

**Sample Previous  
Successful Application  
Packet FY-2018 for  
Coordinated Tribal  
Assistance Solicitation  
(CTAS)**

**Sample Previous  
Successful  
Tribal Community and  
Justice Profile**

**1. Describe the general form of your Tribal Government.**

The [REDACTED] ([REDACTED]) became duly acknowledged as a federally recognized Indian Tribe having a government-to-government relationship with the United States by action of the Department of the Interior effective May 27, 1980. The [REDACTED] Reservation and six-county Service Area is located in the northwest section of the Lower Peninsula of [REDACTED]. The [REDACTED] Service Area for the delivery of federal and tribal services encompasses six counties, an area of 2,930 square miles, which include [REDACTED]; the [REDACTED] Reservation is located in [REDACTED] County; please see attached map. All counties in the [REDACTED] Service Area are designated as rural by the U.S. Department of Agriculture.

Most [REDACTED] services are provided to any Native American residing in the six-county Service Area, a total of 4,543 Native people (U.S. Census, 2010). [REDACTED] is the only state in the nation to report an overall population loss, but shows growth in 5 of the 6 [REDACTED] Service Area counties. The 2010 Census also indicates that [REDACTED] saw a 6% growth in the Native American population; the [REDACTED] Service Area saw an 8% increase of Native Americans.

The [REDACTED] has 4,181 enrolled members, with 1,876 (44.87%) residing in the [REDACTED] six-county Service Area as follows: [REDACTED] (81, or 4.32%), [REDACTED] (153, or 8.16%), [REDACTED] (193, or 10.29%), [REDACTED] (691, or 36.83%), [REDACTED] (730, or 38.91%), and [REDACTED] (28, or 1.49%), ([REDACTED] Community Profile, 11/17/2016). Most [REDACTED] services are provided to any Native American residing in the [REDACTED] Service Area. While American Indian and Alaska Native persons make up 0.9% of the population of the United States and 0.6% of the population of [REDACTED] all counties in the [REDACTED] six-county Service Area meets or exceeds the percentage of Native Americans in the state. The [REDACTED] is governed by seven

elected Tribal Council officials that serve 4-year staggered terms. There are thirteen Departments of the [REDACTED] government that manage unique programs with administrative competency, diplomatic skills, and a unique sensitivity to the Indian community. These various Departments are under the leadership of an appointed Tribal Manager and full-time Department Managers; please see the attached organizational chart.

Since federal recognition in 1980, [REDACTED] capacity and capability to administer services that the membership needs and desires, has grown significantly. The [REDACTED] currently administers approximately 90 grants and contracts to offer services that include health, police, fire and safety, social services, education, governmental obligations, and strong fiscal management and accounting services.

**2. Briefly describe the tribal justice system.**

**2a. Prevention and/or intervention initiatives for members at-risk of involvement or already involved in the justice system (youth/adult).**

The [REDACTED] hosts movie nights at the Strongheart Center in [REDACTED] fostering family cohesion as a preventive measure. The Strongheart Center routinely hosts youth basketball tournaments, and men from the tribal community work with teen boys two times a week for basketball, keeping youth occupied, healthy and busy. In addition, men in the community have been working with tribal youth (boys) in teaching the big drum protocol and songs as it is known that our culture is our prevention. Other prevention/intervention initiatives include the Girls on the Run program, the annual Indian Family Olympics in the spring, the annual summer youth camp, and snow tubing and skiing during the winter months.

Language is part of our culture and also a prevention with weekly [REDACTED] classes conducted at all tribal sites for community, with special emphasis of Tribal Council's support through weekly classes they hold to learn the language. Language Instructors conduct language

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classes at [REDACTED] Head Start which is prevention by teaching our youth early in life the importance of language and the seven grandfather teachings. [REDACTED] Schools and [REDACTED] City Schools offer [REDACTED] to their entire student bodies, thereby fostering pride in Native American students.

## **2b. Law enforcement, including any cross-jurisdictional agreements.**

The [REDACTED] Public Safety Department was established in 1985 with the hiring of the Tribe's first Tribal Constable, [REDACTED] Act #85-362. The [REDACTED] Public Safety Department has jurisdiction on Reservation lands with Native American offenders and has joint jurisdiction through cross-deputization agreements with local law enforcement agencies for non-Natives.

Currently there are nine police officers providing police services to the [REDACTED] six-county Service Area: this includes the Captain, two command staff and six patrol officers. [REDACTED] police officers are [REDACTED] Commission on Law Enforcement Standards (MCOLES) certified and Specialized Law Enforcement Commissioned (SLEC) certified federal officers through the Bureau of Indian Affairs. The nine police officers are trained in federal, state and tribal laws. [REDACTED] has four cross-deputization agreements with [REDACTED] County Sheriff Offices and one deputation agreement with [REDACTED] State Police to assist one another on and off the Reservation when necessary to apprehend individuals committing crimes and have an excellent working relationship with the Federal Bureau of Investigations Office and the United States Attorney's Office of the Western District of [REDACTED]. From the time period of 1/1/15 through 12/31/16, the Public Safety Department reported the following classifications and events for calendar year 2015 and 2016:

Table 1 – [REDACTED] Criminal Events 2015 and 2016								
Offenses	2015	2016	Offenses	2015	2016	Offenses	2015	2016

Aggravated Assault	4	7	Forcible Rape	3	2	Public Peace	5	22
Assaults & DV Assaults combined	15	23	Harassment	10	17	Sexual Assault	7	5
Attempted Suicide	5	3	Homicide-Manslaughter	0	0	Stalking	1	0
Burglary	7	6	Juvenile Problem	12	14	Stolen Property	5	6
Controlled Substance	14	24	Liquor Law	10	12	Stolen Vehicle	0	1
Domestic Problem	22	9	Obstruct Justice	57	54	Theft/Larceny	26	24
Family Disturbance	26	25	Other Sex Offense	1	14	Trespassing	10	7

The most serious crimes show an increase for: Aggravated Assaults 57%, Assault & DV Assaults combined 65%, and Other Sex Offense 99%. In addition, other violent crimes have occurred on the [REDACTED] Reservation: in 2009 a [REDACTED] Tribal member was convicted of attempted murder of slashing a child's throat; in August 2011 a sexual assault and murder of a 3-month old infant by her Tribal member father on the Reservation. Two recent murders occurred in the [REDACTED] Service Area: in 2012 a male Tribal member murdered a former roommate in [REDACTED] County; in 2013 a Tribal member – a young mother with two children – was murdered by her live-in boyfriend in [REDACTED] County, a county in the [REDACTED] Service Area without a cross-deputization agreement with [REDACTED]

Criminal jurisdiction on Indian lands has been limited by the United States Congress for the following areas: Major Crimes Act (MCA), 18 U.S.C. §1153 in 1885 and the Indian Civil Rights Act (ICRA) 25 U.S.C. §1302 in 1968. These acts limit the punishment that an Indian tribe may impose to a one (1) year jail term or to a fine of five thousand dollars (\$5,000.00), or both. The *Oliphant v. Suquamish Indian Tribe*, 435 U.S. 191 (1978), an Indian tribe cannot try a non-Indian in tribal court for criminal matters. The [REDACTED] Code may only be exercised over [REDACTED]

members and other Indians present within the Tribe's territory. The Violence Against Women Act (VAWA) was renewed 3/8/13 by President Obama which would give Indian courts the ability to prosecute non-Indians for a limited set of crimes limited to domestic violence and violations of protecting orders. The [REDACTED] is currently working on the implementation of VAWA and the Tribal Law and Order Act (TLOA) with the Community Coordinated Response Team.

Complaints that are filed on the Reservation are investigated by the Tribal Police Department. When a juvenile is involved, the [REDACTED] Protective Services Worker is asked to assist. If the allegation is substantiated, the [REDACTED] Police will make an arrest and detain the perpetrator in a local county jail. After a full investigation, the case will be referred to the [REDACTED] Prosecutor for prosecution. A Tribal Domestic Violence Advocate is assigned if the crime involves domestic violence or assault, and a court date is set. Depending on the nature and severity of the case, the Federal Bureau of Investigations may be contacted for investigation and prosecution.

Each case is reviewed by the [REDACTED] Prosecuting Attorney to determine whether it should be prosecuted in [REDACTED] Tribal Court or referred to Federal Court based on the severity of the crime. Any sex offender convicted through Federal Court must register with the Federal Sex Offender Registry. The case is otherwise prosecuted through Tribal Court, where a suspect may be charged under [REDACTED] Tribal law or State law. The Tribal Prosecutor acts as Presenting Officer for the Tribe to protect best interests of [REDACTED] children and children eligible for [REDACTED] and represent [REDACTED] in State Courts to ensure ICWA is followed and protect interests of tribal children and families. The Prosecutor provides tribal prosecutorial services to tribal government as Chief Law Enforcement Officer to enforce criminal laws enacted by [REDACTED] Code to protect rights and freedoms granted to the People through the Tribal Constitution.

## **2c. Courts.**

The [REDACTED] adopted the Tribal Constitution on March 29, 1988. The Tribal Constitution at Article V establishes the Tribal Judiciary and Section 1 states, “Judicial Power Vested. The judicial power of the [REDACTED] shall be vested in a [REDACTED] court system. The [REDACTED] court system shall be composed of a court of general jurisdiction, an appellate court, and such lower courts as the [REDACTED] Appellate Court may establish.” Jurisdiction of the Tribal Judiciary is set forth in Article V, Section 2 and states: “The judicial power shall extend to all cases arising under this Constitution, ordinances, regulations, and/or judicial decisions of the [REDACTED] [REDACTED] and shall be exercised to the fullest extent consistent with self-determination and the sovereign powers of the Tribe.” The Tribal Judiciary consists of the trial level Tribal Court (1 Chief Judge and 1 Associate Judge) and Tribal Appellate Court (3 Appellate Judges). The Tribal Judiciary makes policy decisions concerning the adoption of court rules, court policies, etc. and meets on a quarterly and as-needed basis.

The Tribal Court is the court of general jurisdiction, and hears all cases at the trial level, including civil, criminal, juvenile, traffic, Indian Child Welfare (ICW), tribal fisher regulations, [REDACTED] Minor Trust petitions, and all other cases authorized by the Tribal Constitution. The Tribal Court is open Monday through Friday (8:00 a.m. - 5:00 p.m.) and the Courthouse is located in the village of Peshawbestown on the [REDACTED] Reservation. The [REDACTED] Tribal Court reported in 2015 the Court’s docket of opened cases consisted of 31 criminal cases, 8 juvenile cases, 8 criminal traffic, 11 civil infraction, and 129 civil cases. In 2016 the [REDACTED] Tribal Court reported opened cases consisting of 33 criminal cases, 20 juvenile cases, 1 criminal traffic, 6 civil infractions, and 190 civil cases. There has been a 40% increase of juvenile cases opened in 2016, and a 68% increase in civil cases.



**2d. Alternative dispute resolution.**

The Tribal Court utilizes mediation and frequently refers clients to either: (1) Conflict Resolution Services (CRS), which is a non-Tribal mediation service (located 25 miles away in Traverse City) offering services to clients from the Tribal Court and state courts; or, (2) Tribal Court Peacemaking, which is a Tribal mediation services that applies Native American traditional and cultural practices for Tribal Court clients. The Tribal Court is requesting a Peacemaker through PA3 who will apply ADR techniques and Core Routines, as more fully explained in the Narrative, Objectives and Activities.

**2e. Corrections, including juvenile detention facilities.**

At this time, the Tribe does not have any corrections or corrections facilities, nor any juvenile detention facilities. The [REDACTED] has jail contracts with four counties – [REDACTED] (\$25,550/year), [REDACTED] (\$38,328/year), [REDACTED] (\$25,550/year), and [REDACTED] Counties (\$127,750/year) – where [REDACTED] pays for a set amount of beds, plus charges for beds over and medical, whether they are filled or not. Juvenile offenders are sent to juvenile detention facilities many miles outside of the [REDACTED] jurisdiction – the closest juvenile detention facility is located across the [REDACTED] Bridge in the Upper Peninsula of [REDACTED]. [REDACTED] does not have the financial and operational capacity for a juvenile justice center.

**2f. Services for victims/survivors of crime (e.g., violent crime, non-violent crime, drug-related crime, child abuse, elder abuse, domestic violence, sexual assault, dating violence, stalking, human trafficking, identity theft, etc.).**

Services already a part of this system of tribal resources for victims of crime include a fully operating judicial system; law enforcement; a victim advocate for domestic violence victims; a full service on-site health clinic; behavioral health services; and the Family Violence Prevention Program that offers referral services, domestic violence awareness education, a women's support

group, community education, support and advocacy, emergency services, and counseling; child placement support, educational and job training assistance, and housing assistance. [REDACTED]

Behavioral Health Services provides counseling to victims of domestic violence. The staff addresses safety plans, mental health, substance abuse, and other issues. The Human Services Department provides emergency food and shelter support as needed. In addition, rental assistance can be offered through a loan program for qualified low-income tribal families. Tribal Court and the Public Safety Department are avenues to further ensure the victim's legal rights and safety. Domestic issues such as divorce, child custody, personal protection orders, and child support can be enacted and enforced through the systems.

The [REDACTED] Behavioral Health Department treatment services include but are not limited to, assessment, individual/couples and group counseling for chemical dependency and/or mental health diagnosis, 24-hour crisis and emergency services, and referrals for supplemental services. Services are designed to foster optimum balance in mental, emotional, physical, and spiritual aspects of the whole person. [REDACTED] Behavioral Health Program is an outpatient substance abuse program licensed by the state of [REDACTED] and adheres to CFR 42 part 2 confidentiality guidelines. Other programs under the [REDACTED] Behavioral Health Department include the Behavioral Health and Access to Recovery programs. [REDACTED] Behavioral Health Department has four primary therapists who all possess their Masters degrees and certification as Addiction Counselors. The Staff Psychiatrist is board certified and licensed and provides services one day a week to adults; minors are referred to outside counseling services. The Behavioral Health Department is able to provide high quality level of care to our clientele due to our mandatory educational and certification requirements. In addition, the [REDACTED] Family Services program is available to provide Native American children and their families with support to help prevent removal of

children and/or reuniting them as soon as possible, when children have been placed out of their home. The best interests of the children are safeguarded.

The [REDACTED] currently has Grants to Encourage Arrest Policies and Enforcement Protection Orders funded 10/1/15 to 9/30/18. The overall goal of the project is to renew commitment to ensuring the safety of the victim; holding offenders accountable; and creating a community climate of reverence for women and zero tolerance of all violence against domestic partners. The Arrest Grant has a Coordinated Community Response (CCR) team which meets monthly and consists of 1) Women's Resource Center; 2) Tribal Police, 3) [REDACTED] Prosecutor's Office; 4) Arrest Grant CCR Coordinator, 5) [REDACTED] Health and Human Services Department; 6) [REDACTED] Family Prevention Program, 7) [REDACTED] Tribal Court/Probation Department, 8) FBI Victim Witness Coordinator. The scope of this program is solely focused on domestic violence. Women's Resource Center (WRC) of [REDACTED] City, [REDACTED] provides support services for victims of sexual assault, domestic violence, dating violence, and stalking and their children, including crisis intervention, emergency and longer-term housing, individual and group support, information and referral, advocacy and assistance with transportation and other direct needs.

## **2g. Tribal reentry programs.**

There are no Tribal reentry programs at the [REDACTED] at this time; tribal members in need of reentry services must rely on their probation or parole officer for referrals to reentry services, but they can still access other types of direct services through the [REDACTED] Divisions.

## **2h. Sex offender registry obligations.**

The [REDACTED] is eligible under SORNA section 127 to carry out the functions of SORNA and has elected to do so, as affirmed by [REDACTED] Resolution No. 07-25.1792. [REDACTED] is compliant with all SORNA regulations. The Tribal Police Department maintains a public sex

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offender registry website through TTSORS and also has an agreement with the state of [REDACTED] to access the [REDACTED] Sex Offender Registry. [REDACTED] received grants from OVW and SMART to develop a sex offender response and registry, which was approved by the U.S. Department of Justice in May, 2011. As of that date, [REDACTED] has been compliant with the Adam Walsh Act as a tribal entity operating in lieu of state jurisdiction. This was accomplished by code revisions approved by Tribal Council in 2011 and 2014.

**2i. If services are not available within the Tribe, describe how they are accessed or provided.**

The [REDACTED] has not had an adult Healing to Wellness Court since 2012 in which to address substance abuse issues in the community; [REDACTED] is requesting funds to reestablish the HTWC program for adults. The [REDACTED] does not provide sexual assault nurse examiners (SANE Nurses), and partners with [REDACTED] Medical Center for SANE Nurse services availability on a 24/7 basis. The [REDACTED] does not provide juvenile or adult corrections, and thus contracts with outside agencies for these services.

**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, stalking, identity theft, non-violent crime, etc.) 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.***

FY13 CTAS PA 2 (funded in 2013) resulted in the creation of a 5-year strategic plan for the [REDACTED] tribal justice system. Participants included the [REDACTED] Law Enforcement, Tribal Court, [REDACTED] Family Services (on behalf of victim's services), Prosecutor's Office, and the Office of Program Development and Evaluation. This project is driven by the identified gaps in

1) jurisdictional issues; 2) new legislation under TLOA and VAWA; and 3) the need for better coordination between service providers. The project conducted a community survey in 2015 in which 216 respondents reported a need to address problems within our community. The CTAS PA-2 [REDACTED] Justice System 5 Year Plan (Strategic Plan) was approved by the U.S. Department of Justice on February 18, 2016 and is attached to this application. The high percentage of problems included domestic violence at 76%, Assault 73%, and Rape/Sexual Assault 57%. The Strategic Plan included Victimization stats of which Domestic Violence were among the most frequent crimes with 92% of respondents were victims of domestic violence, 80% was a victim of assault and 67% were victims of rape/sexual assault all within the last 12 months. The highest priorities identified by the community for the Strategic Planning Team to address were 83% Domestic Violence and 77% Rape/Sexual Assault.

PA-1: [REDACTED] Tribal Police Department reported 202 Assaults and related offenses and 35 sexual assault crimes between January 2014 and January 2017. There is a need for more education, and knowledge about preventing rape in [REDACTED] Indian country.

To attain part of our 5-Year strategic goals the community police officer and domestic violence officer will assist our Tribal Police Department to build momentum for future change to reduce domestic violence and sexual assaults.

The [REDACTED] Tribal Police Department has nine officers who are stretched thin with having to respond to a six county service area with a minimum of one hour response time to our outlying communities of [REDACTED] and [REDACTED] Counties. The [REDACTED] Tribal Police Department is facing a reduction in the police force due to losing funds for a domestic violence officer in FY2017. Our police department lacks the required personnel and funds to meet the challenges of handling domestic violence and sexual assaults effectively with limited

police officers.

Each year roughly 61% of forcible rapes go unreported to police, making it one of the most under reported crimes. 44% of those were women under 18 years old. Many victims claim fear of retaliation as a reason for not reporting. Also cited was police bias, and fear that the offender would not be protected. In the reported rapes, 87% of them are perpetrated by physical force. Of all the different racial demographics, Native American women are victimized the most at 34.1%. Two out of three assailants were known to the victim (Sacred Circle, Vol. IX. September 2008 Restoration of Native Sovereignty).

PA-3: [REDACTED] identified needs/goals for this grant are: (1) the re-establishment of an adult Healing to Wellness Court (HTWC); (2) planning for a Tribal Justice Facility Building (the primary stakeholders are now in multiple buildings); and, (3) Tribal Court Support Services. With regard to Tribal Court Support Services, these are not part of a singular large project but they will be used in the overall operation of the Tribal Court and the HTWC.

With regard to re-establishing the HTWC, the Tribe's previous Drug Court program ended in 2012. As part of the FY13 CTAS PA-2 award, the Tribe conducted a comprehensive needs assessment and the Key Findings cite alcohol and drug abuse as the major problem in the community. *See*, the attached Strategic Plan; Goal 4, Objective 4.1, directed the Tribe to re-establish the HTWC.

PA-5: With limited staff and funding ending for a domestic violence officer and advocates for victims of the five DV crimes referrals for victims of the five crimes will be made to outside agencies that may not be knowledgeable of the Tribal Court procedures and service options. Often these agencies are not culturally sensitive or attuned to the challenges of tribal people, and lack of housing, transportation, phone service, child care, or family obligations can prevent

timely follow-up by the victim. Tribal police cannot be the advocate in court, leaving the victim unaccompanied and vulnerable.

**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, non-violent crime, drug-related crime, child abuse, elder abuse, domestic violence, sexual assault, dating violence, stalking, identity theft, human trafficking, etc.).**

Based upon the Strategic Plan's goals and objectives, [REDACTED] is requesting PA 3 funds to: (1) reestablish the Healing to Wellness Court for adults; (2) develop a "shovel-ready" plan for a Tribal Justice Facility Building (the primary stakeholders are now in multiple buildings); and, (3) enhance Tribal Court Support Services

To achieve the goals of the Strategic Plan, the Tribal Police Department will implement and enhance justice system responses to prevent crime, address violent crime, and enhance jurisdiction and sentencing over non-natives and members of federally recognized tribes to increase safer communities [REDACTED] is requesting funds to continue and enhance CTAS PA1 (funded in 2013) project, to continue community police strategies and implement training on violence prevention and education and expand monthly Community Police Meetings to facilitate collaborative problem solving, improve public trust and encourage participation from community members on safer communities to enhance tribal law enforcement capacity to prevent, solve and control crime.

[REDACTED] is requesting funds to continue and enhance the CTAS PA 5 (funded in 2013) project, which is addressing the need for services to Native American victims and their families in the [REDACTED] Service Area in the form of direct services, prevention and intervention services; protect victim safety and confidentiality. The overall goal of the [REDACTED] Transitional Supportive Housing Project is to maintain the safety of victims of domestic violence, dating violence,

stalking, or sexual assault while providing support to help them reach their goals of self-sufficiency.

[REDACTED] is requesting funds to continue and enhance the CTAS PA 5 (funded in 2013) project, which is addressing the need for services to Native American victims and their families in the [REDACTED] Service Area in the form of direct services, prevention and intervention services; protect victim safety and confidentiality. The overall goal of the [REDACTED] Transitional Supportive Housing Project is to maintain the safety of victims of domestic violence, dating violence, stalking, or sexual assault while providing support to help them reach their goals of self-sufficiency. The [REDACTED] is requesting funds to continue and enhance the Domestic Violence Officer for CTAS PA5, which is working collaboratively with victim advocates to support the safety of victims of domestic violence, dating violence, stalking, and sexual assault. The [REDACTED] has one prosecutor and his ability to immediately respond to the need for protective orders, enforcement of those orders and reaction to attempts to terminate orders is severely limited by tribal court rules. The contractual Domestic Violence Attorney will fill the gap we have to assist victims of domestic violence who have experience in domestic violence practice and tribal court practice.

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

The [REDACTED] Reservation is the headquarters of the Tribal government. There are several small buildings dispersed throughout the [REDACTED] Reservation that house various programs and services. The [REDACTED] Elders Complex is located on the [REDACTED] Reservation, and includes 16 one-bedroom apartments and a centrally located community room with kitchen facilities. In addition, there are four satellite offices strategically located among the [REDACTED] Tribal



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housing communities in [REDACTED] and

[REDACTED] ([REDACTED] City) counties. Within the boundaries of the Peshawbestown

Reservation are the Medicine Lodge, an all-encompassing wellness facility that includes the

[REDACTED] Family Health clinic, Tribal Community Health staff, [REDACTED] Family Services,

Behavioral Health, and the Public Safety Department- including [REDACTED] Law Enforcement and

[REDACTED] Prosecutor's Office. A separate building approximately 1.5 miles away houses the Tribal

Court and Probation Department. Other services on the Peshawbestown Reservation include the

[REDACTED] Administration Office and Tribal Council; Life Long Learning

Department: [REDACTED], a state-licensed, non-public school and the Heritage Library;

[REDACTED] Housing Department; Elders and Culture Program: [REDACTED] Museum and Cultural

Center; [REDACTED] Facilities Management: [REDACTED] Communications Department and Auto Shop; Natural

Resources and Conservation Departments; OMB: Accounting, Grants Management, and

Program Development and Evaluation; and the [REDACTED] Legal Offices. All departments provide

services, either directly or indirectly to Tribal Members and are integral to the success of the

[REDACTED] Tribal Government.

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

# Narrative

## *Purpose Area #1*

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).**

[REDACTED] seeks a **CTAS Purpose Area # 1 Public Safety and Community Policing** grant to enhance the capacity of tribal law enforcement to prevent, solve and control crime. This proposal addresses the issue of **Community Safety**, prompted by an increase in the incidence and severity of criminal activity on the [REDACTED].

The problem this proposal seeks to address is:

***To improve public safety on the [REDACTED]***

The most significant criminal justice issues faced by the [REDACTED] are **violent crime** such as **homicide, aggravated and simple assaults** – to include **domestic violence** – as well as **drug violations** and **property crime**. Most troubling are the three **homicides** which occurred on the Reservation within the past 13 months (between January 2016 and January 2017). We have noted a number of other disturbing trends over the past five years:

- **Drug violations** have nearly doubled, from 41 in 2012 to 78 in 2016;
- **Arrests** have gone up by more than 50%, from 98 in 2012 to 158 in 2016;
- **Motor vehicle thefts** have increased by six times, from 2 in 2012 to 13 in 2016;
- **Calls for service to the Reservation** have increased by nearly 20% (from 427 in 2012 to 513 in 2016).

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**identified in item #1 and state whether they were effective.**

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- 92.40 grams of Methamphetamine
- 23.53 grams of Heroin
- 1.03 grams Cocaine
- 46.61 grams of Marijuana

The Task Force concluded that:

- a. Drugs – especially methamphetamine – are a major driver behind much of the criminal activity on the reservation as addicts seek to fund their addictions, and therefore substance abuse should be the focus of any strategy going forward.
- b. Delay by sheriff's deputies in response to a call from the reservation impedes the ability of law enforcement to intercept the perpetrator.
- c. A more consistent presence of sworn law enforcement is needed on the reservation as a show of force to both prevent crime, and also to respond quickly when an incident occurs.

In January 2017 the ████████ Tribe entered into a short-term (five-month) trial contract with the ████████ to provide coverage on the ████████ reservation during peak times (9pm to 2am) by two part-time sheriff's deputies. One of the goals in contracting for these services was to test and evaluate the effectiveness of having regular sworn law enforcement coverage on the reservation. The results were impressive. Following is a summary of the deputies' activities during their regular patrol of the ████████ reservation in just over three weeks (1/28/17 through 2/20/17):

- Made 126 vehicle stops
- Made 32 pedestrian stops
- Conducted 48 searches
- Wrote seven citations
- Arranged for tow of five vehicles
- Responded to 16 calls for service
- Made 18 arrests
- Recovered 6.74 grams of methamphetamine, 20 liquid CC's of methamphetamine, .52 grams of heroin, 33 hydrocodone pills, 14 Xanax pills
- Recovered two knives
- Recovered one Glock 9mm pistol

The ████████ Tribe has determined that the trial contract has been highly successful, and, therefore, plans to extend the contract when it expires on June 30, 2017. At that time ████████ will enter into a new long-term contract which will expand the time coverage by the sheriff's deputies even further.

**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.**

██████████ ████████ would like to secure two sheriff's deputies through a new, long-term contract with ████████ ████████ Tribe requests funding from CTAS for one of these positions, and the tribe commits to funding the second deputy position itself over the course of

the three-year grant. This project addresses the following gaps in public safety on the ██████████ reservation:

- **Lack of coverage by sworn law enforcement on the ██████████ reservation during peak hours.** With funding from the CTAS grant, the ██████████ Tribe will be able to extend that coverage on the reservation even further with the deputies rotating in 12 shifts (four on/four off) to provide coverage daily from 2:00 pm to 2:00 am, according to the following schedule :

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Deputy A	OFF	OFF	OFF	2:00 pm- 2:30 am	2:00 pm- 2:30 am	2:00 pm- 2:30 am	2:00 pm- 2:30 am
Deputy B	2:00 pm- 2:30 am	2:00 pm- 2:30 am	2:00 pm- 2:30 am	OFF	OFF	OFF	OFF

- **Gap in acceptable response time to calls on the reservation.** The remote location of the Reservation can delay response time to calls from ██████████ sheriff's deputies by up to one hour.

When an incident occurs, ██████████ TLE Dispatch places a call to ██████████ which then dispatches a sworn law enforcement officer (sheriff's deputy) to the reservation. There are two roads leading to and from ██████████ reservation. Criminals are generally aware of which direction the deputies will arrive from, and so they quickly depart by the alternate route, giving the suspect(s) a good lead time over law enforcement. This has happened repeatedly, especially with vehicle thefts which averaged more than one per month in 2016. In addition to lowering the chance of catching the suspect and closing the case, the delayed response time from sworn

law enforcement decreases the confidence of tribal members in the ability of the tribe to keep them safe.

- **Gaps in services for victims of domestic violence.** In responding to domestic violence calls Sheriff's Deputies will inform victims about Tribal Protection Orders (TPOs) which are newly available through ██████████ Tribal Court. Another area to pursue is how those calls are handled in TLE Dispatch.

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

The ██████████ Tribe has been concerned about the crime problem on the reservation for some time. We have attempted to address it by utilizing the tribe's own patrol resources at ██████████ Tribal Law Enforcement, supplemented by ██████████ as needed. But the incidence and severity of the crime has grown beyond the capabilities of the tribe's non-sworn force. The two homicides in 2016 prompted the tribe to establish a Task Force (discussed in Question # 2, above). ██████████ Tribal leadership and ██████████ Tribal Law Enforcement have been working in close partnership with the ██████████ Sheriff's Department to help clarify the problem and to devise possible solutions. These discussions led to the trial contract under which we are currently operating (discussed in Question #2, above). The ██████████ Tribe believes we have arrived at a solution which will greatly improve public safety on the reservation for both tribal members and visitors. The CTAS grant will allow the tribe to secure two sheriff's deputies and expand the coverage schedule even further than the current short-term contract allows.



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

- **We anticipate a decrease in crime over time.** Having a consistent presence of sworn law enforcement officers on the ██████ reservation will demonstrate a “show of force” and discourage criminal activity as criminal elements realize that law enforcement is quicker to respond to incidents on the reservation.
- **Incidents of crime will have less of a chance to escalate.** By being closer to the scene of the call the officer will be able to respond faster, having a better chance of intervening and de-escalating the situation. This improves safety not only for ██████ tribal members and visitors to our reservation, but also for the responding officers and for ██████ Tribal Law Enforcement who may accompany the sheriff’s deputy on the call.

**5b. Assess the impact, if any, of the increase in police resources on other components of the criminal justice system.**

Based on our experience during the trial periods of coverage by sworn ██████ law enforcement officers on the reservation, there will likely be an increase in arrests in the short term since law enforcement will be more present and are likely to identify criminal activity which previously went undetected. The increase in cases may impact on the ██████ ██████ ██████ District Attorney’s Office (██████) which processes and adjudicates criminal cases. However, the ██████ case load is such that the number of cases referred from the ██████ reservation will not significantly strain the system. We anticipate that this increase in arrests will only be temporary. Eventually, the force of sworn law enforcement officers will successfully become a deterrent to crime, and the overall level of crime will decline as a result.

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.

**Goal 1:** To increase capacity of law enforcement and improve public safety on the ██████████ Reservation

**Objective 1:** Secure regular, dedicated coverage for the reservation by two sworn law enforcement officers (sheriff's deputies) through a contract with ██████████

**Activity 1:** Negotiate details of contract, staffing, clarify schedules and protocols

**Activity 2:** Develop a plan for engaging the community and other tribal agencies

**Objective 2:** Promote sharing of data between partner agencies

**Activity 1:** Develop a system for collecting monthly crime and incident data from ██████████ Tribal Law Enforcement, Tribal Courts, ██████████ Social Services and ██████████ Mental Health (e.g. number of drug violations and disposition)

**Activity 2:** Disseminate crime and pertinent program data to other tribal law enforcement program managers to inform their own grant programs

**Activity 3:** Hold regular meetings or conference calls with the Multi-Disciplinary Team (MDT)

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. 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.

**Project Director -** ██████████ Tribal Law Enforcement (██████████ TLE) will serve as Project Director. ██████████ oversees ██████████ TLE's 12 patrol officers as well as Dispatch and

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

administrative staff. This position will be funded by the ██████ tribe and, therefore, is not budgeted in the grant.

**Operations Support** - ██████████ of Law Enforcement Operations and Patrol, ██████████ Sheriff's Department (██████████) will be the primary contact for ██████ Tribe for this project. He will select the sheriff's deputies to patrol the reservation, as well as supervise their work and schedules throughout the grant period. He will also participate in conference calls and reviews as needed. ██████████ has more than 20 years' experience in law enforcement with the ██████ This position will be funded by ██████ tribe through the contractual arrangement, and therefore is not budgeted for in the grant.

**Grants Manager** - ██████████ will serve as Grants Manager on this project. She will be the central collection point for crime data from the participating agencies. ██████████ will also spearhead regular team meetings and conference calls to review the data and submit grant reports to the Department of Justice as required. ██████████ has seven years of experience working as a manager in development and delivery of tribal law enforcement training programs. She has also worked previously with Indian Health Service on quality assurance, risk management projects as well as data collection for performance measures. This position will be funded by the Tribe and is, therefore, not budgeted in the grant.

**Contract Management** - ██████████, Chairman of ██████████ will oversee contract negotiations with ██████████ He will also be involved in the project throughout the three-year grant as needed, providing leadership and resources at the tribal level to ensure the success of this project. He has served as the tribe's chairman since 1990. In this capacity, he

has overseen tribal programs including government, education, environment, emergency services, housing, culture, forestry and economic development. ██████████ is a strong advocate for law enforcement and for the Indian Child Welfare Act (ICWA), serving as co-chair of the ██████████ Task Force. This position is funded by the ██████ tribe and is, therefore, not budgeted in the grant.

**Finance Manager** - ██████████ will be the finance manager for this project, working under the direction of ██████████, the Tribe's Financial Director. ██████████ has been managing the Tribe's grants for over a decade. She has two full-time staff at her disposal including a payroll manager and an accounts payable clerk. ██████████ and her team are skilled in managing grant funds, maintaining separate accounting, appropriating expenditures according to grant requirements and providing timely and accurate financial reports to funders.

**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.***

This project will enhance ██████ Tribe's relationship with the ██████████ Sheriff's Department, from which the sheriff's deputies will be contracted. ██████ TLE will work more closely with ██████ to monitor and track the activities of the two regularly patrolling deputies through regular contact and crime data. The ██████ grant team will utilize this input to improve the Community Policing program and to inform other tribal programs, including the Tribal Healing to Wellness Court if it is funded.

**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:**

To date there has been no central data collection mechanism for the tribe. The exercise in collecting data from multiple sources to prepare this proposal was highly useful and we have seen its value. We plan to continue this practice throughout the grant and beyond to make more informed decisions.

**i. What will be measured?**

- The incidence and severity of crime on the ██████ reservation will be tracked.
- Response time for calls will be monitored and tracked on a monthly basis.
- We will closely track reports of domestic violence and how this corresponds to requests for Tribal Protection Orders. Data collected will also inform future plans for the Tribe in providing new services for victims of domestic violence in the future.

**ii. How will data be collected?**

Crime data and call response times will be collected on a monthly basis from the ██████ Crime Statistics Department, as well as data from ██████ Tribal Law Enforcement Dispatch, ██████ Tribal Court, ██████ Social Services and ██████ Mental Health to provide a more complete representation of activity. Baselines will be created at the outset in order to be able to gauge the impact of the program.

iii. Who is responsible for collecting the data?

The [REDACTED] Tribe Grants Manager will be responsible for collecting the data. She will coordinate with her counterparts at [REDACTED] [REDACTED] TLE and other tribal agencies to collect the necessary data. She will create a reporting format which will facilitate review of the data by the grant team and help identify trends across agencies as well as areas for collaboration and improvement. The program team will be very involved in tracking crime data in the future and using it as a tool to make better decisions for the [REDACTED] reservation. We anticipate that the data we collect over the next three years will help identify additional law enforcement needs which will inform future program development.

**iv. How is success defined?**

Success will be defined by getting crime under control on the reservation. Criminal elements tend to be drawn to the reservation because they realize the tribe does not have law enforcement capabilities and believe they can act with impunity. Once they see a consistent, active sworn law enforcement presence, criminals will be deterred. We anticipate seeing an overall decrease in crime on the reservation over the three years.

**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.**

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

The [REDACTED] is committed to sustaining coverage by the two sheriff's deputies beyond the grant period. Using the data collected by the Grants

Manager, we will be able to more effectively identify trends and best practices so that we can continue to reap the benefits of the grant even after the grant period ends.

**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.**

The ████████ Tribe does not anticipate any challenges in being able to sustain both deputies after the third grant year. The tribe is committed to retaining both deputies after the end of the grant period through revenue from business enterprises. Several new business enterprises are underway which we anticipate will allow us to continue funding both positions at the conclusion of the grant.

**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.**

Tribal Law Enforcement relies solely on funding from the tribe's general funds allocated to TLE as part of the annual budget process. Tribal general funds are mostly derived from tribal enterprises and they must support all tribal services. As a consequence, law enforcement is competing with the needs of other tribal agencies. Therefore, the Tribe does not have enough discretionary funds to support both sheriff's deputy positions, both of which are needed in order to provide daily sworn law enforcement coverage on the Reservation.

**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.**

██████ Tribe is also applying for ████████████████████ (██████████ Drug Court). While the additional Sheriff's Deputy is not required for implementation of the other project, we have planned for both the

grant programs to work in tandem. For instance, the work of the tribe's new Healing to Wellness Court would be supported by working collaboratively on referrals for drug violations. The grants manager will be the central data collection and reporting point for crime data from all programs. She will facilitate the teams coming together regularly to share data, collaborate and coordinate across all grant programs so they support and enhance each other.



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

## CTAS Purpose Area 2: Narrative

### 1. Crime and public safety problems to be addressed:

Like many other tribes, the [REDACTED] Tribe is caught in a spiraling cycle of persistent poverty and crime that severely impacts public safety as well as the operations of the tribal court system, law enforcement, and social services. The [REDACTED] Tribe's justice system, known as the Law and Justice Department, is at a pivotal point of having had successes to date within various components of the system yet a collaborative Strategic Plan is needed to address tribal justice and community wellness and safety as a whole.

Key factors impacting the ability of Law and Justice to fully meet its potential are these:

- 1) Community Safety - a need for increased community policing and public safety across the reservation, particularly the most at risk rural areas;
- 2) Communication - a need to establish a strong, working multi-disciplinary Coordinated Community Response Team (CCR) and to increase collaboration among all agencies engaged in the Tribe's justice system;
- 3) An ever-increasing Criminal Caseload with an increase of 48.7% since 2014 in the number of victimization and alcohol and drug related crimes charged in tribal court, delinquent behavior occurring at younger ages with an average of 35 tribal children and youth consistently on probation; and recidivism rates of 54.87%, 56.86% and 54.17% over the past three years;
- 4) Instability due to high staff turnover and several months over the past two years of high-level positions having remained vacant until recently. Factors such as geographic isolation, lack

of family housing, limited departmental budget resources and burgeoning caseloads have contributed to turnover;

5) Lack of a cohesive Tribal Justice Action Plan to ensure all partners are working in concert to address the short and long term justice and community safety needs on the [REDACTED] Reservation, and to ensure decision-making best reflects service that is effective, culturally relevant, and cost efficient.

The Tribe's police department reports 100% of crime incidents on the reservation involve alcohol or substance abuse, including among those under age 16. In 2016, 462 charges involving alcohol or substance abuse were brought to the tribal court, up from 415 total in 2015 and 416 total in 2014. The number of cases for victimization crime and alcohol or drug related crime tried in the tribal court over the past three years were as follows: 110 in 2014, 148 in 2015, and 172 in 2016 - increases of 36% and 56% over the past two years. Of these court cases that centered on criminal possession of drugs or paraphernalia by adults, there was an increase of 125%, rising from 51 cases in 2014 and 87 in 2015 to 115 in 2016.

The Tribe's behavioral health department maintains a full caseload of 10 clients engaged in the Adult Healing to Wellness Court and an always-present waiting list for others in need of counseling services. The number of persons served by the Women's Outreach Program continues to increase each year since its formation in 2008 and maintains an average monthly caseload of 30 clients affected by domestic violence, dating violence, stalking, or sexual assault. Anecdotal information within the community and often provided informally to social services employees indicates there are numerous incidents of sexual violence against women of all ages that are unreported. The Tribe's Children's Home operates at full capacity, serving an average caseload of 12 children at any time who are removed from their homes due to parental neglect or abuse.

Extremist hate groups are known to thrive in the area and the most rural parts of the reservation - dangerous territory even for police officers - reportedly serve as havens for unchecked criminal activities. Currently some areas of the reservation have more than 35% of area residents living below the federal poverty level and poverty exceeds 20% across the reservation as a whole<sup>1</sup>. Unemployment is high; jobs are scarce. The profound effects of persistent poverty, historical trauma and continued eroding of cultural values while struggling to put food on the table adds to despair and desperation - and serve as precursors of domestic violence and other crimes.

Despite these challenges, the [REDACTED] Tribe has made purposeful strides in addressing the safety and justice needs of residents on the reservation and of strengthening individual components within its justice system. A successful Adult Healing to Wellness Court is now entering its fourth year. A Juvenile Healing to Wellness Court will be launched within a few months. Both courts were established with DOJ funding assistance. A new Peacemaker section was recently added to the [REDACTED] Tribal Code to support the efforts of both courts. With grant funding from the Administration on Children and Families, the Tribe's Social Services Department has established I-Vision, a comprehensive five-year program for youth and young adults reservation-wide and focused on abstinence from substance abuse, building self esteem and leadership skills, and positive life changes. Now entering its second year, to date I-Vision has served more than 800 teens and young adults ages 14-26. Single I-Vision events such as Teen Nights have attracted upwards of 150 attendees. Last year the [REDACTED] Police Department successfully launched a Youth Police Academy, attracting 65 area high school students and established the two-week academy as an annual event. With DOJ grant funding, initial steps for renovation are underway for the two tribal court buildings located 63 miles apart at the east and west areas of the reservation.

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<sup>1</sup> U.S. Department of Housing and Urban Development data, Nov. 2016.

These accomplishments have occurred despite significant changes in key personnel over the last year and a half, including termination of the former Law and Justice Executive Officer, resignation of the former police chief who left to pursue a consulting career, four different public defenders who were hired and subsequently resigned within one year; and three adult healing to wellness court coordinators over two years. The [REDACTED] Tribe Executive Committee ([REDACTED] TEC) assigned various interim place-holders for the executive positions until permanent employees were hired, but there were months of vacancies and skeleton staff as well. Additionally, the Tribe's [REDACTED] Health, which provides behavioral health services, had high turnover with four executive directors in three years and several months in 2016 with the position being vacant. These leadership positions have been filled as of late 2016. The new Law and Justice Executive Officer, [REDACTED], has had a distinguished career in the justice system, including as a tribal court judge. The new police chief, [REDACTED], has had a long, respected career in [REDACTED] tribal law enforcement and private security. New [REDACTED] Health executive [REDACTED], a military retiree, has spent decades successfully managing another tribe's health department. The Tribal Council has increased public defender staff from one overburdened FTE to two FTE positions. A long time tribal court staff member, [REDACTED], brings new stability as coordinator of the Adult Healing to Wellness Court. All bring a fresh, welcomed perspective, a deep commitment to collaboration, and an urgent need for planning and goal-setting for the Tribe's law and justice efforts. All are deeply interested in providing public safety, addressing victim needs, and assuring positive outcomes through equitable justice and best evidence-based practices - while enhancing tribal cultural values and maintaining cost efficiencies.

An identified critical issue is a lack of communication between and among the tribal court, tribal police department, social services, behavioral health, and tribal and community leadership. Perpetrators of crime and their victims move through the system most often without victim service providers, advocates and community members knowing the status of arrests or court cases. There is no formal mechanism in place for the prosecutor to keep victim advocacy organizations informed. A Coordinated Community Response team (CCR) was organized three years ago but until early 2017 members had not met in nearly two years, largely due to the absence of a permanent Law and Justice executive officer who was responsible for calling the meetings. Too often, problems are addressed only after they can no longer be ignored. For example, an identified niche demographic of junior high school age girls on the reservation has been caught up in the justice system after a high rate of juvenile delinquency was identified for this age group, but to date no prevention or intervention measures have been undertaken.

Increased collaborative effort is needed, where key stakeholders can sit at the same table and discuss pressing and long term needs and issues and develop steps toward solutions. There are areas where repetitive, costly activities occur over and over or a jammed system exacerbates already overworked employees - yet despite awareness that "something needs to be done", no formal discussion has taken place to even begin to plan a planning process - or to address it within the context of the entire law and justice system.

Consider the following:

When a serious criminal incident occurs on the [REDACTED] Reservation, the Tribe's police officers respond immediately - as do the county sheriff's officers, state police officers, and sometimes FBI agents. Even while on the scene together, there is no radio communication among the attending law enforcement agencies as all use non-compatible communication

systems. On-the-spot decision-making while under extreme duress, such as a recent hostage situation at a residence, can be perilous or even potentially life-threatening in such circumstances. The [REDACTED] Police Department also cannot communicate with the Tribe's conservation department and Fish and Wildlife when infractions occur or back-up is needed, due to having non-compatible systems. While recognized as a problem, to date no systemic steps have been taken to address this issue.

Following arrests made by the tribal police department, those who are ordered by the tribal court to be held in custody are transported to area county jails since the [REDACTED] Tribe has only two temporary holding cells. Due to an extreme backlog in the tribal court, court proceedings often take several months. Those awaiting continued hearings or sentencing are moved again - and again, month after month - due to 30-day stay limitations or over-crowding at county jails within the region. There is an average of 30 tribal inmates being held at any given time. The [REDACTED] County Sheriff's Department has announced a planned increase in the daily rate of \$60 to \$70 to other jurisdictions for the use of its jail space, a 16.6% rate increase - and in some cases tribal inmates will be subjected to staying in a more expensive cell which will cost \$200 per day, or a 233% increase. Additionally, for any inmates the Sheriff's Department requests to be removed from the jail for occurrences such as bad behavior, health or mental health issues, non-compliance, etc., failure to remove the inmate within 24 hours will result in a fine of \$250 per day to the tribe. 69% of tribal inmates are housed at this jail; on average, 20% of held inmates to date have been subject to removal.

Tribal police officers stay busy rotating inmates each month to jails often located several hours away in Idaho, Washington and Montana. Reports of abuse due to profiling are common from tribal inmates who have been held in distant jails. Planning has not occurred to explore

short term improvements to this ineffective cycle or long term cost- and time-saving alternatives as compared to the many transports.

The scarce resources of the tribal justice system (police, prosecutor, court personnel) are disproportionately expended on offenders with histories of drug/alcohol-related crimes. An over-riding reason why continued support is requested for the Adult HTWC is that the Law and Justice Department has not yet developed a plan for long term sustainability of the HTWC. The lack of leadership for the department for much of 2016 and the lack of a permanent HTWC coordinator meant that planning meetings for sustainability did not occur over the past year.

Behavioral Health and the justice system have worked together regarding offenders who have been mandated into substance abuse treatment, but there is a constant waiting list for non-mandated offenders who subsequently often forego treatment. While the lack of behavioral health services is constantly lamented, no formal meetings to address the issue with Law and Justice officials has taken place. Additionally, there is no sobriety house on the reservation. The nearest sobriety house, located in [REDACTED] to serve the population at large, is often full, requiring those who need this service to have to travel to a distant one. There is constant talk among Law and Justice employees about the need for a culturally sensitive sobriety house on the reservation, but to date no effort for formal planning has been established. There is no software shared among police, tribal court, or social services and no active committee has met to look into improving communications among departments and agencies.

These examples illustrate holes in a system which now has strong leadership in place and is effectual in parts, but lacking in a holistic approach to bring the many parts together to work cohesively and to look to long term needs, issues and solutions. A workable strategic plan is



needed. With DOJ support and TTA assistance for development of a Tribal Justice Action Plan, the [REDACTED] Tribe and its stakeholders will be able to mend remaining gaps and adopt a more far-sighted and fluid approach to effectively address justice-related needs and issues. The plan will result in a shared vision, enabling stakeholders to significantly improve justice and community safety and well being in a systemic manner for all people who live, work or visit the [REDACTED] Reservation.

## **2. Current or previous strategic planning efforts, and whether effective:**

The [REDACTED] Tribe does not have a Tribal Justice Action Plan and has never engaged in system-wide, data-informed strategic planning with community partners.

## **3. Why justice system-wide strategic planning is a necessary step:**

There is a strong disconnect among departments, programs and agencies. Without a system-wide strategic plan in place, each sub-department of the Tribe's Law and Justice Department will continue to work solely within the arena of its own needs and issues. Without a holistic approach, successes accomplished to date will falter or fail and future efforts will continue to be fragmented.

Comprehensive strategic planning will enable partnering agencies to further identify gaps in services and to take direct steps to prioritize and address them. A strong framework will be established on which to build communication, advocacy and service. We intend a strong, flexible working document that can be updated regularly and adjusted as needed.

Having new, collaborative-minded leadership in the highest-ranking positions of the Law and Justice Department, police department and Nimiipuu Health, having success with the healing to

wellness courts and young adults program, and the excitement resulting from the start on renovation of the court buildings have all contributed to a desire by justice stakeholders and tribal leadership to step up to strengthen and revitalize efforts in the Tribe's justice system. The timing is right to coalesce partners around a unified, strategic Tribal Justice Action Plan - one that is built from the ground up over 18 months through stakeholders' active participation at every stage of its development.

#### **4. Planning team /collaboration with DOJ TTA provider:**

<b>Core Planning Team Members: (to meet monthly)</b>		<b>Role</b>
	Tribe Executive Committee Member; Chairman, Law & Justice Subcommittee	Will report to full Law & Justice Subcommittee and to NPTEC
	Law and Justice Executive Officer	Project administration oversight; lead liaison to all tribal law and justice entities
	Tribal Court Judge	Data, information; will provide feedback from court staff
	Tribe Police Chief	Data, information; will provide feedback from staff of 21 police officers
	Social Services Manager	Data, information and feedback from all Social Services Departments

Core Team members are those in executive and management positions who will share strategic plan development with their sub-departments and program directors. All core team members will work closely with the Training and Technical Assistance provider from the U.S. Department of Justice by attending all in person and video conference meetings and maintaining close communication and accessibility through phone and email Training and Technical Assistance providers will be able to share general examples of best practices from other tribes who have engaged in sound justice system strategic planning.

Advisory Team members will include [REDACTED], [REDACTED] Tribe Executive Direction (Tribe CEO); [REDACTED], [REDACTED] Health Executive Director; and two or three others in total, including a tribal elder, community representative, and a representative from the Tribe's Office of Legal Counsel. The Advisory Team will meet quarterly.

Training will result in direct skills-building of [REDACTED] Tribe team members, enabling them to become comfortable and knowledgeable in developing a work plan with timeframe for establishing milestones leading to completion of a sound Tribal Justice Action Plan.

Travel and training for core team members will be paid through Purpose Area 2 funding. Three core team members will attend the DOJ-required Purpose Area 2 specific training event and two core team members will attend the required CTAS orientation.

Advisory Team members listed on the above chart will be requested to provide input to core members by attending quarterly strategic planning meetings and sharing information and data regarding their successes and lessons learned within their own departments. Such meetings will be essential to help inform development of the strategic plan.

A Memorandum of Agreement will be signed by all core and community team members within one month of notice of grant award, where all will commit to regular attendance and full participation in the strategic planning process. *Please see attached Timeline.*

Process: Develop a DOJ-approved Tribal Justice Action Plan to strengthen collaboration, communication and stability of law enforcement and law and justice on the [REDACTED] Reservation.	
Task	Lead
Form Core Team and Advisory Team	Law and Justice Executive Officer
Commit to Memorandum of Agreement; Establish Project Milestones	Core Team, Advisory Team
Solicit/Hire Tribal Justice Action Plan Coordinator	Team, Exec. Officer, NPTEC
Work with DOJ TTA Provider	Core Team, Project Coordinator
Facilitate Meetings; Compile Information	Project Coordinator
Provide Input to Plan Development	Core Team, Advisory Team, NPTEC



	Law and Justice SubCommittee
Participate in DOJ Off Site Trainings	Core Team Members
Develop Tribal Justice Action Plan in Concert with Partners	Core Team, Advisory Team, Plan Coordinator
Format and Distribute Draft Plan to Teams	Plan Coordinator
Present Completed Tribal Justice Action Plan to Law and Justice SubCommittee, NPTEC, and DOJ for Approval	Core Team Members
Make Any Necessary Modifications As Needed	Core Team Members, Coordinator
Present Finalized Plan to Key Stakeholders	Core Team Members, Coordinator

**5. Current tribal government and community initiatives whose leaders will be involved; how these initiatives can be leveraged to complement or enhance implementation of the strategic plan; roles of each identified partner.**

The [REDACTED] recently created a new [REDACTED] Tribal Executive Committee Strategic Action Plan, adopted in part in September 2016 - with the exception of completion of strategies and objectives under Goals K and L, which are focused on reducing substance abuse and crime. The [REDACTED] has authorized the Tribe's Executive Officer and recently-hired Law and Justice Executive Officer to meet together and with key stakeholders to complete strategies and objectives for these two goals as they pertain to justice system and community safety and well being needs. Then [REDACTED] is keenly interested in having each department update its own - or create a first - strategic plan that can be adopted as part of the overall [REDACTED] Tribe Strategic Plan.

The Tribal Justice Action Plan will address improving public safety through community-oriented strategies such as increased positive public outreach by law enforcement at community gatherings and within the school districts on the reservation. The development of strategies will include the systematic use of community partnerships and collaborative problem-solving to proactively address public safety issues and increase public trust with law enforcement and the justice system. An increased community policing presence in the most rural areas will instill a

sense of public safety and will enable the police department to improve its operations. Strategies to improve communication and cooperation between the tribal court system and victims of crime will enable more persons who have been violated to come forward with confidence that their needs will be met.

Government or Community Partner	Role
School Districts on Reservation	Address juvenile delinquency, recidivism
Tribal Fish and Wildlife	Collaborative law enforcement, communication
Women's Outreach Program	Communication re violence against women
Other Area Law Enforcement Agencies	Collaboration, communication
Tribal Youth Police Academy	Positive peer mentoring
Community Action Team (nonprofit)	Community outreach; crime prevention

**6. How we will work with the DOJ-provided TTA providers to accomplish the goals of this project.**

\_\_\_\_\_, Law and Justice Executive Officer for the Tribe will provide project oversight. A qualified contractor will be hired by the start of Month 3 through an open, competitive process to help facilitate the planning process meetings, organize and process information and data provided by the project team, and format the final Tribal Justice Action Plan and ready it for printing. A team member who is already a tribal employee will provide in-kind assistance to the team with the community assessment, gathering information from team members, and maintaining close communication with DOJ TTA providers. The core team will meet monthly; the advisory team will meet with the core team quarterly.

Both the core team and the advisory team will meet together with the DOJ trainer and technical assistance provider during the provider's first visit to \_\_\_\_\_, governmental seat of the \_\_\_\_\_ nation. The TTA provider will be kept fully informed regarding progress via monthly reports and further in-person meetings with the core team. Team members (core and advisory)

will maintain open communication with the TTA provider throughout the duration of the project so that information can flow readily back and forth. Please see attached timeline.

## **7. How we will know if the strategic plan works; how success will be determined:**

### **i. What will be measured:**

- Number and frequency of CCR multi-disciplinary team meetings
- Number of domestic violence cases and protective orders filed in the tribal court and the timeframe in which they move through the court system
- number of participants in healing to wellness courts, including graduation rates
- number of notices or referrals from tribal court to the police department and social services regarding status of offenders
- number of informative reports to tribal prosecutor from police department and social services while court cases are pending
- number of clients who are served by the women's outreach program and their reported satisfaction regarding advocacy and services received and their personal feelings of safety
- number of, and attendance at, Coordinated Community Response Team meetings and policy/procedure decisions that are made
- number of persons referred to Behavioral Health by the tribal court
- number of tribal and community officials who actively participate in the strategic planning process and who report positive outcomes from having participated

### **ii. How data will be collected -**



- manually (written down) for number of attendees at meetings and for responses of pre- and post-service surveys given to victims of domestic violence and related crimes
- manually and verbally, and then recorded electronically, as appropriate ...

iii. Who is responsible for collecting data -

- The Project facilitator will work with the director of each program to develop surveys as needed and to gather information and data.
- Collected data will be shared at quarterly advisory team meetings.

iv. How success is defined.

- Baseline data will be collected at the beginning of the project. FIX
- Quarterly review with full analysis every six months; any needed corrective actions will be taken.
- Final review
- Success will be defined by complete development of a comprehensive Strategic Plan to guide efforts of the [REDACTED] Tribe's Law and Justice system. ...

**8. Need for financial assistance and inability to engage in a comprehensive strategic planning process without federal funding.**

The [REDACTED] Tribe is a rural, relatively-isolated Tribe with scarce resources that must stretch thin to address the needs of its membership. An unexpected significant loss of income from the Tribe's small casino three years ago resulted in the [REDACTED] imposing a spending freeze and numerous employee lay-offs. The Tribe is still slowly rebuilding its economic stability but cannot conduct the planning process without DOJ technical assistance and financial support. The Tribe is without funds to pay for strategic planning.

**9. How the Tribe will implement the strategic plan when the federal grant ends; sustainability plan for how other resources will be used and how collaborative partnership or other methods will enhance this process.**

Development of the [REDACTED] Tribe Justice Strategic Plan will be accepted and implemented through a multi-disciplinary approach, as input into its development will have been gathered from all stakeholder departments and programs. A permanent CCR Team will be established, led by the core strategic planning partners to ensure continued adherence to the new strategic plan. Reports on development of the strategic plan during the planning phase will be presented to the Law and Justice Sub-Committee and the tribal council monthly and will establish a baseline for continued reporting. Upon its completion, approval and implementation of the plan will be authorized by the tribal council and continued activities and implementation of strategic plan components will be presented to the council quarterly thereafter. Each department involved in justice, public safety and public well being will be required to implement strategies, adhering to the action plan and timeline that will be developed during the planning process. Sustainability will be ensured by development of a sound Tribal Justice Action Plan as a permanent working, user-friendly document to guide the justice system and its partners well into the future. The Tribe's Law and Justice Executive Officer and Chair of the Law and Justice Sub-Committee to the tribal council will assume responsibility for convening core members annually thereafter to review and update the plan as needed.



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

Applicant Name: [REDACTED] Tribal Court  
Purpose Area #3 Justice Systems, and Alcohol and Substance Abuse (BJA)

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

Approximately 44% of tribal members charged with misdemeanors in the [REDACTED] Town Court have bail imposed. These individuals face longer pre-trial incarceration because tribal lands cannot be used as collateral for a commercial bond. Thus, despite [REDACTED] law requiring two forms of bail be allowed when bail is imposed, the most common being cash and an insurance bond, tribal members living on the [REDACTED] Reservation [REDACTED] face a cash only bail system.

The bail provisions of [REDACTED] State are applicable to the [REDACTED] Tribe [REDACTED] tribal members and the [REDACTED] through 25 U.S.C. § 232, which grant [REDACTED] concurrent criminal jurisdiction. Pursuant to [REDACTED] State law, any bail determination is the sole discretion of the Court, in this case the Town of [REDACTED] or [REDACTED] County Court.<sup>1</sup> Under [REDACTED] law if bail is required by the Court, two forms of bail must be offered by the Court.<sup>2</sup> In [REDACTED] nearly all insured bail bonds, which are the most commonly used form of non-cash bail, are issued by private entities within [REDACTED]. To obtain a bond through these entities a collateral posting is often required, of which the most common is real property. From interviews conducted by the Tribal Court it was discovered that the commercial bail bond companies would not generally deal with tribal members living on the [REDACTED]. This is due to the fact that the [REDACTED] is a Federal Treaty Tribe<sup>3</sup> and that by [REDACTED] law only members of the [REDACTED] may own lands within the [REDACTED].<sup>4</sup> Thus, tribal members have limited ability to post a non-cash form of bail.

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<sup>1</sup> [REDACTED] CPL § 500.10, [REDACTED] CPL § 510.10.

<sup>2</sup> [REDACTED] CPL § 510.30

<sup>3</sup> 1796 Seven Nations of Canada Treaty establishing the [REDACTED], ratified January 1797.

<sup>4</sup> SRMT Land Laws and Land Dispute Ordinance

Applicant Name: [REDACTED] Tribal Court  
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The Town of [REDACTED] is a small rural court that is only open on Tuesday nights from 4:00-8:00 pm. The judges conduct after-hours arraignments as needed. After-hour arraignments are our focus population as the imposition of bail is not an issue when a person is issued an appearance ticket for a misdemeanor appearance during regular court hours. [REDACTED] [REDACTED]'s Division of Criminal Justice Services reports the overall number of arraignments of Native Americans by courts in [REDACTED]. Table One contains the current number of arraignments of Natives in the [REDACTED]. These numbers do not get reported until the case is closed, which explains the decrease in numbers for the most recent years, as more of these cases would still be open and not reported. Moreover, these statistics do not report the actual number of cases pending for tribal members in [REDACTED] Town Court.

DCJS Report of Arraignments of Native Americans 2011-2016								
<u>County</u>	<u>Court</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>Total</u>
[REDACTED]	[REDACTED] Town Court	102	179	100	47	63	29	520

As a small rural court, the [REDACTED] Court does not have the ability to track cases according to race. However, after discussions about the problem of cash bail one judge kept track of his after hour arraignments for a two-month period. During this two-month period the judge arraigned eighteen (18) tribal members. Of those individuals eight (8) were assessed bail, one (1) was held without bail for felony court, five (5) were released on their own recognizance, and four (4) were released on supervision. Thus, 44% of the tribal members had bail imposed. As the judges are required to allow for two different kinds of bail, most likely a cash bail and an insured bond would have been allowed. Cash bail is not an option in a Native population that has a 12.9% poverty rate and an 11.02% unemployment rate. Moreover, unless the tribal members had property outside the Reservation, they would have no collateral for a commercial bond and would be incarcerated until a plea or trial.



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Given that there are two judges at the [REDACTED] Court and they have similar caseloads, it is expected that there are an estimated after-hour arraignments of 216 Natives per year. The majority of these would be misdemeanors as during the actual tracking, only one individual was held without bail for felony court. Using as an approximation 200 Natives arraigned after-hours on misdemeanor charges, it is estimated that 44% or eighty-eight (88) of those individuals are likely to be held on bail. And as a result they may take an early plea deal in order just to be released. Or if they remain in jail they have less access to their counsel to prepare for trial and their families are impacted by their loss of income during incarceration.

## **2. Describe current or previous efforts.**

There have been no previous efforts to address this problem within the [REDACTED]. [REDACTED], a law student working with the Tribal Court, examined the bail problem within the [REDACTED] and found several examples of other jurisdictions who tackled the issue of prolonged pre-trial incarceration of persons because of their inability to make bail.<sup>5</sup> An approach that has been successful in other jurisdictions is the use of a pre-trial risk assessment tool that is used to determine the level of risk the individual will not appear for subsequent court appearances and then providing pre-trial supervision to increase the likelihood the participant returns to court.<sup>6</sup> The Center for Court Innovation (CCI), a member of the our Native Bail Reform Initiative (NBRI) Advisory Team, has developed a pre-trial risk assessment tool and successfully used it in Kings County, in Brooklyn, NY. It is from these previous efforts that our Advisory Team is building upon.

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<sup>5</sup> [REDACTED], Proposals for Resolving Reservation Residents Bail Catch-22: A Case Study of the Indian Reservation & the Town of [REDACTED], 4 American Indian Law Journal 156 (2016).

<sup>6</sup> [REDACTED], Proposals for Resolving Reservation Residents Bail Catch-22: A Case Study of the Indian Reservation & the Town of [REDACTED], 4 American Indian Law Journal 156 (2016).

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

There are two gaps in services related to the bail problem identified above that we will address, in addition to preventing individuals from enduring lengthy incarceration prior to trial or plea agreement. First is the lack of tribal pre-trial supervision and second is the earlier provision of culturally appropriate tribal services.

If tribal member is placed on pre-trial supervision by Town or County courts, supervision is provided by the [REDACTED] County Probation Department. The Tribe is fortunate to have a good relationship with this Probation Department and one day a week the probation officer supervising all tribal members (probation and pre-trial) comes to the Reservation and meets with his clients. He provides pre-trial supervision for an average of thirty (30) people a month, in addition to his regular probation caseload. He requires those under pre-trial supervision to meet with him weekly when he's on the Reservation. His presence on the Reservation has a positive impact on the lives of his clients, as they do not have to travel 30-40 miles to his office. However, his interaction is limited to a brief interaction once a week. Moreover, because the Probation Department's jurisdiction is only in [REDACTED] County, anyone placed on pre-trial supervision or probation must live in [REDACTED] County, which provides an immense problem for many [REDACTED] as an international border dissects our community. Thus a tribal member under pre-trial supervision who lives ten feet beyond the international border and in Canada, must move and provide proof that he resides on the American portion of [REDACTED]. If the individual does not agree to move, his chances of having bail imposed increase as his presence in Canada increases the Court's concern he will not return to Court.

The [REDACTED] Project Coordinator will be present five days a week and also available by phone on weekends able to provide more than a weekly meeting, including check-ins via phone or text,

Applicant Name: [REDACTED]

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drug testing several times a week, home visits, and electronic monitoring. Moreover, the Project Coordinator will work tribal law enforcement and services in the northern portion of [REDACTED] to supervise [REDACTED] participants living in Canada, which is already done by the Tribal Court for HWC participants.

Provision of some tribal services comes during the pre-trial process if the offender is placed in the HWC. Or during pre-trial supervision the county probation officer might recommend the offender seek assistance with addiction issues, but they are not required by the Court. There is not a systematic culturally appropriate assessment of offenders' needs prior to being placed on probation, such as mental health issues, housing issues, family issues, or educational/vocational issues or other criminogenic issues. As a result, despite sometimes facing long periods up to three (3) to twelve (12) months of pre-trial supervision, the offenders are not referred to tribal services to address criminogenic needs until they are placed on probation. Without earlier intervention it is possible offenders will commit additional and more serious crimes.

Under the [REDACTED] Project Coordinator will conduct a needs assessment as soon as an individual is placed in the [REDACTED]. The assessment tool identifies substance and/alcohol abuse, mental health, housing, violence, victimization, and educational/vocational needs. CCI will work with the Tribal Court and tribal services to ensure that the needs assessment, and the pre-trial risk assessment tool, is modified to include culturally appropriate services, in addition to questions regarding human trafficking.

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

In 2011, the Tribal Court conducted an overview of the [REDACTED] criminal justice system that impacts the Tribe and its members. The Tribal Court identified the issue that tribal members are faced with a cash-bail system, and presented this issue to the [REDACTED] Federal-State-Tribal

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Courts and Indian Nations Forum (Forum). It was through CCI's participation in the Forum that the Tribal Court learned about the Brooklyn Justice Initiative and its use of a pre-trial risk assessment tool to place individuals under supervision that would normally be held on bail. It was also through the Forum that the Tribal Court learned about other bail reform initiatives led by [REDACTED]'s Chief Judge and the [REDACTED] Office of Court Administration.

On July 27, 2015, [REDACTED] Supreme Court Judge Marcy Kahn (now Associate Justice) submitted a letter to [REDACTED]'s Chief Judge [REDACTED] in her capacity as convener of the Forum. On behalf of the Forum, Justice [REDACTED] outlined a number of concerns about [REDACTED]'s current monetary bail system, especially regarding the disparate impacts the system has upon Native American arrestees. To remedy these issues, the Forum proposed the development of a pilot pre-trial supervised release program for Native American defendants in the state court system. The [REDACTED] Office of Court Administration (OCA) supported, and continues to support the [REDACTED].

The Forum and OCA, upon consultation with Acting Supreme Court Justice [REDACTED] of [REDACTED] County and former Chief Judge [REDACTED] of the Tribal Court, identified the [REDACTED] Town Court as a suitable location for such a pilot project, the [REDACTED]. The [REDACTED] Town Court was selected because the data compiled by the Division of Criminal Justice Services indicates that the [REDACTED] Town Court has one of the largest caseloads in [REDACTED] involving Native American defendants.

In late 2015, the [REDACTED] Office of Court Administration approved the planning of a pilot project. A planning committee chaired by Justice [REDACTED] and Judge [REDACTED] and consisting of state and tribal court judges, Forum representatives, and the [REDACTED] Office of Court Administration officials was formed to guide the project. The CCI was asked to support the project and joined



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the planning committee. A 2016 CTAS grant application was submitted which was not funded.

The planning committee, which has now transformed into the [REDACTED] Advisory Committee in

order to advise the project's implementation, was committed to seeking other funding. The [REDACTED]  
[REDACTED] Tribal Police Department has joined the Advisory Committee, in addition to the  
current Tribal Court Chief Judge [REDACTED] (See Appendix G – [REDACTED]).

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

The [REDACTED] will reduce the impact of the cash bail system faced by tribal members on the  
[REDACTED] by using a pre-trial risk assessment tool to assist the [REDACTED] Court with release  
decisions, provide local and tailored pre-trial supervision using a needs assessment, and produce  
a culturally appropriate risk and needs assessment tool. The [REDACTED] Advisory Team will guide the  
implementation of the project, review collected data, and recommend changes, enhancements, or  
expansion of the project. A [REDACTED] Project Coordinator will be hired and housed in the Tribal  
Court. This person will handle the day-to-day operation of the project. All tribal member  
arrestees will be considered eligible for this project, including tribal members living on the  
Canadian portion. The Coordinator will conduct a risk assessment for all individuals identified  
by the [REDACTED] Court who have bail imposed or face the possibility of the imposition of bail.  
The Coordinator will conduct the assessment at the next court appearance or at the county jail.

The risk assessment tool screens for three distinct levels of potential risk of an arrestee (Low-  
Medium-High) and assigns a level of risk on whether they will appear at the next court  
appearance based on several indicators including; criminal history, prior failures to appear,  
substance abuse issues, and other indicators. (See Appendix A – Center for Court Innovation  
Criminal Court Assessment Tool Short Screener (CCAT-S).) The Coordinator will present to the  
[REDACTED] Court the determined risk level and various pre-trial supervision alternatives for the



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Court to consider in lieu of bail. These include low level monitoring, such as the offender checking in with the Coordinator through face to face visits, phone calls, texts, to high level monitoring such as electronic monitoring, home visits and drug tests. Ultimately, the decision still rests with the [REDACTED] Court, but with the use of the pre-trial risk assessment tool and the presence of the Coordinator to provide full-time pre-trial supervision, more individuals will be placed on pre-trial supervision in lieu of bail. In instances of a participant's noncompliance the Coordinator will notify and advise the Court of the non-compliance and may seek modification of the release conditions. The Coordinator will also work with the Tribal Police to ascertain whether the participant has incurred any new offenses or is involved in any ongoing investigations. To expand the Initiative, the Coordinator will also work with the [REDACTED] Court to identify tribal members placed on Release Under Supervision of Probation and will coordinate and collaborate with the [REDACTED] County Probation Department to determine if these persons should also be considered for transfer to the [REDACTED].

The Coordinator will provide an early and important linkage to tribal services. Once a participant is placed in the [REDACTED] project, upon his or her first meeting with the Coordinator, the Coordinator will conduct a needs assessment that determines what services the offender may need. (See Appendix B – Center for Court Innovation Criminal Court Assessment Tool: Mid-Length (CCAT-M).) The Coordinator will make a referral to those services, notify the [REDACTED] Court of that referral and asking to make it a term of the offender's release, and report to the Court on the offender's progress in utilizing those services. In this capacity the Coordinator will act as a case manager and work with [REDACTED] participants to ensure they're making their referral appointments and utilizing the services. (See Appendix C – [REDACTED] Flow Chart.) With earlier services and local supervision, the Coordinator will work to participants to decrease the number

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of new offenses and missed court appearances by addressing substance abuse, mental health and other criminogenic issues.

Initially the [REDACTED] will use a risk assessment and needs assessment tool developed by CCI for the Brooklyn Justice Initiative. During the use of this tool the [REDACTED] Advisory Team will work with CCI to develop a more culturally appropriate risk assessment and needs assessment tool.

**6. Identify the specific goals and objectives of the proposal.**

Goal	Obj.	Activities	Person(s) Responsible
1. Decrease the number of times cash bail is imposed on tribal members	1.1 Use a pre-trial risk assessment tool with Natives charged with misdemeanors in Town of [REDACTED] Court to provide judges with information to assist them in making release decisions.	a. [REDACTED] Advisory Team continues regular meetings to aid implementation	[REDACTED] County Justice [REDACTED] and Tribal Court Chief Judge [REDACTED]
		b. Tribal Court to hire [REDACTED] Project Coordinator	Tribal Court Chief Judge and Court Administrator
		c. Train [REDACTED] Project Coordinator and Advisory Team on risk assessment tool	CCI
		d. Attend probation training	[REDACTED] Project Coordinator
		e. [REDACTED] Project Coordinator begins using risk assignment tool with tribal members charged with misdemeanors in Town of Bombay Court	[REDACTED] Project Coordinator
		f. Tribal members placed in [REDACTED] program	Town of [REDACTED] judges
		g. [REDACTED] Project Coordinator supervises all participants according to level of risk and needs via in person meetings, house visits, phone calls, and texts.	[REDACTED] Project Coordinator
2. Reduce missed court appearances and recidivism	2.1 Expand [REDACTED] by providing tribal pre-trial supervision for tribal members placed on Release Under Supervision	a. Work with [REDACTED] Court and [REDACTED] County Probation to develop process to transfer pre-trial supervision of tribal members placed on Release Under Supervision to [REDACTED]	[REDACTED] Project Coordinator and Tribal Court Chief Judge
	2.2 Provide tribal pre-trial supervision for	b. Needs assessment conducted on all [REDACTED] participants	[REDACTED] Project Coordinator

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	all tribal members accepted into the [REDACTED] program	c. Maintain supervision according to determined risk level and monitors for new criminal activity.	[REDACTED] Project Coordinator
		d. Work with participants to address reasons missed court appearances (i.e. substance abuse issues, fear of system, lack of understanding, family issues)	[REDACTED] Project Coordinator
		e. Supervise individuals that live in the northern portion of the Reservation and work with tribal agencies on the northern portion to ensure participant receives needed services	[REDACTED] Project Coordinator
3. Improve and expand the [REDACTED]	3.1 Determine whether missed court appearances and recidivism are being reduced	a. Collect data on number of charges, dispositions, length of pre-trial supervision, number of individuals assessed with risk assessment tool, number of individuals accepted in [REDACTED], number of individuals successfully completing [REDACTED], number of new arrests, number of missed court appearances, number and types of services participants referred to using needs assessment	[REDACTED] Project Coordinator
	3.2 Analyze data to improve [REDACTED] and share lessons learned	a. Data shared with [REDACTED] Advisory Team on a monthly basis, quarterly summaries, and an annual report.	[REDACTED] Project Coordinator and Tribal Court Chief Judge
		b. Provide recommendations based on the data to improve or expand the Initiative.	[REDACTED] Advisory Team
		c. Report at bi-annual Forum meetings and other tribal court forums through various conference presentations	Justice [REDACTED], Justice [REDACTED], Chief Judge [REDACTED]
4. Create and share a culturally appropriate risk and needs assessment tool for the [REDACTED].	4.1 Adapt CCI's risk and needs assessment tool to be used with a Native population	a. Identify cultural experts within [REDACTED] community	[REDACTED] Project Coordinator, Tribal Court Chief Judge
		b. Hold discussion forums with experts	[REDACTED] Project Coordinator, Tribal Court Chief Judge, CCI
		c. Provide information from experts to Advisory Team	[REDACTED] Project Coordinator,

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			Tribal Court Chief Judge, CCI
		d.Make changes to tools	CCI
		e.Gather data using new tools	[REDACTED] Project Coordinator

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

The [REDACTED] will be guided by the Advisory Team, described below in section eight (8). The Project will result in one new staff person, the Project Coordinator, in the Tribal Court. (See Appendix D – Project Coordinator Job Description.) The Project Coordinator will be supervised by the Tribal Court Administrator and Chief Judge. (See Appendix E – Tribal Court Organization Chart.) The Tribal Court Administrator supervises the current staff of five (5), soon to be six (6) upon a new hire for the Family Treatment Court. The HWC Coordinator, who is supervised by the Court Administrator, will supervise the [REDACTED] Project Coordinator as their jobs are similar and the HWC has seven (7) years of experience in her position. The Tribal Court Administrator has supervised the HWC Coordinator for three (3) years and filled in for the HWC Coordinator when needed due to vacations or illness, and thus is familiar with supervision of participants. This supervision will contribute to the success of [REDACTED] as the Coordinator will have a direct supervisor and the Court Administrator familiar with his or her duties. All of the Court staff is supervised by the Chief Judge, who is part of the [REDACTED] Advisory Team. Chief Judge [REDACTED] has conducted numerous workshops on Healing to Wellness Courts and supervises the Tribal Court's HWC.

The only program contracted to be a part of the [REDACTED] is CCI. The Tribal Court, the Forum, and [REDACTED] are very familiar with CCI and have worked with them on other projects. CCI brings expertise having worked with tribal and non-tribal justice systems on court reform projects,



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including bail reform. The Tribal Court will oversee the administration of the contract with CCI.

The Tribal Court has previously supervised contractors, including part-time clerks, part-time judges, and research assistants on grant projects.

The Tribe's administration assists the Tribal Court with the administration of grants. The Tribal Court and the [REDACTED]'s administration have worked together on previous grants. The Court Administrator works with the Tribe's grants office to submit the required grant reports. The Court Administrator also works with the accounting office which provides him with encumbrance reports. The Court Administrator then follows tribal policies and procedures for all grant expenditures and works with the accounting office to ensure the grant financial reports are submitted.

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

The Tribal Court's current initiatives with the Forum, the [REDACTED] Court, and Judge [REDACTED] in [REDACTED] County will also contribute to the success of the [REDACTED]. The Tribal Court works with the [REDACTED] Court on referring individuals from their Court in the HWC. The Tribal Court works with Judge [REDACTED] on referring individuals from his Family Court to the HWC Family Treatment Court. As noted above, the creation of the [REDACTED] came about due the relationships between the Tribal Court and the NYS Forum. The [REDACTED] collaboration will only strengthen the relationships between the courts and the jurisdictions and potentially lead to further collaborations if the [REDACTED] Advisory Team identifies new issues that require a similar collaborative problem-solving approach across jurisdictions.

The [REDACTED] Advisory Team consists of the following:

- Tribal Court Chief Judge [REDACTED] and [REDACTED] County Supreme Court Justice [REDACTED], Co-Chairs: The co-chairs will work together, representing their respective

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jurisdictions, to ensure monthly meetings are held and information is shared, and lead the

Team assessing the success of the [REDACTED] and sharing lessons learned with other jurisdictions.

- [REDACTED] Associate Justice [REDACTED], Appellate Division of the Supreme Court, First Department and Convener of the [REDACTED] Federal-State-Tribal Courts and Indian Nations Justice Forum: Justice [REDACTED] brings judicial expertise and experience in working with tribal courts to the Team and will assist the Team in its implementation and sharing of the Team's lessons learned with the [REDACTED] Forum and state-tribal court forums across the country. Justice [REDACTED] has attended several national conferences involving state-tribal court forums and has built relationships with these forums that will assist with sharing lessons learned.
- [REDACTED] Chief of Police [REDACTED]: Chief [REDACTED] will provide the Team with input from the Tribal Police on the implementation of the project. Chief [REDACTED] will also provide input to the Project Coordinator during her supervision of the participants to determine whether the participants have incurred new criminal offenses.
- [REDACTED] Town Court Judges [REDACTED] and [REDACTED]: Judge [REDACTED] and Judge [REDACTED] play important roles on the Team as their Court is the site of the pilot project. They will work closely with the Project Coordinator and provide feedback to the Team on the use of the risk assessment tool and tribal pre-trial supervision.
- [REDACTED] Office of Court Administration (OCA): OCA will provide input to the Team on implementation of the Project, including evaluating the Initiative, determining what improvements are needed based on the Initiative's performance, and best practices learned with [REDACTED] State judges. The Office of Policy and Planning of OCA will also assist in training participating stakeholders and other personnel involved in the Initiative.

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- Center for Court Innovation (CCI): CCI will provide guidance on implementation of the Initiative, training on using the tools, and lead the process to adapt the tools to be culturally appropriate.
- [REDACTED] Project Coordinator. The Project Coordinator will keep the Team up to date as to the implementation of the project, assist in addressing any issues during its implementation, and provide data and data analysis to the Team to assist with the evaluation of the Initiative.

#### **9. Measurement of Success and Data Collection**

Initiative will be successful if it decreases the instances cash bail is imposed on tribal members, reduces recidivism and missed court appearances, increases the use of tribal services to address criminogenic issues, results in the creation of culturally appropriate risk and needs assessment tools, and continues the collaborative problem-solving approach of the Team.

The following data will be collected by the [REDACTED] Project Coordinator: number of individuals assessed using the risk assessment tool prior to and post to culturally appropriate changes, number of individuals accepted in the [REDACTED] prior to and post to culturally appropriate changes, number of individuals completing the [REDACTED], the type of charges of the individuals accepted into the Initiative and the charges of individuals not accepted in the Initiative, number of individuals who did not successfully complete the Initiative and why, new arrests, missed court appearances by [REDACTED] participants, and number of participants referred to tribal services. The data will be collected using a database program that captures no identifying information.

#### **10. Sustainability**

The [REDACTED] sustainability plan focuses on maintaining the [REDACTED] impact on the [REDACTED]. The Tribal Court will make all attempts necessary to continue the position of the [REDACTED] Project Coordinator by presenting to the Tribe and the community the Initiative's success as shown by

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the data collected. To ensure the [REDACTED] continues in the event the Tribal Court is not able to secure an increase in its budget, the Tribal Court and Advisory Team will focus on cross-training Team members on the use of the risk and needs assessment tools, including the Tribal Court Administrator, the HWC Coordinator, and [REDACTED] Court judges. The Project Coordinator will work with the [REDACTED] County Department of Probation to determine their interest in using the tools, in addition to inviting them to participate on the Advisory Team. The Project Coordinator will also work with the tribal services that are sent referrals by the [REDACTED] and work to cross-train their staff and determine their interest and possibility in being involved on the Team. The Tribal Court will also cross train all its staff on the supervision of [REDACTED] participants.

#### **11. Need for Financial Assistance**

The [REDACTED] is located in an economically depressed area of [REDACTED] and despite [REDACTED] grant of concurrent criminal jurisdiction, it receives no federal funding for this grant of authority. Thus, the jurisdictions must work together to address the problems. The Tribe recently had to reduce its budget, due to the sluggish economy, the decrease of gaming revenues, and increasing need for tribal services. When the Tribal Court did not receive CTAS funding in 2016 for the [REDACTED], the Team worked to identify other funding including, including the current Tribal Court budget and the [REDACTED] budget. However, both of these budgets had already faced cuts and were already committed to maintaining current staff positions and projects. The Tribal Court and [REDACTED] Advisory Team are committed to the project, but the Tribe is not able to provide financial assistance and thus the [REDACTED] needs the assistance of federal funding to move forward.

#### **12. Funding in Multiple Purpose Areas**

The Tribe is not applying for any other Purpose Areas.



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



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 prevalence of alcohol and drug addiction and related crime at the [REDACTED] [REDACTED] [REDACTED] has reached confounding proportions. The high rates of domestic violence, assaults, break ins, and larceny are wounding an already poverty stricken community. Our youth live in a cycle of violence and addiction that is hard to escape. [REDACTED] county sheriff's offices and [REDACTED] police departments, located throughout the [REDACTED] service area, report crime statistics that scream urgent need for tribal intervention. In 2015, 2,054 adults and 622 juveniles were arrested for crimes.

Crime Statistics 2015		Adults	Juveniles		Adults	Juveniles
Murder	0			0		
Rape	36			4		
Robbery	22			1		
Felonious Assault	122			13		
Breaking & Entering	344			49		
Larceny	961			112		
Motor Vehicle Theft	50			7		
Arson	12			0		
	1535			186		
UCR Arrests		309	85		18	1
Drug Arrests		406	36		38	7
Alcohol Arrests		558	35		59	5
<b>Total Arrests</b>		<b>1871</b>	<b>604</b>		<b>183</b>	<b>18</b>

Per the 2016 Office of Juvenile Affairs – JOLTS Statistics for Indians in [REDACTED] County, 262 or 36% of crimes committed in [REDACTED] County (N=731) were done by juvenile Indians. Ten kids were arrested for weapons possession, four arrested for sex crimes, 96 kids were arrested for drug and alcohol possession and sales, 40 for public conduct/decency, 11 for traffic crimes, 69 for crimes against property, and 36 for crimes against persons. One in every 10 people living in [REDACTED] County is Indian and almost 94% of people living and receiving services at [REDACTED] are extremely low-low-moderate-income according to a recent survey of 189 tribal members.

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

The [REDACTED] Social Development Center (SDC) provides Indian men and women, 18 years and older, a non-medical Primary Residential Treatment (PRT) program (45-day in-patient treatment, 24

hours a day/7 days a week/365 days a year) and 8-week, one hour a week, Outpatient Treatment (OPT) for clients living in the tribal jurisdiction. Clients can be self-admitted or under court order. Alcohol and meth are the main addictions clients enter the facility for treatment. Services at the SDC include: individual counseling, family counseling, spiritual/traditional counseling, traditional healing, substance abuse and chemical addiction classes, follow-up, and aftercare. The SDC is staffed with a Director, Treatment Supervisor, Female Counselor, Nutritionist/Cook, Night Attendant Supervisor and two Alternative Night and Weekend Attendants.

The SDC building was built in 1989 and has not been updated since. Under a contract with Indian Health Service, the [REDACTED] have been providing this community health program since 1975. Between 2015 and 2016, the SDC processed 94 clients through its residential program, with 12 women dropping out. The SDC has a policy to admit [REDACTED] members first as part of contractual agreements with Indian Health Service. Although located in the [REDACTED] tribal community, this is a regional treatment facility for Indians. **The demand for treatment services is greater than the SDC can meet with only 10 beds.**

Efforts are underway to compact program funds from IHS to grow the operational aspects of the facility from its current \$1.2 million annual operating contract. If the SDC can expand (from 10 beds to 20), to meet the existing need for treatment and addiction counseling in our community, our tribal justice system may see a reduction in the number of domestic violence cases, crimes associated with drugs and alcohol, and fewer juvenile arrests for possession, sales and related truancy and delinquency. **Over the last 42 years, the [REDACTED] Tribe has treated an estimated 3,400 Indian people for substance abuse** and we believe this has made a difference---but more residential treatments, admissions, and counseling are desperately needed because the SDC has to turn clients down each week due to limited bed space.

**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 gaps in service at the Social Development Center are twofold: 1) delivery-the SDC does not have enough beds to meet the current demand for treatment services and 2) facility conditions-the facility is aged, lacks modern amenities and energy efficiency, and design and lack of surveillance does not prohibit men and women from remaining separated at night. The building is also not equipped with the video surveillance coverage needed to keep watch outside of the facility. With a high crime rate at [REDACTED], theft and vandalism are common occurrences. We also must ensure that clients, their families who are visiting, and our staff are safe both inside and out with better lighting around doors and windows at the facility. Video monitoring will also allow us to lock down sections of the facility remotely in cases of emergency. The windows and doors are no match for someone to kick in or out of the facility. Most of the rooms are equipped with window cooling units that can be taken out with ease. The dining area is accessible through a sliding glass door. These deficiencies, and more, will be remedied through the renovation and small kitchen expansion project funded by CTAS.

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

[REDACTED] Tribal Leaders have been inundated with community members voicing their stance that the Tribe take action against the high rate of drug and alcohol addictions at [REDACTED] and dramatically reduce the level of victimization of [REDACTED] people in the community. As a result, the Tribal Business Committee made the decision to pull key program staff together to plan for a FY17 CTAS consolidated application to: **PA#2** – undertake comprehensive strategic justice system planning, including CTVA code development, to keep up with the modern era, protect victims against crime, and punish those adults and juveniles who harm others; **PA#7** – create a new comprehensive tribal victims assistance program for all [REDACTED] victims of crime and violence; **PA#9** – develop and implement a new tribal youth project titled, [REDACTED], aimed at 1) **leadership** = instilling leadership qualities in individuals ages 10-17 by

teaching them their potential and rewarding them by their actions through opportunities and 2)

**liberty** = mentoring youth how to end the cycle of violence and contribute to [REDACTED] culture through advocacy, behavior, community work, spending time with family, and carrying on Ponca lifeways: stories, values, arts, culture, music and language to reduce juvenile crime, drug and alcohol addiction, teen pregnancy, school dropout, bullying, depression and suicide; and **PA#4** – renovate and expand the Tribe’s 45-day residential drug and alcohol abuse treatment center so more people can receive help and offenders can serve their court ordered treatment closer to home in a safer and more modern facility.

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

The [REDACTED] Tribe’s funding request for FY17 CTAS Purpose Area 4 renovation and expansion is needed to treat community residents for drug and alcohol addictions. Our youth learn from the examples of their parents and grandparents; the cycle of addiction must stop. The [REDACTED] Social Development Center (SDC) is a 45-day residential drug and alcohol treatment center with 10 beds. It is an aging building that is not an ideal living and learning environment due to the aging infrastructure and lack of amenities, such as safe showers. (Please refer to **pictures** on Page 1.)

With this project, the existing building will be gutted and refinished on the interior, the leaking roof and molding insulation and drywall will be replaced, the plumbing and electricity will be updated, as well as new lighting, doors, windows, cabinetry and flooring. The kitchen, dining room, and meeting rooms will be enlarged. The living quarters will receive new locker rooms and expanded bed space for new bunkbeds. A new HVAC system will be installed and the SDC can donate old window units and space heaters to those in need. Without fencing, the lawn furniture is routinely stolen and the small storage shed is broken into and lawnmowers stolen. We are proposing a new metal storage barn (40 FT x 40 FT) that can serve as an indoor recreational space as well as locking storage that is accessible only by a fenced yard.



At the end of this 24-month renovation project, the [REDACTED] 7,247 square foot Social Development Center will be renovated and another 894 square feet added. The men's and women's bunkrooms will be refreshed and instead of five (5) beds in each section, both spaces will house new bunkbeds to **double the number of clients the SDC can treat**. With more clients receiving drug and alcohol addiction treatment and professional counseling, the quicker we can turn lives around and stop one more youth from learning bad behaviors from an addicted adult. The SDC will go from seeing 80 clients a year to 160 with the renovation and expansion of the [REDACTED] Social Development Center.

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.

**GOAL** - The primary goal of this funding request is to renovate and expand the Social Development Center within 24 months of award notice.

**OBJECTIVE 1** – Project Formation. **#1 Activities** – **A.** Form a SDC Project Team to ensure the SDC is renovated per the program needs and expanded on time and on budget. Plan with tribal program stakeholders to ensure renovation efforts do not greatly disrupt the day-to-day operation of the SDC (which will remain open during the project). **B.** Work with BJA Technical Providers and the U.S. Corps of Engineers to define responsibilities and inspection schedules. **C.** Attend the required CTAS training in Washington, DC. **D.** The BJA TA will certify the building is structurally sound prior to using grant funds. **E.** Perform an environmental records review prior to requesting the use of federal money. **F.** Develop a Design-Build solicitation for Requests for Qualifications, **G.** Interview at least three Design-Build teams responding to the RFQ, **H.** Select a contractor team (architect, engineer and construction contractor). **I.** Work up the project plan to a 30% design phase and associated cost proposal. **J.** Contract with the Design-Build contractor. Design renovations to

greatly improve the atmosphere of the treatment facility, make it more secure, and make it conducive to changing addictive behaviors.

**OBJECTIVE 2** – Project Implementation. **#2 Activities** – **A.** Design-Build Contractor to complete plans and specifications to 100%. **B.** Renovate to substantial completion.

**OBJECTIVE 3** – Project Closeout with 24 months. **#3 Activities.** **A.** Clear final punch list. **B.** Contractor turns building over to the Tribe and 12-month warranties begin. **C.** Ribbon cutting. **D.** Close out the project within 90 days of the completion of construction.

Please refer to the attached Construction Project **Implementation Schedule**, U.S. Army Corps of Engineers **Detailed Construction Cost Estimate** and SDC Renovation and Expansion **Floor Plan**.

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.

██████████, Project Administrator for the ██████████ Nation has 20-years of tribal construction experience and has been working as the Tribe's federal project administrator on federally-funded projects since 2007, such as the roads, housing rehabilitation, construction completion of the ██████████ Health Center's new Dialysis Center, rehabilitation of the Tribe's sewer lagoons, and comprehensive water infrastructure and water standpipe construction. ██████████ has recently completed the close out of a Veteran's Administration construction project at the ██████████ cemetery and has successfully closed out a prior CTAS renovation project for the ██████████ Multipurpose Center. ██████████ will serve as the Project Manager (at a 75% PTE) for this funded project so that SDC staff can concentrate on service delivery.

The Project Manager will work closely with the BJA Technical Assistance Provider, WHN Nisqually and Alpha Corporation on critical phases of the project design and construction and will



rely regularly on the U.S. Army Corps of Engineers – Tulsa District to be onsite during important inspection phases of the project and to verify contractor pay applications. [REDACTED] of the Corps has a very positive working relationship with the Project Manager and Tribal Business Committee and a history of helping the tribe meet its project timelines.

The Project Manager, SDC Director and Health Director will, together, select a Design-Build team. D-B is the most favorable contracting vehicle for the tribe as the project liability rests with the D-B contractor for design, engineering and construction should something go wrong. The contract amount is also known up front and the Design-Build team must work within the amount provided or risk the tribe selecting another Design-Build firm at the 30% design phase. The Tribe's reliability in professional contracting and paying contractors timely ensures there is healthy American Indian Design-Build competition for work at [REDACTED]. The Tribe is also a TERO tribe and can supply local labor to prime and subcontractors.

**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 (e.g advisory boards, tribal leaders, non profits, private organizations, and regional relationships)**

The Tribal Business Committee supports the FY17 CTAS comprehensive application. (See **Tribal Resolution**). The Tribal Chairman supports the overall CTAS FY17 application for PA#2, PA#4, PA#7, and PA#9 and the ongoing Operation and Maintenance of the SDC. (See **Letter of O&M Support from the Tribal Administrator and Corps Estimate of O&M Expenses**). The [REDACTED] Health Center Director and Director of Behavioral Health at [REDACTED] support this project. The [REDACTED] Health Center has identified in its 2015-2020 Strategic Plan action items to provide the clients of the SDC regular group nutrition/exercise and diabetes prevention counseling. The SDC Director, Domestic Violence Victims' Advocate, and Education and Training Director all support this project. (See **Letters of Support**). The Corps of Engineers has also pledged their technical assistance for this project upon funding.

**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.**

**a. What will be measured?**

In accordance with the Corps of Engineers Implementation Schedule (attached), **1)** the environmental review must be complete within the first 3 months of the project so that the Project Manager can **2)** obtain approval from BJA TA to advertise for the Design-Build opportunity and **3)** go out for a request for qualifications by month five. **4)** A Design-Build contractor will be selected and requested to provide drawings at a 30% phase for **5)** Tribal Leader approval to go to contract within 7 months of starting the project construction. (Every effort will be made to be under contract within 6 months of the award to exceed the schedule and move the completion date up to help the SDC get back up to full operation). **6)** Final Design and specifications will be accomplished by month 8. **7)** Renovation/construction to substantial completion will take an estimated 10 months due to working around a fully operational residential treatment facility with **8)** the keys to the facility, certificate of occupancy and the start of the 12-month warranty period for the contractor and equipment by month 20. **9)** The final measures of construction/renovation performance will be clearing the Final Punch List items and making Final payment to the D-B contractor by month 22. **10)** Final measure of project performance will be the close-out of the project with the BJA by month 24.

**b. How will data be collected?**

Data on progress of the renovation completion schedule will be collected/shown on progress payment requests made by the D-B contractor to the Tribe and their subsequent payment. Payment requests will be verified by the contractor, his/her architect, and then forwarded to the Corps of Engineers for signature concurrence before the Tribe processes for payment. The Corps of Engineer, under their Technical Support Agreement, will be on site at renovation and construction phases for inspection of foundation steel and concrete, sanitary sewer plumbing, utility stub-up, slab steel and slab concrete, fire flow, roof system, exterior wall cavity, MEP top out, above-ceiling,

substantial completion, certificate of occupancy, final punch, and close out. These are additional measurements of project progress. The Corps detailed inspection reports are essential for project file documentation.

**c. Who is responsible for collecting the data?**

The [REDACTED] Project Manager is responsible for processing the Design-Build Contractor progress payment requests and receiving the Corps of Engineer inspection reports. This data will be used by the Project Manager to report the project progress to BJA through the online GMS system.

**d. How is success defined?**

Successful will be defined by the SDC facility being fully renovated and expanded within 24 months from award. The SDC facility will have 7,247 square feet renovated, 894 square feet of new space, a new 40' by 40' metal storage barn and yard fencing, and a facility that is furnished and refreshed for the next 20 years. Accomplishing the project on-time and on-budget is how project success will be defined.

**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?**

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

Because the SDC operational budget is set by an Indian Health Service contract, annual funding for the SDC is well established. There are no challenges anticipated with sustaining the SDC facility in the immediate future as it is a regional treatment facility for Indians and has been funded continuously since 1975. The SDC expansion in service, doubling the client space from single beds to bunkbeds, will provide 10 beds for men and 10 beds for women, up from a total of 10 beds. Thus, the client costs are expected to increase from \$130,000 a year to \$260,000 and two additional attendants will be hired at an annual cost of \$100,000 (\$40,000/salary plus 25% fringe). The cost of the staff will be renegotiated in the IHS contract as will the increase in facility operational costs. The current annual contract with IHS is \$1.2 million and will be renegotiated to \$1.5 million annually. If there is an operational shortfall due to the increase in residential treatments or staffing,

the [REDACTED] Tribe can reallocate its annual lump sum funding from IHS. The [REDACTED] Health Center currently receives \$3.6 million a year as a compacted Tribe. Third-party money collected by private health insurance payments can also be allocated to cover the SDC facility operational costs should IHS not fully fund the SDC's expanded services. Third-party can only be used for health delivery so the money in this account builds to fund needs such as expanded drug and alcohol services at the SDC.

- b. If your tribe will be requesting BIA/IHS assistance to meet facility operations and maintenance needs, you should describe the request to IHS for staffing, operations, and maintenance of the proposed facility renovation. Applicants should describe the development of a renovation plan that explores correctional building options to ensure a cost-effective design.**

The cost of facility operations is already part of the IHS Social Development Center annual contract. Since only 894 square feet are being added to the facility, it is not expected that there will be a significant cost to the facility operation and maintenance budget. If anything, updating SDC infrastructure to energy saving hot water tanks, heating and cooling system, low-e windows, energy efficient appliances, and LED lighting will all significantly reduce the gas and electric utilities of the facility. Better roof and wall insulation will also keep the building envelope from air leakage that is currently being caused by a bad roof, lack of proper attic and wall insulation, air conditioning window units, deteriorated caulking around windows and door thresholds, single pane windows, and uninsulated conduits for wiring. The Corps of Engineers will work the Tribe's Project Manager and the D-B's architect to ensure the building is designed with cost savings and effective renovation measures.

- c. If your tribe chooses to be responsible for the ongoing costs of the facility operation and maintenance, you should state that commitment here.**

The [REDACTED] Tribe is responsible for the ongoing costs to operate and maintain the Social Development Center and has been since 1975. The Corps of Engineers anticipates that the first-year operational extrapolation of O&M for the entire SDC will cost \$18,300. This includes security, electric costs, natural gas, utilities for water and sewer, insurance and a reserve. The costs of these

O&M expenses are already included in the annual contract with IHS and will be paid by the Tribe, as indicated in the **attached Tribal Administrator's letter of support** for O&M and staffing.

**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 [REDACTED] Tribe has been experiencing an economic downturn for the last seven (7) years with the closing of its Tribal Casino. Business at the casino was drawn away by several other casinos in the immediate area with tribes who have diversified economies and could draw gambling patrons away with multiple conveniences such as gas stations, restaurants, and hotels. Funding for the renovation of the Social Development Center is desperately needed because the [REDACTED] Tribe does not have any other revenue source to pay for it. Over the last few years, the Tribe has applied for HUD funding to develop a dialysis clinic, which has just been completed, sewer lagoon rehabilitation, and a complete overhaul of the [REDACTED] waterline infrastructure. These projects required tribal leverage at 25% (\$270,000 each) to score high enough to get the HUD grant funding (\$800,000). Thus, the Tribe has no more money in reserve to tackle the renovation costs of the Social Development Center or to provide construction leverage funding. Future HUD projects are also temporarily on hold as the [REDACTED] Tribe struggles to find revenue for community development.

**12. If you are requesting funding in multiple purpose areas is the receipt of BJA Purpose Areas #4 funding required for the implementation of any other purpose areas being requested?**

BJA **PA#4** funding for the renovation and expansion of the Social Development Center is critical for the [REDACTED] Tribe to meet its comprehensive CTAS plan to tackle drug and alcohol abuse and the symptoms of it---namely depression, suicide, crime, and domestic violence. Our youth are learning negative behaviors from their friends, parents, and grandparents who are addicted to drugs and alcohol. The [REDACTED] Tribal Court must strategically plan for comprehensive justice reform and strengthen codes to protect victims of crime and order more drug and alcohol residential treatment if we are to get in front of the problems at [REDACTED] (as proposed in our **PA#2** request). We must create a comprehensive tribal victims' assistance program to directly advocate and serve those men,

women, children and grandparents who are being victimized by adult and juvenile drug and alcohol addicts (as proposed in our **PA#7** request). And, our youth must be given a tribal program that will help them become future leaders and free themselves from the cycle of poverty, crime, addictions, and depression that plague them. We must teach them to be better than what they see in the many substance abusers in our community and give them the leadership tools to think bigger and bolder in what they can accomplish in life (as proposed in our **PA#9** request).

**13. In determining the size and design of a new facility or facility expansion, it is important to understand how the facility will be used and will coordinate with other available tribal law enforcement and courts. To begin the process, complete the Daily Case Record for all targeted population, cases entering the criminal justice system from July 1, 2015 through June 30, 2016.**

The goal of the treatment center staff is to rehabilitate drug and alcohol addicts. Clients who complete the 45-program are issued a certificate to satisfy court requirements. Approximately 80 people successfully complete the residential treatment program each year. This number will increase to 160 when the center can accommodate 20 beds as opposed to 10.

The SDC is staffed by seven employees under a Program Director. The Director works directly with [REDACTED] Health Center, Behavioral Health Department's Director and Licensed Professional Counselor, [REDACTED]. [REDACTED] meets with each client prior to admission to assess the drug and alcohol addiction and any other behavioral issues that may impede treatment or indicate if the client may be a threat to others in the facility. [REDACTED], Treatment Supervisor and Counselor is onsite at the SDC to oversee the programs in place for treatment. [REDACTED] is the women's counselor. There is also a cook/nutritionist, attendant supervisor, and two night/weekend attendants. The program offers one-on-one counseling, family counseling, spiritual/traditional non-denominational prayer services, traditional healing practices such as sweats and smudging. The clients are required to attend alcohol and substance abuse classes, activities and sessions with the objective of teaching the individual or group about the harmful effect of addiction.

Clients are out of bed at 6:00 AM and in bed by 10:00 pm. Beds must be made by 6:15 AM and laundry washed twice a week. Doors to the facility are locked at 10:00 PM. Clients are allowed one 10-minute phone call once a day. Each client is assigned a housekeeping detail to be responsible for that day and on a weekly rotating basis. Radios and TVs are not allowed during working hours or from 8:00 AM to 4:30 PM. Group movies are allowed by the counselor but the TV is off at 10:00. Men and women living quarter are separated and off limits to the opposite sex.

The [REDACTED] Health Center, [REDACTED] Behavioral Health Department, [REDACTED] Wellness Center, [REDACTED] Transit, BIA Law Enforcement, and Tribal Court are necessary partners in the efficient and effective management of the SDC. The SDC does not contract out for services and is self-sufficient in its operations.

<u>Daily Case Record: July 2015-June 30, 2016</u>		
[REDACTED] Tribe's Social Development Center – [REDACTED] County Crimes		
<u>Target Population</u>	<u>Total</u>	<u>Disposition</u>
Adult Indian arrests (N=347) for drugs and alcohol	208	Court Ordered Residential Drug/Alcohol Treatment

14. Provide a summary of program spaces in the proposed facility
  - a. **The number of offenders to be served** - from 80 to **160** a year due to renovations and doubling bed space from 10 beds to 20 (**10** men and **10** women), for those 18 and older, self-admitted and court ordered, for drug and alcohol residential treatment.
  - b. **Characteristics of the offenders to be served (pretrial/convicted, offenses, adult/juvenile, male/female)** – Taking [REDACTED] County crime statistics of **964 adult arrests for drug and alcohol crimes** and extrapolating 36% of that number as American Indian (from [REDACTED] County juvenile statistics) indicates the SDC intake population is **347**. However, per SDC quarterly reports for this period, only **60%** of this number is court-order for treatment or potentially **208 people**. **The need is higher than what can be met.**
  - c. **Length of time offenders will be held in the facility** – 45 day treatment process culminating in a certificate of completion to satisfy court requirements
  - d. **Programming activities for offenders while in the facility and following release**

The first three (3) days are orientation and the first 10 days are restricted (no telephone calls or visitors). The clients are given a weekly schedule of 12-Step meetings of Alcoholics Anonymous, Al-Anon, Alateen and Alano depending on the client's needs. Individual and group classes are: Simple Steps AA, Courage to Change Al Anon, Step Work Group, AA Book Study, AA Meetings,

Freedom AA, Acceptance Group AA, Al-Anon, Alano Group, Women's Group, The [REDACTED] AA Group and the 11<sup>th</sup> Step AA meetings/sessions during each week of treatment. Narcotics Anonymous and Gamblers Anonymous are also provided. A typical day of activities include exercise, thought for the day, group session, lunch, nutrition counseling, adult education, physical therapy at the [REDACTED] wellness center, recreational therapy, general administration and individual counseling through [REDACTED] Behavioral Health. AA and NA meetings are held from 7-8 PM during weeknights and alternate between the [REDACTED] Social Development Center, [REDACTED] Tribe, [REDACTED] Tribe, [REDACTED] Tribe, and Harmony House in [REDACTED] City.

**15. What was the average daily population for the current facility during the period of July 1, 2015-June 30, 2016?**

For the reporting period of July 1, 2015 through June 30, 2016, the SDC housed up to 80 clients for a 45-day program stay ( $365 \text{ days} / 45 \text{ days} = 8 \text{ treatment sessions} \times 10 \text{ beds} = 80 \text{ clients}$ ). The [REDACTED] SDC - [REDACTED] Area Office Indian Health Service Substance Abuse Quarterly Statistical Reports for this period indicate **94** clients were admitted, **82** completed the 45-day program, **12** dropped out of the program, and **56** were court ordered.

**16. Describe as fully as possible any ways in which this data may not accurately reflect historical patterns of admission and length of stay in the tribe's system. Are there any obvious reasons for these differences such as time of year?**

Not all clients who enter the SDC program stay with the program. Some clients are self-admitted and some are ordered by court. Women are **100%** more likely than men to enter the program and drop out after a period of 2-4 days. One rationale may be that they have children and family responsibilities they cannot leave unattended or entrusted to others. The two main afflictions of the clients entering the SDC are addictions to alcohol followed by methamphetamines, followed by an addiction to both, and lastly an addiction to prescribed medicines.

What the data clearly points to is that the [REDACTED] community has a drug and alcohol addiction epidemic, for adults and juveniles, and a cycle that is hard to escape from and recover from, especially for women.



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

**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 problem(s).**

The [REDACTED] is committed to ending the high rates of violence against women and men in this community and ensuring the safety of all community members; attached to this application is [REDACTED] Res. No. 16-34.2827 in support of this enhancement and continuation application. The attached [REDACTED] PA-2 Justice System 5-Year Strategic Plan (Plan), approved by the U.S. Department of Justice on February 18, 2016, assisted to identify the main issues that need to be addressed within [REDACTED] community. The problem statement created from PA-2 is stated on page 38 of the Plan. The CTAS PA-5 Shki Bmaadzi Transitional Supportive Housing Project is in direct response to an identified need in the community and the approved Plan. The CTAS PA-2 Team conducted a comprehensive needs assessment to determine priority issues and challenges facing the [REDACTED] community and justice system. Key Findings of the needs assessment are shown in table below. Over 50% of Tribal members surveyed stated that all issues below were a problem in the community, including domestic violence and rape/sexual assault.

Issue	Is a Problem	Not a Problem/DK
Alcohol Abuse	88%	12%
Drug Abuse	86%	14%
Unemployment	82%	18%
Illegal Drug Dealing/Selling	78%	22%
Juvenile Delinquency	77%	23%
Public Drinking/Intoxication	76%	24%
Domestic/Household Violence	76%	24%
Assault	73%	27%

Applicant Name: [REDACTED]

FY 2017 CTAS, Purpose Area #5 Tribal Government Program (OVW)

Child Abuse/Neglect	72%	28%
Mental Illness	66%	34%
Rape/Sexual Assault	57%	43%

Please see page 33 of the attached Plan, which provides a table on how the [REDACTED] community rated drug use (85%), child abuse and neglect (86%), domestic violence (83%), rape and sexual assault (77%) as the highest priorities for the strategic planning team.

**2. Describe current or previous efforts to address the problem(s) identified in item #1.**

The current CTAS PA-5 Shki Bmaadzi Transitional Supportive Housing Project's no cost extension is scheduled to end on 3/31/17, and [REDACTED] has much less than 49% remaining funds, and is requesting funds to continue this program with enhancements. Previous efforts include the OVW Rural Domestic Violence, Dating Violence, Sexual Assault and Stalking Assistance Program (10/1/09 to 9/30/11). Current efforts include the annually formula-based funded Family Violence Prevention Program, which provides direct services to victims and their families experiencing violence; a copy of the annual formula-based budget is attached to this application. All current and previous efforts to address the problems identified in question #1 were effective and extremely important in serving victims of domestic violence, dating violence, sexual assault, sex trafficking, and stalking (the Five DV Crimes). The proposed Project will complement, but not duplicate, these grant activities.

**3. Describe the current domestic violence or sexual assault victim services in the community and any current gaps in services related to the problem(s) identified in item #1.**

[REDACTED] response systems to domestic violence and sexual assault have strengthened over the last 3-4 years. Partnerships have formed and deepened, capacity has been enhanced, and knowledge and skills have been gained. A multitude of services will continue to be available through various [REDACTED] departments: a fully operating judicial system, law enforcement, a victim advocate for

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domestic violence victims, a full service on-site health clinic, behavioral health services, and the Family Violence Prevention Grant Program that offers referral services, domestic violence awareness education, a women's support group, community education, support and advocacy, emergency services, and counseling; child placement support, educational and job training assistance, and housing assistance. [REDACTED] currently has Grants to Encourage Arrest Policies and Enforcement Protection Orders funded 10/1/15 to 9/30/18. The overall goal of the project is to renew commitment to ensuring the safety of the victim, holding offenders accountable, and creating a community climate of reverence for women/men and zero tolerance of all violence against domestic partners. The scope of this program is solely focused on domestic violence. The Women's Resource Center (WRC) of [REDACTED], provides support services for victims of sexual assault, domestic violence, dating violence, and stalking as well as their children.

Current gaps in services to victims of the Five DV Crimes that will be addressed through this grant application include: a lack of legal representation, male victims services, teen prevention educational outreach, a cultural traditionalist, culturally-relevant training for advocates, and a new unmarked police vehicle. Our proposed enhancements include a stronger focused integration of our cultural Teachings and Traditional Ceremonies to assist with healing, self-growth and positive cultural identity which aligns with the attached DOJ-approved Plan to increase access to Culture & Teachings as a way to support treatment.

**4. For each identified problem in item #1, identify the specific, measurable 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.**

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The overall goal of the proposed [REDACTED] Transitional Supportive Housing (*Helping Place*) is to maintain the safety of victims of the five DV Crimes while providing support to help them reach their goals of self-sufficiency. This goal will be achieved by the following objectives:

***Objective 1: Continue to provide transitional housing services for survivors of domestic violence, dating violence, sexual assault, sex trafficking, and stalking with financial assistance for rent, security deposits, and household expenses until self-sufficiency is achieved.***

**Activity 1.1: Post and hire a CTAS PA-5 Advocate/Project Director. (Months 1-2)**

The [REDACTED] Human Resources Department will be responsible for the recruitment of a qualified candidate and follow through with required activities to identify and hire the ideal individual.

**Activity 1.2: Provide financial assistance for rent, security deposits, household expenses until self-sufficiency is achieved. (Months 2-36)**

The Shki Bmaadzi Transitional Supportive Housing program will assist with security deposits, first and last month rents, and provides referrals to the [REDACTED] Housing Department's rental assistance and subsidies program. These housing resources will enable client time to obtain necessary training, education, or identify job opportunities leading to gainful employment and self-sufficiency. Once housing is obtained, [REDACTED] Transitional Supportive Housing program will provide assistance for household incidentals. Items such as: linens, cleaning supplies, groceries, and clothing may be requested through client support services; major appliances will not be allowable. Utilities can be provided, such as electricity, heating assistance, and telephone services, if all other Tribal services have been exhausted. Survivors may also request home security devices such as window and door sensors, flood lights, motion detectors, and security cameras. Most of these items will be purchased from local home improvement stores and can be removed/re-installed in the event a client relocates.

**Activity 1.3: Provide assistance in obtaining housing for survivors and their families.**

**(Months 2-36)** The Project Director will review the completed intake form of the client to determine their housing need and level of response required. If the situation is unsafe, the client will be placed in another community, but within the [REDACTED] 6-county service area utilizing the WRC's shelters and when possible to have them remain in their community where their livelihood and support network exists.

**Activity 1.4: Post and hire a CTAS PA-5 DV Police Officer, TBD, 1.0 FTE. (Months 1-2)**

The DV Police Officer's position will be posted and hired adhering to [REDACTED] Human Resource Policy and Procedures. This DV Officer will assist in the enforcement of Personal Protection Orders, assume responsibility for cases involving victims of the Five DV Crimes, and strengthen efforts to patrol housing where survivors reside on the reservation that are at risk that resulted in approximately 32 convicted cases last year. They will also assist in the [REDACTED] Safe Exchange Program in overseeing the exchange process for child visitation for survivors and non-custodial parents. (Month 1)

**Activity 1.5: Purchase an unmarked police car for the CTAS PA-5 Police Officer. (Month**

**13)** A dedicated unmarked police car will be purchased in year two for use by the Domestic Violence Police Officer.

*Objective 2: Provide training for advocates, government staff, and non-tribal service providers in appropriate responses to domestic violence, dating violence, sexual assault, sex trafficking, and stalking with the full time Advocate/Project Director and DV Police Officer to assist in the enforcement of Personal Protection Orders and strengthen efforts for the reduction of domestic violence.*

**Activity 2.1: Project staff will attend [REDACTED] Coalition against Domestic Violence and Sexual Violence Conference which is held on an annual basis and other educational**

**trainings to increase their knowledge base and skills. (Months 1-36)** This annual June training will provide current information to enhance the staff's knowledge base for assisting domestic violence victims and their situations that they may encounter with the most current effective practices. Additional trainings will be scheduled as they arise to strengthen this project in the reduction of domestic violence

**Activity 2.2: Recruit and hire contractual Native American Traditionalist for the Project.**

**(Months 1-2)** The Contractual Traditionalist position will be posted and hired adhering to the [REDACTED] Human Resources Policy and Procedures. [REDACTED] will be seeking recognized and experienced Anishinaabe Medicine persons who possess the Traditional knowledge and Ceremonial expertise to provide Traditional Healing Services and Medicines to clients who request this service.

**Activity 2.3: The Native American Traditionalists will provide Ceremonies, Teachings, Medicines, etc. for victims and their families. (Months 2-36)** The Traditional Healers (a man & woman) will provide Teachings and Ceremonies twice a year during the men's and women's groups to assist with healing from any trauma they may have experienced. They will be utilizing the Seven Grandfather teachings as a life guide when sharing the Traditional roles of men and women which will increase the victim's cultural identity and self-esteem to find balance spiritually, emotionally, and physically for the themselves and their family as a whole where appropriate.

***Objective 3: Develop the Project protocols which will include: safety, confidentiality, and authorization for the release of information, conflict of interest, screening and program procedures.***

**Activity 3.1: The Project staff will develop/review policies and procedures for eligibility requirements, guidelines of the program, intake, screening, program procedures on safety, confidentiality and conflict of interest and services that will be offered. (Months 2-3)** Other agencies/departments/partners will play a major role as referral resources to the Project; therefore roles of all agencies/organizations/personnel involved will be described in the procedure. Such referrals/resources can provide victims access to comprehensive immediate care, minimize trauma and encourage utilization of community resources and legal assistance. Please see the attached [REDACTED] Policy and Procedures.

**Activity 3.2: After specific areas of the protocol are developed (safety, confidentiality, authorization for the release of information, and conflict of interest), all involved agencies/department personnel/partners will be trained and asked to sign an acknowledgement of completing and understanding the policies. (Month 4)** It is crucial for all departments to understand and comply with the practices that enhance the safety of the victim, adhere to confidentiality regulations, assist the victim to escape an abusive relationship, and enhance the victim's ability to remain independent from an abusive partner. The following agencies/departments will be listed with procedures of referral and services defined: 1) Women's Resource Center; 2); Tribal Police 3) [REDACTED] Prosecutor's Office; 4) [REDACTED] Public Safety; 5) [REDACTED] Health and Human Services Department; 6) [REDACTED] Family Violence Prevention Program; 7) [REDACTED] Tribal Court/Probation Department; and 8) [REDACTED] Tribal Victim Assistance Program.



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***Objective 4: Provide legal representation for civil matters for victims of domestic violence, dating violence, sexual assault, sex trafficking, and stalking with a contractual DV Tribal Attorney.***

**Activity 4.1: Recruit and hire a contractual Domestic Violence Tribal Attorney for the Project. (Months 1-2)** The DV position will be posted and hired adhering to the [REDACTED] Human Resources Policy and Procedures.

**Activity 4.2: The Domestic Violence Tribal Attorney will screen each potential client for conflict of interest and eligibility requirements, following the developed protocols. (Months 2-36)** Once eligibility has been determined with no existing conflicts, the client will then be referred for an intake with the Project Director and the client will be seen by the Domestic Violence Tribal Attorney. If a conflict exists, the Domestic Violence Tribal Attorney will refer the person to a pro bono attorney for services.

**Activity 4.3: The Domestic Violence Tribal Attorney will provide comprehensive legal services for eligible clients. (Months 2-36)** These services will go beyond the need for a personal protection order, and address any legal needs that directly relate to a client's experience of violence including, but not limited to: child support, child custody, legal separation/divorce, unemployment compensation, bankruptcy, small claims court and housing issues. Any legal services that increase the victim's safety and security will be readily provided. Legal assistance will be provided to the client in any area of need related to domestic violence when deterioration of the client's economic viability is affected with the exception of tort cases, child sexual abuse cases, cases involving the child protection system, victim service employee cases, and criminal defense of victims charged with crimes. We have increased the hours of the Attorney in this proposal due to the increased utilization by the clients for this needed service.

**Activity 4.4: Provide victims of the Five DV Crimes with referrals to appropriate agencies.**

**(Months 4 – 36)** Once program services have begun and it is determined other needs exist to keep the victim and family safe, referrals will be made to appropriate services such as: the Women's Resource Center or Goodwill Inn for shelter or safe housing, the Victims Advocate(s) for a PPO, the [REDACTED] Family Services for support, general needs, and case management, the s, or the DV Attorney – whichever services the victim desires to utilize and are appropriate.

**Activity 4.5: Project personnel will support the use of the CCR Team and participate in case reviews, adhering to the confidentiality guidelines set in the protocol. (Months 2-36)**

The CCR Team, with representation of the previously mentioned agencies/departments meets monthly, This meeting will provide a consistent venue for reporting and open communication regarding the scope of work that is being provided for the victims and their families as collaborating agencies/programs.

***Objective 5: CTAS PA-5 Project enhancements to focus on integration of our Cultural Teachings and Ceremonies in assisting victims of the Five DV Crimes with their healing, self-growth and positive cultural identity, in alignment with the [REDACTED] 5-Year Strategic Plan to increase access to Culture & Teachings as a way to support treatment.***

**Activity 5.1: Post and hire a CTAS PA-5 Men's Victim Advocate. (Months 1-2)**

The [REDACTED] Human Resources Department will be responsible for the recruitment of a qualified candidate and follow through with required activities to identify and hire the ideal individual.

**Activity 5.2: The first Project enhancement is to conduct bi-weekly Women's Victim Group/Activities with a focused integration of Cultural Teachings and Ceremonies to assist with healing, self-growth and positive cultural identity. (Months 2-36)** The women will begin their Talking Circle with the smudging of sage before their discussions. The groups will be

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multi-faceted with an educational component to provide information on the Five DV Crimes.

The facilitator will be providing information utilizing a variety of teaching modalities of: written literature, books, videos, DVDs, journaling, life skills and presentations by knowledgeable resource individuals and our Traditional Healers/Elders.

**Activity 5.3: The second Project enhancement is to provide two 1-day women's workshops to be held in April and October of each year. (Months 2-36)** Workshops will include Talking Circles, opportunity for 25 women to gain new friendships, along with gaining more knowledge and resources. Workshops will help build and strengthen community support with mentors.

Participants will meet Women's Resource Center support staff/advocates, [REDACTED] Victims Advocate, Domestic Violence Tribal Police Officer as well as [REDACTED] Traditional Healers to provide ongoing Traditional Teachings and Ceremonies to promote healing and a positive cultural identity. Timely announcements will be posted in-house through global email, postings in Tribal buildings, and announcements in the monthly [REDACTED] Newsletter.

**Activity 5.4: The third Project enhancement to is the implementation of a bi-weekly men's support group who are victims of domestic violence, dating violence, sexual assault, sex trafficking, and stalking. (Months 2-36)** Staff will provide holistic on-going support, identify resources and education regarding the dynamics of an abusive relationship in a group setting.

The Talking Circle Groups will include empowerment topics led by a [REDACTED] Behavioral Health Counselor to increase self-esteem and healthy decision making. Timely announcements will be posted in-house through global email, postings in Tribal buildings, and announcements in the monthly [REDACTED] Newsletter. We know there are more unreported DV instances for our men and the goal of this project is to create an atmosphere of safety and educational awareness to increase our current participation of three to five male victims for this project.

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**Activity 5.5: The fourth Project enhancement is the implementation of a youth group and activities who are victims of domestic violence, dating violence, sexual assault, sex trafficking, and stalking. (Months 2-36)**

During each of these groups the Project Director and staff will provide educational material on the Five DV Crimes with a cultural component to enhance the teen's knowledge base of our Traditional Teachings and Ceremonies and the youth implementing 4 awareness events. Timely announcements will be posted in-house through global email, postings in Tribal buildings, and announcements in the monthly [REDACTED] Newsletter.

**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.**

All listed personnel for this project possess excellent educational qualifications with years of experience and knowledge in their respective fields for implementation and staff capacity for this project. [REDACTED], Human Services Department Manager, will be responsible for ultimate supervision and fiscal oversight for the grant project in accordance with this grant application and the [REDACTED] Program Administration Manual, and is a member of the [REDACTED] CCR team. [REDACTED] Family Services (AFS) Coordinator, will provide weekly supervisory guidance for the CTAS PA 5's Project Director's ongoing case management, and is a member of the [REDACTED] CCR Team.

CTAS PA-5 Advocate/Project Director, 1.0 FTE, will provide direct services and oversee the daily administrative activities and objectives of the project. The CTAS PA-5 Advocate/Project Director will be a member of the [REDACTED] CCR Team and meet weekly with the AFS team staff meetings for case review.

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CTAS PA-5 DV Police Officer, 1.0 FTE, will assume responsibility for all the Five DV Crimes related incidents and process services as appropriate, and strengthen efforts to patrol housing where survivors reside on the reservation that are at risk. The CTAS PA-5 Domestic Violence Police Officer will be a member of the [REDACTED] CCR Team and meets with the AFS team when appropriate.

CTAS PA-5 Contractual Domestic Violence Tribal Attorney will assist in the work of the Prosecutor's Office. Such work will include development and/or revision of domestic violence response policies and protocols that address PPOs, and the Five DV Crimes.

CTAS PA-5 Contractual Native American Traditionalists, will be responsible for coordinating and implementing Cultural Ceremonies and support services to victims of the Five DV Crimes for the CTAS PA-5 Project. They will provide [REDACTED] Traditional Teachings, Traditions and Ceremonies to participants as identified and referred to the program. The Native American Traditionalist will also share the [REDACTED] healing Ceremonies and Teachings to Tribal staff and other interested personnel and community members as necessary.

The [REDACTED] Organization Chart provides the organizational structure for the Tribal Council, the Tribal Manager, and the Human Services Department where the CTAS PA-5 Project will be administered clearly demonstrating administrative capacity for this grant; please see attached organizational chart.

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

The on-going collection of data, community partnerships, and responses from participant surveys will identify the need and continued support to sustain the project. The data collected will be used to lobby the Tribal Council for the project's financial support beyond the grant period.

[REDACTED] and the Women's Resource Center have a longstanding collaboration to provide services to Tribal members and will continue to plan a long-term strategy to sustain the project when federal grant ends. Please see the WRC letter of support attached to this application.

**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.**

The [REDACTED] operates several enterprises, including two casinos. Funds generated from these enterprises support a variety of programs to increase the health and wellbeing of all tribal members. Because these discretionary funds are limited and there are multiple demands for these resources, programs must be able to demonstrate a compelling need and have proven outcomes of their efforts to get the attention of Tribal Council who appropriates the funds. Without federal funding for the Project there will be no Advocate/Project Director dedicated to clients that are victims of the Five DV Crimes. The reduction in overall [REDACTED] staffing since 2009 has led to the removal of the permanent, full-time, Cultural Traditionalist position.

**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.**

[REDACTED] has implemented an integrated system for the collection and sharing of domestic violence related data. The [REDACTED] Domestic Violence Prevention program uses a numerical cross-referencing system instead of client names to protect revealing information sent to internal programs when receiving assistance, for disbursement of financial assistance for hotel rooms, emergency shelter, transportation, gas, food, and clothing vouchers, as well as court filing fees. . The [REDACTED] maintains strict policies on confidentiality of client records and this

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program will be adhering to the confidentiality regulations in accordance with 45 CFR 205.50, 42 CFR Part 2, and HIPAA, which prohibits the release of any information about a client without the client's written consent and requires client files to be in a locked cabinet in a locked room. Attached to this application is the [REDACTED] Protocol for Responding to Domestic Abuse Cases, which includes victim safety measures. In addition, all [REDACTED] governmental staff, whether tribal members or non-members, fall under MCL 600.2157 and the Assimilated Crimes Act 18 USC § 13, and are required to sign a Confidentiality Pledge form, which is attached to this application. All [REDACTED] employees are bound by confidentiality and understand the implications of the policy.

**9. Identify how the tribe has satisfied the collaborative partnership requirement by providing:**

- i. the name(s) of the nonprofit, nongovernmental Indian victim services provider organization, such as a rape crisis center; a nonprofit, nongovernmental tribal sexual assault coalition; or members of the project advisory committee who are serving as the collaborative partner on the proposed project;**
- ii. a brief description of the history of your relationship with the organization, coalition, or 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.**

[REDACTED] and the Women's Resource Center have a longstanding collaboration to provide services to Tribal members who experience the Five DV Crimes. This collaboration, while it began earlier, was formalized in 1996 when the WRC provided training and consultation to support [REDACTED] development of an internal program to provide services to victims of the Five DV Crimes and their families. The collaboration continued for the 2006 and 2009 Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program; whereby, WRC was a partner on the CCR Team's monthly meetings to review the Domestic Violence Code and protocols for CCR members. WRC's supportive services provide victims with crisis intervention through a toll-free

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crisis line and on-call staff and emergency shelter. [REDACTED], WRC Director, and/or her

WRC designee attend the monthly CCR meetings in developing this Project. The WRC will

continue to participate in cross-training and consultation with [REDACTED] to ensure their staff is

providing culturally sensitive services. In return WRC will provide training for [REDACTED] staff.

**10. If you are requesting funding in multiple purpose areas, is the receipt of OVW Purpose Area #5 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 #4 and equipment for that officer from COPS Office Purpose Area #1.***

Receipt of the OVW PA-5 funding is not required for the implementation of any other purpose area being requested.

**11. Clearly list which project area(s) under purpose area # 5 you will address. To accomplish this go to the goals and objectives section of purpose area # 5 in the solicitation and pick from the list.**

Project areas to be addressed are: 1) To increase the ability of the Tribal Government to respond to the Five DV Crimes committed against Indian women; 2) to strengthen the tribal criminal justice system's ability to respond to violence against Indian women; 3) to expand and improve services to support victims of the Five DV Crimes; 4) to work with the community to create education and prevention campaigns that are designed to inform members of the community about the Five DV Crimes; 5) to provide transitional housing assistance for victims of the Five DV Crimes; and 6) to provide legal advice and representation to victims of the Five DV Crimes who need assistance with legal issues that are caused by the abuse that they have suffered.



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

**██████████ Tribe**  
**CTAS PA 6: Children's Justice Act Partnerships for Indian Communities**

**1. Program to be Implemented.** The ██████████ Tribe has made significant strides in public safety, victim services and judicial services in recent years, however, our systems of care and data remain fragmented with results that directly impact victims of crime. In 2012 the ██████████ Tribe's Social Services Department was awarded funding under the Children's Justice Act Partnership for Indian Communities. The 2012 project allowed the ██████████ Tribe to hire a full time Child Protection Resource Caseworker, develop a child forensic interview room, and formalize a multi-disciplinary team (MDT) to develop a coordinated response for child abuse on the ██████████ Reservation. Our MDT was developed to reduce system inflicted trauma and to ultimately improve offender accountability while supporting the child victim and their non offending caregivers. Successes from our initial grant were presented last year at the national Indian Nationals Justice for Victims of Crime conference. Over the past four years, Social Services has provided 1,838 child victim services for a total of 1,117 child abuse victim incident needs. Collectively, a total of 93 partnerships were undertaken to improve services to child victims, including area police departments, state police, ██████████ Victims of Crime Compensation Program, and other agencies. Currently there are 22 active child abuse cases on the ██████████ Reservation and another 17 are under investigation or receiving intervention services. Until just a few years ago, there was an average of 10 clients at any given time and the Tribe's Children's Home would have few, if any, children in need staying there. As it stands, the Children's Home has had full capacity for the past 18 months. Intake, services and outcomes for child victims of crime remain a public safety problem. Today's environment for child safety is more harsh than ever before. There are 3,544 ██████████ Tribe members. Of these, 31.9% are under the age of 18, a total of 1,130 children and youth. According to Nov. 2016 data from U.S. Dept. of Housing

and Urban Development, rural Census tracts of the reservation have as many as 35.95% of residents living below the federal poverty level. At the governmental seat of [REDACTED] more than 20% of residents live in poverty. The [REDACTED] Reservation is characterized by impoverished children, a high percentage of single parent households (72% of all tribal households)<sup>1</sup>, a high percentage of grandparents raising grandchildren (57%)<sup>2</sup>, significant numbers of children living with trauma, and a high recidivism rate of among those convicted of crimes or placed on probation. Persistent poverty and criminal activity on the [REDACTED] Reservation in [REDACTED] [REDACTED] is compounded by geographic isolation, wide alcohol and substance abuse, few job opportunities, a severe housing shortage, and low educational attainment. Information from the Tribal Police Department indicates virtually 100% of all reported criminal activities are related to drug and/or alcohol abuse. Tribal police records indicate that domestic violence, sexual assaults, stalking and dating violence and the removal of children from their homes due to parental abuse or neglect are routinely the result of or exacerbated by alcohol and/or drugs. There have been three consecutive generations of widespread substance abuse on the reservation, such as methamphetamine use, putting increased numbers of children at risk of sexual and physical assault. Social Services officials state while their caseload increases, community resources are decreasing. "Homelessness is a problem for our young families," said [REDACTED], Social Services Manager. "Homes are often overcrowded with acquaintances and multi-generational family members, which can result in problems for at risk children." Anecdotal information indicates that many child abuse crimes remain unreported. Child victims have not received adequate holistic case management and advocacy services. Over the next three years this project will hire a Resource Caseworker to join Child Protection Services as an investigator and family

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<sup>1</sup> Ibid.

<sup>2</sup> [REDACTED] Tribe Social Services report, Feb. 2017

liaison and a Data Technician to input data, collaborate with tribal police and tribal court for performance measures and to provide reports for our multi-disciplinary team, tribal authorities and funder. Forensic interviewing training will be provided to our prosecutor. Grant funding will enhance our Child Protection Program and provide adequate emergency financial assistance to child victims and their families, including for them to obtain trauma-informed counseling as necessary. Enhancement of this vital program is needed for the [REDACTED] Tribe to ensure our child victims and their family members receive access to victim assistance, medical, mental health, and social services from the time of initial reporting through the court process and recovery.

**2. Obstacles Faced in Serving Victims of Child Abuse and Neglect.** Like tribes everywhere, the [REDACTED] Tribe strives to respond to the individual well being of its members, economic security for families, and preservation of its 13,000-year-old culture. Scarce tribal resources are stretched thin to provide comprehensive services on this expansive reservation. Among [REDACTED] [REDACTED] children currently in foster care, 86% have tested positive for exposure to narcotics, 81% witnessed family violence, and 86% would be or were homeless. There is a pervasive fear of stigmatization among close-knit families on the reservation if child abuse is reported, as well as a real fear of retaliation by family members or friends of the accused. Instances have occurred where child victims have encountered their abuser at the store, or have been called names or labeled as a liar. With ongoing public education, however, the community is slowly embracing offender accountability and drifting from victim blaming. Federal investigation from child disclosure to federal indictment can take 4 to 6 months; if an offender is arrested, it happens in this district only after the federal indictment. Investigation and probable cause by tribal law and justice cause cases to move faster than the federal level, however, bond amounts are often low

and/or jail time not significant. An offender may be arrested by the Tribe but will post bond easily and not have a hearing for months. Further, the timeframe from child disclosure to offender reporting to federal prison is often lengthy, putting child victim and his or her family at continued risk and lengthened period of acute trauma. Our last two cases of child abuse reflected a combined 32 months before the offender was removed from the community. Both of these cases involved young children who lived in the same community as their offender. One case did not involve tribal court and in the other, the tribal court agreed to drop charges under the federal plea agreement. Over the entire 32 months - over 960 days - child victims and their caregivers had to frequently encounter their offender and the offender's supporters. This exposure increased anxiety and resulted in extensive counseling. In order for a child to receive services from Tribal Social Services they have to be a foster child or have a parent participant in Tribal Assistance to Needy Families (TANF). The children listed in the cases above were not foster or TANF children. Our current program could assist only with travel to court hearings, travel to forensics, and applications to [REDACTED] Victims of Crime Compensation. Geographic distances severely hinder child victim protection efforts. Both the U.S. district court and probation are 130 miles away. The tribal police department does not have jurisdiction over the non-Indian offender. Many impoverished tribal families have limited resources and travel costs are a burden. While the Tribe's health department offers behavioral health counseling, its services are extremely limited and there is a constant waiting list. Confidentiality is an issue and families who wish to obtain mental health services off reservation often cannot afford it.

These cases are examples where Social Services has learned that much more is needed to support child victims in addition to our MDT and coordinated care. There is a critical need to improve crisis intervention and address trauma of child victims on the reservation with additional

Child Protection staffing, necessary training for staff, adequate data collection for improved case management in a holistic manner, emergency financial assistance as needed for child victims and their families, and improve our Child Advocacy Center. Advocacy and cohesive case management for child victims and their non offending caregivers are essential. Parents are traumatized when they learn their child has been sexually abused. There is a sudden whirlwind of disclosure, child interviews, and interaction with law and justice officials. Fear, guilt and anger arise at the same time that there is a need to put trust in Tribe and Federal jurisdictions. A parent has to petition civil court for no contact orders. These orders are not automatically issued, regardless of the criminal side of the case; victims' families have to request and defend the petition. Parents or caregivers engaged in the case often miss work and school, putting their own health care and needs on hold. Low income families may fall behind in basic needs such as paying rent. There is a need for increased victim and family support and services in child abuse cases; otherwise, gaps in service will continue to exist for our child victims and their families. Much more is needed to help all child victims of abuse and to empower their parents or caregivers as they move through civil and criminal proceedings.

**3. How Our Community Responds to Reports of Child Abuse.** The initial Purpose Area 6 grant enabled the [REDACTED] Tribe to formalize the MDT and increase prosecution of sexual abuse and severe child physical abuse. Team members have attended select trainings to increase the knowledge of the MDT members and increase partnership. The past grant award also assisted in establishing a child forensic interview room - which has since blossomed into a full Child Advocacy Center as the Tribe purchased a house for that purpose. The room is operational with video and audio equipment that is child and culturally friendly for use by the FBI, [REDACTED] Tribal Law Enforcement and others as requested. The room eliminates the need for travel by

child victims and non-offending family to the [REDACTED] Child Advocacy Center located 130 miles north. Each year since 2010 the Tribe's Child Protection Service (CPS) Program has participated in Mandated Reporter Training for the [REDACTED] Early Childhood Development Program and for staff at the Tribe's [REDACTED] Health center. Each April, CPS coordinates Mandated Reporter Training in honor of Child Abuse Awareness Month throughout the [REDACTED] Reservation. The CPS Program presents and offers in-service training on Mandated Reporter Training to area schools and tribal programs. This allows attendees to understand the definition of child abuse, to identify warning signs of child abuse or neglect that may be occurring, and to whom they can report their concerns. The training also covers CPS program responsibilities in depth in regard to investigation and removal. These Mandated Reporter Trainings are helpful for providers, but there is need for increased participation by community members - in order to further educate the community, de-stigmatize child sexual and physical abuse, and help area residents understand the focus is on the best interests of the child and parental reunification.

**4. Gaps in Services; Goals and Objectives.** There is a need for the Prosecutor assigned to child abuse cases on the reservation to have forensic interviewing training, as requested in the attached budget. Support for abused tribal children and their non-offending caregiver will be strengthened with the addition of the new caseworker hired under tribal preference who can help navigate the judicial process. Having a tribal advocate on site with forensic interviews provides cultural support. There have been instances when abused children were not forthcoming with full information until they had someone they could tell in the [REDACTED] language. There is an increased need for data collection and monitoring of cases for improved efficacy. A 2012 Community Needs Assessment was conducted and needs to be updated. As efforts continue to improve efficacy of child abuse providers, key issues identified by respondents in 2012 remain

relevant today: a) Child victims and their families need shelter, housing assistance and other emergency compensation but receive only transportation and counseling assistance; b) The paper shuffle between law enforcement and social services is confusing for victims; case status or progress is often not fully understood; c) Participants felt safe in their homes but not in their community. A Wellness Model Service Instrument (WMSI) was recently designed by Social Services and adopted by the MDT a culturally appropriate, trauma informed and victim centered model of care. Use of the WMSI will assist with reducing system inflicted trauma, by taking better care of the child victim and family outside of interview and court hearings. *Full WMSI - attached.*

- **Goal: Improve Efficacy of Provider Services. Sub-Goal: Increase referrals to CPS/Law Enforcement and have stronger collaboration of investigations to forward for prosecution.**

Objective 1: Maintain the MDT and continue to strengthen its operations. Activities: Provide ongoing training to MDT team and partners on evidence-based best practices to serve child victims. Obtain training in child forensic interviewing for CPS, law enforcement, law enforcement and prosecutor, and specific training on child abuse investigations and prosecution of those cases. Law Enforcement and Prosecutor will attend NCPCA Trainings. Provide mandatory reporting classes to community partners. Objective 2: Convene MDT specifically to review Tribal Code, which is planned by the Office of Legal Counsel to be updated in late 2017 through early 2018. Develop suggestions for improvement on criminal code for prosecution of offenders of child abuse and child sexual abuse. Objective 3: Secure funding for one FTE Child Protection Resource Caseworker and for one .5 FTE Child Resource Data Technician, both for the next three years. The caseworker will serve as primary investigator for child abuse, oversee



direct services to victims, and facilitate the MDT. The technician will collaborate with tribal police and tribal court, input investigation data for performance measurements and outcomes, and input data from a wellness model used by child victim and caregiver for services and needs. The data will inform program needs and capacity. Semi-annual reports will be presented to the MDT and the Tribal Council's Law and Order Sub Committee.

- **Goal: Improve Services to Child Victims and Their Families**

Objective 1: Allocate sufficient resources to victim services for basic needs and support, including culturally relevant healing. Activities: Provide stipends for families in need, so they can obtain emergency housing and mental health services. Objective 2: Implement a Wellness Model Service Instrument (WMSI) for each family that is served through the MDT or Child Advocacy Center. Activities: and gather input from families following their experience with the MDT and Child Protection agencies. Train MDT members to use the WMSI to collect data and information. Complete the Wellness Model and Services Instrument with the child victim's caregiver and gather input from families following their experience with the MDT and Child Protection agencies. Engage the caregiver in using the WMSI in order to become better informed regarding the case and empowered to provide best care for the child. A "bank" of available hours will be established for mental health services for children and their caregivers, with stipends available for treatment at [REDACTED] Health Behavioral Health or off-reservation from a qualified psychologist or psychiatrist, up to 15 hours total per client and available to clients who otherwise could not afford this service. Off reservation counselors will be retained through an open, competitive contracting process. Additionally, grant funding over the three years will help provide emergency shelter to child victims and their immediate caregivers, to provide stipends to those who cannot otherwise afford it.

- **Goal: Increase Community Awareness and Empowerment**

Objective 1: Collaborate with Child Protection Services for community outreach on how to report child abuse and neglect, including Child Abuse prevention month promotion. Activities: Develop ongoing public service announcements for Tribe's radio station. Organize and sponsor community events promoting child safety and breaking the cycle of child abuse. Launch Darkness to Light trainings for the community once per year and encourage attendance of staff all agencies that work with children (i.e., area school districts, Head Start programs, Boys and Girls Club, churches.) Objective 2: Update Community Needs Assessment. Activity: Update plan with provided technical assistance.

**5. Existing Resources, Partnerships.** The focus of the Multi-Disciplinary Team is to respond to child sexual abuse and severe cases of child abuse. The MDT includes the tribe's Law Enforcement, Prosecutor, Social Services (including the manager of Child Protection and Indian Child Welfare staff), [REDACTED] Health (NMPH), the Federal Bureau of Investigation (including the Special Agent(s) and Victim Specialist), U.S. Attorney Office, and State of [REDACTED] Department of Health and Welfare, Family and Children Services. The project will improve initial response, investigation, reduce system inflicted trauma on victims, and streamline and coordinate responses in a culturally sensitive manner. It will also assist in sending staff to necessary training. The Prosecutor's office, Law Enforcement, and the Child Protection Resource Caseworker will attend specific training on investigation, forensic interviewing, and management of cases of child sexual abuse, child physical abuse and trauma informed care. The 2012 project launched efforts to improve our child victim services and enabled us to see how long cases can take to wind through the legal system and the maze of justice issues that families must navigate for prosecution or protection. This proposal captures everything that worked very

well in our 2012 award and has included improved services for child victims, including the new WMSI. Of 18 child sex crimes in the last twelve months, all but two involved severely impoverished families. When a child discloses and abuser accountability happens, law enforcement and social services can respond, but the child victim and their caregiver struggle. They are still healing, rebuilding, and trying to resume an interrupted life. Services identified in this project will help stabilize, empower and provide support to child victims and their families as the case proceeds through disclosure, and abuser accountability.

**6. Need for Financial Assistance.** The [REDACTED] Tribe is rural and isolated. Federal services are 130 miles away. As our caseload increases, our resources are stretched thin. Families in need of emergency services and mental health services are in need of financial assistance and the Social Services budget lacks funding to meet this need. An unexpected revenue shortfall at the Tribe's small casino two years ago resulted in a spending freeze and many lay-offs. As the Tribe slowly recovers, outside assistance is needed to provide adequate services for child victims of crime. The [REDACTED] Social Services Department is funded 6% by Bureau of Indian Affairs, 8% by State of [REDACTED] and 18% by the [REDACTED] TEC.

**7. Methods to Ensure Victims Receive Trauma-Informed Care.** Security for the caseworker and data technician positions to be in place for the next three years will help ensure victims receive trauma-informed care. Financial assistance to help meet emergency and mental health needs will strengthen care for our child victims. Training, especially in forensic interviewing, will build capacity of service providers. The Wellness Model and Services Instrument will serve as an individually-tailored needs assessment for each victim served by our program. As a user-friendly tool, the WMSI will help empower victims to receive optimal services as they move

through the justice system. The WMSI will also collect confidential data to help the MDT best serve victims. A secondary, updated Community Needs Assessment will help identify and prioritize areas of greatest need in the community at large. As data and information flow - victims, providers, community - the [REDACTED] Tribe law and justice system will be able to best make timely, effective and informed decision-making for the benefit of the children and families served. Specific Methods include: An established Child Protection Team (CPT) that meets monthly. Many members of CPT are the same members of the [REDACTED] multidisciplinary team (MDT). However, the MDT also includes members from the FBI – the Victim’s Specialist and the Federal Prosecutor. We will encourage monthly participation by having an educational component at each meeting, to be provided by each member. Social Services Manager/Child Protection Caseworkers: The Child Protection Resource Caseworker and Social Services Manager are responsible for setting the agenda for MDT meetings and keeping track of all child sexual abuse and severe child abuse cases and also keeping the MDT members updated on any problems, upcoming trainings, successes and grant announcements. They also have the ability to call an emergency MDT meeting to discuss specific investigations so that the investigation is handled in a professional manner by all agencies and no duplication of interviews are conducted on the victim and causing unnecessary trauma to the victim and family. [REDACTED] Prosecutor: Assists in leading MDT meetings as to what may be necessary to prosecute the perpetrator also looks at jurisdictional issues in the matter based on race of the perpetrator and location of incident. Leads discussion on what may be needed further to assist in prosecution. Federal Prosecutor: Can assist the discussion of the meeting or give ideas as needed; will lead if the federal government has jurisdiction. FBI Agents: Will discuss the investigation from law enforcement perspective and take lead if the matter is in their jurisdiction. Tribal Law Enforcement Officers: Will discuss the

investigation and take lead from law enforcement perspective if the matter is solely in their jurisdiction. NMPH Behavioral Health: Is a mandatory reporter of child sexual abuse and severe physical abuse and is integral in assisting victims with mental health needs and also assisting victim in reporting to law enforcement and during forensic interview if needed. NMPH Medical Provider: Will assist in ensuring immediate medical needs of child are taken care of, will assist if further medical exam is needed by making referral to Emergency Medical Center. FBI Victim's Specialist: Extensive knowledge of jurisdictional issues and area services for the victim and non-offending family and provides support for victims that are under the jurisdiction of the Federal Court. State of [REDACTED] Children's and Family Services Representative: This representative is a regional supervisor who is aware of any cases not within the jurisdiction of the [REDACTED] but may involve an Indian child or [REDACTED] child who lives off the reservation.

**8. Management Structure, Capacity.** [REDACTED] Tribe Social Services Manager [REDACTED] [REDACTED] and the Indian Child Welfare Caseworker II will lead this project. [REDACTED] has extensive experience managing grant-funded projects and with Unified Solutions T/TA and DOJ Grant Management System. [REDACTED] reports directly to the Tribal Executive Director and the [REDACTED] [REDACTED] Tribe Executive Committee (Tribal Council). The Indian Child Welfare Caseworker II provides supervision over Child Protection Staff to include supervision of caseworkers and their child abuse/neglect investigations and case management duties, data technician/office specialist; foster care licenser, and Family Group Decision Making Facilitator. The Caseworker hired for this project will be responsible for investigations and collaboration with other MDT members and is core to the entire team's relationship and trust. Other existing resources within the Tribe and community that will help make this project a success is [REDACTED] Health Behavioral Health mental health and substance abuse counseling. The providers are all educated, trained and

certified to provide such assistance. Additional outside mental health counselors will be utilized with stipends for child victims and non-offending caregivers when [REDACTED] Health Behavioral Health has waiting lists or when there is a need for confidentiality or privacy off-reservation. [REDACTED] Law Enforcement and [REDACTED] Department of Technology assist with the functioning and safety of the Child Advocacy Center.

**9. How Success Will Be Determined.** We will use tracking systems to measure success, including baseline data of the number of cases of child abuse that come forward, the number prosecuted, and time periods from when the crime is first reported to its movement and ultimate resolution through the court system. These systems will include the WMSI, interviews, and law and justice recordkeeping. We will track the number and types of child victim services that are provided, including stipends for emergency shelter and mental health healing. Completion of the updated community assessment plan will inform the project team. Success will be determined with shortened time periods for cases, improved efficiencies in data and information collection, enhanced communication among MDT providers, and reports from child caregivers that trauma endured has been alleviated as much as possible due to sensitivity and execution of services by all social service, law and justice personnel involved with the case. Specifically: What will be measured: a) Number of cases reported, b) number of cases staffed, c) number of cases prosecuted, d) outcome of prosecution, e) services received by each victim. Data Collection: Data input will be by the Data Technician through a tracking system to capture data from the Wellness Model and Services Instrument (WMSI). Responsible for data collection: Child Protection Resource Caseworker. Other caseworkers will assist if they are taking the lead if investigator is conflicted out of a case or is carrying too many investigations at one time. Definition of Success: Through WMSI interaction, progress on child victim healing and

prosecutions of abusers who commit crimes against children, as well as ongoing interactions with the child victim and their caregiver. Also from feedback and information from victim families as to satisfaction with services received.

**10. Training and Technical Assistance Needs.** Child trauma informed care for providers, child forensic interviewing and strategic planning are our current identified needs as well as assistance with a new Community Assessment. Trainings to be undertaken over the next three years include Crimes Against Children in Indian Country, National Center for Prosecution of Child Abuse Conference, and OVC trainings.

**11. How New Project Will Complement, Not Duplicate Work.** The [REDACTED] Tribe is a FY2012 recipient of funds for CTAS CJA Program Purpose Area 7. The challenges to the current project have been lack of consistent attendance by the federal partners of our [REDACTED] MDT. However, the Victim's Specialist has been to nearly all meetings and she has been the real go-between person between the Tribe and the FBI agents and has been a strength to the team as she is well-versed in jurisdictional issues. There is high turnover of local FBI agents. We are maintaining more email contact with the entire team in hopes of increasing everyone's participation. Another challenge has been that the Tribal Assistance Software (TAS) has not been purchased due to the TAS Company not having their final CPS/ICWA software completed. They are the founding company on tribal software and are currently upgrading and testing their program to ensure that the software is accountable to all federal standards for reporting. The Wellness Model and Services Instrument will be our service tool and data tool. Due to NMPH being unable to allow 24-7 on demand access for the forensic interview room, our project moved entirely. From there, we bloomed into the Child Advocacy Center. Another challenge is the wait time to schedule a FBI child forensic interviewer. Although sporadic attendance, the MDT has

since been committed to the goal of making our [REDACTED] MDT long-lasting and to be able to provide assistance to families and the child victim. We have the goal of ensuring that the child victim and non-offending parent are not re-victimized due to the investigation process. The MDT team also has a strong will in getting as much accurate information as we can for the investigation and forensic interview so prosecution is likely to occur; therefore we have the heart to continue to assist families and the child victim of sexual abuse and severe child abuse. One challenge to that is child on child sexual abuse is not a punishable offense by federal law, and in Tribal Code it is not listed as such and resources are scarce for the child offender throughout the state, however, if we can educate community of this concern it is likely that reports will be reported and the child victim can get services and also the child offender can seek services with NMPH Behavioral Health. Sustaining positions is always a challenge when positions are grant funded. However, Social Services will continue to sustain programs through our Tribal Government by asking for assistance as needed from [REDACTED] TEC. We will continue to write other grants to assist with cost-sharing of positions and work with our MDT members for continued training and partnerships with them to attend or hold different trainings here for employees. The Tribe will continue to have an MDT team regardless of funding as it only takes staff time to attend the meetings.

**12. Multiple Purpose Areas.** Every Purpose Area the [REDACTED] Tribe is applying for is necessary for safety, social and criminal justice for adults, children and elders on the [REDACTED] Reservation. While Purpose Area 6 funding is not dependent on funding in other Purpose Areas, it is part of an overall effort by the Tribe to address crime and victimization at all levels.



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

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)****1. Description of Program:**

[REDACTED] Comprehensive Tribal Victim Assistance Program aims to increase the safety and support of [REDACTED] [REDACTED] members and their families who are victims of crime; especially child abuse and neglect and elder abuse. Our goal is to create a multi-disciplinary team (MDT) that uses trauma informed practices in a victim centered, community approach that will help identify victim's needs and ensure that follow-up occurs to meet those needs. The program will also provide victims with a victims advocate that helps to provide services, improve access to existing services and case management support.

Our program will address the following specific issues:

- Increased communication across various systems (Tribal, State, Law Enforcement, Social Services, Education etc.) that serve crime victims will improve victim outcomes and reduce re-victimization.
- Creation of holistic case plans that meet each victim and their family's specific needs.
- Access and availability of culturally appropriate, trauma informed services to crime victims, with a special focus on children and Elders.

The Bureau of Justice Statistics (BJS) reports that Native American have higher rates of victimization than all other races. They also report that Native Americans experience violent crimes at a rate of twice that of the general U.S. population, and that Native Americans over age 55 experience 22 crimes for every 8 crimes experienced in the overall population.<sup>1</sup> Native American children have the third highest rate of victimization at 11.6 per 1000.<sup>2</sup> Even without these statistics, Tribes are aware that victimization rates are high in our communities. We see the

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<sup>1</sup> Perry, Steven W: American Indians and Crime: A BJS statistical Profile

<sup>2</sup> Department of Health and Human Services, 2010

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)**

results anecdotally as we complete family safety assessments. In our current child welfare caseload of 48 children, 46 of them have family or personal history of victimization.

Furthermore, most of these victims, have not received any services whatsoever.

Traditionally, criminal and abuse investigations have focused on the perpetrator and the prosecution of crime, often leaving victims with little support or assistance to meet their needs. A typical abuse investigation includes interviews of the victim and household members that get a “snap shot” of the reported event. MDTs provide child welfare agencies, adult protection agencies, law enforcement and court personnel holistic information from all providers. Instead of a “snap shot”, we get a multi-dimensional view of the needs, barriers and strengths of not only our victims, but also their families and support systems. By creating and implementing multi-disciplinary teams, we can assure that the victim stays the central focus of all investigations, focusing on our most vulnerable populations, our children and Elders. Providing a victim advocate will further ensure that victims can access culturally appropriate trauma informed services in a timely manner.

Further complicating victim services in our community are jurisdictional issues. We are located on the [REDACTED] border and jurisdictional issues often complicate victims’ access to services. Many crimes must have those issues solved prior to a victim receiving services and the process is complex and can take an extraordinary amount of time. In the meantime, victims may not have access to the services they need. A tribal MDT will help increase communication across the jurisdictions, as well as facilitate the delivery of services to victims and their families. Our MDT will consist of representatives from the following agencies:

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)**

- Tribal and State Child Welfare Agencies
- Adult Protection Agencies
- Tribal and local Domestic Violence Agencies
- Tribal and Local Law Enforcement Agencies
- District Attorney's offices
- Courts
- School districts
- CASA
- Probation
- Mental health and substance abuse providers.
- Other community agencies to be determined during planning.

The MDT will staff at least 30 cases over the next 3 years. The MDT staffing will assist the program in determining victim and family strengths, needs and barriers. The MDT will also help determine what community agencies can assist in meeting case plan goals and victim needs.

**2. Current or previous efforts:**

██████ is dedicated to investing in long-term strategies to address our public safety, criminal and juvenile justice, and victimization issues in a comprehensive manner. We achieve this by developing protocols and procedures that reinforce our cultural norms, values, and the priorities established by our Tribal leaders with input from our community members.

The Tribal Community and Justice Profile identifies domestic violence, including child abuse and elder abuse, substance abuse and the shortage of culturally appropriate resources for Native youth as a major concerns for our community. In response, ██████ has successfully designed and

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)**

developed the following programs, in addition to our general social service programs, to help support victims of domestic violence, child abuse and neglect:

- [REDACTED] Tribal Court
- [REDACTED] [REDACTED] Domestic Violence/Sexual Assault program
- Title IV-E Foster Care Services
- Juvenile Wellness Court
- Tribal Youth Program

The above-mentioned services are offered in addition to the following services offered to all tribal members:

- Child Welfare and ICWA
- Family Resource Center and Library
- Family Assistance and Support (General Assistance, IV-B prevention etc.)
- Education Services and Support
- Child Care Development Fund Services
- SEEDS (Sustainable Employment and Education Solutions) program

Currently our only victim services are offered through [REDACTED] [REDACTED] [REDACTED] Domestic Violence/Sexual Assault program. With funds from the Office of Violence Against Women, the Tribal Sexual Assault Service Program, Family Violence and Prevention Services Act and California Office of Emergency Services, we have been able to implement a program with 6 staff to offer services, support, prevention and outreach for our community.

As a direct funded IV-E agency, we are now able to access services for children removed or those at risk of removal from their home. Our current child welfare/ICWA program has

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)**

approximately 50 cases handled by one social worker and the program manager. Our family services staff also delivers services under Juvenile Wellness court.

██████████ has grown into a robust program that is able to meet the needs of victims affected by DV/SA. For the most part, these services are for the “primary” victim. Elders and children are often described “secondary” victims in domestic violence cases. Without services to address all crime victims, there are large gaps in providing holistic services to our children, elders and families.

**3. Current Gaps:**

Our data shows that while only 9% of the population is Native American in ██████████ County, 48% of the population of foster care is Native American. In 2015 25% of the foster care population consisted of ██████████ children. ██████████ has only 503 enrolled members in ██████████ county and only 211 children, but represented 25% of the foster care population. The data also shows higher number of substantiations of abuse and neglect, lower rates of reunification and higher incidences of re- entry to foster care within 12 months for native children.<sup>3</sup>

Even with these startling statistics, there are very few culturally appropriate services offered to Native families in the foster care or any other system. ██████████ Department of Health and Human Services (DN DHHS) officials cite availability and access to tribally centered services as the reasons.

Many of our children in foster care are also victims of crime; they have witnessed drug use and domestic violence, they have suffered abuse and neglect and many have been victims of sexual abuse as well. Parents in child abuse and neglect cases are treated often as criminal

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<sup>3</sup> ██████████ DHHS 2015 ICWA Review Findings, CDSS and CA DOJ

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)**

perpetrators, but children in the foster care system are not often treated as victims of crime. Foster care services focus on reunification and safety, but healing and wellness tends to be ignored in typical case plans. [REDACTED] believes using MDTs can provide the multiple agencies involved with our families the insight to create holistic plans that address historical trauma, primary and secondary trauma as well as the abuse and neglect issues that brought the family to our attention.

Elders and vulnerable adults are often in the same crisis as our children in the foster care system. There are even fewer resources and access is much more limited. Adult Protective Services agencies can only address situations in which the Elder or adult chooses to move forward with criminal charges, is willing to request a protective order or is so incapacitated they can no longer make decisions for themselves. Many of our vulnerable adults suffer from mental illness and struggle with day-to-day living activities. This contributes to their high victimization rates. Elder/Dependent Adult abuse is not referred for any kind of community response and often the Tribe is not even aware an abuse referral is made. Without a community response or MDT in place, our Elders and vulnerable adults remain lost in a system with little support or access to services.

State crime victims' funds exist, but the network to access them can be confusing and disbursement is through the district attorney's office and Victim Witness offices. Due to current and historical trauma, many Native Americans are not comfortable accessing services through and state system, much less the court system. Even if a family can get through the Victim Witness agency process, the services are not trauma informed or culturally appropriate. Victims and their families often fail to access services for a variety of reasons. Some of the barriers shared with our staff are:

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)**

- No knowledge of available programs or services
- Lack of transportation
- Unwillingness (often due to historical trauma) to access services from state systems
- Confusion regarding where and how to access services
- Poor awareness of eligibility requirements
- Lack of advocacy to address needs
- Existing trauma inhibits ability to follow through
- Difficulty with application and eligibility process
- Fear of retribution from perpetrator
- General lack of support to access services

Although we currently have a complement of DV/SA services, with the exception of OVW TSASP, all current [REDACTED] DV/SA funding provides intervention for the primary victim, children and elders are often defined as secondary victims ( they can receive services but they are not considered a primary victim). Familiar Elder Abuse (outside of dv/sa) is not clearly defined or unallowable in any of our current programs. Vulnerable Adults/youth are often victims of crime, but do not meet the requirements for DV/SA services.

Currently the Tribe has no program for providing services specifically to crime victims, except for DV/SA. Advocacy is often a task assigned to our social worker, who already has a caseload of 50 child welfare cases. The only funding source that is allowable to support any non DV/SA crime victims is our Title IV-B funds, which are very limited at less than \$18,000/year and limited for child abuse and neglect cases. We often use these funds to pay for relative placements prior to foster care licensing and IV-E eligibility. This program funds supportive



**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)**

services and activities for prevention and intervention of child abuse and neglect, training, recruitment and retention for foster families and partner agencies and in home supports for children at risk of abuse or neglect. There are no salaries available and services are very limited. Currently, DV/SA victims are the only ones that can access quality services. Other crime victims are left with little services or supports to help them navigate the healing process.

**4. Identification and Prioritization of Problem:**

Our community assessment has identified services to children, youth and elders as problem areas for quite some time. Each community assessment we have completed returns with similar results. Anecdotally, CFS staff collects information on clients that are ineligible to receive requested services and documents why they were ineligible. Our anecdotal information has shown that often children, elders and dependent adults are falling through the cracks. Although states have limited services for crime victims, they are difficult to access and in our experience, they do little to offer the victim true support. The state OVC funds are used to provide counseling, but do little to help families' access services or help victims know what services are available in their area.

■ CFS staff all collect monthly data that records the number and types of service contacts. Over the last 3 years, our service contacts have increased dramatically. Our elder abuse reports grew from 14 in 2014 to 23 in 2016. Our overall service numbers rose from 316 to 381 in the same period. While these numbers may not seem dramatic, our staff of two is attempting to provide services to almost 400 people per year. This is in addition to our child welfare caseload. This data collection has helped the Tribe determine where more services and supports are necessary and it is clear that victim services are lacking for Native Americans in our community.

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)****5. Description of Program:**

Victim Assistance Program will offer a two-pronged approach to service provision: Establishment of an MDT to facilitate a multi-dimensional view of our victims and families and the strengths, needs and barriers that exist and an advocate position, to provide support to Native crime victims.

Our MDT will gather information from multiple sources and provide a coordinated community response for substantiated reports of child abuse and neglect, elder abuse and other crimes. The multi-dimensional view of an MDT allows the program to have a better idea of the strengths, barriers and needs of the victims and their families.

The advocate/specialist will assist by providing necessary supportive services and case management to Native victims of crime. Supportive services may include but are not limited to:

- Case management
- Advocacy
- Safety planning
- Basic needs (food, clothing, shelter)
- Counseling
- Mental health services
- Transportation
- Assistance with state forms and/or program referrals
- Community agency and service referrals
- Home visiting

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)**

The program will be under the direction of our CFS Director and supervised by our Family Services Manager. It will employ one victim advocate/specialist, located at our CFS office, a satellite office located ½ mile from our main administrative campus. Our off site location allows for high confidentiality as victims access services. The location is co-located with our other services that include child welfare and family services, domestic violence and sexual assault, childcare, education, general assistance and other general tribal welfare and assistance programs. Program co-location offers crime victims a “one stop shop” to access the services they are eligible for and that are most appropriate to support the victim and their family. The advocate/specialist will work closely with all CFS, Tribal and Community resources to assure that identified needs are met in holistic, trauma informed, and culturally appropriate manner.

6. |

**Goals and Objectives:**

The purpose of our project is to develop our community’s response to Native American crime victims and increase the access culturally appropriate, trauma informed services to Tribal Citizen crime victims and their families that are located within our service area.

**Goal 1:**

Develop a Tribal/State multi-disciplinary team that will increase communication across the various systems that serve crime victims to help develop a trauma informed community response for crime victims, especially children, elders and vulnerable adults.

- **Objective 1:** By the end of Month 6, project staff will identify and invite community partners in our service area in both California and Oregon to participate in the policy committee. The policy committee will create policy and procedures that adhere to Tribal, State, and Federal laws regarding confidentiality.

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)**

- **Objective 2:** By month 6, local agencies will be aware of the project and necessary MOU development will have started with local agencies (Social Services, Law Enforcement, District Attorney, etc.).
- **Objective 3:** By the end of month 12, at least one MDT meeting will be completed and meetings will continue at least bi-monthly through the project period.

**Goal 2:**

To increase the accessibility to trauma informed, culturally appropriate victim services by creating holistic case plans, developed with information gathered from an MDT setting with input from the victim, service providers and local agencies.

- **Objective 1:** By month 6, project staff will create and begin distribution of a survey of local victim service agencies to determine a menu (what and where local services are available) and how to access them. By month 12, outreach materials will be available that identify crime victim services, availability and eligibility.
- **Objective 2:** By the end of year 1 at the MDT, project staff will develop at least one holistic case plan that addresses accessibility of crime victim's services.
- **Objective 3:** By the end of Year 2, project staff will have developed service plans for 15 crime victims that offer services that increase access to available services in the community and when no community services are available, the project specialist will deliver support services as identified in question 5 above. By the end of Year 3, 30 clients will have received program services.

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)****7. Plans to develop a new Program:**

Our project creates a Tribal Multi-disciplinary team that while present in some form in both Oregon and California, it does not cross the jurisdictional boundaries of the border. This cross jurisdiction MDT, along with a victims advocate, will increase access to services to crime victims and their families. Our project will utilize services and collaborations that are already in place, such as the connection between tribal social services and county/state social services. We already jointly respond and staff child abuse and elder/dependent adult abuse referrals. Law enforcement and the district attorney's office have a process for communicating regarding crime investigation and prosecution. What we lack is a process that creates lines of communication between the silos of existing services. Social Services and law enforcement struggle to share information, victims' service agencies are often not in the loop with the district attorney's office, the district attorney's office is not in communication with social services. The data cited in questions 1 and 3 from the Bureau of Justice Statistics, the Dept. of Health and Human Services and California Dept. of Social Services supports our decision to focus on children and elders. Although services will be available to all non DV/SA crime victims, our outreach efforts will be focused on increasing knowledge, availability and access for services specifically for children and elders. The same characteristics that increase the victimization of children and elders are often the same barriers that inhibit access to services. Barriers such as transportation, communication and service awareness create more barriers for elders and children than they do for adults. Providing an advocate to assist clients in acquisition of services will create an impact that will remain after the end of the project. As community members are able to access services, more victims will be aware of available services.

**8. Leverage of Resources:**

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)**

Community and Family Services has a number of collaborative partnerships, both internal and external that will be used to leverage resources to continue this project after the end of the grant period. Internally, we will collaborate with our newly approved IV-E program, our DV/SA program, our existing tribal service programs and our culture and language program. Externally, we have strong partnerships with DHHS and Curry DHS, the main providers of services to children and elders in our local area. CFS has just started implementation of a direct funded IV-E foster care program. In three years, our program will be in full implementation and a successful grant project will have completed the planning and implementation of MDT's. With the framework in place and MDTs already taking place, the Tribe along with our local social service agencies can continue the work that started by the grant project.

A challenge to sustainability will be the increased caseload we expect our outreach and service delivery to engender. However, there are existing programs at both the Tribe and local social services agencies that offer assistance reducing barriers to services. With the foundation and framework of this project, it will be less time consuming for staff to identify and provide victims services. The tribe is also implementing a direct IV-E program and has plans to operate a TANF program. These programs can continue the work started by this project. We are confident that with the foundation, framework, policies and procedures created during the grant period that staff will have access to tools to continue working with crime victims in a holistic manner.

**9. Need for Assistance:**

Currently the Tribe has two staff that work specifically with children and Elders. The current caseload is approximately 50 CWS/ICWA cases. Our staff time is nearly fully allocated to

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)**

managing the programs that are funded through our self-governance agreement and Title IV-E.

It would not be possible for our current staff to add this project to their already overwhelmed workload. Current staff have some percent (10-30%) of time available to assist the project team, however, a full project with policy and procedure development and outreach to community and agencies and victims would not be possible.

**10. Data Collection and Evaluation:**

Program evaluation will consist of data collected by the project specialist as they provide services to victims and work with the community to establish an MDT. We will collect data using our current case management software, regarding the number MDTs held, cases staffed, service plans created, service plans completed, revictimization rates and the actual services accessed by victims. We will also collect data on crime victims, including age, type of crime and disability status to evaluate if our targeted outreach services were effective. The data will be collected using our case management software and other case management tools such as file reviews. A successful project is defined by an increase in service knowledge and acquisition for victims, completed service plans, low revictimization rates and identifying if children and elders were the majority of our clients.

**11. Training and Technical Assistance Needs:**

Our project specialist/advocate will participate in the OVCTTAC Victim Assistance online training. In our rural area, online training is a valuable tool for increasing skills and knowledge of staff. We also will encourage our project staff to apply for the Leadership Institute at the

**Purpose Area #7 Narrative: Comprehensive Tribal Victim Assistance Program (OVC)**

National Victim Assistance Academy. We may request TA for developing our resource survey for local victims' services to assess what services are currently available in our community.

- 12. 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. (CTVA Purpose Area # 7 funding cannot be used for investigation or prosecution.)**

NA

- 13. Applicants who were awarded funds in either FY 2014 or FY 2015 for the CTASCTVA Program Purpose Area #7 must describe the strengths and challenges of the current project and how new funding will complement but not duplicate the work under the existing project.**

NA

- 14. If you are requesting funding in multiple purpose areas, is the receipt is the 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 funds for Emergency Shelter Services under OVW Purpose Area #5 and a shelter victim advocate under OVC Purpose Area #7.**

The Tribe is applying for Purpose Areas 2, 3 and 7. Although each of these projects complement the other, they are all stand-alone projects that will be successful without the others.



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

*Purpose Area #8 Narrative*

**1) Substance abuse problems requiring services of a Youth Healing Wellness Court.**

1. Alaska Native youth are over-represented within the juvenile justice system. In 2006, Alaska data showed Alaska Native youth were *five times* more likely to be referred to juvenile justice than white youth (Arya, 2008). In 2015, the Alaska Department of Health and Social Services Department of Juvenile Justice (DJJ) reported 181 total referrals, resulting in 301 charges from 117 juveniles. While only 20% of the population were counted as Alaska Native from 2006-2015, 39.3% of the DJJ referrals in Juneau were Alaska Native. Nationally and within our state, Alaska Native youth are most likely to receive more punitive sanctions, and are more likely to end up in the adult justice system or out-of-home placement (National Council on Crime and Delinquency, 2008).
2. Many of the youth interacting with the juvenile justice system struggle with historical and intergenerational trauma. Adverse Childhood Experiences in Alaska (ACE) reports indicate that higher ACE scores show an increase in negative and physical health factors. In all, 44.1% of Southeast Alaskans have two to four Adverse Childhood Experiences.
3. More than 40% of Alaska Native youth are growing up in families with substance abuse in the household; 15.5% reported sexual abuse; 13.5% reported witnessing domestic violence. These individuals are more likely to use drugs and alcohol themselves, and are more likely to enter the criminal justice system for violating laws related to substance abuse.
4. Data compiled by DJJ shows that from 2014-2016, more than 50% of DJJ youth needing substance abuse programs were Alaska Native, and 75% of the Alaska Native youth involved

with DJJ required substance abuse services. Few of these programs have cultural components incorporated into their education or treatment approaches.

5. There are no comprehensive treatment services in Southeast Alaska. Additionally, there is no option for Alaska Native minor offenders to receive diversion and therapeutic services; and few services address the historical trauma that is prevalent in the Alaska Native population. Of the services that do exist, cultural components incorporated into education or treatment approaches are either non-existent or underdeveloped.

## **2) Previous or Existing Efforts**

██████████ Tribal Court does not currently have a Youth Wellness Court, but will follow existing efforts in place for Adults. The Juneau Adult Therapeutic Court (JTC) is a collaboration of the Alaska Courts, the District Attorney's Office, the Public Defender Agency, the Police Department, City of Juneau, Rainforest Recovery, and other organizations.

Within this model, an adult defendant with a DUI, misdemeanor, or with non-violent alcohol misdemeanors, is assessed by a treatment provider for intensive outpatient substance treatment. JTC requires those enrolled to follow a well-structured plan to address their issues, and provides support that allows individuals to move forward with minimized rearrests or recidivism.

There is a precedence for this model for Adult courts in California and Minnesota; results show a reduction in recidivism, increased public safety, and improved relationships across communities. In Alaska, the ██████████ has an agreement with the State to implement a joint-jurisdiction state-tribal adult therapeutic court that will serve people across the ██████████ (Juneau news article December 2016 in appendices).

This model of thoughtful culturally relevant sentencing will be adopted for this proposed

████████████████████ The participation is voluntary, requiring the consent of the defendant, judge and District Attorney's office.

JYS is the largest youth services provider in Juneau. JYS offers in-patient services for co-occurring mental health and substance abuse issues, and offers 90-day outpatient services, intensive long-term outpatient services, and aftercare.

National Council on Alcohol and Drug Dependence (NCADD) offers assessments, and also offer services to families, but are very limited in providing services to youth.

Southeast Alaska Regional Health Consortium (SEARHC) is a non-profit tribal health consortium of 18 Native communities, which serves the health interests of the Alaska Native people of Southeast Alaska.

While ██████████ has often partnered with community organizations for tribal member benefit, or has provided cultural programs independent of substance abuse support, there are currently few coordinated approaches to referrals, or culturally specific assessment and service design for outpatient, intensive outpatient, or inpatient services.

### **3. Current gaps in services**

1) Alaska Native youth are disproportionately represented in the juvenile justice system. 2) Because of the lack of services, youth are unlikely to seek substance abuse and healing services until after they are within the state system. 3) Alaska Native culturally relevant components are missing from what little education and treatment approaches that are offered.

*Alaska Native Youth are Disproportionately Represented*

Community wisdom along with extensive research and evaluation of Alaska Native, Native American, and Native Hawaiians over the past decade indicate effective substance interventions must consider cultural norms, cultural practices, impacts of racism and historical trauma, and the role of family as essential for prevention and intervention when offering services (Whitesell, 2012; Cashen 2001). The research underscores the importance of healing from historical and intergenerational trauma.

Currently youth who need services access them in a fragmented way requiring a high level of perseverance and navigational skills. This results in few taking full advantage of support services, cultural programs, education, and training being offered, and even fewer voluntarily accessing substance abuse programs.

Extensive research from the Search Institute and within Indian Country (Scales, 2004; Bebe, 2008) indicates caring adults and role models are essential for the resiliency that young people need. The White Bison Program through Don Coyhis, which is being adapted at [REDACTED] in Purpose Area 9, Tribal Family Youth Services, asserts that the cycle of life has been broken through colonization and this is true in Southeast Alaska. In [REDACTED] cultures, Elders taught youth how to transition into adulthood through ceremonies. Many young people no longer have access to the traditional teachings and have difficulty finding adults that can help them to re-navigate on to a path of Wellbriety.

#### *Lack of Services*

Long waiting periods are the norm in the region for inpatient and/or intensive outpatient services because of space issues. This leaves Juneau and Southeast Alaska youth with limited access to services for alcohol or drug abuse services. In-patient services often require air travel

to Fairbanks, Alaska or to other states. For in-patient treatment, there are a total of only 12 beds in Juneau which are coordinated through the Southeast Alaska Regional Health Consortium (SEARHC), whose responsibility is to serve the health interests of the [REDACTED] and other Native people throughout Southeast Alaska.

### *Culturally Relevant Components are Missing*

To date services have not been carried out in conjunction with [REDACTED] and the tribal community, which has resulted in non-culturally relevant programming in sentencing, recovery and restitution to communities and victims. This proposed program addresses this issue.

The trauma of boarding schools and impact of colonization were first experienced by the grandparents of our current generation of youth. This generational trauma results in youth having an uneven exposure to cultural knowledge, culture-bearers, and healthy role models. Although exposed to fragments of culture, many of the most vulnerable may not have had opportunities to fully connect to their identity, family, and generations of ancestors. The impacts continue to be felt within almost every system in Alaska including health, education, justice, and economic sectors. There are a growing number of students participating in [REDACTED] cultural activities, but still fewer than 50% of Alaska Native students are accessing these programs, likely leaving out some of the most vulnerable.

Tribal youth that are isolated from their culture have been shown to not participate fully in [REDACTED] programs. [REDACTED] Tribal Court, Tribal Family and Youth Services (TFYS), Temporary Assistance for Needy Families (TANF), and Employment and Training Departments provide a range of services, but it's organizational size and structure can also serve as a barrier for youth in crisis if the process is cumbersome. In addition, court-diverted tribal youth may

have additional social, emotional, or logistical challenges preventing them from participating in programs. Ultimately, it has been shown that without a designated staff person to help coordinate services, youth demonstrate low participation rates in much needed support services.

#### **4. Project Need and current Tribal Court Structure and processes**

The mission of [REDACTED] Tribal Court is: *“Providing sound administration of tribal justice that promotes our inherent tribal sovereignty for the benefit of the health and well-being of our tribal citizens.”*

In 2016, [REDACTED] Executive Council, Judicial Council, and Tribal Court Staff identified the following priorities: 1) Coordinate the execution of a Memorandum of Understanding between the Tribe and the Alaska Court System to participate in forms of Restorative Justice for tribal citizens involved in the criminal justice system; 2) establish diversion efforts for tribal youth in legal distress. Through a youth therapeutic wellness court, justice emphasizes the need to address the root causes of a specific offender’s criminality, to treat the offender to remove the problems and to return the offender to the community as a responsible citizen.

Current Tribal Court System and Docket Frequency: The Executive Council, Judiciary Committee and Tribal Court continue to work toward expanding the Tribal Court and its judicial services. Currently, youth sentencing goes through the state court system (see statistics in problem statement under Section 1).

The Tribal Court is available for and has subject matter jurisdiction over a large range of civil issues. In 2015, petitions included: Adoption-3; Child Support-60; Divorce/Custody-8; Domestic Violence-15; Guardianship-10. There were also 204 Hearings Held; Marriage/Vow

Renewals-1; Motions Filed-25; Orders Issued-291; Paternity Petitions Filed-24; and 1,000 Children Serviced. As of 12/31/2015 there were a total of 826 open cases.

The number of cases served in the Court doubled in 2016, and Tribal Court is now poised to take on juvenile cases. There is no additional funding to address these added cases.

Tribal services are guided by the traditional values of respect, patience, and the essential responsibility to safeguard the future of the Tribe by promoting healthy families. The Tribal Court provides technical assistance to Alaska tribes and is currently developing various alternative dispute resolution and restorative justice models that can be utilized by the Juneau home-based court and shared with Tribal Courts throughout Southeast Alaska. The Court system has also been involved in prevention programs and is working closely with the state through formal memorandum of agreements to redirect youth at risk of entering the court system.

*Staffing:* [REDACTED] Tribal Court has current staffing levels of 5 FTEs. In addition to the Tribal Court Judge, there is a Coordinator for early intervention, a Court Clerk and admin support.

The presiding judge for the [REDACTED] Tribal Court will work with District Court Judges. The state court judges have been strongly supportive of the addition of [REDACTED] role in expanding a wellness court for juveniles.

*How tribes currently handle juvenile cases involving substance abuse:* Tribal youth are currently getting referred through the Department of Juvenile Justice. Youth are then referred to substance abuse programs: Juneau Youth Services, Southeast Alaska Regional Health Consortium, National Council on Alcohol and Drug Dependence, or to [REDACTED] Tribal Family Youth Services, or programs out of the region or state. Many youth are referred to services but do not complete them until after they are already a part of the juvenile justice system. Through



state referrals to the tribal justice system, youth will be given the opportunity for a therapeutic option that provides guidance on a path to address and treat the root causes of issues.

## **5. Implementation and Long Term Strategy, Tasks and Activities**

While consensus and planning during the first year of this project will determine the specific assessment tools, referrals, treatment, healing programs, and reconnection infrastructure, [REDACTED] and Tribal partners have committed to a holistic, culturally-specific approach that re-establishes the balance that has been interrupted using drugs and alcohol. With a therapeutic option and comprehensive support of a coordinator to support each step of their progress, youth can return to their lives as healthy contributors to their people and community.

One of [REDACTED] guiding principles is *Accountability and Respect*. This is a thread that will run through programming to instill in youth that they are accountable for their actions. With the implementation of Tribal Court's efforts to engage community in the solution, youth will not be alone in their efforts, and those connections are more likely to keep them on track.

The model for the [REDACTED] has a myriad of beneficial outcomes. Constructive sentencing that can connect youth to their community and concurrently assist those in need of support includes: 1) Individuals receive support that is culturally relevant; 2) respected Elders, leaders and other adults have the opportunity to be involved with youth participating in the project; 3) youth will work with organizations and/or individuals in their community to make their victims whole again through restitution, or by working on projects beneficial to everyone in the community (i.e., [REDACTED] Immersion Park); 4) youth can provide fish and wild game meat and other subsistence foods to Elders and others who are unable to gather their own, etc.

██████ values have been passed from one generation to the next for thousands of years. Both Tribes have clear protocols, intentional ceremonies, rich languages, and are built on strong relationships with family, community and the land. Partner goals are to re-establish ██████ traditions to serve as the spiritual compass for youth who have been exposed to intergenerational trauma, criminal activity or substance abuse. Program partners agree to weave the following core components of this project: 1) Infrastructure and established practices between the tribal court and other service providers offering an alternative to state sentencing for tribal 14-21 year-olds with minor offenses and drug/alcohol violations.

	Barrier/Need	Tasks and Activities
<b>Objective 1: Infrastructure Tribal Juneau Healing to Wellness Courts (12- week minimum program)</b>	Overrepresentation of Alaska Native Youth in Juvenile Justice System with no diversion programs. Long waits for regional programs.	1.Establish planning committee. 2.Committee conducts assessment for ██████. 3.Formalize processes between ██████ tribal court, state court system/DJJ. 4.Develop referral processes, vet screenings and sanctions. 5.Establish support team protocols. 6.Develop ██████ policies, procedures and tools manual. 7.Develop quality improvement protocols and processes to expedite services.
<b>Objective 2: Culturally Responsive Sobriety and Healing Services</b>	Cultural resources are not integrated into local substance abuse programs.	1.Work together as a team across programs and agencies. Coordinate needed interventions. 2.Provide training and support for adapting existing services to more fully integrate culture, community, and family (White Bison adaptations). 3.Conduct assessments in “culturally safer” spaces. 4.Ensure cultural liaison is participating in all treatment phases. 5.Establish assessments and bed reservations/outpatient slots to expedite referrals. 6.Holistic approach to treatment support with support teams. 7.Implement culturally specific incentives and sanctions including praise and program opportunities.
<b>Objective 3: Increased coordination for therapeutic youth services.</b>	Currently there is poor communication and no team-based	1.A ██████ Case Manager will support team-based support for each participant. 2.Participants will have regular team meetings with Coordinator and support team to develop

	<p>management. individualized plans. 3.Participate in regular drug testing. 4.Coordinator and therapeutic counselors will encourage the strengthening of family and cultural relationships. 5.Coordinator will provide advocacy and collaborate with other systems for the best outcomes for [REDACTED] participants. 6.Support team members will share information on progress and make quality improvements and sustainability plan within each agency.</p>
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## 6. Management Structure and Staffing, for Proposed Project

[REDACTED] Tribal Court Judge will have primary oversight of this project, and the Coordinator will work directly with each youth participant and their families to help make referrals, provide support, align programs, ensure treatment compliance with substance abuse services, education requirements, community service and cultural programs. The Coordinator will work to ensure that the youth are connected to caring adults and ensure that youth are meeting compliance with the Judge and their intervention team. The Coordinator will work with [REDACTED] staff and partners to build on strengths and work to reduce barriers that may arise in education, employment, housing security, family support, health and wellbeing.

**Partnership support:** [REDACTED] will leverage existing resources within the community that are available for in-patient, outpatient, and intensive outpatient substance abuse services throughout the community, and will also tap into training resources and tools available.

During the first two years of this project [REDACTED] will identify the key roles and qualifications for a part time assessment and case manager position at one of the substance abuse organizations grounded in [REDACTED] culture.

**Organizational changes that may result:** Offering a culturally rich therapeutic program that enhances partnerships and community connections will reframe how services are offered in the

region, and will also enhance sustainability. By establishing a set of standards that create culturally relevant programs that include training, key approaches, and tools that can be implemented to establish life changes, we are also establishing the project beyond the grant.

***Existing resources that support this project:*** [REDACTED] was very intentional to build upon and not duplicate services within [REDACTED] or partner organizations. Participating youth will be linked and brought into [REDACTED] and community programs that serve their needs including [REDACTED] early intervention program. As the specific aspects of this program are finalized in the first year of this project, tribal leaders, community partners, and Elders will have an opportunity for input on the design, implementation and assurances for this model.

## **7. Government and Community Initiatives, and partnerships that Contribute to the Project**

The [REDACTED] project that is being proposed is the structure that evidence based research indicates for wellness courts to succeed. With judicial leadership and strong support from the Tribe, [REDACTED] will serve as a liaison for youth to access culturally based therapeutic wellness court approaches with wraparound services from [REDACTED] and project partners throughout the community that will enhance the path to recovery.

The State of Alaska, DJJ is working with the Tribal Court to decrease the disproportional incarceration of Alaska Natives. DJJ and state courts will refer youth and support incentives and sanctions that are needed outside of the tribal justice system. DJJ representatives will participate in the planning and design phase.

*National Council on Alcohol and Drug Dependence; Juneau Youth Services; Southeast Alaska Regional Health Consortium:* Each partner holds a piece of the therapeutic services. SEARHC is working to provide more outdoor and experiential substance abuse services.

NCADD has been working to expedite placement for Juneau residents seeking substance abuse services by increasing their assessment and referral process.

This project can serve as a focal point for the services in Juneau and allow for quality planning to improve coordinated substance abuse services for Alaska Native youth. JYS, JSD, NCADD, and SEARHC will serve on the planning committee, participate in the support team, work to adapt therapeutic programs, and participate in training as appropriate. Each agency staff will receive culturally specific training as well as offer training to [REDACTED] staff or contracted designees. SEARHC and JYS will prioritize the youth involved in the [REDACTED] [REDACTED] CTAS project to ensure quick inpatient and outpatient services.

Juneau School District and [REDACTED] have a long track record of successful collaboration focused on students who need academic boosters and career planning. [REDACTED] will build on this established relationship. Specific school and/or district staff will be chosen to participate in the scan and planning phase of this project. School staff that can be the most helpful with youth support will participate in the support and intervention team meetings.

A designated Caseworker will convene a team of adults within and outside of the tribe that can help to support tribal youth and their families. This team can include substance abuse workers, school district/site staff, cultural program coordinators, Elders, family members, court personnel, social workers, behavior health personnel, victims, family of victims, and others as appropriate. The Coordinator will ensure that youth follow program requirements, and working closely with [REDACTED] Tribal Court Judge, the Coordinator will ensure that timely and agreed upon incentives and sanctions are made through the court, school, tribe, community organization, or family as appropriate. Through regular team meetings, together they can address chronic



absences, disengagement or academic performance issues, mental health needs, food or housing insecurity, and employment needs, as well as court and program compliance.

## 8. Measuring Success and how Data Will be Collected

██████████ manages a central database that tracks all services and interactions with tribal members. The ██████████ Program Compliance office will work with the Court Clerk and Coordinator for data collection and reporting. Both offices will be responsible for working closely with partners and participants to collect data for this project. These partners include SEARHC and JYS, as well as ██████████ staff time who will serve as an in-kind contribution to this project, including Tribal Family Youth Services (TFYS), Employment and Training and General Assistance, the Business and Economic Immersion Park Project, the Language Department, and Temporary Assistance to Needy Families (TANF).

The program staff will track the number of youth who are referred to the Tribal Court; who participate in the ██████████ program; and/or referred to other services. ██████████ Compliance Office will collate and compile data for quality improvement review and reporting on a quarterly basis. Data collection protocols will be established with partners to ensure service and outcome measure is provided to ██████████.

	What will be measured?	Data collection method	Who is responsible?	Success/Target
<b>Objective 1: Diversion—Referral Points and Legal Process</b>	Number of youth 1.diverted from criminal system (referred), 2.participating in therapeutic activities, 3.completed therapeutic programs.	1.DJJ Data. 2. ██████████ database. 3.School records. 4. Juneau Youth Services. 5. SEARHC	Program Compliance and Court Clerk.	1.36 youth complete the program. 2.H.S. Graduate Rates increase by 10% by end of grant. 3.Recidivism of participants is

				less than 50% at end of grant.
<b>Objective 2: Sobriety and Healing</b>	Youth participants who achieve sobriety.	Adapted tool.	1.Coordinator; 2.JYS, SEARHC, NCADD staff. 3.Program Compliance.	Youth sustain sobriety (60%) by end of grant.
<b>Objective 3: Cultural connectedness and Community Connectedness</b>	1.Knowledge of family tree and clans. 2.Increased experience in cultural practices. 3.Increased cultural connectedness. 4.Number of caring adults.	Youth pre/post survey on cultural connectedness and caring adult scale.	Case Manager/ Program compliance.	1.100% of youth report an increased cultural connectedness. 2.Introduce themselves w/cultural protocol 3.increase in caring adults (more than 3)
<b>Objective 4: Educational and Employment Outcomes</b>	1.Attendance. 2.Academic achievement. 3. Employment/Career Development	Youth Documentation	1.School District or site rep. 2.Program compliance.	Individual education goals established by end of grant.
<b>Objective 5: Increased Coordination for Therapeutic Youth Services</b>	Partner participation and collaboration quality.	Partner survey and stakeholder interviews.	1. [REDACTED] Program Compliance. 2. [REDACTED] Coordinator	1.Partner organizations have clear understanding about processes. 2.Improved coordination and support for tribal youth.

### 9. Evaluation, collaborative partnerships, and on-going resources for Sustainability

[REDACTED] is committed to improving the quality of life for tribal citizens in Southeast Alaska. This project serves as a long-term investment in tribal members who are at risk for life altering interactions with the criminal justice system. The juvenile therapeutic court funded

through CTAS will lay ground work for holistically supported programs for tribal members, and provide an opportunity to dedicate time to the development of tools for referrals, screening, and incentive/sanctions. These collaborative community efforts to break generational cycles that often lead to criminal activities will help sustain services beyond the life of this funding.

██████████ and the tribal court has had success with developing sustainability plans. A recent example includes a three year award focused on protective orders. Through the grant partners developed forms, tools, and practices that have now been fully incorporated into each agency way beyond the life of the grant and has increased the number of cases heard. Some key areas that will be sustained beyond the life of this grant includes:

1) Protocol processes and tools for state and tribal administrators to use to divert non-violent youth offenders to therapeutic court. 2) Strong relationships and partnerships with team support members and key stakeholders including: substance abuse service providers, Juneau School District, and ██████████ programs Temporary Assistance to Needy Families, Tribal Family Youth Services, Navigators, and other departments. Through these partnerships, we are able to seek new funding and/or leverage existing funds including making better use of Medicaid dollars to support rehabilitative services for youth. 3) Integration of cultural practices in therapeutic services and Wellbriety efforts through training and partnerships as a result the grant planning and programming will have a lasting impact. Sustaining funding for these services is an on-going challenge, but ██████████ Executive Council and Judicial Council has prioritized this in their strategic planning as an important way to support tribal youth and families.

**10. Is the funding of OJJDP Purpose Area #8 required for any other purpose area?**

No.



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

## Purpose Area #9 Tribal Youth Program (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, including data, as necessary to clearly describe the nature and extent of the problem(s).

The [REDACTED] is a “non-reservation” based Native American Tribe federally recognized by the United States Secretary of the Interior<sup>1</sup> located in [REDACTED] Oklahoma. In total, [REDACTED] encompasses about 15 percent of the state’s total area at 10,613<sup>2</sup> square miles, which is larger than the entire state of Maryland (9,707 mi<sup>2</sup>), making it the [REDACTED] area in the lower 48 states.<sup>3</sup> To put the vastness of the [REDACTED] into perspective, it takes about three hours (160 miles) to travel from the southwest to the northeast corner of the service area.

Chronic absenteeism is a major problem throughout the [REDACTED], the State of

Oklahoma Public Schools: Fast Facts 2016-2017 <sup>4</sup>
<ul style="list-style-type: none"><li>• 62.37% students eligible for Free/Reduced Lunch = 73,219,969 meals (2016)</li><li>• 2015 Graduation Rate – 82.52% a continuous decline from 2012’s rate of 87.09%</li><li>• \$46,159,607 reduced funding for 2015-16 school year</li><li>• Teacher Salary – <i>below national average</i> by \$13,000</li><li>• 29% Reading Test – proficient or advanced</li><li>• 23% Math Test – proficient or advanced</li><li>• 28% Science Test – proficient or advanced</li></ul>

Oklahoma, and the United States, which negatively influences the future of tribal youth.<sup>5</sup> [REDACTED] students accumulated **59,724** absences during a single school year, which negatively impacts school

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<sup>1</sup> 2013 Federal Register. Federally-recognized Tribes

<sup>2</sup> 2010 Summary Population and Housing Characteristics. U.S. Census Bureau.

<sup>3</sup> U.S. Census Bureau. 2000 Census of Population and Housing, Summary Population and Housing Characteristics, PHC-1-38, Oklahoma. Washington, D.C. 2002.

<sup>4</sup> Oklahoma State Department of Education, *Oklahoma Public Schools: Fast Facts 2016-2017*. Retrieved January 13, 2017.

<sup>5</sup> Garry, E. M. (1996). *Truancy: First step to a lifetime of problems*. Washington, DC: U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention.

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achievement, juvenile delinquency risk status, increased dropout rates, increased drug and alcohol use, increased poverty levels in future generations, and contributes to domestic violence, and death. The problem does not begin in high school; data reflects that absenteeism concerns begin as early as elementary school.<sup>6</sup> The [REDACTED]

[REDACTED] Project intends to address chronic absenteeism in the beginning stages by combating the issues that create truancy. Minority youth may be more likely to be petitioned to the court for truancy, and although national data on the prevalence of truancy is limited; dropout rates are clearly higher for minority youth.<sup>7</sup> Native American girls were 40% more likely to be referred to juvenile court for delinquency, 50% more like to be detained, and 20% more likely to be adjudicated.<sup>8</sup> For a truant student, each missed school day is a lost opportunity for learning. Chronic student absences reduce even the best teacher's ability to provide learning opportunities. Within [REDACTED], generational poverty, older generations assuming responsibility for younger generations due to lack of parental involvement,<sup>9</sup> and lack



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<sup>6</sup> Nauer, Kim, Andrew White, and Rajeev Yerneni. 2008. *Strengthening Schools by Strengthening Families: Community Strategies to Reverse Chronic Absenteeism in the Early Grades and Improve Supports for Children and Families*. New York, N.Y.: Center for New York City Affairs, The New School.

<sup>7</sup> Coalition for Juvenile Justice, SOS Project, Truancy, Section 2.5. <http://www.juvjustice.org/our-work/safety-opportunity-and-success-project/national-standards/section-ii-efforts-avoid-court-1>

<sup>8</sup> Puzzanchera, C. and Hockenberry, S. (2015). National Disproportionate Minority Contact Databook. Developed by the Nation Center for Juvenile Justice for the Office of Juvenile Justice and Delinquency Prevention. Retrieved from <http://www.ojjdp.gov/ojstatbb/dmcd/b/>. July 17, 2015.

<sup>9</sup> Southern Gerontological Society, Journal of Applied Gerontology 2015, Vol 34(2) 138-157. *The Needs and Use of Programs by Service Providers Working with Grandparents Raising Grandchildren*. Fruhauf, C., Pevney, B., Bundy-Fazioli, K. November 1, 2012.

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of transportation contribute to truancy. Studies consistently show that students who attend school regularly have been shown to achieve at higher levels than students who do not have regular attendance. According to *Oklahoma Watch*'s December 2016 article capsulizing chronic absenteeism in Oklahoma, [REDACTED] territory school districts had 4,422 students who were deemed chronically absent.<sup>10</sup> Through an MOU with schools in the territory, [REDACTED] has access to attendance and grade data daily through the Mizuni database, which collects data from the State of Oklahoma on a daily basis. As schools daily report data to the State, Mizuni extracts the data and makes it available to query out reports for information such as attendance. According to a report<sup>11</sup> queried from the Mizuni database for the 2015-2016 school year, more than 900 [REDACTED] students were chronically absent (absent at least 10% of one school year). This represents 10% of all [REDACTED] students in the region.

- 2. Describe current or previous efforts, if any, to address problem(s) identified in item #1 and state whether they were effective. Please provide detailed information about any current or past youth programs funded by OJJDP and their current status.**

The [REDACTED] includes 87 independent and consolidated school districts. Currently, there are no identifiable truancy programs in the region. The [REDACTED] Project will build on the relationships with the school districts in [REDACTED] territory which have been previously established through the [REDACTED] [REDACTED] garnered access to the Mizuni database to be able to track [REDACTED] students' attendance and grades to establish a program rewarding positive school achievement. [REDACTED] Project will be able to access the Mizuni grade and

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<sup>10</sup> Oklahoma Watch, *Chronic Absenteeism, by School*. December 12, 2016.

<sup>11</sup> Mizuni internal data report. February 15, 2017.

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attendance information and be able to prevent chronic absenteeism and intervene in nine schools to help students get on the right track. [REDACTED] Project's ability to provide these services will encourage attendance and reverse the long-term negative effects related to chronic absenteeism. Funding for truancy programs in the state is nonexistent. In May 2016, school districts across the state announced plans to cut programs, lay off teachers, increase class sizes and shorten the school week just to stay within their budgets.<sup>12</sup> Historically, school districts have been grateful for any assistance [REDACTED] can offer as they are short-staffed and under paid for all they are asked to do.

### **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.**

Since the monitoring and intervening of truancy currently does not exist except within individual schools and only at the increasingly limited capacity the schools can address it, students are becoming more truant, getting further behind in their academic careers, and families are experiencing the effects: strained family relationships, student self-esteem issues, failing grades, discipline issues, bullying, increased dropout rates, and increased domestic violence. Responding to chronic absenteeism should always involve working with the youth and family to identify and address the underlying reasons for school absence.<sup>13</sup>

Many underlying issues contribute to chronic absenteeism such as transportation, mental health issues, drug and alcohol use, parental/guardian experiences in education, bullying, and domestic violence. The [REDACTED] offers services to combat many of these issues, but,

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<sup>12</sup> KFOR, *By the Numbers: Winners and Losers of Oklahoma's Proposed Budget*. May 24, 2016.

<sup>13</sup> Coalition for Juvenile Justice, SOS Project, Truancy, Section 2.5. <http://www.juvjustice.org/our-work/safety-opportunity-and-success-project/national-standards/section-ii-efforts-avoid-court-1>

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too often, families lack knowledge of their existence or how to engage with the services. The intent of the [REDACTED] Project is to mitigate the long-term effects on academic success by intervening and referring to other [REDACTED] services when appropriate. Studies have shown chronically absent students benefit from interventions targeting attendance behaviors; thus it is important and worthwhile to intervene.<sup>14</sup> Unfortunately, many students begin a negative spiral of truancy prior to high school and never reap the benefits of the tribe's High School Student Services program, more specifically the benefits of academic success.

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

The [REDACTED] has programs that address student success, more specifically, success of all [REDACTED]. With education being one of the most important factors to success in the modern world, the Tribe recognizes the importance of ensuring the [REDACTED] students' futures through their educational experiences. The youth of this generation will someday lead the Tribe and [REDACTED] takes responsibility to guarantee they are prepared. The [REDACTED] High School Student Services (HSSS) program, for example, focuses attention on 9-12 grade students by offering college preparation opportunities and incentives for good attendance, good grades, and continuing into higher education. HSSS addresses the hard work students put in and is the program where the [REDACTED] Project would like to eventually refer all [REDACTED] students. With appropriate preventions and interventions in place, factors associated with the negative spiral of chronic absenteeism can be identified and corrected.

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<sup>14</sup> Maynard, B. McCrea, K., Pigott, T., and Kelly, M., Campbell Systematic Review, *Indicated Truancy Interventions: Effects on School Attendance among Chronic Truant Students*. 06 April 2012. Retrieved 12/30/16.



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██████████ has identified the chronic absenteeism problem through an advanced data collection system and unique collaboration with public school districts, as well as, demand for Youth Outreach services and response to chronically absent ██████████ youth. Currently, 85 of the 87 school districts within ██████████ territory provide their school's data to Mizuni; the remaining two schools are in the process of working through MOUs to develop the collaborative approach. Mizuni collects data from the State of Oklahoma and makes reporting available as frequently as daily. The accuracy and timeliness of the information will provide the ██████████ Project up-to-date information to be able to assist students before absenteeism causes adverse effects, before public assistance is affected, and before families suffer long-term effects of being uneducated.

Project has selected nine schools within territory which are relatively close in proximity for service delivery and have some of the highest

Table 1. Mizuni Report - ██████████		Student Truancy 2015-2016 <sup>15</sup>	
██████████	██████████ Student Count	Chronically Truant ██████████ Student Count	Chronically Truant ██████████ Student Percent
██████████	218	25	11.09
██████████	232	47	21.53
██████████	481	85	15.85
██████████	107	24	24.28
██████████	241	36	14.5
██████████	45	6	13
██████████	162	9	4.87
██████████	204	23	10.33
██████████	174	5	3.48
<b>TOTAL</b>	<b>1,864</b>	<b>260</b>	<b>Average - 13.21%</b>

student chronic absenteeism rates within [REDACTED].

The [REDACTED]

programs receive an average of 20 referrals per semester from

<sup>15</sup> Mizuni internal data report. February 15, 2017.

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schools within [REDACTED] requesting services for [REDACTED] youth. Many of the referrals are discipline related and after tracking back to the source, there are many issues associated with chronic absenteeism. When Outreach Services makes appointments with students to discuss academic concerns, attendance, and behavior patterns, the students are often absent, which exacerbates the issue and is a further indication that chronic absenteeism is often the root of a student's issues. Due to many factors, a large number of students have no drive or incentive to attend school. Students who do not attend school enter the gateway to criminal activity which leads to an even more difficult life. To achieve the mission of the [REDACTED], *"To achieve healthy, successful, productive, and self-sufficient lifestyles for a proud nation of [REDACTED],"* it is a priority to address chronic absenteeism with [REDACTED] youth.

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

Due to the high association between truancy and juvenile delinquency at-risk factors, the goal of [REDACTED] Project is to reduce chronic absenteeism in 20% of participating [REDACTED] youth. The [REDACTED] proposes to create a community-based, truancy intervention program for [REDACTED] tribal member youth attending public school in four counties within the tribal service area. The [REDACTED] Project will focus on nine schools within [REDACTED] territory: [REDACTED] which have been identified as schools with a significant number of [REDACTED] students who are chronically truant (see Table 1) and are within a reasonable driving distance (45-mile radius from the Outreach Services office). A task-oriented case manager, who has a passion for [REDACTED] youth, knowledge of community resources and counseling/ social work, and prior experience with high risk populations will be sought for



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the position. Other desirable traits will include a strong sense of and respect for confidentiality involving both clients and fellow employees, and appreciation of the value of education. (See Appendix for Job Description) Upon employment, the case manager will be trained on extracting data from the Mizuni database to identify students in need of the program's services. The cooperating schools will provide a list of [REDACTED] students and the case manager will attempt to contact all [REDACTED] families in the nine schools to distribute program information and release forms so the [REDACTED] can access information in the database.

[REDACTED] MOUs are included in the appendix; [REDACTED] MOUs are currently pending. The case manager will schedule and host a meeting in each school district. Parents/guardians will be invited to attend and learn about [REDACTED] services, laws associated with truancy, and the purpose of the [REDACTED] Project. Release forms for access to student data will be available and signed at the meeting. In the event parents/guardians are not available to attend the meeting and/or do not return the release form to school officials, the case manager will make home visits to get forms signed ensuring the release of information. Once the students' information is available, the case manager will begin evaluating absences and work with students who are identified as chronically absent. The case manager will review each student's absence trends and totals on a weekly basis to determine whether continued visits or follow up should occur or if the student can be graduated to low-truancy risk and a new case can be moved to active.

The case manager will assist students and their families in accessing Outreach Services

[REDACTED]  
[REDACTED] licensed professional counselors; accessing [REDACTED]  
food, housing and/or emergency assistance programs. For example, the [REDACTED]

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assists families who earn just enough income to not qualify for federal assistance programs, but still struggle with purchasing food for their families. Next Step also includes a culturally relevant financial literacy curriculum and guidebook, which is required to maintain program eligibility.

The case manager will also encourage at-risk students to engage in pro-social behavior and groups such as [REDACTED] Youth Advisory Board (YAB), Youth Outreach camps and activities [REDACTED]

[REDACTED] sports and cultural youth camps, stickball league play, cultural dance groups, etc. Further, the case manager will work in tandem with the [REDACTED] Education Department to find tutoring services or other needed academic resources that may increase the youth's school attendance.

The case manager and each chronically absent student will discuss absences and the potential implications of continued absenteeism. The case manager will discuss the financial implications directly with the parents and ensure the parents are aware of laws associated with truancy. Any necessary referrals will be made to cooperating programs. The case manager will keep a record of absences and grades and at the end of each semester verify whether or not a student's absenteeism is decreasing. As an incentive for students who avoid chronic absenteeism in subsequent school years, drawings will be held at the end of each school year for culturally crafted items, including stickball sticks and medallions. These items will be equally distributed between the nine schools providing two drawings per school. By removing the obstacles that create truancy, students will be able to experience his/her own culture in a more fulfilling way and become the leader each is destined to become.

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

**Goal:** Because of the high association between truancy and juvenile delinquency at-risk factors, the goal of [REDACTED] Project is to reduce chronic absenteeism in 20% of participating [REDACTED] youth.

**Objective 1:** Access to Mizuni database for [REDACTED] students in the nine schools.

**Activities:** Case manager will train in Mizuni database to learn navigation of available information. Each participating school will provide [REDACTED] Project a list of all [REDACTED] students. The case manager will attempt to make contact with each [REDACTED] student's family and request a signature for release of information from the Mizuni database.

**Objective 2:** Identify and monitor chronically absent [REDACTED] students through Mizuni data reports on at least a weekly basis.

**Activities:** Once release documents are on file, the case manager will access current data, track current absences, and make contact with students and/or [REDACTED] families regarding absence trends. The case manager will make contact with at least 15 chronically absent students per week, making home visits when necessary. Project [REDACTED] will engage a minimum of 108 chronically absent [REDACTED] students in Year 1 and a minimum of 216 in Years 2 and 3 in program activities.

**Objective 3:** [REDACTED] Project's case manager will host a parent/student informational meeting twice a year at each school.

**Activities:** The case manager will make contact with participating schools to establish a date, time, and location for the informational meetings. The case manager will

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hold an informal session explaining [REDACTED] Project and other [REDACTED] services. Brochures will be prepared and distributed in the meetings. Parents will be informed of Oklahoma state laws associated with truancy. Parents will have an opportunity to sign release forms and ask questions regarding various [REDACTED] services during the meeting.

**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, including support from tribal leaders.**

In conjunction with several services within the [REDACTED] and referrals to various external partners and with the support of Tribal Resolution (see Appendix), the [REDACTED] Project will be responsible for reducing chronic absenteeism among [REDACTED] youth. The program will be led by [REDACTED] tribal member, a Board Certified Art Therapist, Licensed Professional Counselor, and Licensed Alcohol and Drug Counselor (see resume in Appendix). [REDACTED] with more than 20 years of experience in education and counseling, has worked directly with schools and has helped establish relationships with the target school districts. [REDACTED] has worked with truant students, discipline, the courts, and juvenile services. She has a broad understanding of available services through Outreach Services, [REDACTED] Behavioral Service, Education, etc., which will be an integral part of eliminating external and often underlying issues contributing to truancy and prevention of student success. Additional leadership, who will be overseeing the program, will include: [REDACTED] tribal member, who has been working with Youth Outreach Services for nine years and currently serves as the Senior Director of Outreach Services; and [REDACTED] Executive Director, a [REDACTED] Tribal Member, who has more than 30 years' experience working and leading the Outreach Services Department. [REDACTED] has an

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extensive background in the provision of education and social services. Outreach Services provides home-based visiting, vocational rehabilitation, community health, social work, pregnant and parenting teen support, victim assistance, youth delinquency prevention, advocacy, professional counseling, and many other services to tribal members. A Case Manager will be hired to complete the day-to-day tasks of the program.

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.**

Table 2. [REDACTED] Services and Community Partners	
[REDACTED], Youth Outreach	Close coordination will exist with these programs as referrals will be made to solve problems that extend beyond merely absences.
[REDACTED] Victim Services	Provides services to the youth and families who have been victims of a crime and an advocate regarding court-related issues.
Tribal Law Enforcement	Cross-deputized officer assistance when students leave school grounds.
[REDACTED] Health Clinics	Provide health, eye, and hearing care to the youth in [REDACTED]. Multiple locations are accessible.
[REDACTED] Teen Pregnancy	Provides services to teenage parents who need assistance in child care, continuing education, and education for new parenting.
[REDACTED] Women's Residential Treatment Center	Provide services for women with substance abuse issues and family dynamics.
[REDACTED] High School Student Services	Provides education, ACT and college preparation, and incentives to graduate high school and continue into higher education.
Intertribal Juvenile Justice	A variety of Tribes working together to reduce youth delinquency and provide youth opportunities instead of incarceration.
[REDACTED] Future Leader Program	After-school tutoring program in [REDACTED] schools
[REDACTED]	As part of a new medical health facility, personnel will be available for psychiatric

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	services and prescriptions for mental health, therapists for referrals and test services.
██████████ Counseling Program	Mental Health facility which is located in Idabel which would be able to provide services.
Local Law Enforcement	Assist the program when students leave school facilities.
Community-based Social Workers	Based on meeting a set of criterion, services to assist families with needed services.
██████████ County Youth Services	Provide referral services to programs with the youth.
Multidisciplinary Team (MDT)	Provide services for child sexual and physical abuse cases.
██████████	Children of crime can be interviewed in a more comfortable setting here with staff trained in using interviewing techniques specifically for children.

**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?**
- ii. How will data be collected?**
- iii. Who is responsible for collecting the data?**
- iv. How is success defined?**

The ████████ Project's success will be shown through the data collected, which will reflect reduced absenteeism among ████████ youth from grades K-12. Furthermore, the case manager will track the names of students visited weekly, their current absence count each week, and general information regarding academic progress (i.e. grades). Mileage logs will also be kept to reflect travel to each school on a weekly basis.

Student attendance will be the case manager's initial focus, utilizing the data from the Mizuni database. Weekly reports will show number of absences and grades by semester. He/She will extract the data at least once weekly and make site-visit contact with chronically truant students to determine the root cause of the absences. Depending on the reason(s) for



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missing school, the case manager may make referrals or provide necessary interventions to assist parents/guardians in making sure the students are in attendance at school. Continuous correspondence will occur between the parent/guardian, the case manager, and the school as appropriate. With data weekly, the case manager will be able determine the most current trend for each chronically truant student and be able to respond accordingly. The program will be successful when chronically absent students have decreased by 20%. Tracking this information will be completed annually in a spreadsheet and will be maintained for the duration of the grant period.

**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. Please also describe any challenges you anticipate in sustaining the program beyond the grant funding.**

The collaboration between [REDACTED] High School Student Services and Outreach Services is a unique pairing of two groups using the same data collection tool, Mizuni, to benefit the youth of the [REDACTED]. With no additional costs to [REDACTED] Project to connect with the data, immediate progress can be made toward the goal and objectives of this program. With this in mind, the Tribe has been forward thinking by creating Strategic Plans to establish the gaps in services and work diligently to fill them. When Federal funding is no longer available to support [REDACTED] Project, [REDACTED] will evaluate the progress of this and other programming and make attempts to combine services when possible. With the future success of the program, truancy should decrease, academic success should increase, which could allow for multiple programs to work more closely together reducing the overall social and economic cost to the Tribe and local communities.

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- 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? 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.***

Though the [REDACTED] is requesting funds in multiple purpose areas, the receipt of OJJDP Purpose Area #9 does not impact any other program in this funding cycle.