS grant funding for the construction of a [REDACTED] *Multi-Purpose Justice Center (Phase I)* to construct a Single Jurisdiction Correctional Alternative Multi-Purpose Justice Center (MPJC) that houses the main functions and programming of the [REDACTED] Tribal Court [REDACTED]. The MPJC includes a courtroom, judge's chambers, court clerk area, mediation/multi-purpose room, drug testing, self-help area, waiting area, public restrooms, and offices for court personnel (attorneys, advocates, and wellness). The grant amount was not sufficient to include the [REDACTED] police station in the first phase of the construction project. The Tribe plans to expand the existing Multi-Purpose Justice Center to include the [REDACTED] in the [REDACTED] *Multi-Purpose Justice Center (Phase II)*.

Applicant Name: ██████ Tribe
Purpose Area #4 Corrections and Correctional Alternatives (BJA)

The expansion of the MPJC will combine the ██████ and ██████ in a sound and cost effective approach. The proposed Phase II project will: maximize construction efficiency, project management, and use of project funds; minimize duplication/cost of common areas (restrooms, lobby, janitorial, security features, etc.); reduce long-term operational costs; increase safety, security, personnel efficiency and collaboration by combining the Tribe's justice functions into one multi-purpose facility.

3. Describe any current gaps in services related to the problem(s) identified in items #1 and #2 that will be addressed through this grant application.

The ██████ police station compromises police officers, police personnel, victim/witness informant, and public safety. Outside areas, where officers enter and exit the building, do not allow officers to see what is outside before leaving the building which compromises their safety. The building lacks a ventilation/cooling system requiring doors to be unsafely propped open during summer months. The windows, installed in the 1960's, are not energy efficient or bullet/blast-proof, decreasing building safety. Windows are covered by bars which are a safety hazard in emergency evacuation situations. There is no lobby and the walled-off front counter area has very limited operational space. The counter window glass is also not bullet proof. Victim/informant safety and crime investigations are compromised by a lack of private, secure interview rooms. With no holding cells in the facility, officers are forced to limit arrests, hold suspects in their cruisers, or drive 50 miles round trip to ██████ City to book arrestees into the ██████ County Jail. Trips to ██████ City require officers to leave the Reservation for periods of 2-3 hours, resulting in extended gaps in law enforcement coverage.

The ██████ recently hired a Special Crime Investigator for child abuse, domestic violence, and sexual assault cases. There is no operational space or private interview rooms available for the Crime Investigator.

Applicant Name: ████████ Tribe
Purpose Area #4 Corrections and Correctional Alternatives (BJA)

The current police station has suffered multiple thefts due to a lack of building security. This undermines the department's finances and demoralizes police staff because of the public image that they are unable to protect their own property. Evidence lockers are not secure and crime evidence cannot be adequately separated from other cases, compromising investigations and convictions. A lack of energy efficiency measures and high maintenance costs erodes funds available for law enforcement. The distance between the existing police station and the MPJC (Phase I) creates a separation of justice functions and undermines collaboration between police, prosecutor, and court personnel requiring increased time to travel between the two facilities for court appearances. The incorporation of the tribal police into the MPJC (Phase II) will promote a more coordinated and cost effective approach to operating a tribal justice system that includes tribal police, court and legal staff housed in one facility; will promote partnerships and information sharing based on the close proximity of all justice offices; and increase the image and credibility of the justice system while providing an increased security, safety, and protection of personnel and the general public.

4. Explain how your Tribe identified and prioritized the problem(s) described above to be addressed through this grant funding.

The Tribe undertook a formal coordinated justice system planning process to develop a Comprehensive Master Plan Report in 2011. The project was funded by the Bureau of Justice Assistance Planning Alternatives and Correctional Institutions and was approved by the federal funding agency (approved Master Plan report attached). The major recommendation that came out of the report was the development of a phased approach MPJC for the Tribal community. An experienced Planning Team of key professional and community based stakeholders assembled to assist with program and facility design in both formal planning and advisory roles for the Report.

Applicant Name: ██████ Tribe
Purpose Area #4 Corrections and Correctional Alternatives (BJA)

The Team identified the incorporation of the Law Enforcement Facility as a priority area in expanding the MPJC.

The Planning Team prioritized this need because the current facility is not well designed for housing law enforcement functions and lacks appropriate space and service areas. The MPJC will provide a modern, efficient, and more secure police station with upgraded security measures (cameras, alarms, fencing, appropriate barriers & protection, secure storage, metal detectors, etc.) and appropriate working/interview space for the day-to-day activities of the tribal police. Expanding the Tribe's current MPJC to include tribal police, and related law and justice needs, is an appropriate, cost effective use of program funds. Adding to the existing MPJC prevents duplication of costs for certain areas, such as, metal detectors, surveillance cameras, public restrooms, meeting rooms, lobbies, janitorial space, etc. The new MPJC facility is located next to the main Tribal government office and community center which will indirectly benefit from having Public Safety next door. Increasingly, Tribal members with drug and mental health issues have entered the Tribal Administrative Office to threaten and harass Tribal staff. The Tribal Council's intention of moving the Tribal police into the MPJC would decrease response time when public threats occur. It has been a long standing vision for ██████ Tribal members to expand self-governance and authority over their people through sovereignty as an independent government and nation. The development of a comprehensive justice system as a credible and viable function of the ██████ government is integral to that expansion.

5. Describe how the proposed grant-funded program will address the identified problems.

The ██████ MPJC will be located on tribal trust land adjacent to the main ██████ Administrative Offices, maximizing existing infrastructure and moving Tribal police closer to Tribal functions; such as courtroom sessions, council meetings, and community activities. The

Applicant Name: [REDACTED] Tribe
Purpose Area #4 Corrections and Correctional Alternatives (BJA)

new facility will increase security of officers, staff, and the general public through better security measures (solid walls, security windows, video & audio recordings, holding cell, etc.); increase victim and witness' privacy and security (separate interview rooms); provide secure and appropriate storage of dangerous firearms, ammunition, and evidence. The project will allow the Tribe to complete a MPJC to include all primary justice space functions under one roof (police, court, probation, etc.).

The Project Team shall include Planning, Social Services, Public Safety, Court, Attorney's Office, and Council who are all members of the [REDACTED] Justice Advisory Board [REDACTED]. The building plans and specifications shall be prepared by a licensed architect in concert with the Project Team to complete layout, conceptual, and final plans. [REDACTED] Architects designed the first phase of the [REDACTED] MPJC. The Environmental Assessment completed under Phase I of the project can be updated to expedite the environmental clearance for Phase II, and reduce NEPA and NHPA project costs. All construction is to be completed under contract with a licensed building inspector and general building contractor experienced in constructing commercial facilities. Project estimates and conceptual designs have been provided by [REDACTED] architects for the MPJC Phase II to include the [REDACTED] facility, as well as future expansion ideas. The documents listed under the Attachments section provide cost estimates, supply cost estimates for Phase I and Phase II for a total of \$2 million dollars.

The facility will support the unique [REDACTED] philosophy of justice with the guidance of the Tribal Council and strengthen police credibility and community pride in the [REDACTED] justice system. [REDACTED] Department of Public Safety will be incorporated into the existing [REDACTED] Multi-Purpose Justice Center (Court and Probation) and will be located adjacent to the existing Office of the Tribal Attorney (Tribal Prosecutor) and Social Services Department. These Tribal

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departments and partnering agencies are cooperatively working towards creating a comprehensive and distinctively ██████ justice environment that is consistent with the ██████ world view, and supportive of peace and harmony within the Tribal community.

The expansion project will enable the Tribe to provide a safer, modern police facility that allows for the operation of a fully functioning Tribal law enforcement agency, capable of exercising full policing authority over appropriate subject matters and individuals on the Reservation. The facility will increase security measures, provide secure and separate space for victim and perpetrator interviewing, provide holding cells, evidence storage and retrieval, and address victim, personnel, and public safety issues. Currently, ██████ officers and the investigator interview children and victims in their offices, which is disruptive and offers no privacy or security. This also does not meet the requirements of forensic interviewing standards generally applicable to these types of interviews. The expansion project will add increased work space and improved security measures for ██████ and related personnel.

The facility will also include holding cells for in-custody offenders and new arrestees waiting for processing and/or transport. The Tribe does not currently detain juvenile offenders on the Reservation. The facility will incorporate a holding cell to accommodate the temporary detention of offenders who have been recently arrested and are awaiting transportation to county jail or court attendees transported from county jail. This will allow for appropriate transportation of the adult and/or juvenile detainees to the local county facilities in order to comply with "Sight and Sound" separation protection that disallows contact between juvenile and adult offenders/inmates.

Overall, the new ██████ facility will bolster staff morale and have a positive impact on community policing by providing a modern ██████ MPJC to meet the justice needs of the ██████

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people. The facility will be able to accommodate future expansion of services through the long-term planning identified in the [REDACTED] Comprehensive Master Plan Report.

The [REDACTED] Tribe plans to utilize the old Tribal police facility for a tribal maintenance and public utilities department. The [REDACTED] Maintenance Department, which currently does not have its own separate facility, will provide maintenance for the MPJC. This will have no effect on the [REDACTED] budget and will not interfere with the MPJC projects.

6. For each identified problem in item #1, identify the specific goals and objectives of the proposal that will be accomplished in 36 months. Provide details about the specific tasks and activities necessary to accomplish each goal and objective.

Goals and Objectives
Expand the [REDACTED] Multi-Purpose Justice Center to incorporate the main [REDACTED] Department of Public Safety Facility adjacent to main tribal government offices.
Specific tasks and activities necessary to accomplish each goal and objective include:
<ul style="list-style-type: none">• Grant Approvals & Project Set-up• Solicit Environmental Assessment (EA), Architect & Engineering (A&E) Bids• Finalize EA & A&E Contracts• Complete Environmental Assessment and obtain necessary approvals• Facility design and planning with Planning Team• A&E Designs, Plans, Specifications & Bid Packages for Construction & Inspection• Plan Approval by [REDACTED], [REDACTED] & Tribal Council• Release Bid Packet for construction bids• Receive and review bids and supporting documentation and licenses• Negotiate Contract Terms of final construction contract• Complete Contractor Background Check• Obtain Contractor Insurance Verification• Issue Tribal Employment Rights Ordinance Permit (TERO)• Finalize and Complete Fully Executed Construction Contract• Issue Notice to Proceed• Contractor Mobilization• Site Preparation• Construction of addition to [REDACTED] Multipurpose Justice Center for Law Enforcement; including material, course of construction building inspections• Pick-up List and Final Inspection• Installation & Relocation of tribal equipment & furnishings• Staff Move-in, Grand Opening, Commence Law Enforcement Operations• Project Closeout, Release of Construction Contract Retention• Close-out Grant

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7. Describe the management structure, staffing, and in-house or contracted capacity.

The Project Team will include members from the [REDACTED]. The lead department for construction management will be the [REDACTED] Planning Department. Costs for construction management are not included in the proposed budget because they are an indirect function of the tribal government. [REDACTED] Architects provided the cost estimates for the Phase II of the expansion of the MPJC project based on funding costs from Phase I of the MPJC. The actual structural design will look to the traditional daily living patterns of the [REDACTED] people for inspiration.

[REDACTED] Planning Director, is designated as the Overall Project Manager. [REDACTED] has a B.S. degree in Business Management and Accounting with over 35 years of experience in tribal community planning, fund accounting, community development and construction management. [REDACTED], Assistant Planning Director, Planner IV, is designated as the day-to-day Project Manager and experienced with construction management; contract and budget administration; grant reporting and closeout procedures for grant funded projects. She has a B.A. and is also a Paralegal, and Licensed Notary with twelve years of increasingly responsible construction management. The Planning Department has extensive working experience in meeting timelines and overseeing major construction projects. They utilize pre-designed templates, forms, schedules, requests for bids, implementation schedules to stay on schedule. [REDACTED] have provided project administration, grant application, management, and construction oversight in the following projects: 1) [REDACTED] Power Line and Telephone Line Projects \$9 million; 2) [REDACTED] Hotel and Casino Project - \$15 million; 3) [REDACTED] Public Safety Interoperable Communications - \$1 million; 5.) [REDACTED] Multi-Purpose Justice Center - FY 2012 BJA \$1 million and many other projects, including road and bridge construction, and water,

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wastewater, and communication facilities. All projects have been constructed within budget and received no audit findings. The Planning Department has extensive experience in developing physical environments that reflect [REDACTED] philosophy and cultural prerogatives in conjunction with the Tribe's cultural/elders committee.

An architectural & engineering firm will be engaged to develop plans & specifications and perform inspections to meet timelines and deliverables. A general contractor will be procured to construct the facility. Retention will be withheld from contract payments. Penalties will be included in the contract to ensure schedule compliance to meet project deadlines in a timely manner.

[REDACTED] [REDACTED] Police Chief, is an enrolled member of the [REDACTED] Indian Tribe. He is a former Bureau of Indian Affairs Special Investigator (retired) and was Chief of Police for the [REDACTED] Tribe where he also served as Tribal Chairperson for two terms. He has [REDACTED] POST-certified law enforcement training and has worked in law enforcement for over 35-years. He is an active member of the [REDACTED] and will oversee aspects of the [REDACTED] facility project. [REDACTED] Chief Judge, is an enrolled [REDACTED] and has been a state judicial officer at the [REDACTED] Superior Court for over 19 years. In 2007, she was appointed Chief Judge of the [REDACTED] Tribal Court where she presides over court proceedings ranging from fishing violations to juvenile dependency matters. During her tenure, Tribal Council has enacted important Tribal law furthering the capacity of the Court and is familiar with needed safety & security measures of a MPJC. She is currently the chairman of the [REDACTED] and will provide valuable input for the collaboration of the [REDACTED] Facility.

8. Identify current government and community initiatives.

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The Tribe contracted with [REDACTED] to provide a Justice System Assessment, Strategic Planning and a Comprehensive Master Plan Report. The firm examined the condition of existing services, including law enforcement, court system, prosecution, court advocates, service providers, health care, probation, corrections, community resources, and the cost of correctional placements for adults and juveniles. The Tribe engaged [REDACTED] Architects to complete site assessments, prepare conceptual plans, site layouts, and estimated budgets for the MPJC and related facilities.

The [REDACTED] Comprehensive Master Plan (CMP) Report was completed in 2011 and serves as a guiding document for the [REDACTED] Tribe in the development of a comprehensive tribal justice system. The CMP report included the following: 1) Recommendations for alternative programs to include a continuum of services; 2) Recommendations for the implementation of policies and procedures; 3) Population projections and offender profiles for alternatives to incarceration facilities; 4) Detailed functional criteria for all spaces within a proposed facility; 5) Room-by-room program space needs for each functional area in the facilities; 6) Projected staffing requirements and costs; 7) Cost estimates for various construction options; 8) Local options for the placement of different construction options; and 9) Potential funding options for design, construction, operations and maintenance costs.

The [REDACTED] *Domestic Violence and Sexual Assault (DVSA)* Program provides related assistance to victims of crime on the Reservation. The DVSA Program will complement the [REDACTED] facility by having a secure and private place for victim interviewing. Funding from this DVSA program provides for the Public Safety Investigator. The [REDACTED] Tribe currently has cross-deputization agreements with [REDACTED] *County Sheriff's Departments* for the collaborative policing of the Reservation. These MOU agreements will complement the project

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by having a professional space for ██████ to collaboratively work in combating the crime and policing problems of the Reservation.

9. Applicants should describe how the project would develop, maintain, or enhance an existing Strategic Planning Advisory Board.

The project will enhance the current efforts of the ██████ Justice Advisory Board ██████ to provide a comprehensive and modern police and judiciary system on the ██████ Reservation. The project will assist the ██████ in combating alcohol and substance abuse crimes by having adequate space for the successful arrest, investigation, and policing of individuals who violate tribal laws established by the ██████ Tribal Council on the Reservation. The ██████ includes key Tribal justice personnel including the Judge, Police Chief, Prosecutor, Social Services Director, Planning Director, Education Director, Tribal Council, and Community Representatives and will be the key government stakeholders & decision makers of the project. In 2010, the ██████ Tribal Council established the Advisory Board to assist the Tribe in developing policies and providing guidance to the Tribal Court, Public Safety, and Tribal Council for the development of the Tribal Justice System. The Tribal Council reviews Board recommendations and approves all key project decisions. The Advisory Board was a continuation of the already established Justice Planning Team for the CMP. The ongoing mission of the Advisory Board is to identify the strengths, weaknesses, and needs of the ██████ Justice System and provide means for communication, cooperation, and collaboration to enhance and improve the system and services in the most effective, efficient, and cost effective manner possible. The overall goal of the ██████ is to provide for the safety of the ██████ tribal community.

10. Describe how the applicant will know if the program works.

The Project Management Team will create and manage activities according to a detailed project plan, timetable, and budget. The team will manage requested changes through a formal

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change-order management process, minimizing impact to project scope, timelines, resources, and cost. Any recommended changes in project plans or line item budgets will be thoroughly vetted and alternatives will be discussed by the Team. When necessary the funding agency will be consulted for their advice and approval. Project team members have been selected because they are confident, knowledgeable, and display thoughtful management of community-based projects. Execution, tracking, reporting, and consistent advocacy of adherence to standardized implementation activities will be high priorities of the project team. Weekly project meetings will be scheduled between the project team members. The Team will meet monthly with the Advisory Board and provide written monthly reports to the Tribal Council.

The Project Team will track all project related issues and action items and drive them to resolution. Completing the ██████ facility on-time, within budget and according to the community and ██████ Tribal Justice System is a critical need to the overall success of the project. Success will be assured through strict adherence to the project goals, objectives, project specifications, budget, and implementation schedule. The Project Team will maintain contract cost schedules for all expenses incurred during construction.

What will be measured	How will data be collected	Who is responsible
Tribal Member Satisfaction	Website, Social Media, Open House, Community Feedback	Project Team - Community
██████ Design Satisfaction	Team Design Approval	Project Team – ██████
Staff Design Satisfaction	Staff Design Approval	Project Team – Justice Staff
Design Code Compliance	Plan Check Review	Plan Check Consultant
Building Code Compliance	Building Inspections	Licensed Building Inspector
Efficient Practices/Equipment for Providing Security	Outside Security Professional Assessment/Review	Project Team – Police – Outside Security Consultant
Final Project Costs	Spreadsheets, General Ledger	Project Team – Finance Officer

Success is defined as completion of the expansion project to provide a modern, safe and appropriate ██████ Department of Public Safety Facility within the approved budget and time

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schedule that meets the security, space and justice needs of the ██████ Tribal justice system, and Tribal community for years to come.

11. Describe how evaluation, collaborative partnerships, or other methods will be used.

Evaluation - Regular evaluation and long-term planning will be a part of the Tribe's sustainability strategy. The ██████ will evaluate the impact on the community, criminal processing, victim and witness safety, and success of ██████ in reaching its goals and objectives. After evaluating these areas, the Advisory Board will develop and implement improvements in order to ensure long-term viability. Evaluation may be used in the form of data collection as well as community surveys and meetings.

Collaborative Partners - The Tribe will leverage resources from current partnering law enforcement agencies through established Memorandum of Understandings. The ██████ will do a community asset evaluation to determine all available resources. The Tribe is utilizing the in-kind services of ██████, Senior Manager, ██████ Administrative Office of the Courts, Office of Emergency Response to provide input and review facility security designs.

Sustainability Plan - The Tribe has annual BIA compacted funds, with added indirect funds available to support the long term sustainability of the facility. Current funds budgeted for the Department of Public Safety will be utilized to maintain and operate their portion of the MPJC Phase II facility. Various grant funds supplement the BIA funds to increase services. Sustainable designs, such as, increased insulation, green materials, energy saving compact fluorescent lighting promoting energy efficiency of the facility will be incorporated to reduce/minimize operational costs. **Challenges:** There are no challenges anticipated beyond securing the initial grant funding. Challenges during the project period could include seasonal weather conditions (rain) that can slow the project during the construction period which is normal. **Tribe requesting**

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Bureau of Indian Affairs (BIA) assistance: The Tribe will not be requesting BIA assistance for the proposed MPJC Phase II project. **Operation and Maintenance:** The [REDACTED] Tribe will be responsible for staffing, operation, and maintenance costs for the MPJC facility.

12. Address the Tribe's need for financial assistance.

The [REDACTED] Tribe is legally and morally responsible for providing law enforcement, patrol, investigative services, and dispatch services on the Reservation since 2001. This includes a vast area (85 square miles) falling within [REDACTED] counties and State Highways [REDACTED]. The Department provides back-up services to [REDACTED] County Sheriff, [REDACTED] County Sheriff, [REDACTED] Highway Patrol, [REDACTED], [REDACTED] Fire, and [REDACTED] Volunteer Fire. Their operational budget is woefully inadequate to meet current [REDACTED] operational needs given the growing drug use, drug cultivation, and related crime on the Reservation.

The Bureau of Indian Affairs will not fund tribal courts, jails, and police departments within mandatory Public Law 83-280 jurisdictions. The [REDACTED] Tribe provides \$382,995 annually to operate the [REDACTED] from their annual funding agreement. This covers the cost of the officers and supporting staff but additional funding for equipment, training, and supplies are funded from federal COPS grants.

13. If you are requesting funding in multiple Purpose Areas, is the receipt of BJA Purpose Area #4 funding required.

No, receipt of BJA Purpose Area #4 is not required for implementation of any other Purpose Area being requested. Area #4 will complement Areas #1, but is not required.

**Sample Successful
Application for
Purpose Area #5
(OVW)**

[REDACTED]

Narrative - CTAS Purpose Area 5 OVW – Tribal Governments Program

1) Describe the specific domestic violence, dating violence, sexual assault, sex trafficking, and stalking issues identified in the Tribal Community and Justice Profile that the tribe plans to address with the proposed grant funding using as much additional detail as possible, including data, if available, or narrative accounts to clearly describe the nature and extent of the problems.

The national epidemic of violence against American Indian women and girls is reflected in the experience of women and girls in [REDACTED]. As is the case nationally, the exact rates for women and girls in [REDACTED] are difficult to track due to the nature of the problem - women often do not report their abusers due to fear for their safety, shame over their situation, or, due to the involvement of alcohol or drugs at the time of the incident. However, violence against women and girls in [REDACTED] is a multi-generational and culturally pervasive phenomenon. The strategies put in place by the Tribe over the last several years with funds from the OVW-Tribal Governments Program (2011 and 2012) have had positive impacts on our community – reporting of sexual assault incidents, alone, have jumped by 200%, from 5 total reports during 2008-10, to 15 total reports during 2011-13. We believe this increase is a result of the efforts of the [REDACTED] Domestic Abuse and Sexual Assault Program (DASAP) to increase community awareness, build knowledge and skills among community partners about how to effectively respond to domestic violence and sexual assault, and the DASAP's tireless advocacy and support of victims when they do come forward. [REDACTED] women who have been victimized are starting to trust that they will be supported, heard, and believed.

Despite the increase in reporting, however, it is evident that we have only scratched the surface. In 2014, in this small, rural community of 2,198 Native American year-around residents (3,372 residents of all races), there were 157 cases of Domestic Violence referred to the [REDACTED]

County District Attorney's Office for prosecution by the [REDACTED] Police Department¹. This is 5% of the population and over 3 women per week calling law enforcement due to abuse or threats of abuse. According to the [REDACTED] County Sheriff's Department 2014 NIBRS data, *93% of all of the incidents of domestic violence in [REDACTED] County took place on the [REDACTED] Reservation.* Further, there were a total of twenty-two (22) reported cases of sexual assault in all of [REDACTED] County, and eleven (11) of those were on the [REDACTED] Reservation. This number is particularly significant when the population ratio is taken into account: *the people living on the [REDACTED] Reservation make up 16% of the total population of [REDACTED] County of 21,401, yet they make up 50% of the reported cases of sexual assault in the county, and 93% of the reported incidents of domestic violence.* We also know from our shelter and DASAP numbers, and stories told by clients and community members, that there are many more cases of both sexual assault and domestic violence that go unreported. DASAP Advocates estimate that at least 40% of the victims they serve do not report their assaults to law enforcement.

Poverty, low educational attainment, addiction, unresolved trauma, and the emergence of gang culture, all contribute to the perpetuation of the culture of violence against women and girls in [REDACTED]. National studies have informed us for decades that low levels of educational attainment and limited economic opportunities are primary risk factors for domestic violence and sexual abuse. This is especially true in [REDACTED], where the poverty rate is 27% - double the rates of [REDACTED] and [REDACTED] County.² While high school completion rates for the local high school, [REDACTED] Union High School, are 95% for Caucasian students, the completion rates are only

¹ Department of Interior/Bureau of Indian Affairs Monthly Crime Reports by the [REDACTED] Police Department, January-December 2014.

² U.S. Census Bureau; American Community Survey, 2009-2013 American Community Survey 5-Year Estimates, Table S1701; generated by [REDACTED]; using American FactFinder; <<http://factfinder2.census.gov>>; (5 February 2015).

69% for Native American students.³ The unemployment rate in [REDACTED] is 13.9% - almost double the State of [REDACTED]'s rate of 7.5%.⁴ Job opportunities in [REDACTED] are scant, and are mostly limited to tribal government and casino jobs. The [REDACTED] DASAP Director estimates that over 95% of the clients of their programs live below the poverty level and are unemployed. It is easy to see why so many women in [REDACTED] return to their abusers – they do not see how they can survive on their own.

Alcohol and drugs are often involved in incidents of domestic violence and sexual assault of women and girls in [REDACTED]. Again, this is a microcosm of what we know from studies nationally. Although they are not always connected (men who abuse are not always under the influence), regular alcohol use is one of the leading risk factors for partner violence. According to the National Resource Center on Domestic Violence, “the co-occurrence of intimate partner violence and substance abuse is substantial across a series of studies.”⁵ A Department of Justice Study found that over two-thirds (68%) of American Indian/Alaska Native sexual assault victims believed their attackers had been drinking and/or taking drugs before the offense.⁶ In the [REDACTED] community, the prevalence of alcohol and drug addiction has reached epidemic proportions. Ninety-four percent (94%) of [REDACTED] parents surveyed in a 2008 study stated they felt that alcohol or drugs split their community.⁷ In 2011, there were 1,283 criminal offenses committed in [REDACTED]

³ [REDACTED] Department of Public Instruction

[http://\[REDACTED\]/Dashboard/Page/Home/Topic%20Area/Graduation/](http://[REDACTED]/Dashboard/Page/Home/Topic%20Area/Graduation/)

⁴ U.S. Census Bureau; American Community Survey, 2009-2013 American Community Survey 5-Year Estimates, Table S2301; generated by [REDACTED]; using American FactFinder; <<http://factfinder2.census.gov>>; (9 Feb 2015).

⁵ Bennett, L. & Bland, P. (2008, May). Substance Abuse and Intimate Partner Violence. Harrisburg, PA: VAWnet, a project of the National Resource Center on Domestic Violence/Pennsylvania Coalition Against Domestic Violence. Retrieved month/day/year, from: <http://www.vawnet.org>

⁶ U.S. Department of Justice. Violence Against American Indian and Alaska Native Women and the Criminal Justice Response: What is known. 2008:39

⁷ The Healing Pathways Project: An Eight-Wave Study of Health, Mental Health and Substance Use Among American Indian Families, Funded by the National Institutes of Drug Abuse and the National Institutes of Mental Health, Principal Investigator: Les Whitbeck, University of Nebraska-Lincoln.

the clinical disorders (addiction and mental health) experienced by the tribal members with whom they work. Historical trauma is also a contributing factor to violence against native women. The organization, *Futures Without Violence*, states that scholars suggest that “...violence against American Indian and Alaska Native women directly relates to historical victimization. According to proponents of this idea, domination and oppression of native peoples increased both economic deprivation and dependency through retracting tribal rights and sovereignty. Consequently, American Indian and Alaskan Natives today are believed to suffer from internalized oppression and the normalization of violence.”¹¹

The emergence of gang culture in this small, rural community has also had a devastating impact on violence against women and girls. A 2011 Gang Threat Assessment of [REDACTED] conducted by the National Violence Prevention Resource Center shows that [REDACTED] is experiencing a developing youth gang problem, and that gang-related activities in [REDACTED] include “sexual assaults committed on underage girls by older gang members, including adults.” These types of assaults often go unreported by underage girls, due to intimidation tactics employed by gang members, and the victim’s additional fear that she will get in trouble with parents or law enforcement, due to the involvement of alcohol or drugs during the incident, being at a party, or other behaviors in which the victim engaged at the time of the assault.

2) Describe current or previous efforts, if any, to address the problems identified in #1.

The [REDACTED] Domestic Abuse and Sexual Assault Program ([REDACTED] DASAP) is the tribal governmental provider (and only provider in the community) of Crisis Intervention, Advocacy, Support and Outreach services to victims of violence against women. The DASAP has been the recipient of many grants, as well as the support of the Tribal Government over the

¹¹ The Facts on Violence Against American Indian/Alaskan Native Women, Futures without Violence, www.futureswithoutviolence.org

last 40 years. The DASAP's current home was built in 2003 and is a 6,000 square foot building that houses the shelter on one side, and offices on the other. With 7 full-time staff and 4 part-time staff, the DASAP operates a 24-hour crisis shelter, a 24-hour abuse hotline, and has an Advocate on call at all times to accompany law enforcement to domestic violence or sexual assault calls. The DASAP provides victims with crisis advocacy, ongoing advocacy, individual and group counseling, and comprehensive service coordination. Advocates develop a Plan of Care with clients that describes their goals for their healing journey, and the Advocate and client partner in taking the action needed for the client to attain those goals. Their role is to help victims reclaim the parts of themselves that have been lost due to their abuse. Plan goals support this process, while guiding victims to take action towards living independently from their abusers. Targeted advocacy is provided to adolescent and young women victims, to meet their unique needs. The DASAP also has an extensive resource library for clients and community partners, provides cultural healing opportunities, and engages in outreach and community education/awareness raising. A regionally recognized Batterer's Intervention Program is provided to address batterer accountability and the safe reintegration of batterers into the community, through classes for court-ordered perpetrators, facilitated by local elders, using the nationally recognized Duluth Model. The [REDACTED] Sensitive Crimes Response Team is also facilitated by the DASAP.

In 2014, the DASAP provided assistance with 3,407 Crisis Line Calls, provided 3,468 bed-nights to 37 families in shelter, and provided advocacy and support to 12 women that were victims of sexual assault, 1 woman that was a victim of stalking and 37 victims of domestic violence. On call Advocacy was provided to victims of sexual assault at the point of initial police contact in over 30 cases. Batterer's Intervention Classes were provided to 27 men, and 18 of them successfully completed the program. The SCRT met nine times with members representing

all systems involved in response to violent crimes against women. The DASAP additionally provided outreach and community education through brochures, presentations, and a billboard.

3) Describe the current domestic violence or sexual assault victim services in the community and any current gaps in services related to the problems identified in #1.

The services described in #2 were increased and enhanced significantly when the Tribe received two grants through the Office on Violence Against Women – Tribal Governments Program (OVW-TGP). The 2011 Grant, which is in a 9-month extension due to funder delays in start-up, provides for enhanced crisis response, long-term response, and outreach and education related to sexual assault and domestic violence in [REDACTED]. The 2012 Grant expands DASAP services to include educational, cultural and career services, services specifically geared towards adolescent and young women survivors, and to improve batterer accountability by providing Batterer’s Intervention Programming. **The [REDACTED] Tribe is requesting continuation funding from the OVW-TGP in order to combine and streamline these two projects.**

Some of the previously identified gaps in services that led to our 2011 and 2012 applications include: expertise in the local clinic and law enforcement to collect initial forensic evidence in sexual assault cases; the availability of on-call crisis advocacy and ongoing advocacy for sexual assault victims; coordination and collaboration among professionals that respond to sexual assault; education and resources dedicated to building the independent living skills of survivors of abuse; advocacy geared towards adolescent and young women survivors; programming geared towards creating a change in the behavior of the batterer when he re-enters the community; and a system to track service delivery and outcome data. The two grants have allowed the DASAP to extensively develop its services to address these gaps. Continuation funding will ensure these service needs continue to be filled. Our response systems have

strengthened over the last 3-4 years. Partnerships have formed and deepened, capacity has been enhanced, knowledge and skills have been gained, and our Human Services system has seen a major reorganization. The [REDACTED] Tribe will use its enhanced capacity and lessons learned to provide victim services with greater efficiency and sophistication.

Activities listed in our original TGP proposals that will be streamlined include the hiring and training of specially trained nurses and a police officer, and developing educational resources for clients. Our Health Clinic now has the in-house expertise to continue to meet the needs of domestic abuse and sexual assault victims without additional funding from the OVW. The Clinic has two nurses that are trained in delivering SANE examinations, and the closest emergency room has also seen the value in this approach and has trained their staff as well. Those medical systems are committed to ensuring this expertise is maintained within their staff. The [REDACTED] Police Department is committed to ensuring that all of their officers have access to the expertise needed to offer a professional yet sensitive response to these crimes. The [REDACTED] PD now contacts the DASAP on-call Advocate when responding to cases of Domestic Abuse and Sexual Assault. This allows for the Advocate to provide guidance and expertise to law enforcement and to the victim at the moment they reach out, resulting in more consistent collection of evidence and more successful prosecutions, as well as more sensitive handling of victims. Ongoing training for officers in responding to sensitive crimes will also continue to be addressed with funds requested in Purpose Area 1 of this application. The DASAP Resource Library and Educational Resource Packets for clients have been extensively developed over the last several years, and now only require updates as needed.

Enhancements proposed include increasing the frequency and accessibility of the **Batterer's Intervention Program (BIP)** by holding weekly classes year-around that can be

joined at any time by the participant, and enhancing the program by providing Wraparound Case Management Services to Batterers and their families. The partnership between the B.I.P. and the Department of Corrections has strengthened, leading to a more collaborative format for the court-ordered participants which meet the legal goals of Probation and Parole as well as the clinical and healing goals of the DASAP. In addition, we have expanded the reach and activities of the **Sexual Assault Response Team** to include response to Domestic Abuse as well. The team membership has expanded and now includes: the [REDACTED] DASAP, the [REDACTED] Human Services Department, the Tribal Police Department, [REDACTED] and [REDACTED] County Sheriff’s Departments, [REDACTED] Health Center, [REDACTED] Medical Center, and the [REDACTED] and [REDACTED] County District Attorney’s Offices. An MOU has been signed by team members reflecting their commitment to a sensitive, collaborative victim-centered and offender-focused response to violence against women, they have adopted an extensive protocol, its activities have intensified to include reviewing past cases as learning tools, and the team is now called the “**Sensitive Crimes Response Team,**” (SCRT). Finally, the DASAP will expand the reach of its SCRT activities by providing annual **SCRT Trainings** to continue to increase the knowledge and skills of the professionals that make up the [REDACTED] Sensitive Crimes Response system.

4) For each identified problem in item #1, identify the specific, measureable goals and objectives of the proposal that will be accomplished in 36 months – for example, the number of outreach activities planned, the number of victims likely to be served, or the number of police calls likely to be responded to. Provide details about the specific tasks and activities necessary to accomplish each goal and objective.

Goal: To continue to respond to physical and sexual violence in [REDACTED] in a manner that encourages healing and empowerment in the victims, the perpetrators and the community.	
Objectives	Tasks/Activities
Continue to provide effective Crisis Response to victims.	Crisis Advocacy will be provided to 35 victims of Domestic Abuse or Sexual Assault per year.
	A DV/SA Advocate will be on-call 24-7 to respond to law enforcement calls for assistance in cases of sexual assault or domestic violence.

	<p>The on-call Advocate will provide information to sexual assault victims about their legal and medical options at the onset of her contact with victims</p> <p>The Advocate will accompany, support and assist victims in making their statements to the police, if they wish</p> <p>The Advocate will accompany, support and assist victims in obtaining forensic medical examinations, if they wish</p> <p>The Advocate will assist victims with the development of a Safety Plan, including ensuring they have a safe place to go immediately following the crisis, explaining Orders of Protection options, determining if there is a suicide risk, and other immediate safety considerations</p> <p>The Family Resource Dept. Director will ensure the delivery of these crisis services through the supervision and administration of the program.</p>
Continue to ensure the long term response to victims of domestic violence and sexual assault provides the resources and supports needed for healing.	<p>Ongoing Advocacy will be provided to 12 Victims of Sexual Assault and 36 Victims of Domestic Abuse per year.</p> <p>The Advocate will provide Comprehensive Care Coordination for client to achieve independence from her abuser and self-empowerment, including referrals for: housing, vocational training, employment related services, education, economic support services, health care, parenting support, and working with ICW, if necessary.</p> <p>The Advocate will partner with client to develop a Plan of Care that will list client's goals for healing, and guide client services.</p> <p>The Advocate will provide ongoing accompaniment to medical, legal, social service, or any other appointments related to the client's healing, as defined by the client.</p> <p>The Advocate will provide education, individual counseling, and support groups (weekly), and other support requested by client.</p> <p>The Advocate will ensure client has access to culturally relevant healing opportunities, such as participation in on-site sweat lodge, talking circles, traditional healing ceremonies, and other local cultural events, as well as alternative healing opportunities such as massage, acupuncture, Reiki, or other as identified by client.</p> <p>A Young Women's/Adolescent Advocate will provide all of the above services with the expertise and approach needed to reach adolescent girls and young women in [REDACTED] such as meeting with girls at school and the community center.</p> <p>The Resource Library and Educational Resource Packets will be updated as needed by the DASAP Team Members, and will be managed by the Office/ Data Manager.</p> <p>The Family Resource Dept. Director will ensure the delivery of ongoing advocacy services through the supervision and administration of the program.</p>
Hold Batterer's accountable within the community by providing comprehensive Batterer's Intervention Programming	<p>Batterer's Intervention Program Services will be provided to 30 court-ordered men per year.</p> <p>Recruit and train 3 [REDACTED] Elders to become certified to run the Men's Batterer's Group training sessions twice during the project period to ensure availability of respected, trained facilitators.</p> <p>B.I.P. Groups will be offered on an ongoing, rolling basis, that participants can join at any time once court-ordered. Completion of class occurs after 26 sessions.</p>

	Wraparound services through comprehensive Care Coordination will be provided to assist men in overcoming any personal barriers that might hinder them from making better decisions and achieving a healthier, non-violent lifestyle
Continue to promote a collaborative, informed and victim centered response among professionals who respond to domestic abuse and sexual assault in [REDACTED]	The SCRT will continue to meet every other month to review past cases, share information and expertise, and eliminate barriers to collaboration in order to provide a victim centered and offender focused response to Domestic Abuse and Sexual Assault in [REDACTED].
	The DASAP Coordinator/Advocate will coordinate and ensure the delivery of annual SCRT Partner Trainings.
Continue to promote awareness among community members regarding the prevalence of domestic abuse and sexual assault.	Develop and distribute PSA's, Billboards, and Flyers and Brochures at commonly frequented community locations such as grocery stores, libraries, and schools
	Provide annual community presentations, such as "Rape on the Rez," designed to raise awareness of issues and teach "what you can do" to stop violence against women.
	Set up tables at community events such as the Parent/Youth Expo in Spring, the 4th of July Celebration in Summer, Wild Rice Fest in Fall, and the Family Fun Day in Winter to distribute program flyers and information (4 times per year).
Ensure proper data collection and evaluation methods for continuous quality improvement funder reporting, and contract billing	The Office/Data Manager at the DASAP will continue to inventory all Federal, State, Foundation Grant and Contract tracking, reporting and billing requirements
	The Office/Data Manager will continue to track and maintain the above information.
	The Office/Data Manager will assist the Program Director in required reporting to funders through the submission of monthly reports tracking all required information.

5) Describe the management structure, staffing and in-house or contracted capacity to complete each of the proposed projects. This includes any new staff or contracts. Also describe the qualifications of the proposed staff or contractors or consultants to carry out this specific project.

The [REDACTED] DASAP is part of the newly restructured Health and Human Services Department of the [REDACTED] Tribal Government. The DASAP, the [REDACTED] Family Resource Center (the outpatient Behavioral Health agency), and the Transitional and Sober Living Homes, have formed the [REDACTED] Family Resource Department, which has one Director that answers to the Human Services Director. The new structure assists the agencies within the Department to streamline their services, and collaborate more effectively in serving their mutual clients. As current OVW grant progress reports have indicated, the objectives and tasks proposed in these grants have been

reimbursed for the provision of case management services for its eligible clients. The HS Department is in the process of making systemic changes to build capacity for this billing, such as transitioning to an Electronic Case Noting system. The Tribe is also the first in the state to enter into a successful Title IV-E Pass-Through Agreement with the State of [REDACTED] for reimbursement for foster care expenses. These are both long term, sustainable funding source that will be utilized throughout the Tribe's Human Services systems, freeing up general funds for services that ineligible for reimbursement.

The Tribe has worked hard over the past year to build partnerships with the state across various systems, including the State Departments of Corrections, Children and Families, and Health Services. The Tribe engages in quarterly meetings and consultations with each of these Departments, in addition to participating in the Tribal and State Collaboration for Positive Change monthly meetings. By having a "chair at the table," the Tribe is in a better position to advocate for the resources needed in this community to address its social issues.

Partnerships with other community-based programs serving tribal members and the broader [REDACTED] community have strengthened over the last several years. In particular, the DASAP has partnered with the [REDACTED] Housing Authority ([REDACTED] HA) to help victims become eligible for housing. The [REDACTED] Tribe is applying to the OVW for 2015 Transitional Housing Assistance funds, in order to enhance and formalize this partnership, and ensure the DASAP's future ability to meet the housing needs of clients. The DASAP's partnership with the Department of Corrections through the Batterer's Intervention Program has improved and led to more consistent court ordered referrals for clients. Through this partnership, participants are being required to pay their way (\$15/class), which will ultimately lead to sustainability in this program.

7) Address the tribe's need for financial assistance and the inability of the agency to implement the proposed plan without federal funding. This should be linked to the issues identified in the tribal narrative profile.

Although the [REDACTED] Tribe is working towards achieving more sustainable streams of funding for delivery of its Human Services, it is still in the beginning stages of implementation. Additional funds will be needed for several years to build up the capacity of our programs and personnel to maximize billing of alternate funding streams. Due to a continuing decline in Casino revenues over the last several years, there have been budget cuts in the Tribe's General Fund. This decreases the ability for the Tribe to fund these capacity building efforts on its own. Purpose Area 5 OVW-TGP Funds are needed as seed money to continue and grow the activities of the DASAP so that it can move towards self-sustainability.

8) Describe what steps will be taken to protect victim safety and confidentiality as the tribe develops and implements the goals, objectives and activities specified in item #4. Identify any specific confidentiality and safety policies and protocols. If such policies do not exist, you can provide examples of how victim safety and confidentiality is protected.

The [REDACTED] DASAP Shelter has extensive rules for residents, and Policies and Procedures for staff that ensure victim safety. The shelter location is confidential, and residents are required to keep a phone and visitor list. Contact with the perpetrator from the shelter is not allowed. The facility is locked with a keyless system at all times, and the code is changed anytime a resident leaves or a new resident moves in. There are security cameras on the grounds which are monitored by the [REDACTED] Police Department. All staff are trained in HIPPA laws regarding client confidentiality and in the confidentiality requirements of the Violence Against Women Act and the Family Violence Prevention and Services Act. Personally identifying information is never released without a signed consent and consent is never required as a condition of service. Advocates work with each victim to develop Safety Plans from the start of their work with them. Advocates talk to victims about exercising their rights to request Orders of Protection from the

courts, and assist clients in obtaining these orders if they wish to do so. The [REDACTED] Police Department also shares information with victims about [REDACTED] VINE, an alert system that informs victims of the custody status of an offender. All identifying information in DASAP client files is kept in locked file cabinets in locked offices, and digitally on password-secured computers in locked offices.

9) Identify how the tribe has satisfied the collaborative partnership requirement by providing: The members of the project advisory committee who are serving as the collaborative partner on the proposed project; a brief history of your relationship with the committee and describe the role they played in developing the grant proposal and what role it would play if the project were selected for funding. Include the names of organizations and people involved in application development and the frequency of meetings for application development.

The DASAP has satisfied the collaborative partnership requirement through the participation of the DASAP Advisory Committee in the development of the original proposals in 2011 and 2012, and this continuation proposal. Current Advisory Committee members include three Advocates and Survivors: [REDACTED], [REDACTED] and [REDACTED] an Elder and Tribal Community Member, [REDACTED] and a survivor and recent DASAP Client, [REDACTED]

The Committee met and gave input into the development of this project on December 23, 2014, December 30th, 2014, and January 12th. The Advisory Committee will continue to meet quarterly to provide input on the project, if funded. The DASAP is also an active member of the Healthy Community Action Team (HCAT), and sought input from this team for the development of this application. HCAT is a local Advisory Committee that has met monthly since it began as a Weed and Seed Advisory Committee in 2008. Members include representatives from schools, law enforcement, employment programs, housing, and human service agencies.

10) If you are requesting funding in multiple purpose areas, is the receipt of OVW purpose area #5 funding required for implementation of any other purpose area being requested? If so, explain. NA

**Sample Successful
Application for
Purpose Area #6 (OVC)**

1. Description of Problems to Address

[REDACTED] (POJ) assumed control over social services from the U.S. Bureau of Indian Affairs (BIA) and has been instrumental in promoting changes in law, policy, and practice by raising awareness of Pueblo crime, violence and victimization issues. The requested funding incorporates objectives and strategies to support the six goals identified in the POJ Tribal Council and BJA approved Jemez Comprehensive Justice Plan (JCJP).

Improving Response to Persistent Problem and Issues: Despite all the work the Jemez Social Services Program (JSSP) Child Welfare and Protective Services (CWPS) component has accomplished, there are still Pueblo children and youth that are direct victims of child abuse and neglect (CAN), child sexual assault (CSA), or that are children exposed to violence (CEV). The majority of crimes committed by adults are alcohol related and children and elders are often exposed to alcohol being sold or used. The nature and scope of alcohol related victimization with CAN, CSA, CEV and parental/caretaker arrest or incarceration are complex. Pueblo children are exposed to multiple domains that include parents and caregivers, family and households, peers, neighborhood, and community. Within these domains CAN/CSA/CEV/parental incarceration can be manifested in multiple ways. For example, in the home environment, children may witness parental domestic violence or family violence including physical and sexual assault, or they may be direct victims. In the schools, children may witness or be victims of bullying. They may also see violence in the Pueblo. Children of arrested or incarcerated parents are a hard to reach, vulnerable population in the community. Children in these crisis situations experience trauma whether or not they are present at the time of parental arrest or incarceration. Often children are displaced from their homes, cannot see their parents or caretakers because jails and prisons are over 50 miles away. Teens are sometimes left to care for younger siblings for long periods of

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time on their own. Children are not informed about their parent/caretaker's return. Often there is no support for the parent's transition back home. This adverse childhood experience has immediate and long-term negative impact on children's emotional, mental, social, and physical health.¹ Parental arrests and incarceration often involve household substance abuse, parental mental illness, physical or emotional neglect and household violence.²

Effective Responses to Identified Problems: Lack of local shelter care, limited placement options, and limited support for foster care parents challenge CWPS support. Limited resources prevent follow up with participants of parenting skills classes to see if they apply what they learn to change how they interact with their children daily or during crisis. This limits knowing whether parenting skills classes are responsive to client needs. The JSSP does not have the expertise or staff to conduct risk and needs assessment; therefore, collaboration with the Jemez Behavioral Health Program (JBHP) is essential to conduct assessments and to participant in regular case planning and management meetings for mutual clients. Indian Child Welfare Act (ICWA) notices from state agencies throughout the country require quick responses from the Pueblo. CWPS workers handle over 60 notices annually and need the support of a Court Attorney to complete inquiries or investigations within allotted timeframes.

Engagement and Expanding Partner Capabilities and Capacities: The Pueblo operates multi-level court and law enforcement (LE) systems. The Governors and Fiscales fulfill judicial duties in the Traditional Court and the Traditional Sheriffs handle peacekeeping and law enforcement. These officials have no formal training as judges or in police services; rather they apply customary law, knowledge of community norms, culture and indigenous approaches to cases and incidences. Annual changes in these critical positions require the JSSP to be proactive with education and awareness training to ensure Tribal Officials have adequate training to

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respond to situations and cases involving CAN/CSA/CEV and parental arrest or incarceration.

Probation services are available, however adult probation positions have been filled by paraprofessionals with limited knowledge of child maltreatment or trauma, which hinders development of innovative supervision approaches of offenders, especially parents or caretakers on probation. The Police Department has experienced turnover with professionals with the Chief of Police, Criminal Investigator and line officer positions. The pro-tem Judge only conducts hearings, which hinders development of judicial leadership and support for child welfare and protection issues with better policies, programs, and strategies to address offender non-compliance and enforce consequences. All these systems rely on the JSSP to train their respective staffs on CAN/CSA/CEV and parental incarceration, specifically in joint crisis response, investigations, joint-interviews, prosecution, sentencing, and offender supervision. Collaborative solutions to address non-compliance by parents with court orders to participate in JSSP interventions and classes are needed and should involve all tribal service agencies, law enforcement, probation and the courts. Several programs offer cross-disciplinary training; however, there is limited joint planning to address shared problems that require collaborative programming and case planning and management.

Clear messaging by schools and tribal prevention and intervention agencies such as the JSSP, JBHP, Law Enforcement, and Probation regarding school violence and victimization is essential to effectively address victim needs and to have clear offender consequences. A variety of training opportunities are needed to increase teacher and faculty involvement.

Code and Policy Needs: A review of all the codes addressing victimization was conducted with development of the JCJP. The review identified Children's Code gaps that require updates, revisions and new provisions. Coordinated LE and CWPS policies are needed to guide crisis

response and services during parental arrests or incarceration. The CJP highlighted challenges to using the 2013 Re-Authorized Violence Against Women Act (VAWA), the 2010 Tribal Law & Order Act (TLOA), and the Sex Offender Registry and Notification Act (SORNA). These laws require substantial changes in tribal laws and court structure. In particular, adding court attorneys for prosecution and public defense would require the Pueblo to consider how it would hire attorneys, what qualifications beyond law school attorneys would need; code revisions to incorporate the use of attorneys, their roles, duties and responsibilities; and the immediate and long-term financial costs of sustaining court attorneys. The use of enhanced sentencing and the ability to use the U.S. Bureau of Prisons as a sentencing option requires code revisions regarding sentencing authority, enhancement of probation and parole services, victim services, strategies for sustaining family connections, and other financial impacts.

2. Current or Previous Efforts to Address Cited Problems

Victim Service Expansion and Emerging Victimization Areas: Since its establishment in

Service Type	#Events	Amt.
CIRT Training	1	33
CAN Prevent. Conf.	1	120
CAN Fun Run	1	171
CAN Awareness Fair	1	525
CAN Movie Night	1	211
Parenting Skills Class	24	119
Parenting Skills Childcare	24	39
DV/IPV: Batterer’s Ed.	44	28
Women’s Wellness Conf.	1	88
DV/IPV Walk	1	244
Head Start In-service	2	13
Elder Conference	1	70
Needs Assess: Elder FG	2	25
Needs Assess: Youth FG	2	24
Needs Assess: Youth Survey	1	46
Needs Assess: Adult Males	1	12
Totals	108	1,765

the late seventies to address ICWA cases, the JSSP has worked hard to respond to other victimization areas, such as domestic violence or intimate partner violence (DV/IVP), teen dating violence, sexual assault (SA), and elder abuse with dedicated staff working in all these areas.

Ongoing Awareness and Outreach: The JSSP has informational materials instructing victims, the non-offending parent or partner and families on what they should do before, during, and after a violent incident.

JSSP works with the Courts and Law Enforcement to insure victim safety and protection. In

Case Statistics	2014
CAN Cases	28
ICWA Cases	5
DV/IPV	17
CEV	31
Elder Cases	4
Service Only	20
Subtotals	105
ICWA Notices	60
Subtotals	60
Total	165

2014, JSSP conducted several community events and activities that were attended by Traditional Officials, courts, law enforcement, probation, and behavioral health, and community members.

Codes and Policy: The JSSP follows tribal, state and federal laws and standards to insure victim confidentiality and safety along with a written manual addressing CWPS, child welfare, foster care and adult

protection.³ Victim safety is enhanced through written policies and formal interagency and intergovernmental agreements (IGA) that include confidentiality, informed consent, and release of information provisions.

Program Collaboration: The Jemez Justice Advisory Committee (JJAC) assisted with development of the JCJP, which includes strategies for the justice system and allied agencies to work together to improve victim safety and protection. The JJAC brings tribal programs together to share their contributions to community safety and to address persistent, urgent or emerging victim issues. The JJAC coordinates effort through policy and practice, awareness and outreach for community involvement, and resource sharing by co-sponsoring events and activities.

Victim Resources: Caseworkers arrange for emergency placements with extended families, foster care, or shelters located in Albuquerque and other parts of the state and provide transportation. The develop victim safety plans upon contact, upon leaving a shelter or foster care, and prior to dismissal of protection orders, or case closure. A coordinated referral and delivery system enables access to services for victims and their families.

3. Current Service Gaps Related to Identified Problem

Cited Problems	Program, Policy, and Service Gaps
<i>Improving Response to Persistent</i>	Strategies to respond to needs of alcohol or drug endangered children.
	Strategies to respond to needs of children of incarcerated or arrested parents/caretakers.

Cited Problems	Program, Policy, and Service Gaps
<i>Problem and Issues</i>	Strategies to address CEV for children and youth.
	Strategies to address CEV for parents.
	Few tribal foster care homes, which results in placements 50 miles away in non-Native homes or shelters.
	Effective school involvement with awareness and education, training, policy development, and practice strategies
<i>Effective Responses to Identified Problems</i>	Assessment of current program offerings to check for their responsivity to client needs, i.e., for court ordered parents.
	Staffing to conduct assessments and follow up.
	Parental/caretakers application of knowledge and skills from classes and other offerings.
<i>Engagement and Expanding Partner Capabilities and Capacities</i>	Active involvement by school officials, faculty and teachers to address school violence and victimization.
	Need specific law enforcement, probation and court staff training on ways to help children of arrested or incarcerated parents in collaboration with JSSP Caseworkers.
<i>Policy and Law</i>	Poor enforcement of consequences for non-compliance and risks to victim safety and protection.
	Children's Code needs updating to address additional child protection and welfare areas and to expand services.
	Coordinated and compatible justice agency and child protection and welfare policies and procedures regarding parental arrests or incarceration.

4. Identification and Prioritization of Problems

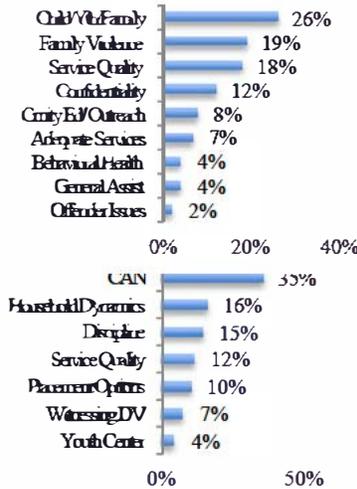
Several data sources were used to identify and prioritize issues and needs:

2013 Jemez 10 Year Visioning Report: The 2013 visioning session held with community citizens, tribal programs and tribal leaders identified law enforcement, the court and social services among the top five most important areas for development. Development areas included policy improvements, community relations, staff development and increased services.

2013 Focus Group on Youth Perspectives on Tribal Justice: Youth indicated not know much about tribal laws, i.e., the POJ Children’s Code or law enforcement and suggested more youth outreach by tribal programs. Youth outreach would help “adults” learn what youth need or want. Youth would learn about where to go for help with problems, such as alcohol or substance abuse and overcome their fear of approaching “older people with authority”.

2010 Community Assessment Report: Social Services—At

Figure 1. Important Social Services (n=100)



least 55% of respondents agreed that Jemez has effective social services and child welfare (57%) services. Social services issues identified were: offender management, general assistance/ financial support, behavioral health, community awareness and outreach, confidentiality issues, personnel and quality service issues, family violence, children, youth and family issues, and adequate services. The JSSP and JJAC continue to address the

most important social service needs (Figure 1 & 2).

5. Needs Assessment, Strategic Plan and Logic Model

Needs Assessment Strategy: Justice and other allied agency and community input will be sought to design needs assessments. Assessment will occur at four levels (see below table):

Individual	Community	System	Intergovernmental
Assessment processes will include age appropriate collection of primary data from victims, which may be collected through consumer satisfaction surveys administered at the end of service delivery. These will include methods for informed consent.	Input will be sought from citizens, tribal programs, and external organizations. Data collection may include community meetings, talking circles, and community surveys administered during local events and conferences. These will include methods for informed consent.	Policy and code assessments will identify gaps in laws and program protocols. Analysis will occur with data from justice and allied service programs. Primary data collection may include program interviews using standardized data collection tools and administered through personal interviews.	Assessments will review relationships with state and federal agencies to determine improvement needs, the IGAs needed to access services, joint service delivery, share information, exchange data, identify cost-sharing opportunities, cross-disciplinary training, and cross-policy development.

Strategic Planning and Logic Model: Assessment data and current program data will be used to enhance the CWPS component of the JSSP Strategic Plan. Updates will include policy, programmatic and service components, community outreach, and awareness; intergovernmental

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relations; professional development; and systems improvement. Project staff and collaborating agencies will create a program logic model to add benchmarks, milestones and expected short- and long-term outcomes to identified project goals. It will identify program data and statistics to include in the data management strategy and identify project parameters that the proposed funding will help to achieve in light of the overall Social Services Program.

6. Plans for New Program and Enhancements

Service gaps approaches include development of relationships with internal and external agencies that can provide needed services. This includes arrangements for psychological evaluations for child victims. Ongoing search for emergency care or shelter for children and youth will occur with recruitment of guardians and/or extended family placements. While placement in off-reservation settings is not optimal, the JSSP will work at preparing these resources to receive Jemez children by providing cultural education to foster home or shelter staffs. Caseworkers will ensure children in off-reservation settings stay connected with their families and the community by arranging for visits to and from the placement. Training for Traditional Officials and other tribal programs will occur regularly to increase knowledge, skills and abilities among allied service agencies to respond to and or handle victim-related crime and violence. Focused effort will be on assessing current program offerings such as parenting skills classes to evaluate its responsiveness with court ordered parents/caretakers. New collaboration efforts will focus on parental arrest and incarceration impact on children and youth. Code and policy enhancements will solidify the service efforts through revision and passage of needed laws, policies and procedures, particularly with culturally relevant foster care regulations, parental non-compliance, parental arrest and incarceration, and collaboration with risk and needs assessments, and case planning and management,

7. Program Goals and Objectives

Funding will address the below issues and support the listed goals, objectives, and activities:

Purpose Area/Goals	Related Objectives	Activities
Improve strategies addressing specific victimization areas: CEV, alcohol and drug endangered children, children of arrested or incarcerated parents and ICWA cases.	Increase timely completion of case screening, intake, and referrals to start services.	Assess current offerings to identify overlapping areas, gaps and strategies to ensure programming is responsive or fit clients needs.
	Increase methods and implementation of child victimization and community risk and needs assessments.	Develop joint polices with JBHP for conducting age appropriate risk and needs assessments using AccuCare.
		Conduct regular multidisciplinary case planning and management meetings.
	Increase the number of ICWA notices investigated each year.	Develop strategies to track how parenting class participants apply what they learn.
		Set up review schedule with Court Attorney to review, prepare and submit response within allotted timeframes.
Increase partnerships with local schools and LE to address school violence	Conduct education and awareness during times schools staff and teachers can attend specialized training and meetings each year.	
	Review and develop congruent policies to ensure complimentary messaging to children and youth.	
*Increase victim response through specialized training events to increase capabilities of LE, traditional and tribal courts, and allied service partners.	Increase the knowledge and skills of traditional and tribal court staffs, LE and service providers to handle CAN/CSA/CEV and parental arrest or incarceration cases effectively.	Develop and implement specialized training about CEV, alcohol and drug endangered children, and children of arrested or incarcerated parents.
		Identify culturally competent instructors to teach specialized training sessions.
		Develop and implement training materials for specialized training sessions.
Increasing foster care homes through creation of local regulations, training and support for foster care parents.	Incorporate culturally relevant provisions and polices to foster care regulations.	Conduct community outreach and recruitment strategies.
		Identify and provide support options for foster care parents: financial assistance, donor resources, respite plans, and training.
*Increase program support by creating or revising existing codes and policies that support child protection and safety.	Increase the number of children and youth served due to changes in tribal codes and policies created or amended to enhance victim response.	Conduct code reviews to identify needed updates or amendments to address CEV and parental arrest or incarceration provisions.
		Update foster care regulations to enable better recruitment of Pueblo foster care parents.

Purpose Area/Goals	Related Objectives	Activities
		Develop joint policies for LE and child welfare re response and handling of parental arrest or incarceration.
		Establish task force to design strategies addressing offender non-compliance and risk presented to victim safety and protection.
		Provide education on code and policy updates and amendments to justice and allied service providers and community.

* Goals included in the Jemez Comprehensive Justice Plan.

8. Management Structure and Staffing

The JSSP is under the Jemez Health and Human Services Department, which includes the health and dental clinics, emergency medical services, behavioral health and community wellness and fitness that are relevant programs involved with delivery of victim services.

Program Oversight: [REDACTED] Program Manager will oversee programmatic, financial, personnel management and contractual oversight, and insure that program timelines are met and services are provided. She will interact with the JJAC and oversee strategic planning, development and implementation of policies and procedures, needs assessments and oversee submission of reports to the tribal administration and OVC.

Caseworkers: [REDACTED] and [REDACTED] will provide home visits, arrange support services, court advocacy, respond to emergency calls, arrange and provide transportation to shelters or safe homes, assist with community outreach and awareness activities, and identifying specialized trainings. They will participate in case management meetings with other service providers and submit activity reports. Both will investigate ICWA notices to ensure there is tribal input on placements and appropriate tribal intervention occurs.

Staff Support: [REDACTED] will provide clerical and administrative support to program and contractual staff. She will assist with data entry of program data and case statistics.

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Data Management and Needs Assessment: (TBD) A culturally competent consultant will be hired to design and implement different modes for needs assessment and analysis, program planning and development of the project logic model. Support includes methods for collecting program data and case statistics for analysis and preparation of reports. The contractor will facilitate planning sessions, draft the strategic plan, and annually update the plan and logic model.

Court Attorney: A licensed attorney will be contracted to review and provide consultation on ICWA cases and notices sent to the Pueblo from state agencies nationwide.

Specialized Training Instructors: Subject matter experts will be contracted to provide specialized training for program staffs, court and law enforcement, and traditional officials.

9. Government and Community Initiatives and Partnerships

Community Collaboration Structure: The JSSP has partnerships with tribal programs and other outside agencies to address victimization problems and issues and provide victim services. Proposed efforts will be coordinated with existing partners to ensure intra-tribal collaboration among departments and with external governmental, private and nonprofit agencies. The JSSP will participate in and collaborate with the JJAC to implement CTAS funded justice initiatives by attending monthly collaboration meetings. Communication strategies include: monthly and quarterly JJAC updates, cluster emails, webinars, and teleconferences. The tribal newsletter, posters and flyers at strategic sites, and informational meetings will be used to update the community including the oral "talking to" conducted by the Governor and Fiscales every Sunday after the Catholic Mass. These methods will keep citizens informed about program activities and accomplishments. Written reports and special meetings will keep tribal leadership informed of program activities and accomplishments. The following table lists partners and their roles and/or contributions, including participation in strategic planning activities and needs assessments.

PARTNER	TABLE 3. ROLE/CONTRIBUTION	TYPE
<i>Tribal Court</i>	Shall provide access to information, collaborate in design of justice network, assist with children’s code implementation, train judges and staff to handle child victimizations cases with sensitivity.	Tribal
<i>Law Enforcement</i>	Shall provide CAN/CSA investigation & prosecution, joint response, collaborate in design of justice network and information sharing, and participate in training.	Tribal, FBI USMS
<i>Probation</i>	Provide probation supervision, monitor parental compliance with court orders, participate in case management, share information, and participate in training.	Tribal, State, Federal
<i>Behavioral Health</i>	Provide victim counseling/treatment and participate in family counseling sessions as appropriate.	Tribal
<i>Jemez Clinic</i>	Train staff to provide medical assistance for victims in sensitive ways.	Tribal
<i>Prosecutors</i>	Prosecute CAN/CSA cases in accordance with their jurisdictional involvement and share information w/ the Pueblo.	State, Federal
<i>Education Dept.</i>	Assist with outreach and awareness of school violence; provide referrals, and awareness support.	Private

10. Program Performance, Success and Data Support

AccuCare System & Tools
Positive Parenting Questionnaire
Parent and child version of the Social Skills Rating System
Family and (Children’s version) Environment Scale
Children’s Version of the Family Environment Scale

How will data be collected? Using the overall logic model

as a guide, a data management plan will guide collection of program data and case statistics, which will be collected monthly and reported on a quarterly or semi-annual basis.

Collection of program data such as the number of trainings,

progress of program development components, number of collaboration and partnership meetings, educational events, etc. will occur monthly. Both the case statistical and program data will be used to measure performance and ongoing progress. Additionally JSSP will use the AccuCare System, a web-based service to record intake, screening, and risk and needs assessments throughout the intervention period and for follow-up and aftercare support.

What will be measured?	Who is responsible for collecting data?	How is success defined?
Individual client level data: • Types and variety of services, dosage, service frequency, duration.	Caseworkers, Court Attorney	Identification of service and usage trends, and Increase in varied victim services
Community level data: • Number and variety of community participants by age, gender,	Caseworkers, Data Management Specialist (DMS)	Culturally relevant needs assessments used, Results used for strategic plan,

What will be measured?	Who is responsible for collecting data?	How is success defined?
profession, cultural societies, victims, non-victims.		Program logic model, and Community that is involved.
System improvement data: <ul style="list-style-type: none"> • Number goals achieved • Data management improvements • Number implementation strategies 	Program Manager, Caseworkers, DMS	Functioning CAN/CSA services. New or updated laws and policies, Improved data management.
Intergovernmental level data: <ul style="list-style-type: none"> • Number and type of partnerships, • Intergovernmental agreements • Number of services and types. 	Program Manager, JJAC, partners	Successful partnerships, More state IGAs and JPAs Increased access to services from state, federal and non-governmental sources.

11. Evaluation, Collaborative Partnerships and Sustainability

Evaluation: The Data Management Specialist will oversee use of JSSP statistics to evaluate victim outcomes and compare them with preceding years. This data will be used to determine whether innovations incorporated into the JSSP are making a difference with expansion of victim services, use of new and updated codes and policies, and training for targeted staffs. In combination with the case statistics and program data collected, the JSSP will evaluate processes, and also track and report progress.

Collaboration and partnerships provide quality assurance and ways to maintain tribal control and involvement, while involving other vested stakeholders. This includes the ongoing commitment of the Tribal Council and others needed to have effective victim services. We will review partnerships to assess: 1) relationships with internal and external agencies to determine ways to leverage each others services through cost sharing, joint service delivery, identifying overlaps, and ways to avoid duplication; 2) information sharing and data exchange polices and practices, and 3) collaborate on mutually beneficial training and technical assistance (TTA).

Sustainability: Sustainability includes: 1) Community integration strategies so that the program is used by the targeted populations, service providers and agencies; 2) Strategies to institutionalize response to victim needs with tribal or local programs that are reliable and can

show evaluated results and outcomes; 3) Ongoing strategies to develop new partnerships and enhance existing ones with public and private organizations and community members; and 4) program structure with policies and procedures that are shared through cross-disciplinary and cross-jurisdictional training opportunities. Diversified resource development includes TTA available from state, federal or private sources. Financial strategies include a wide and diverse search of funders from tribal, local, state and federal agencies, public and private organizations, private and non-profit businesses, and citizens. Resource development includes acceptance of services and goods relevant and appropriate to support programmatic activities.

12. Tribe’s Need for Financial Assistance

The Pueblo is geographically rural, which challenges economic development. The majority of the Pueblo’s funding to operate tribal programs comes from federal and state sources. The Pueblo, being a non-gaming tribe generates minimal general funds to independently operate crucial programs such as law enforcement, court, probation, and medical services, victim services, and other social and educational services.

13. Identify Needs for Training and Technical Assistance

Training and technical assistance will be obtained to support the following needs:

<i>Knowledge Building</i>	Childhood trauma and maltreatment, different types of victimization, and impact of CEV on adolescences and adulthood. Ongoing training for traditional tribal officials.
<i>Skill Building</i>	Specialized training to improve investigation and prosecution and overall handling of CAN/CSA/CEV. Safeguarding children and youth during parental arrest or incarceration by LE and CWPS workers. Effective response to school violence by teachers, CWPS and law enforcement.
<i>Abilities Building</i>	Design of training that supports local response systems and builds upon community and cultural resources most likely to be applied.
<i>Capacity Building</i>	Children’s Code changes that support intra- and interagency collaboration with case planning and management. Model policies for collaboration for Risk & Needs Assessments, Parental Arrest or Incarceration, Parental Non-compliance, and Foster Care Regulations.

14. FY 2012 or 2013 CJA Awards – Not Applicable

15. Multiple Purpose Area Linkages

Each Purpose Area (PA) addresses particular aspects of the overall crime, violence and victimization problems addressed in the POJ Tribal Council and BJA approved Jemez Comprehensive Justice Plan. PA 1 (COPS) targets the entire community with specific support for officers to improve police and practice with joint response in violence against Indian women (VAIW), elder and child victimization cases, and parental arrest or incarceration, and offender non-compliance. PA 3 (BJA) will support enhancements for judicial and probation services with a full-time judge position and a Chief Probation Officer who will focus improvements in each component. PA 5 (OVW) will address all VAIW issues and needs and work closely to support work with children and youth affected by family or school violence. PA 6 (OVC) will provide the important support child victims' need when they are affected by parental or caretaker abuse or neglect and parental arrest or incarceration. PA 8 (OJJDP) will enable design and implementation of a Healing to Wellness Court to address underage alcohol and substance abuse by incorporating the indigenous approaches inherent in the traditional court system.

¹ (2012) Report of the Attorney General's Task Force on Children Exposed to Violence. Available at <http://www.justice.gov/defendingchildhood/cev-rpt-full.pdf>;

² (2013) Reavis, A., J. Looman, and B. Rojas, *Adverse Childhood Experience and Adult Criminality: How Long Must We Live before We Possess Our Own Lives?* The Permanence Journal 17, no. 2, pg. 44-48.

³ POJ Children's Code, POJ Elder and Vulnerable Adult Protection Code, NMCC provisions affecting Indian children and youth; and federal laws: the ICWA, the Adoption and Safe Families Act, and the Adam Walsh Act.

**Sample Successful
Application for
Purpose Area #7 (OVC)**

Purpose Area Narrative – PA #7

1. Identify one or more of the crime and public safety problems described in the Tribal Community and Justice Profile that the Tribe plans to address through the proposed grant funding, and describe the problem(s) with as much additional detail, including data, as necessary to clearly describe the nature and extent of the problem(s).

One in two women in the Bering Strait Region has experienced intimate partner violence or sexual violence in their lifetime.ⁱ As stated in the Tribal Community and Justice Profile, there is a severe need for advocacy and support for victims at the village level. Victims must travel to Nome for Sexual Assault Response Team (SART) forensic medical exams and child victims must travel to Nome to the Child Advocacy Center (CAC) for the exam and forensic interview. The amount of reports of child sexual abuse and adult sexual assault in the Bering Strait region is rising, but staff to provide services and support is not. [REDACTED] CAC has seen an increase in the amount of child sexual abuse. In 2010, the CAC had 15 cases of child sexual abuse; in 2011, 27; 2012, 31; 42 in 2013, and most recently, 59 in 2014. The Norton Sound Health Corporation (NSHC) SART provided exams to 26 victims of sexual assault in 2010; 55 in 2011; 63 in 2012; 76 in 2013; and 98 in 2014. These numbers do not account for the cases not referred to NSHC SART and/or the CAC by law enforcement, those screened out by the Office of Children’s Services (OCS) intake department, or those where individuals do not report the crime.

The majority of the cases at the CAC are from the surrounding villages, but child abuse also occurs in Nome and requires more outreach activities to the community and education to partner agencies. After the interview and exam, the child and caregiver travel back to the village where services are needed. There are no village-based advocates to provide support to child victims or their family members. Child victims of sexual abuse do not always disclose the entire abuse scenario in one sitting and “it often takes them a long time to do so”ⁱⁱ. It is important that victims or caregivers are able to contact someone they trust to know what to do if the child

Applicant Name: [REDACTED]

Purpose Area 7

continues to disclose when they are home, if there is a crisis situation, or if they have questions. CAC Staff take turns operating the on-call crisis line. This crisis line helpful; but would be more effective and offer more support to victims if someone were available in the village to provide assistance.

CAC staff include: a program director, educator, and client advocate. A specialist position needs to be added to share the tasks associated with case management, conduct forensic interviews, be in contact with law enforcement, and keep our NCATrak database updated. The specialist would be in charge of the scheduling of cases, purchases, and daily CAC activities. Our educator has fulfilled this role for the past year and could do very little outreach. The program director supervises the Child Advocacy Center and Children and Family Services (CFS, ICWA program) which were combined in 2012 due to funding and recruitment issues. Funding for the program director comes out of the CFS program budget. Since 2012 the number of cases in both programs has doubled, and the need for community outreach has increased. There is a need to divide the two programs under separate supervisors in order to offer more effective case management for both programs. A new CFS program director will be recruited with existing funds, and CTAS funding will allow [REDACTED] to remain at the CAC, where she will supervise staff, oversee grants, conduct forensic interviews and facilitate Multidisciplinary Team (MDT) meetings.

Currently, victims can make regular appointments with Village Based Counselors (VBC), meet with itinerate NSHC Behavioral Health Services (BHS), schedule Tele-med or phone appointments, or travel for appointments with BHS counselors or clinicians in Nome, weather permitting. Frequently, victims refuse to see the VBC due to relationships to the victim or the suspected perpetrator and the VBC. The [REDACTED] CAC is also requesting funds to provide

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Purpose Area 7

advocacy training in three villages using the Pathway to Hope (PTH) program. PTH provides advocacy and prevention training at the community level. The PTH program was developed by Alaska Natives for Alaska Natives in 2004. The principles included in PTH include: 1) Tribal Communities must take responsibility for the safety and healing of children; 2) Tribes must have ownership of social problems as well as the development of solutions to those problems; 3) Reclaiming and reviving cultural values, beliefs, and practices to heal children and those victimized as children must begin with understanding of historical trauma and in multi-generational dialogue; and 4) Ongoing mentoring and support of “Indigenous couriers of community change” is essential for Tribal communities to achieve long-term change in attitudes and responses toward children who were victims of sexual abuseⁱⁱⁱ. At the conclusion, community members will have a plan of what to do if a child discloses sexual abuse and can provide support in-person from reporting to arrest and prosecution.

2. Describe current or previous efforts, if any, to address the problem(s) identified in question #1, and state whether they were effective.

The CAC currently has 3 employees. Due to the increase in cases, all staff share case management responsibilities for the clients. The advocate contacts the family prior to them coming to the CAC, picks them up from the airport if needed, prepares a snack and coffee, and explains procedures at the CAC to prepare for the interviews. The program director and educator both conduct forensic interviews. After the family leaves, all CAC staff clean the building including dishes, laundry, and disinfecting. During the next week, the advocate contacts the family and/or child and talks about their time at the CAC and discusses possible next steps. She answers any questions and refers for services as needed. Then the advocate contacts the family monthly or as needed unless the family declines services, in which case she only contacts them if the case is going to court. The advocate is also in contact with law enforcement, Department of

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Purpose Area 7

Juvenile Justice (DJJ), BHS, and OCS regarding updates to the case. The CAC operates a 24-hour rotating on-call line that is shared with clients so they can call to discuss cases, provide support, and answer questions or report concerns at any time. The three CAC staff members rotate the on-call shift.

The village of St. Michael held a PTH training last year with funds from the Catholic Archdiocese and the CAC. The PTH program is becoming well known in the region. Members of the five communities who attended the program in Nome understand the importance of getting the message to more people. As a result, we have requests from other Tribes for PTH training, however funding is limited.

The Bering Strait Regional MDT meets monthly to discuss child victims who have received services at the CAC and their suspected perpetrators. Members of the MDT include: CAC staff, Alaska State Troopers (AST), Nome Police Department (NPD), District Attorney's Office (DAO), DJJ, OCS, NSHC SART, NSHC BHS, NSHC Social Services, and the Bering Sea Women's Group (BSWG). At these meetings, team members share information and can trouble shoot difficult cases. Meeting consistently has expedited several prosecutions.

NSHC BHS has VBCs in most villages and counselors travel to villages once a month, weather permitting. TeleMED is also available. Not all villages have TeleMED technology due to communication infrastructure limitations and not all counselors are trained to work with children who have been traumatized.

3. Describe any current gaps in services related to the problem(s) identified in items #1 and #2 that will be addressed through this grant application.

Gaps in services include 1) staff and service support limitations in serving a large region with 20 tribes and 16 remote communities, and 2) need for more victim support at the local or tribal level. Three CAC staff members serve a region the size of West Virginia and the program director supervises both the CAC and CFS programs, which both have heavy case loads and vast

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Purpose Area 7

contrasts in types of services rendered. There is a great need to separate the two programs under separate directors to improve the effectiveness and expand services. Local communities and tribes need to understand the process and procedures to follow when child victims disclose abuse. There is a need to understand the importance of supporting the victim and caregivers and prosecuting perpetrators to protect the entire community. Tribal councils recognize the problem with sexual violence and need adequate tools to address it. Village residents have been severely impacted by child sexual abuse and assault for generations, and Tribal members realize it is time to start the healing process. At the CAC, we have had many non-offending caregivers say that he/she was abused as a child. If they told a family member they were told to “stay away from him”, and nothing more came of it. There was a general feeling that “if you don’t talk about it, it will go away.” This belief is far from the truth, and this line of thought is slowly changing in this region. The numbers of clients at the CAC and SART departments is rising and more Tribes are requesting the PTH program. More services are needed to address the increase in clients and provide more training at the local level.

4. Explain how your Tribe identified and prioritized the problem(s) described above to be addressed through this grant funding.

These problems were prioritized based on input from Tribes, CAC staff meetings, multidisciplinary team meetings, and Kawerak Wellness Forum meetings and were based on the steady increase in the amount of cases seen at the CAC and NSHC SART department (see page 1 for data). The [REDACTED] Board of Directors developed a list of the top five strategic goals, one of which is to strengthen “wellness, culture and pride”. The Board listed “public safety and adequate health care” as a priority for 2015. Due to the increase in reported cases and requests for follow-up services and information, the Tribes of the Bering Strait region, have made prevention of child sexual abuse and sexual assault a priority to keep children safe and to provide

Applicant Name: [REDACTED]
 Purpose Area 7

them with adequate services if they become a victim of abuse. Some of the tribes in the region have made prevention of child sexual abuse a priority by requesting the Pathway to Hope program to provide local support to victims. Preventing child abuse strengthens wellness, culture, wellness, and pride for the entire region, and it addresses the board and tribal priorities.

5. Describe how the proposed grant-funded program will address the identified problems.

There is a need for adequate supervision and planning of CAC program and CFS programs. Funds from CTAS will allow the programs to be separated and for the program director at the CAC to conduct forensic interviews, supervise staff, prioritize goals, facilitate MDT meetings, and advocate for CAC services and children’s rights at the state and national level. The CAC program needs a strategic plan and logic model and separating the departments will allow the program director to focus her attention on future planning.

Due to the increase in the number of cases and requests for training, there is a need for more staff to provide services and outreach to Nome and surrounding communities. Funds from CTAS will allow a specialist to be hired who will manage daily CAC tasks, share advocacy services, keep the database up-to-date, and facilitate Pathway to Hope trainings. This will allow the CAC Educator to perform the assigned duties to revive the CAC newsletter, travel to villages for fairs, and have more time in communities for outreach. Obtaining more staff to focus on separate duties will improve services for all clients.

Current CFS/CAC PD					
CAC Advocate	CAC Educator	CFS Supervisor	CFS Supervisor	Foster Care Recruiter	ICWA Specialist
		7 Tribal Family Coordinators	6 Tribal Family Coordinators		

Proposed CAC PD		
CAC Specialist	CAC Educator	CAC Advocate

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Purpose Area 7

There is a need for support of victims at the village level as most services are in Nome. Funds from CTAS will provide Pathway to Hope training to empower Tribal and community members to support victims of abuse and hold perpetrators accountable. Pathway to Hope explores the impact of multi-generational and historical trauma on child safety and allow for time and a safe space for participants to share their own experiences. Tribal members and village residents come together to not only better understand what children experience, but what they can do as a community, to provide safety for children. Facilitators explain how the criminal justice system works and how participants can utilize it appropriately and what to expect when they do. Throughout the three-day program, participants are formulating plans for how to keep children safe, provide advocacy for all victims, and to hold perpetrators accountable. The CAC Specialist will travel to each of the villages prior to the training to meet with the tribal council and elders to assess readiness and explain the program in more detail. The Specialist will travel with the facilitators and participate in the training. After the training, he/she will be in contact with participants via teleconference to implement next steps and will make a final trip to the village a year later. PTH empowers community members to navigate the process of supporting victims, obtain services, and begin the legal process of prosecuting perpetrators.

6. For each identified problem in item #1, identify the specific goals and objectives of the proposal that will be accomplished in 36 months. Provide details about the specific tasks and activities necessary to accomplish each goal and objective.

Below is a table of the goals and objectives. A more detailed timeline is attached.

Goals	Objective	Activities	Performance Measures	Time Frame
Evaluation of CAC Program	Advisory Team (AT) provides feedback regarding needs of communities	Determine roles and select AT members	Members selected	Roles within 1 month, members within 4 months of award

	Client and MDT satisfaction with CAC Program	Meet with AT and MDT members quarterly	Attendance at meetings; input provided	Within 6 months of award and on-going
		CAC surveys clients after initial visit and MDT members yearly	Survey results	On-going
	Conduct needs assessment	Arrange and conduct training and technical assistance with OVC; develop assessment	Training is held; assessment is developed and distributed	Within 8 months of award
	Develop Strategic Plan and Logic Model	Results are tabulated Arrange and hold training and technical assistance with OVC	Data Strategic plan and logic mode	Within 12 months of award Within 15 months of award
Victims of sexual abuse receive advocacy locally	Provide PTH training in 3 villages	Review needs assessment results	Three villages are chose	Within 12 months of award
	Communities are prepared for PTH	Specialist travels to villages to meet with tribal councils and community members	Information shared; questions answered	1 st within 15, 2 nd within 18, 3 rd within 21 months of award
	Communities receive PTH and develop plans	PTH is held and attended. Attendees develop plans	Attendance; Plans	1 st within 18, 2 nd within 21, 3 rd within 24 months of award
	Communities utilizing plans	Specialist holds teleconferences and travels to the village to help implement plans	Teleconferences, activities on plan on taking place	1 st within 21, 2 nd within 24, 3 rd within 27 months of award
Provide advocacy to	Clients have access to a 24-	CAC staff rotates on-call responsibilities.	Number of calls to the crisis line.	All services are currently

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Purpose Area 7

child victims of sexual abuse and their family members	hour crisis line, understand their rights, receive services requested, feel safe at the CAC, and receive updates on their cases	Advocate explains rights and helps with VCCB applications and protective orders. Advocate explains and refers to services, contacts MDT members, and shares updates with clients. CAC staff and MDT members focus on the child while at the CAC.	Number of VCCB applications and protective orders. Number of referrals. Documentation in NCATrak. OMS survey results	provided by a CAC staff member and are on-going.
Improve Outreach	Provide outreach and education to community members	Update PSAs on radio and ads in the news paper Fairs are attended, outreach materials and activities for children are provided	New PSAs are played and ads displayed Number of fairs attended, number of materials distributed	Within 3 and 6 months of award On-going

7. Identify plans for conducting a needs assessment and developing a strategic plan and logic model. Describe how the identified plans for developing the proposed program, including needs assessment, strategic plan, and logic model, will be done in partnership with the community and key stakeholders.

The CAC program director will contact OVC T&TA for assistance in developing and conducting a needs assessment and developing a strategic plan and logic model. An advisory team will be developed consisting members from Tribes and partner agencies. Members of the multi-disciplinary and advisory teams will provide information needed to develop the assessment, plan and model. The results of the assessment will guide the development of strategic plan and will delineate the steps of the logic model to set priorities and future goals.

8. Identify plans for providing comprehensive victim services.

When children and their caregivers arrive in Nome, they are transported to the Child Advocacy Center by the client advocate in the CAC unmarked vehicle. This way the child does

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Purpose Area 7

not have to be picked up and ride in a trooper vehicle. At the CAC, clients meet with multi-disciplinary team (MDT) members involved in the case in one place—the Office of Children’s Services, Behavioral Health Services, law enforcement, the Sexual Assault Nurse Examiner, and CAC staff. While the child is being interviewed by our specially trained staff or law enforcement, the advocate fills out intake paperwork with the caregiver. If requested by the referring agency or caregiver, a counselor or clinician from BHS will be present for the victim, caregiver, or both. After the interview and exam, MDT members meet to discuss next steps and explain the situation to the caregiver and child when appropriate. At that time, the caregiver and child are referred for follow-up services including, but not limited to, NSHC, BHS, and the Bering Sea Women’s Group and can schedule appointments for these services before leaving. CAC staff will continue to provide comprehensive victim services by maintaining contact with the clients and MDT members regarding the case. The CAC client advocate remains in contact with clients throughout the life of the case, past conviction, and will refer the clients as needed.

In addition to MDT members, the CAC staff collaborates with Kawerak’s Children and Family Services (CFS) and Wellness Departments. CFS employs Tribal Family Coordinators (TFCs) who represent the Tribe and work alongside OCS on ICWA cases. TFCs also help community members with paperwork and plan monthly family activities. The Wellness Department provides activities in the villages and Nome to promote healthy living, reduce substance abuse, and to decrease the rate of suicide in the region. CAC staff is able to attend these functions and provide information and support to community members.

Hiring more staff will allow for cases to be managed more efficiently and will improve client services. The CAC Educator will be able to provide more outreach to the region through health fairs, implementing programs with school counselors, and developing posters and other

Applicant Name: [REDACTED]

Purpose Area 7

materials. Having a dedicated program director will expand upon these services. The program director can be more active in the community by attending the Wellness Forum and Community Team (at NW campus, forget the name) meetings so more entities know about the services the CAC provides. The program director can develop future goals surrounding funding sources so the CAC does not have to rely solely on grant funding, and can advocate for victim's rights at the state and national level.

Providing the PTH training will allow for victims to receive support when they return home from the CAC. The PTH curriculum is designed to work within the specific culture, community history, and traditional values and practices of the Tribal community. Pathway to Hope is based on the belief that healing from sexual abuse requires support and information and takes place when Native people work together within their own communities. Facilitators offer tools and information from which participants can create a number of intervention and healing possibilities for victims.^{iv} Community members providing advocacy at the local level will along with current assistance, will lead to improved client services.

9. Describe how evaluation, collaborative partnerships, or other methods will be used to leverage ongoing resources and facilitate a long-term strategy to sustain the project when the federal grant ends.

The CAC uses a client satisfaction survey using the Outcome Measurement System developed by the Lyndon B Johnson School of Public Affairs at the University of Texas at Austin. The first survey is conducted after the initial visit and the follow-up survey is conducted two to six months after that. The OMS also provides a general survey for MDT members assesses overall effectiveness of the team model. The MDT survey is conducted once a year.

The CAC will evaluate the effectiveness of the PTH portion of this grant by surveying community members who attend the program. The survey will include questions regarding the

Applicant Name: [REDACTED]

Purpose Area 7

utility of the child sexual abuse prevention plan developed at the training as well as attendees' feelings about the effectiveness of the training. CAC staff will continue to gather data on the number of clients that receive services from the CAC in NCATrak and document the change, if any, in the number of clients from the specific villages that received the training.

As the CAC case load continues to increase state funding for the CAC will increase. The CAC will obtain accreditation this year, making it eligible for new funding opportunities. After the development of a strategic plan and logic model, the CAC program director will take on the task of fundraising.

a. Describe any challenges you anticipate in sustaining the program beyond the grant funding.

It is difficult to provide victim support and advocacy services to the children and their families without outside funding due to the poor economy and logistical challenges of this region. We have received donations for equipment, renovations, and supplies. When state and federal budgets are tight, we seek foundation support. We can also hold fundraisers such as an open house, silent auction, or a raffle if special needs arise. As the caseload and staffing increases we will need to explore options to expand facility space to accommodate future needs.

10. Address the Tribe's need for financial assistance and the inability of the agency to implement the proposed plan without federal funding. This should be linked to the issues identified in the Tribal Narrative Profile.

Currently the [REDACTED] Child Advocacy Center is funded by the state of Alaska and a federal grant from the Office of Violence against Women. These limited grants fund our current staff (client advocate, educator, 20% of program director) and provide for training and limited travel for training and victim services. With CTAS funding, we will be able to provide effective advocacy services to victims and valuable advocacy training to Tribes that are requesting it. In 2014 a Rasmuson grant provided funding to renovate the forensic interview

Applicant Name: [REDACTED]

Purpose Area 7

room. The CTAS funds will help expand CAC services and improve strategic planning, provide local training, and provide victim support to the increasing client load.

11. Describe how the applicant will know if the program works and how success will be determined and measured. Describe how data will be collected and assessed to measure the impact of proposed efforts.

Program	What will be measured?	How will data be collected?	Who is responsible for collecting the data?	How is success defined?
Pathway to Hope program to 3 villages	Number of attendees;	Sign in sheet each day of program;	CAC Specialist present at the program	At least 8 community members attend every day
	Number of clients to the CAC from those villages;	Data from intake form will be entered into NCAtrak where a report can be made;	CAC Specialist will collect and enter into NCATrak	An initial increase in the amount of clients seen at the CAC and increase in reports of past abuse. Clients are then able to utilized services and heal.
	Attendee satisfaction;	Survey participants on the last day	CAC Specialist will make copies of the PTH survey results	At least 90% of attendees report feeling positive about the training and are eager to put their plans in place and/or request more services for the community.
	Plans being utilized	Follow-up surveys 3, 6, and 12 months after the program regarding satisfaction and	CAC Specialist will conduct surveys over the phone and record results	No later than one year after the PTH program, community members have implemented at

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Purpose Area 7

		if plan devised is being utilized— why or why not		least one strategy laid out in their plans and/or have requested help doing so.
Advocacy services and outreach improved	Number of VCCBs submitted;	A copy of the application will be kept on file;	CAC Staff	Clients are able to access VCCB funds;
	Number of victims receiving referral services	Self-report to CAC staff who will enter into NCATrak	CAC Staff	Clients receive services requested.
	Number of Fairs attended, outreach supplies distributed	Educator will keep track in a spreadsheet	CAC Educator	Community members know how to utilize the CAC and provide support to victims

12. Identify needs for training and technical assistance from the OVC-funded Tribal training and technical assistance provider.

The CAC director has 2.5 years experience with grant management and will work with OVC on new requirements for reporting and deliverables. The CAC program director will contact OVC T&TA for assistance in developing and conducting a needs assessment and developing a strategic plan and logic model.

13. CTVA applicants applying for a program focusing on child abuse, who are also applying under the CJA Program (Purpose Area #6), must describe how each effort will enhance the other and not duplicate proposed efforts.

This purpose area focuses on advocacy services and local capacity for victim support by adding a Specialist and providing PTH training. Purpose area #6 focuses on investigation of sexual abuse cases and the legal process for prosecuting perpetrators. The CAC is applying for funding under the CJA Program (Purpose Area #6) to hire an investigator to work with law enforcement and other multi-disciplinary team members on all cases involving children. The

Applicant Name: [REDACTED]

Purpose Area 7

investigator would be responsible for the forensic interview and obtaining evidence regarding child abuse cases. Another aspect of the CJA Program funds would be ChildFirst forensic interviewing training for all MDT members. The ChildFirst 5-day training provides instruction on: 1) the CornerHouse forensic interview process, 2) the benefits of using a multidisciplinary approach when interviewing children about possible abuse, 3) how to apply the information and techniques by participating in role-play interviews, 4) acting as a “neutral” professional when obtaining information from the child in the forensic interview, and 5) the significant research and professional articles related to interviewing children.^v

14. Applicants awarded FY12 funds for the CTAS CTVA Program (Purpose Area #8) must describe the strengths and challenges of the current project, and how new funding will complement the work under existing project.

N/A

15. If you are requesting funding in multiple Purpose Areas, is the receipt of OVC Purpose Area #7 funding required for the implementation of any other Purpose Area being requested? If so, explain. Examples of this may be requesting an officer from BJA Purpose Area #3 and equipment for that officer from COPS Purpose Area #1.

Not necessarily, however the program would be more effective with both. Funding from Program Area 6 and 7 will be applied to the CAC Program Director position and supplies.

ⁱ UAA Justice Center, Alaska Victimization Survey, 2014.

ⁱⁱ London, K. Bruck, M., Ceci, S. J., & Shuman, D. W. (2005). Disclosure of child sexual abuse: What does the research tell us about the ways that children tell? *Psychology, Public Policy, and Law*, 11(1), 194-226.

ⁱⁱⁱ Payne, D., Olson, K., Parrish, J.W. (2013). Pathway to Hope: an indigenous approach to healing child sexual abuse. *Int J Circumpolar Health*, 72(21067).

^{iv} Payne, D. (2014). Pathway to Hope: A Tribal Community-Based Empowerment Curriculum to Heal Child Sexual Abuse, *APSAC Advisor*, 1, 2-6.

^v Anderson, J., Ellefson, J., Lashley, J., Lukas Miller, A., Olinger, S., Russell, A., Weigman, J. (2010). The CornerHouse Forensic Interview Protocol: RATAc. *The Thomas M. Cooley Journal of Practical & Clinical Law*, 12(2) 191-331.

**Sample Successful
Application for
Purpose Area #8
(OJJDP)**

Applicant Name: [REDACTED]

Purpose Area #8 Juvenile Healing to Wellness Courts (OJJDP)

1. Identify one or more of the crime and public safety problems described in the Tribal Community and Justice Profile that the tribe plans to address through the proposed grant funding and describe the problem(s) with as much additional detail, to clearly describe the nature and extent of the problem(s).

According to a recent study, the substance abuse problems in Indian country have serious implications for children, women, families, and systems. Professionals' working in tribal communities report that meth is the greatest threat in their communities, resulting in increased child abuse and neglect, domestic violence, and sexual assault. Child abuse allegations and out-of-home placements due to substance abuse, increases the difficulty of family reunification resulting in serious impacts on children, including attempted or contemplated suicides, meth-impacted births, and exposure to chemicals within the home environment.¹

The United States Congress has repeatedly recognized that "tribal justice systems are an essential part of tribal governments and serve as important forums for ensuring public health and safety and the political integrity of tribal governments," but [REDACTED] Tribes have been grossly under funded by the federal government relative to Tribes in other states. As the Advisory Council on [REDACTED] Indian Policy reported to Congress: "For over 100 years, studies conducted by federal, state, and private agencies have reached the same conclusion: [REDACTED] Indians are not receiving a fair share from federal Indian programs; and because they have received less support from the federal government, [REDACTED] Indians have suffered in social-economic well-being relative to other Indian groups in other states."² Because of the relative

¹ "Perceptions of Methamphetamine Use in Three Western Tribal Communities: Implications for Child Abuse in Indian Country." (2007). Web. 7 Jan. 2015. <www.tribal-institute.org>.

² A Council created by Congressional Act, Public Law [REDACTED]

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remote region and the specific context, as described below, drug use and ensuing violence is best addressed within the Tribe. Healing to Wellness courts in [REDACTED] are therefore imperative, but face the following issues and challenges: The nature and high volume of alcohol abuse cases in most tribal courts present unique adaptation issues; Tribal courts must address the specific cultural needs of their individual communities, including the challenge of incorporating tribal custom and tradition into the Healing and Wellness Court; Tribes seeking to establish drug court systems often face a broad range of other issues and challenges, including isolated rural locations, small community issues, lack of resources and services, and lack of funding.³

Currently, 100% of [REDACTED] youth involved in the [REDACTED] Youth Wellness Forum and/or Mentorship Program face trans-generational substance abuse issues that have contributed to their exposure to violence, abuse, neglect and/or delinquent behaviors.

It is difficult to assess the extent of documented crimes against [REDACTED] children as [REDACTED] Counties do not keep records specific to this population. We do know that disproportionate levels of economic, social, emotional, and health problems exist among our Native American families. National statistics show that native youth are among the most vulnerable populations. Their level of exposure to violence and loss presents a number of negative outcomes, most notably; aggressive, disruptive behaviors; school failure; posttraumatic stress disorder; anxiety and depressive disorders; alcohol and drug abuse; risky sexual behavior; delinquency; and repeated victimization. Further compounding the problem, many native communities lack the resources to properly address these issues, ultimately making this

³ "Healing to Wellness Courts: A Preliminary Overview of Tribal Drug Courts." (1999). [Http://www.tribal-institute.org/lists/drug_court.htm](http://www.tribal-institute.org/lists/drug_court.htm). U.S. Department of Justice. Web. 7 Jan. 2015. <http://www.wellnesscourts.org/files/Pub_THWC - Overview1999.pdf>.

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population highly likely to enter the juvenile justice system. Entrance into the juvenile justice system means children are removed from their tribal communities, which prevents children from accessing their most valuable resources to support, healing, and recovery.

2. Describe current or previous efforts, if any, to address problem(s) identified in item #1 and state whether they were effective.

The [REDACTED] Tribal Court was a recipient of [REDACTED] funding, which was essential in the development and implementation of the existing Tribal Youth Wellness Program, which employs one Tribal Youth Resource Specialist (Case Manager). The Youth Wellness Program process is included in attachment S and was first developed in [REDACTED] to provide access to culturally responsive behavioral health/support services and activities for eligible at-risk [REDACTED] Youth ages 10-17. (Up to 19 if still in high school and residing with their families) The Program has evolved to be a partnership with the local schools and their Title VII Programs, Juvenile Probation and local School Attendance Review Boards. All Youth who have self-identified as Title VII youth are eligible for Tribal Youth assistance such as [REDACTED] Generation Mentorship Program, Academic Advising, access to culturally responsive behavioral health/support services, life goal planning and activities provided by the [REDACTED] Tribe. The Tribal Youth Resource Specialist will assist the Wellness Court Case Manager, Guardian ad Litem and team working with [REDACTED] Youth who are a part of the Wellness Court and/or whose parents may be a part of the Wellness Court.

3. Describe the current gaps in services related to the problem(s) identified in items #1 and #2 that will be addressed through this grant application.

Evidenced by our statistics and description of services, the [REDACTED] people are not offered judicial services and treatment services in equity through the state judicial system which intensifies the disproportionate amount of drug and alcohol use among the [REDACTED] population. In

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this context, the [REDACTED] Judicial System proposes a Youth Healing to Wellness Court that provides access to; treatment services, recreation, education, mental health and counseling, language development, Tribal summer dance ceremonies, and historical, cultural/traditional customs. Youth will be assessed using the evidenced based ASI assessment tool and Matrix Model curriculum. These activities and assessments will be an integral part of each participant's case plan (See Attachment V), which will be monitored by the Healing to Wellness Court staff. To remedy the inadequate access to residential treatment services the Healing to Wellness Court will provide intensive outpatient therapy for youth.

4. Explain how your tribe identified and prioritized the problem(s) described above to be addressed through this grant funding.

In an effort to address the problem, the [REDACTED] community has tried to curtail the significant damage being inflicted upon our children through the traumas of drug and alcohol abuse, domestic violence, sexual abuse, and other factors.

In response to these community needs, in [REDACTED] the Tribal Council designated the expansion of Health and Human Services and the Tribal Court as two of their top priorities. These priorities are based upon the recognition that economic growth and the well-being of Tribal members are predicated upon an orderly and safe society. Long-term economic growth and security for Indian Tribes is tied to the exercise of Tribal sovereignty, the greatest exercise of which is maintenance of a viable Tribal Justice System.

Based on this strategy, the Tribal Council, Health and Human Services and the Tribal Court staff developed the [REDACTED] Wellness Forum. The [REDACTED] forum includes a variety of staff from disciplines such as; Child Welfare Services, Mental Health, Substance Abuse, Low-income Assistance Program (Energy, Work, and Emergency Needs), Head Start, [REDACTED]

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[REDACTED] (Children's cultural therapy program for victims of crime), Tribal Court, [REDACTED] /Domestic Violence Services Program, Tribal [REDACTED], Tribal Housing, and Child Care. Since [REDACTED] inception, participating [REDACTED] agencies and departments have developed Memorandums of Agreement (MOAs) and common referral forms to streamline the process of providing access to care for [REDACTED] women, children, men, and youth in need of care. The forum meets monthly to discuss progress, address challenges, and anticipate additional ways in which to strengthen the services available to tribal members.

In [REDACTED] the Tribe received the SAMSHA's Circles of Care grant which was administered by the Tribal Court. The three year project resulted in a system/community wide comprehensive programmatic approach to treat post-traumatic stress disorder and generational trauma. The [REDACTED] Circles of Care IV Project assisted the [REDACTED] Tribe's [REDACTED] to increase the access to and availability of culturally relevant behavioral health, wellness offerings, and primary care services to Tribal Families, youth, and children.

During the last five years the following essential programs and services were integrated into the Department of Health and Human Services and comprise today's [REDACTED] Child and Family Services: 1) Child Welfare Services Program & Family Preservation Services; 2) Family and Community Mental Health Services; 3) Substance Abuse Counseling Services; 4) Batterers Intervention Program (BIP); 5) DUI Program; and 6) Foster Care Recruitment and Training.

Moreover, in order to further expand the Tribe's services and protection of members and the community, the Tribe continues to develop its legal capacity and authority, including increased Tribal Code development and an increased caseload, particularly in the areas of child welfare, domestic relations, domestic violence, cultural and natural resource protection, housing, land use, and security.

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5. Describe how the proposed grant-funded program will address the identified problems.

The Wellness Court will apply 10 Key components⁴ that when executed will assist the Tribe in addressing the identified problems. Once the Wellness Court team is assembled and partners and stakeholders engaged, the team will continue to conduct community outreach, collaboration, cross-training and education. Wellness Court team members will commit to meeting regularly throughout the planning period and during the subsequent implementation phase to exchange information and to consider and decide on specific actions. Major milestones will be formulated from the Tribe's Healing to Wellness Court Policies and Procedures, signed Operational Agreements/Contracts with local courts, jails, probation and treatment providers, successful information sharing agreements and the first graduation ceremony of the Wellness Court.

Key Component #1: Individual and Community Healing Focus-The Wellness Court will bring together drug and alcohol treatment, community healing resources, and the tribal justice process by using a team approach to achieve the physical and spiritual healing of the individual participant and to promote Native nation building and the well-being of the community.

Key Component #2: Referral Points and Legal Process-Participants may enter the Tribal Wellness Court through various referral points and legal processes that promote tribal sovereignty and the participant's due (fair) process rights. **Key Component #3:** Screening and Eligibility-Eligible court-involved and/or at risk substance-abusing parents, guardians, juveniles, and adults will be identified early through legal and clinical screening for eligibility and will be promptly placed into the Wellness Court. **Key Component #4:** Treatment and Rehabilitation-The Wellness Court will provide access to holistic, structured, and phased alcohol and drug

⁴"Tribal 10 Key Components." 2012 Oklahoma Specialty Court Conference. Tribal Law and Policy Institute. , Oklahoma. 27 Sept. 2012. Lecture.

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abuse treatment and rehabilitation services that incorporate culture and tradition. **Key**

Component #5: Intensive Supervision-The Wellness Court participants will be monitored through intensive supervision that includes frequent and random testing for alcohol and drug use, while participants and their families benefit from effective team-based case management.

Key Component #6: Incentives and Sanctions-Progressive rewards (or incentives) and consequences (or sanctions) will be used to encourage participant compliance with Court

requirements. **Key Component #7:** Judicial Interaction-The ongoing involvement of a Judge with the Tribal Wellness Court team and staffing, and ongoing interaction with each participant

will be essential. **Key Component #8:** Monitoring and Evaluation-Process and performance measurement and evaluation tools will be used to monitor and evaluate the achievement of

program goals, identify needed improvements to the Court Program and to tribal court process, determine participant progress, and provide information to governing bodies, interested

community groups, and funding sources. **Key Component #9:** Continuing Interdisciplinary and Community Education-Continuing interdisciplinary and community education will be utilized to

promote effective Wellness Court planning, implementation, and operation. **Key Component**

#10: Team and Community Interaction-The development and maintenance of ongoing commitments, communication, coordination, and cooperation among Wellness Court team

members, service providers and payers, the community, and relevant organizations, including the use of formal written procedures and agreements, will be critical for success.

6. For each identified problem in item #1, identify the specific goals and objectives of the proposal that will be accomplished in 36 months.

Based on the needs and challenges outlined in item #1, we have chosen a two-fold project of enhancing the [REDACTED] Judicial System.

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Goal: Design and Implement a comprehensive Juvenile Healing to Wellness Court

Objective 1: By the end of 36 months 45 low risk juvenile offenders and re-entering offenders residing within [REDACTED] communities will have been provided culturally appropriate Juvenile Healing to Wellness Court Services.

Objective 2: By the end of 36 months the number of formal collaborative partners/stakeholder will increase from five to twelve.

Activities: Attend required trainings, CTAS and DOJ; Hire and train Judicial staff, Develop operational agreements/Partners/Stakeholders(work with local DA's, Probation for possible diversion & alternatives to incarceration); Development of Wellness Court Team; Develop policies procedures/guidelines and plan of action(integrate use of risk and needs assessment tools into Tribal Judicial System decision-making); Work with Community and Tribal Programs to prepare calendar of events for participants to attend; Inventory and review of possible caseload; Identify Wellness Court Cases; Begin hearing cases; Monthly Court Reviews(weekly/bi-weekly check-ins in the beginning of program); Monitor the number of re-arrests provide participants with appropriate post-graduation.

The [REDACTED] Judicial System will build a Healing to Wellness social infrastructure to encourage and support efforts of the community and membership to become alcohol and substance abuse free. The Healing to Wellness Court will provide access to culturally relevant activities and teachings and culturally responsive AOD and Mental Health support services.

Our multi-faceted approach of providing access to [REDACTED] teachings of tradition, culture and language and supporting widespread community involvement will help to overcome the

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barriers identified by the Tribe and community members. The Tribe will be creating an environment where people feel comfortable participating in their native culture while working on becoming drug and alcohol free. Healing to Wellness participants will receive the skills they need to practice living the [REDACTED] way of life everyday while on their road to sobriety. Although not total immersion this approach provides a key element found in immersion: “You practice what you know, and the more you try the more you will learn”. Through this project we will support participants and provide them with the skills needed to live a sober lifestyle while offering participants access to knowledge and practices of [REDACTED] Culture and Tradition. The unsurpassed approach will be the combined effort of the Wellness Team, participants, families, membership, Tribal Government and community. Access to language, [REDACTED] customs and stories, traditional needs will be included and supported in everyday interactions. This will be accomplished through weekly and bi-annual basket weavers’ gatherings, taking on a specific role through participation in traditional ceremonies, language restoration and documentation projects as part of an effort to anchor individuals to their culture. Additionally, the [REDACTED] Food Security program allows individuals to participate in restoring and preserving native foods as part of preserving cultural heritage and cultivating a sustainable lifestyle. Ultimately, strengthening [REDACTED] cultural identity and achieving the [REDACTED] Tribal mission “to restore and preserve Tribal Traditions, customs, language and ancestral rights”, as part of an ongoing and long term plan to maintain sobriety.

Aside from cultural based activities, participants will also be invited to engage in youth sports and recreation based activities to offer a wide array of opportunities for youth with varying interests. Youth will also be assessed and provided academic support, through referral to the [REDACTED] education coordinator or one of three tribally operated computer/education centers to

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participate in credit recovery and plan for post-secondary education. Each participant will be individually assessed to determine the best plan for wellness.

7. Describe the management structure, staffing, and in-house or contracted capacity to complete each of the proposed projects, and any organizational changes that may result if funding is awarded.

In addition to new court staff positions, project personnel will include the positions listed below: Administrator (.25 FTE)- [REDACTED], tribal member, graduate of [REDACTED]

[REDACTED]

[REDACTED].

[REDACTED] was a founding member of the [REDACTED] Wellness Forum. [REDACTED] has been critical to developing “meaningful, ongoing collaboration” that is needed to provide the highest level of services and care to our children and youth. (See Attachment E and K); Youth Wellness Court Coordinator (.5 FTE) – Wellness Court Coordinator is responsible for preparing progress reports for the weekly review hearings, maintaining overall statistical data and other relevant information required by the Administrator for evaluation of the program (See Attachment M).

Compliance Officer (1.0 FTE) – Compliance Officer will assist the Court to “Reduce crime, drug and alcohol use among youth involved in the juvenile justice system by using clear guidelines focusing on individual needs and [REDACTED] Culture, Traditions and Values.” The position is responsible for providing adequate supervision to our increasing case load and maintaining the files of all youth who are involved in the Youth Wellness Court Program. (See Attachment G);

Judicial Services- the Tribe is a voting member of the [REDACTED]

[REDACTED] which provides a pool of qualified judges regionally to access for contractual judicial services. The Judicial Services Contract will comply with [REDACTED] financial guidelines. (See

Attachment U and O); Chief Financial Officer (CFO) - [REDACTED] is member of the

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Management Team, [REDACTED] trains and supervises the Fiscal Office staff and serves as the Tribe's principal liaison with external agencies, including federal contracting officers and auditors. (See Attachment L); The [REDACTED] Tribal Council -This nine-member federally recognized government is elected by the tribal membership to staggered, four-year terms: [REDACTED], Chair ; [REDACTED], Vice-Chair; [REDACTED], Secretary/Treasurer, Members-At-Large- [REDACTED] (Tribal Elder, fluent speaker), [REDACTED] [REDACTED] (Tribal Elder, fluent speaker, former Chair for [REDACTED] years), and [REDACTED] [REDACTED]; The [REDACTED] Tribe's Organizational Chart- (see Attachment B), depicts a complex Tribal government that provides a variety of member services. Based on its demonstrated capacity to manage multiple grants and contracts with consistently favorable audits, the [REDACTED] Tribe earned self-governance status under the provisions of the Indian Self-Determination Act in 1996. In the fiscal year [REDACTED] Tribe managed anywhere from [REDACTED] [REDACTED] in federal and state grants and contracts. The most current Indirect Cost Rate Agreement is provided in Attachment D.

8. Identify current government and community initiatives that complement or coordinate with the proposal and any partnerships that will be created or enhanced as a result of funding. Describe the roles of each identified partner.

The Wellness Court will develop a team tasked with formally identifying relevant partner agencies; those community agencies, public, private, or faith-based, serving our population. The Tribe has already begun discussions and proposes to enhance partnerships with [REDACTED] and [REDACTED] County Probation Departments, the local Child Welfare teams, Indian Health Services, the [REDACTED] Tribal Court Coalition and, The Administrative Office of the Courts- [REDACTED] Judicial Council. The Tribe anticipates that its partner agencies in the program will include, but not be limited to, the following: [REDACTED] County presiding judges,

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District Attorney's Offices, local Public Defenders Offices, Private Defense Attorney Bar, Community Services Council Juvenile Probation Departments, Sheriffs/Jail Administrators, school districts, community colleges and other educational institutions, medical services, community mental health providers, [REDACTED] Health and Human Services, [REDACTED] Housing Authority, [REDACTED] Food Security Program, [REDACTED] Indian Legal Services ([REDACTED] ILS) – law firm that provides specialized free or low cost legal representation to Tribes/individuals. (See Attachment F, H & I)

9. Describe how the applicant will know if the program works and how success will be determined and measured. Describe how data will be collected and assessed to measure the impact of proposed efforts.

The Administrator will ensure data is collected and entered into the Court Case Management system in order to run monthly, quarterly and year end reports. Success will be defined by achieving the project goal and objectives and by the performance measures. The criteria for evaluating objectives and the overall goal includes: Number of program youth and families served, Number of program youth who offend/reoffend, Number of program youth or families exhibiting desired change in targeted behaviors. The [REDACTED] Judicial System has operated the Full Court Enterprise case management system, Justice Systems, Inc. since 2010. The system has the capabilities of capturing the data needed for cases heard in the Healing to Wellness Court and the Youth Wellness Program. The Compliance Officer will conduct pre and posttests as a way of gathering data and attitudes of participants.

10. Describe how evaluation, collaborative partnerships, or other methods will be used to leverage ongoing resources and facilitate a long-term strategy to sustain the project when the federal grant ends.

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It is the desire of the Tribe to create a sustainable Healing to Wellness Court that incorporates services that can last beyond the federal funding. The Tribe will work to braid funding such as [REDACTED]-works and Indian Health Services, BIA funding and other available federal/state/county and tribal funding. The collaborations and partnerships established through the project will hopefully open doors for future sustainability options. The [REDACTED] Tribe through its Department of Child and Family Services which when at full capacity has two substance abuse counselors and two full time LCSWs (Licensed Clinical Social Workers) on staff. The Substance Abuse and Mental Health Programs are located within the [REDACTED] Health Clinics and able to provide onsite counseling and group services. During the past 18 months both [REDACTED] Mental Health and AOD Programs have worked out agreements with local community and state colleges to have interns work on site. Interns can be used to assist in sustaining the staffing component needed for the Healing to Wellness Court after the three year grant project.

The Tribe anticipates the following challenges: 1.) providing access to treatment both inpatient and outpatient beyond and recovery management/support for participants after grant funding due to limited resources. A possible solution-The Tribe is anticipating developing a method to leverage health coverage such as Medicaid expansion. The Tribe is hopeful that with the affordable care act and the mental health parity and addiction equality act the field of substance abuse and mental services will be able to expand services. With millions of newly eligible Americans now having access to both health and behavioral health care services, the [REDACTED] Health Care/Behavioral providers are positioning to take on the role of meeting the new demand. 2.) The Healing to Wellness Team will be challenged with establishing a support/recovery management plan for participants and their families. A possible solution- The Team, Tribe, Community, stakeholders, faith based organizations, law enforcement, probation,

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courts, partners work on the development of a community plan to assist participants and graduates with maintaining long-term sobriety for families and community members which may include developing peer mentors or coaches and ensuring access to alcohol and drug free community activities.

11. Address the tribe's need for financial assistance and the inability of the agency to implement the proposed plan without federal funding.

The issue of funding for Tribal Courts, including drug/wellness courts, in the state of [REDACTED] often hinders many [REDACTED] Tribes from creating and implementing their own programs. Likewise, the [REDACTED] Tribe is in the situation where federal funding will lead to the likelihood of a tribally created and tribally controlled program that otherwise would not be realized due to lack of funding sources. The CTAS grant is a rare instance of a much needed injection of federal funds.

12. If you are requesting funding in multiple purpose areas, is the receipt of OJJDP Purpose Area #8 funding required for the implementation of any other purpose area being requested?

The [REDACTED] Tribe is applying for Purpose Areas 3, 7, 8 & 9 in order to create a comprehensive approach to wellness in the [REDACTED] Service Area. OJJDP PA8 funding would assist greatly in the Tribe's ability to comprehensively address alcohol and substance abuse related crime, but it is not required for the implementation of other purpose areas.

13. Abstract included.

**Sample Successful
Application for
Purpose Area #9
(OJJDP)**

Applicant Name: [REDACTED]

Purpose Area #9 Tribal Youth Program (OJJDP)

Purpose Area #9 Narrative

1. Identify the crime and public safety problems described in the Tribal Community and Justice Profile that the tribe plans to address through the proposed grant.

In 2014, [REDACTED] conducted the [REDACTED] *Student Wellness Survey* ([REDACTED] S), a statewide survey of 6th, 8th, and 11th graders in [REDACTED]. Statewide data was summarized along with individual breakouts for youth in each of the [REDACTED] federally recognized tribes in [REDACTED]. The data provided specific to the [REDACTED] youth provide a clear indication of the scale and scope of the issues facing Tribal youth.

Drugs and Alcohol: Drug and alcohol related issues continue to be some of the most pressing issues facing Tribal youth. The [REDACTED] demonstrates that Tribal youth start experimenting with drugs and alcohol at an earlier age and use these substances on a more frequent basis than their statewide peers. Some of the specific issues facing Tribal youth include:

Availability and Ease of Access: The [REDACTED] states, “*adolescents that report easy availability of alcohol and/or illicit drugs are more likely to use these substances*” Therefore, the overall attitude regarding availability and the perceived ease of access for specific substances are a good indication of the issues youth are facing. When compared with non-Tribal peers statewide, the [REDACTED] demonstrates some clear issues of concern. For instance, when asked if *in the previous 12 months anyone offered, sold, or given them an illegal drug on school property* 15.4 percent of Tribal 6th graders answered yes. This is substantially higher than the 2.3 percent statewide average for their peer group. Another question related to availability was, “*is it easy or very easy to obtain alcohol*”. While 6th and 11th graders answers were similar to their peer group, 56.5 percent of Tribal 8th graders answered in the affirmative (compared to 39.2% of statewide respondents. Other substances that are perceived to be easy or very easy to obtain include:

Applicant Name: [REDACTED]

Purpose Area #9 Tribal Youth Program (OJJDP)

% Stating it is Easy or Very Easy to obtain	6 th Graders		8 th Graders		11 th Graders	
	Tribe	State	Tribe	State	Tribe	State
Marijuana	16.7%	6.4%	61.9%	29.8%	75.0%	66.0%
Cocaine, LSD, or amphetamines	0.0%	2.8%	28.6%	8.0%	40.0%	20.7%
Prescription Drugs not yours	40.0%	12.2%	57.1%	29.2%	31.2%	45.0%

Initial Age and Frequency of Use: Another issue facing the Tribe is the initial age in which Tribal youth experiment with drugs. The [REDACTED] asked students, “*how old were you when you first began drinking alcoholic beverages?*” Approximately 13.5 percent of Tribal 8th and 11th graders reported they were drinking alcohol by age 11. This represents a much higher rate of early drinking than the 2.5% of non-tribal 8th and 11th graders who reported their alcohol consumption had started by age 11. Younger drinkers were also more likely to be binge drinkers. More than 45 percent of Tribal 8th graders indicated they *had consumed 5 or more drinks of alcohol in a row*. This is remarkably higher than the 6.6 percent binge drinking rate for non-Tribal 8th graders.

Alcohol is not the only substance that Tribal youth are using at an earlier and more frequent rate than their non-Tribal peers. The [REDACTED] asked a series of questions related to drug use and found a pattern of use and frequency exceeding statewide averages. This includes:

<i>In the past 30 days have you...</i>	6 th Graders		8 th Graders		11 th Graders	
	Tribe	State	Tribe	State	Tribe	State
Used marijuana 1-19 times	8.3%	1.2%	26.0%	7.2%	18.7%	15.0%
Sniffed glue or aerosols to get high	8.3%	4.6%	30.4%	4.9%	11.8%	1.6%
Used prescription drugs not yours	6.7%	1.0%	21.7%	3.3%	11.8%	7.1%
Used cocaine or crack	0.0%	0.3%	4.3%	0.5%	5.0%	0.7%
Used heroin or other opiates	0.0%	0.1%	8.7%	0.3%	0.0%	0.3%
Used LSD or other psychedelics	0.0%	0.3%	8.7%	0.4%	5.0%	1.1%

Juvenile Crime Prevention and Response: In addition to issues related to drug and alcohol availability and use, Tribal youth are facing a number of high risk behaviors that are typically precursors to criminal and/or self-destructive behaviors. For each of the following issues, Tribal

Applicant Name: [REDACTED]

Purpose Area #9 Tribal Youth Program (OJJDP)

youth demonstrated significantly greater high-risk behaviors than their statewide counter parts as expressed by the 2014 [REDACTED] data.

Violence, Weapons, Bullying

<i>In the last 12 months...</i>	6 th Graders		8 th Graders		11 th Graders	
	<i>Tribe</i>	<i>State</i>	<i>Tribe</i>	<i>State</i>	<i>Tribe</i>	<i>State</i>
In a physical fight	40.0%	24.3%	66.7%	24.5%	42.1%	16.4%
In a fight at school	35.7%	12.6%	31.6%	12.3%	26.3%	5.9%
Threatened w/ a weapon at school	26.7%	8.7%	28.6%	10.4%	15.8%	6.2%
Took a weapon to school	6.7%	2.3%	27.3%	4.8%	36.8%	7.8%
Harassed at school	66.7%	46.1%	78.3%	49.1%	52.6%	39.5%
Bullied someone at school	13.3%	16.2%	59.1%	21.4%	26.3%	15.3%

Depression and Disconnectedness

	6 th Graders		8 th Graders		11 th Graders	
	<i>Tribe</i>	<i>State</i>	<i>Tribe</i>	<i>State</i>	<i>Tribe</i>	<i>State</i>
Felt continuously sad for 2 weeks or more (12 months)	33.3%	18.2%	43.5%	24.7%	22.2%	29.2%
Seriously contemplated suicide (12 months)	21.4%	8.5%	28.6%	17.4%	22.2%	17.7%
Skipped school (last 4 weeks)	33.3%	25.5%	39.1%	23.8%	40.0%	30.7%
Skipped school more than 5 days (last 4 weeks)	0.0%	2.4%	17.4%	2.7%	15.0%	3.8%
Seldom or never believe schoolwork is meaningful	13.3%	4.6%	43.4%	13.6%	52.6%	26.2%
Volunteer to help others in their community	66.7%	87.9%	60.0%	82.0%	70.6%	86.1%

2. Describe current or previous efforts, if any, to address problem(s) identified in item #1 and state whether they were effective.

The [REDACTED] has made significant investments and leveraged numerous resources to develop and deploy culturally-based solutions to the issues facing Tribal youth as discussed above. The following reflects a synopsis of these efforts and their overall effectiveness.

Applicant Name: [REDACTED]

Purpose Area #9 Tribal Youth Program (OJJDP)

Drugs and Alcohol Issues: The [REDACTED] operate a number of innovative programs designed to prevent initial use of alcohol and drugs and provide intervention for Tribal youth already experimenting with illegal substances. These prevention oriented programs include:

- *Canoe Family* a program that utilizes the construction and paddling of traditional canoes as a way for mentors and mentees to connect to their shared culture.
- *Campsite Restoration* focuses on the restoration of traditional campsites through projects such as invasive plant eradication, teaching of traditional skills, and collection of traditional foodstuffs.
- *Tribal Village* a program that involves mentors from the Cultural Committee who work with Tribal youth to design, construct, and manage a Tribal Village near the Tribal Hall.
- *Spring Break Camp* a leadership development program where Tribal youth work with adults to develop leadership skills, teamwork abilities and test their own limitations.

A number of these prevention programs are funded through the Tribes General Fund, but others have been supported through federal grant programs including: Department of Justice Tribal Youth Program, NARA, Underage Drinking, A/D 70, and Juvenile Justice Grants. Overall these programs have been effective to a point. However, in 2014 less than half of Tribal youth participated in more than three of these prevention programs, indicating youth would benefit from a more comprehensive and connected programmatic network that encouraged them to flow from one offering to the next seamlessly.

Juvenile Crime Prevention: The Health Department, Education Department, and Culture Department have all played significant roles in addressing and responding to the risk factors that lead to juvenile crime and/or destructive behaviors. Some of the key initiatives include:

Language Mentor Program: This program is incorporated with the [REDACTED] Language

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Restoration Project. It is designed to reestablish native language use amongst Tribal youth and involves both in-class curricula and direct use through “talking circles.” This program primarily has been funded by an ANA Language grant and is currently seeking additional funding to enhance the delivery program and engage additional Tribal youth.

Vocational Mentors: This program is focused on older youth (16-18) and works directly in supporting various career paths including natural resources management and construction work. The program has been funded through the Tribe’s General Fund as well as through an ANA SEDS grant. Ultimately, the Tribe would like to expand the number and range of mentors in order to accommodate a wider range of interests of Tribal youth..

Cultural Mentoring Program: In 2011, the [REDACTED] was awarded a Tribal Youth Program grant from the Department of Justice to develop a culturally appropriate mentoring program for at-risk youth. This program is scheduled to be completed in August 2015 and will provide a cultural context that supports and compliments the efforts of the restorative justice and the preventative programs provided by the Tribal Court, Health and Human Services, and Culture Departments. It is too early to determine the overall impact of this grant. However, it has been effective in helping identify, recruit, and train adult mentors that will be also engaged by the Tribe’s *Canoe Empowers Healing* program, which is the subject of this request.

Juvenile Crime Response: The Peacegiving Court is a division of the Tribal Court and provides a pathway for restorative justice, where offenders are held accountable and are required to make amends to those individuals who they wronged. The Peacegiving process incorporates the support of adult volunteers (Peacegivers) who work directly with the offender, the victim(s), and other community stakeholders to facilitate a restorative response. The development of the Peacegiving Court was originally funded through an ANA Social and Economic Strategies grant

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in 2004 and the court was enhanced in 2008 and 2012 through Tribal Court Assistance Program grant awards. In 2012, the Tribe received a planning grant from the BJA to develop a strategic framework for fostering the evolution of the Peacegiving Court to reflect healing to wellness principles. This plan has been submitted to Tribal Council and is currently under review. If approved (as preliminary Tribal Council comments indicate) this could greatly enhance the response and intervention capacity of the Tribe concerning juvenile crime.

3. Describe any current gaps in services related to the problem(s) identified in items #1 and #2 that will be addressed through this grant application.

The following is a brief overview of the culturally-based prevention program service gaps that the Tribes are currently facing.

Environmental Factors: The underlying gaps in service that impact all prevention and intervention efforts are manifestations of the impact of the systemic issues discussed in the Tribal Community Profile. The *destruction of Tribal capacity and capability* has forced the [REDACTED] to develop and deploy prevention and intervention programs as resources become available. As a result these programs are spread across a range of Tribal departments primarily consisting of Health and Human Services, Family Services, Education, Tribal Court, and Culture. Despite valiant efforts to collaborate and coordinate efforts, the lack of a unifying set of principals often results in department's working at cross-purposes or at a minimum, not fully optimizing all resources available.

The *geographic dispersal* of Tribal youth continues to present challenges for the Tribe. As a result of this dispersion of Tribal youth across a vast geographic setting, the [REDACTED] has attempted to provide some level of access to all prevention and intervention programs from the three primary service centers. Despite this effort, many programs are functionally limited to the

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[REDACTED] area. For instance, most of the after-school education and mentoring programs are only available at the Tribe's [REDACTED] facilities.

Finally, the enduring *economic challenges* result in a number of service gaps ranging from lack of resources to transport youth participants to prevention programs to a lack of resources to purchase supplies and materials to expand programs to meet the demand. While this systemic issue is likely to continue to impact the Tribe for the foreseeable future, the ramifications of this condition require innovative actions to identify and leverage resources.

Specific Issues: While the service gaps related to the environmental factors discussed above are prevalent throughout the Tribe's prevention and intervention efforts, there are additional gaps inherent in each of the specific issues discussed in this project.

Drug and Alcohol Issues: As the [REDACTED] data demonstrates Tribal youth find access to drugs and alcohol to be relatively easy. Further, they are more likely to use alcohol and drugs at an earlier age, and a higher frequency rate than their non-tribal peers. This clearly demonstrates the need for prevention and intervention programs that engage students at the earliest possible age and continues with them throughout their school years. To optimize these programs and meet the continuous and ongoing issues related to alcohol and drug use, programs must have multiple points (age, interest, geographic) of entry and seamlessly flow from one program to the next. This type of comprehensive approach allows the student to adopt *a lifestyle of prevention*. While the [REDACTED] has developed a number of age-appropriate programs, they have not yet created the cultural-framework that will optimize and unify the assets and resources of these programs. This gap must be addressed in order for the culturally-based prevention programs to reach youth at an earlier age and hold their interest longer. This is the natural and vital next step in the process.

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Juvenile Crime Prevention and Response: In addition to the prevention programs discussed above, the Tribe has launched an effort to address high-risk behaviors through enhancing the educational experience of Tribal youth. In 2011, the Tribe launched a culturally-based mentoring program based on the *Project Venture* best practices model. As a result, the Tribe has developed a process for recruiting, training, and supervising mentors that work directly with Tribal youth in afterschool and cultural programming settings. Further, the Education Department has expanded its cultural curriculum to incorporate the areas of expertise provided by these mentors. Finally, the program has created a framework for attracting and engaging Tribal youth that live outside of the immediate [REDACTED] area. This program has been greatly supported by an Educational Specialist whose role is to recruit, train, and supervise mentors. Unfortunately, as of September of 2015, the funding of this position will no longer be available and the Tribe's current budget does not provide adequate funding to continue this function. This, in effect will threaten the continued progress made by the Tribe to expand the role of elders and adults in providing cultural-based enrichment programs to inspire and encourage Tribal youth to live a healthier life and be more positively engaged with their community, culture, and school.

4. Describe how the proposed grant- or award-funded program will address the identified problems.

The *Canoe Empowers Healing* program is designed to build on best practices in order to develop and deploy a cultural framework that will provide a unifying vision and a seamless continuity to the prevention and intervention efforts of the Tribe. In 2014, the Tribe sent three representatives to the *Healing of the Canoe* training in Washington State. This program was developed and operates through a collaborative approach by the Suquamish, Port Gamble

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S’Klallam, and the Alcohol and Drug Institute at the University of Washington. This award winning prevention program is based on the canoe as metaphor for Northwest tribal culture.

The program will be initiated with the required development of a strategic planning process. The program *Steering Group*, consisting of departmental leadership from Education, Culture, and Health and Human Services will incorporate the *Healing of the Canoe* framework into the *Strat Pak* process. Accordingly, the *Steering Group* will 1) assess needs and resources in the community, 2) focus the curriculum on specific issues of concern, and address those using community-based and culturally grounded strengths and resources; 3) adapt the curriculum to the specific cultural teachings, practices, values, and activities of the Tribe; 4) engage community members to be active contributors in adapting and implementing the curriculum; 5) implement the curriculum with [REDACTED] youth; and 6) ultimately evaluate the impact of the curriculum and refine as needed.

The *Steering Group* will recruit and hire a Cultural Coordinator whose job will be to guide this process and assist in *Canoe Empowers Healing* principles and elements in other programs. For instance, after-school tutoring programs will be encouraged to incorporate curricula based on the canoe culture and waterway history of the Tribe. Likewise, fitness programs can institute training programs associated with developing the muscle sets and dexterity necessary to paddle a canoe. Finally, other prevention programs can incorporate *Canoe Empowers Healing* principles such as teamwork skill building into their programmatic offerings.

Finally, the long-term viability of this program is based on a robust volunteer mentor structure. Individuals that participate in the program as a youth will be encouraged to give-back to their community as adults (and later elders) by serving as mentors to this and all other prevention and enrichment programs. Because the viability of this program relies so heavily on

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the continued recruitment, training, and retention of mentors, the project calls on retaining the Educational Specialist position that is currently slated to be dissolved in the fall when funding runs out.

5. For each identified problem in item #1, identify the specific goals and objectives of the proposal that will be accomplished in 36 months.

This overarching vision of this project is to enhance the prevention and intervention capacity of the [REDACTED] in order to mitigate the issues of alcohol, drugs, and other high-risk behaviors by Tribal youth. To achieve this overall vision, the [REDACTED] has defined three goals and nine objectives.

Goal 1: Develop and deploy a unifying cultural-based framework that will guide the development and delivery of seamless prevention and intervention programs for Tribal youth.

Objective 1a: Within 12 months of project launch, Tribal Council will adopt the *Canoe Empowers Healing* framework.

Objective 1b: Within 24 months of the project launch, ensure all existing prevention and intervention programs are consistent with the *Canoe Empowers Healing* framework.

Objective 1c: Within 36 months of the project launch, develop and deploy a minimum of three new programs or program enhancements designed to address continuity of service issues.

Key Activities: To meet this goal and these objectives the [REDACTED] will 1) participate in healing of the canoe training; 2) recruit and hire a Cultural Coordinator; 3) form a Steering Group; 4) complete an assessment of all existing programs; 5) create a three year integration plan; and 5) work with elders, Tribal members, and collaborative partners to leverage resources for implementation.

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Goal 2: Optimize the use of mentors in order to expand the scale and scope of prevention and intervention programs.

Objective 2a: Within 6 months of project launch, expand the number of prevention and intervention hours provided by mentors by a minimum of 10 percent over baseline year.

Objective 2b: Within 18 months of project launch, expand the number of prevention and intervention hours provided by mentors by a minimum of 20 percent over baseline year.

Objective 2c: Within 30 months of project launch, expand the number of prevention and intervention hours provided by mentors by a minimum of 30 percent over baseline year.

Key Activities include: To meet this goal and these objectives the [REDACTED] will 1) employ an Educational Specialist focused on managing mentor program; 2) hold regular outreach meetings to recruit new mentors; 3) screen and train mentors to engage in *Canoe Empowers Healing* prevention and intervention programs; and 4) launch a youth mentor program where older Tribal youth serve as mentors for younger mentees.

Goal 3: Expand the culturally-based hands-on learning and prevention opportunities available to Tribal youth.

Objective 3a: Within 12 months of project launch, add a minimum of one on-line access point to *Canoe Empowers Healing* curricula.

Objective 3b: Within 24 months of project launch, add a minimum of one additional on-line access point to *Canoe Empowers Healing* curricula.

Objective 3c: Within 36 months of project launch, add a minimum of one hands-on learning *Canoe Empowers Healing* program specifically targeted to Tribal youth outside of [REDACTED] [REDACTED] areas.

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Key Activities include: To meet this goal and these objectives the [REDACTED] will 1) launch an on-line learning program focused on native language and canoe culture; 2) expand the canoe club program; 3) identify programs, coordinate resources, and launch additional on-line learning programs consistent with the *Canoe Empowers Healing* curricula; and 4) identify programs, coordinate resources, and launch additional hands-on learning and/or prevention programs outside of the two main service communities of the [REDACTED]

6. Describe the management structure, staffing, and in-house or contracted capacity to complete each of the proposed projects and any organizational changes that may result.

The *Canoe Empowers Healing* project will be co-managed by [REDACTED], the Cultural Department Manager, who has been employed by the Tribes for the past 9 years. [REDACTED] holds a Bachelor's degree in Social Sciences from [REDACTED]. In addition being an enrolled member of the Tribes, [REDACTED] has played an integral role in the initial development and launch of the Tribal Hall Cultural Center and Gallery project, which led to the first permanent cultural center for the Tribes, taken a lead position in the development of a number of cultural programs that are currently used in education and prevention, serves as the project coordinator for the [REDACTED] Language Education Development project. [REDACTED] will be supported by Department Managers from Education, and Health and Human. The project will employ a 0.5 FTE Cultural Coordinator along with a 1 FTE Educational Specialist. Finally, this project will engage and involve a wide range of expertise and experience among Tribal members and stakeholders.

7. Identify current government and community initiatives that complement or coordinate with the proposal and any partnerships that will be created or enhanced

The [REDACTED] I works collaboratively with a number of organizations and agencies on their youth prevention and intervention initiatives. In addition to the interdepartmental collaboration,

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the Tribes work directly with the [REDACTED]

[REDACTED] Other collaborative partners include the City of [REDACTED], the City of [REDACTED], the [REDACTED] Maritime Museum, the [REDACTED] Indian Tribe, The [REDACTED] Canoe Family, and the [REDACTED] Center.

These collaborative efforts will be greatly enhanced by having a unified and focused vision in which to coalesce efforts around.

8. Describe how the applicant will know if the program works and how success will be determined and measured.

In addition to collection and reporting data on the performance measures as required by terms of this grant, the [REDACTED] will focus its evaluation efforts on two main areas 1) participation data and 2) [REDACTED] survey data. An effective program will increase overall participation and increase number of Tribal youth participating in multiple programs. Data will be tracked by Education, Health, and/or Culture and utilize sign in sheets. Specific targets are:

- Over three year program period, the number of Tribal youth participating in at least one culturally-based prevention and/or enhancement program annually will increase over the previous year.
- Over three year program period, the number of Tribal youth participating in more than three culturally-based prevention and/or enhancement programs annually will increase over the previous year.

While increased participation is a leading indicator that should foster reductions in high-risk behaviors (drug, alcohol, violence, truancy, depression, etc.) it will not answer the question, *did the culturally-based program positively impact the most pressing crime and safety issues?* To answer this question, the Tribe will turn to the [REDACTED] for purposes of providing a baseline and

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evaluation point. The [REDACTED] is scheduled to be completed again in 2016 and 2018. Success will be determined by how the data points provided in question #1 change in subsequent years.

Therefore, the target for success will be:

- The 2016 [REDACTED] will demonstrate improvement for Tribal youth in a minimum of 10 percent of the areas discussed in question 1 of this document, over the 2014 [REDACTED] levels.
- The 2018 [REDACTED] will demonstrate improvement for Tribal youth in a minimum of 25 percent of the areas discussed in question 1 of this document, over the 2014 [REDACTED] levels.

9. Describe how evaluation, collaborative partnerships, or other methods will be used to leverage ongoing resources and facilitate a long-term strategy to sustain

This project is designed to enhance collaboration, optimize resources, and provide for sustainable solutions. One key element of this program is utilizing the established *Healing of the Canoe* program as a basis for the development of the Tribe's response. By utilizing and customizing this established and proven best-practices program, the [REDACTED] is able to accelerate its efforts to develop and deploy a unifying vision for culturally-based prevention and intervention. A successful implementation of this program will ultimately lead to the program elements becoming fully integrated into all existing prevention and enrichment efforts. Likewise the ongoing costs of this program will be absorbed by existing programs and existing budgets.

This provides the ultimate pathway for sustainability.

10. Address the tribe's need for financial assistance and the inability of the agency to implement the proposed plan without federal funding.

As discussed in the Tribal Community and Justice Profile, the obstacles facing the [REDACTED] are impacted by the destruction of the Tribal capacity and capability that is the result of years of destructive policies, including termination; the geographic dispersion of the Tribe, which requires the [REDACTED] to provide multiple access points across a vast geographic area; and

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continued economic challenges; which limits the resources of the [REDACTED] and its members.

Due to these factors, the [REDACTED] has been forced to invest its limited resources on key foundational programs but has not been able to provide the means to link these efforts into a holistic approach. To complete this process, the [REDACTED] must turn to federal sources.

11. If you are requesting funding in multiple purpose areas, is the receipt of OJJDP Purpose Area #9 funding required for the implementation of any other purpose area being requested?

In addition to this purpose area, the [REDACTED] is requesting funds under Purpose Area 1, Purpose Area 3, and Purpose Area 8 of the 2015 CTAS. While these requests represent a collaborative and holistic effort to address the leading justice and safety issues for the Tribes, they are not dependent upon an award in other purpose areas for implementation.

12. In a separate document, applicants must include a high-quality project abstract that summarizes the proposed project in 400 words or less.

This item has been included as a separate document as required.