

U.S. Department of Justice Coordinated Tribal Assistance Solicitation **Sample Application Narratives**

A number of CTAS application resources are available to you as you prepare and submit your application. When planning and writing a grant application, it is important to remember that most applications are submitted in a highly competitive forum. NO grant application is guaranteed to receive funding, because hundreds of grant applications may be submitted to compete for the same funds. Given this fact, applicants must view their grant application as a document with at least two goals: (1) to inform the reader of their plans and (2) to persuade the reader that their projects are worthy of funding. Samples of successful applications are included in this packet and can also be viewed at <https://www.justice.gov/tribal/open-solicitations>.

Applicant Name: [REDACTED]

Tribal Narrative Profile (20%)

You may enter as much or as little text as you need to fully describe your community as long as the total number of pages for the entire Tribal Narrative Profile does not exceed 10 pages. The profile is intended to give reviewers an overview of the tribe's **overall** criminal justice system(s) and concerns. Remember that the individuals reviewing the application may not be familiar with the community, so descriptions should be as clear and detailed as possible. Be sure that every question is answered. If there are questions that you are unable to answer, provide an explanation as to why the information is unavailable.

1. Describe the general form of your Tribal Government.

The nine member [REDACTED] is elected by the membership to alternating three year terms. They oversee the General Manager, Finance Officer, Attorney and Internal Auditor. Departments include Health, Education, Social Services, Culture, Natural Resources, Public Works, Housing and Police. Tribal Court is a separate entity. Council Advisory Committees include Health, Education, Housing and Elders. Tribal Council meetings are held every other week in [REDACTED] and are televised on the internet. The General Council (the membership) meets monthly with Tribal Council during the school year.

2. Briefly describe the tribal justice system, including prevention or intervention initiatives for members at risk of involvement or already involved in the justice system (youth or adult); law enforcement, including any cross-jurisdictional agreements; courts; alternative dispute resolution; corrections, including juvenile detention facilities; services for victims and survivors of crime (e.g., violent crime, nonviolent crime, drug-related crime, child abuse, elder abuse, domestic violence, sexual assault, dating violence, stalking, human trafficking, identity theft, etc.); tribal reentry programs; and sex offender registry obligations. If services are not available within the tribe, please describe how they are accessed or provided.

a. Prevention/intervention. The Tribe has a Youth Empowerment & Prevention Program that includes the DOJ Tribal Youth Program, Juvenile Crime Prevention Program (JCP) and others as well as tobacco prevention and teen pregnancy prevention programs. JCP includes case management with at risk youth. The Tribe also has drug prevention and recidivism reduction programs. The Tribe uses an inter-departmental approach working with our at-risk youth

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Applicant Name: [REDACTED]

seeking to provide/arrange holistic wrap-around services. Our Prevention Manager in the Social Services Department works with our education, recreation, and mental health programs. Tribal and County law enforcement are included in our prevention and drug education efforts. Youth activities include special events such as canoe journey, round dance, culture camp, and others. The program also works with the Juvenile programs of [REDACTED] and [REDACTED] counties. The Youth Prevention program works with court involved youth through the [REDACTED] Youth Authority. Behavioral Health provides counseling and the Children & Family Services program provides support for child protection.

The Tribe works with at-risk young adults and families and includes them in many of the community activities. Our programs offer a variety of drug and alcohol free inter-Tribal events. The Tribe also has program activities for older adults at risk of drug and alcohol abuse and criminal activity. These include round dance, beading and regalia making. The Tribal Health Center provides behavioral health alcohol and drug services and the Tribe holds monthly sobriety dinners.

The Tribe obtained SAMHSA Tribal Opioid Response funding and has created a medically assisted treatment program with suboxone and counseling in [REDACTED] and just opened MAT focused facility in [REDACTED] which will also provide methadone.

b. Law enforcement, including any cross-jurisdictional agreements. In 2010 the Tribe created a Police Department hiring a tribal member police lieutenant as our Police Chief. The Tribe hired two officers through our 2011 CTAS COPS grant and in 2012 a third was hired and sent to the [REDACTED] State Police Academy. In 2011 the State approved a Bill recognizing Tribal Police officers as peace officers. A fourth officer was hired through a 2014 CTAS COPS grant. The tribe now has

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ten full-time sworn officers budgeted (one is vacant). There also is a half-time sworn officer that works during the hunting season on the Tribe's 10,000 acre forested Reservation.

The Tribe constructed its first Tribal police station (4,300 sq. ft.) in 2016 (moving out of a small modular). In 2014 the Tribe was awarded a HUD ICDBG grant to construct this station and supplemented it with 2016 DOJ CTAS justice facilities funding. The Tribe has agreements in place with local counties for 911 and jail services.

c. Courts. The Tribe has its own Tribal Court, and a Court of Appeals. Staff includes a Court Administrator, a Court Program Coordinator, a Clerk and a contracted Judge and appeals Judge. The Tribal Court has several civil codes. [REDACTED] is a PL-280 state so the State criminal law can apply regardless of Tribal law. The Tribal Police cite and arrest violators within the [REDACTED] Tribal community area and those cases are processed through District Court. The Tribal Court had 79 hearings in 2020. There were 12 civil cases filed, 6 Juvenile cases filed, 3 Public Safety Violation heard, and 2 marriage licenses issued. There were between 50 and 60 active cases throughout the year. Many of the cases are child abuse and neglect cases. The Tribe has a fine based public safety ordinance and several other ordinances with fines. The Public Safety Ordinance allows for No Contact Petitions to be filed and Orders to be issued against a person subject to the Court's jurisdiction. A violation of a No Contact Order is subject to a Class A Penalty of not less than five hundred dollars (\$500) and not more than two thousand dollars (\$2,000) per violation. The Tribe is working to expand the public safety ordinance, wildlife and forest products ordinances, and to develop civil codes for contested divorce and private child custody to better address families in crisis. Tribal Court also has the only Tribal Court Appointed Special Advocate (CASA) program in [REDACTED] [REDACTED] and [REDACTED] Counties have Drug Courts and the Tribe does not. With [REDACTED] new drug decriminalization bill passing the Tribe is working on other options than the standard drug and

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wellness court but still working with the counties. During 2020 the Court has been closed to the public with matters being filed by email through the court's electronic web-based portal and has been holding hearings by phone during the COVID-19 pandemic.

d. Alternative dispute resolution. Tribal Court has a [REDACTED] Program to provide non-adversarial dispute resolution reflecting Tribal tradition using respected members of the community to heal conflicts among its members. We average four trained Peacemakers. The Tribe also works with the [REDACTED] County Juvenile Department's Sanction Court. The Court has held session in Tribal Council chambers for [REDACTED] / [REDACTED] area youth to receive sanctions as diversions but they have not done so during COVID-19. These sessions normally include face to face contact with every first time youth offender and parent.

e. Corrections, including adult/juvenile detention facilities. The Tribe has no jail facilities or juvenile detention facilities. Violators are taken to [REDACTED] and [REDACTED] County to be processed and detained. The Tribe has law enforcement agreements in place and intends to maintain agreements with local area counties for jail services (the jails of four counties are all within a 40 minute drive). The State detention/prison facilities, one for adult and one for juvenile offenders, are on the east side of [REDACTED] about an hour away.

The Tribe has a small transition house for men coming out of prison and court ordered treatment. The Tribe also has a newer larger transition house for women and their children. Both are located in [REDACTED]. (See re-entry program.)

f. Services for victims and 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, and identity theft).

The Tribe has a CTAS Violence Against Women grant and a full-time Domestic Violence Manager and two Advocates. The Tribe also receives federal Family Violence funding which is

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used to help cover the costs of hotel stays and other emergency needs. The Tribe works with two DV shelters about 30 minutes away (when available) for people in crisis. The Tribe now has DOJ Tribal Victim Services Tribal Set Aside funding to purchase two mobile homes for a domestic violence shelter and plans to start its own facility and program this year. The grant also includes an added DV Advocate to help cover operations at our DV shelter and work with human trafficking. The Tribe's DV Program has a 24 hour crisis line for domestic violence, sexual assault, dating violence, stalking, elder/child abuse, and human trafficking. The DV Manager hosts trainings, provides community education and outreach, and provides direct services to clients seeking emergency services. The Tribe's Children & Family Services program's caseworkers work with child abuse cases and also work with families with Domestic Violence issues.

The Tribe's elders program works with the Clinic, Social Services, Tribal housing and law enforcement in working to protect elders. Elders qualify for elders housing assistance and relatives sometimes are coercive, exploitive or abusive. Our Domestic Violence Program and Community Health Program have been assisting with referrals to appropriate resources.

Tribal Police track and work identity theft cases. Many are tied to drug crime. Tribal Police work cases in cooperation with [REDACTED] and [REDACTED] counties.

g. Tribal reentry programs. The Tribe operates two post prison/treatment drug and alcohol abuse transition houses at [REDACTED]. Almost all residents had drug issues as well as alcohol. Since 2007 the Tribe has had a small home for men following release from prison or completion of drug and alcohol treatment facilities (including court ordered treatment) and works with the State and counties on re-entry services. It has a live in lead resident manager and is supported by a Post Treatment Support Counselor. In 2013 the Tribe completed the women's transition

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house which was funded by HUD along with a small CTAS Corrections Alternatives grant. It was designed to house their young dependent children with them. Also the Tribe was awarded a CTAS IASAP grant to help start-up the women's transition house in 2014. The Tribe has support counselors and drug and alcohol counselors that work with the residents. The Tribe also has employment and training and a vocational rehabilitation staff that assist with the transition.

Youth Empowerment & Prevention also works with the [REDACTED] Youth Authority. The Tribe identifies, tracks and serves members and provides transition assistance upon release.

h. Sex offender registry obligations. The Tribe works with the sex offender programs at [REDACTED] [REDACTED] counties by monitoring their offender registry and public notices on release dates and addresses. Members also access this website information. [REDACTED] Tribal Housing has policies that prohibit sex offenders from residing in Tribal Housing. The Tribe's Child Protection program aggressively investigates and prosecutes sexual assaults and the Domestic Violence Manager and program have increased our capacity here.

- 3. Please briefly discuss the tribe's overall state of public safety and indicate the crime and public safety problem(s) that the tribe plans to address through this proposed grant funding and how they were chosen as priorities.**
Please note: A description of the problem(s) in detail, including data and a description of current or previous efforts, will be requested in each separate Purpose Area narrative.

The greatest problem crime areas in our Tribal community are drugs and alcohol abuse. Drug crimes and abuse tie into youth juvenile delinquency, domestic violence and human trafficking. The Tribe plans to address drug crimes and juvenile delinquency through this CTAS grant, funding and also support efforts against human trafficking.

Member surveys show drugs are the largest concern. Tribal police records show meth went up from 21 cases in 2017 to 49 in 2020 and heroin went from 5 in 2017 to 25 in 2020.

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A recent needs assessment found that within the [REDACTED] community, substance use is a serious and deadly issue ([REDACTED] Partnerships for Success Needs Assessment, 2021). For example, Native people in the area had a death rate from alcohol and substance use 3 times that of White people and that that 1 out of 3 area deaths are alcohol induced. Key informant interviews found that [REDACTED] youth are also losing their lives in drinking and driving incidents.

[REDACTED] Tribal police records show that arrests directly due to substance use accounted for 39% of all arrests by Tribal police. These charges included unlawful possession of methamphetamine, driving under the influence of intoxicants (DUII), and unlawful possession of heroin. Tribal Police confiscated nearly 900 grams of illegal substances in 2020 with a street value of \$33,582. Methamphetamine was confiscated in 10 of 12 months and, by weight, was also the most commonly confiscated. Heroin was confiscated in 7 of 12 months, and the other substances were confiscated in 5 or fewer months. Other substances include cocaine, marijuana, prescription medicines, MDMA, LSD, GHB, and psilocybin (Tribal Police Report to Tribal Council, 12/22/2020).

Many of the people arrested for drug and alcohol-related crime are sentenced to treatment. Substance use disorder (SUD) treatment data from 2015-2019 find that 3 in 4 clients 18 or older had criminal justice involvement, while 1 in 2 of youth 13-17 in treatment had juvenile justice involvement. Nearly one third of clients had children, and this is one of the saddest facts of substance use in our community: intergenerational trauma perpetuates the substance use, violence, other trauma, and the cycle continues through the generations.

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[REDACTED] youth are using substances. For those in SUDs treatment, the most common substances are marijuana, alcohol, and methamphetamine. Both the treatment data and student surveys of [REDACTED] 6th, 8th, and 11th graders find that the average age youth begin using substances is 14 years old. However, use as early as 6th grade can be found in the student data. Four out of 10 11th graders reported using alcohol in the past 30 days, while 29% reported binge drinking, and 30% used marijuana. 8th graders are not far behind: 1 out of 5 reported using alcohol, 17% reported binge drinking, and 21% used marijuana. Substance use is much higher for the [REDACTED] students than the statewide average.

COVID has changed how Tribal programs need to operate and how we interact and engage with the community. It has brought to the surface and highlighted the needs in our community which are greater than ever before. Our community has experienced suicides, suicide attempts, drug overdoses, and co-occurring mental health disorders. School attendance and performance are at an all-time low. Our young people need genuine engagement, they need connection to each other, to us as staff, and to their culture. Underage drinking, vaping, marijuana use, and the newest [REDACTED] legislation de-criminalizing drug possession, and new policies allowing alcohol sales in our community, make these substances more readily available to our youth. The Tribe needs to double efforts to recover from the ripple effect of this pandemic.

The Tribe is requesting additional police coverage to provide added 24/7 coverage at night when drug issues occur. The Tribe is requesting an additional police officer and two replacement police vehicles. The Tribe is also seeking CTAS funding to revitalize the Tribal

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Youth Program efforts in [REDACTED] including mentoring with youth and building cultural strength. This will include additional youth activities and involvement with the Tribal police department.

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

Implementation point of contact (name, title, email, and phone): [REDACTED]
[REDACTED]

Narrative

Purpose Area #1 (15 page max with template text; double space answers)

- 1. 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, nonviolent crime, etc.) facing the tribal nation and explain why these issues are the most pressing. Identify one or more of the crime and public safety problems 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). Describe any current gaps in services related to the problem(s) identified that will be addressed through this grant application. Also, provide current/previous efforts, if any, to address the crime & public safety problems.**

Tribe's pressing justice, community safety, juvenile delinquency & victimization issues.

[REDACTED] is a restored terminated Tribe and is still developing its services base and re-establishing governance and sovereignty. In the past 20 years the Tribe performed three Social & Economic full membership surveys. In combination with program statistics and community input meetings the Tribe targets and addresses tribal justice, community safety, juvenile delinquency, and victimization issues. Each of these areas have issues but some are more pressing and a few have more gaps in services. Drugs and drug and alcohol abuse have the highest rates and affect many other programs (e.g. juvenile delinquency and domestic violence).

In the 2000 survey drugs and alcohol abuse were ranked the highest by 35% of those responding and this rose to 49% in 2008 and was again the highest concern in the 2015 survey. Also, a 2013 Centers for Disease Control funded assessment showed the top community health problem in [REDACTED] was alcohol/drug addiction. The Tribe's Strategic Plans (2010 & 2018) have emphasized the development of public safety and drug programs. The Tribe has held

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annual community input meetings in the gymnasium (pre-COVID). The Police Department's most recent survey showed members again ranked alcohol and drug abuse as the top concern.

Drugs and alcohol abuse are the source of most criminal activity, delinquency, violence, domestic violence, and victimization in our Tribal community. The Tribe needs police coverage and program enhancements to address issues, largely created or inflamed by drugs and alcohol.

Drug activity has been higher here than the rest of the County even though we are rural. Our Tribal forest lands have been a target of opportunity in the recent past. In July of 2008 a crop of 12,000 poppy plants were found on Reservation forest land by our Natural Resources staff and reported to the [REDACTED]. Then in 2010 4,000 marijuana plants were found in the Reservation forest. Active patrols are needed to prevent illegal activity.

For the [REDACTED] community area in 2019 there were 4 motor vehicle thefts, 87 larceny, 7 burglary, 14 aggravated assaults and 2 forcible rapes, and in 2020 there were 6 motor vehicle thefts, 88 larceny, 5 burglary, 13 aggravated assaults and 2 forcible rapes. Most of the aggravated assaults were domestic violence. In addition to the 1,795 people that live in [REDACTED] [REDACTED] people travel here for services or on to the coast. This all generates violations, accidents and some fatalities. Our average daily traffic count is over 18,000.

Drug crime has increased in our community. For meth there were 19 cases for 2016-17 and 5 heroin cases for 2016-17 but in 2018 cases went way up. There were 34 meth cases in [REDACTED] [REDACTED] (29 Tribal & 5 [REDACTED] cases) compared to 118 in the rest of [REDACTED]. [REDACTED] is under 3% of the population but has over 4 times the rate for the County. For heroin there were 13 heroin cases (11 Tribal & 2 County) compared to 22 for the rest of the [REDACTED] [REDACTED] or over 10 times their rate. In 2020 there were 132 drug cases in [REDACTED] and for the [REDACTED] area there 79 (with Tribal police recording 49 meth and 25 heroin) and

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██████████ is less than 3% of the county population. For driving under the influence in the ██████████ area there were 32 cases (22 Tribal & 10 County) compared to 157 for the rest of ██████████, about 5 times the rate for the rest of the county. These figures were down some due to COVID closing bars or their having reduced seating or reduced hours.

For 2019 and 2020 in comparison the rate for meth was the highest concern as it has doubled. There were 21 Tribal cases in 2017, 34 cases in 2018, 42 Tribal cases in 2019 and 49 in 2020. This compares to 18 heroin cases in 2019 but there was a large increase in heroin in 2020 which went to 25 (which was in part tied to ██████████ decriminalization of small quantities). Overall department workload showed arrests going from 185 in 2017, to 267 in 2018, to 276 in 2019, and 311 in 2020. Driving under the influence went from 32 in 2018, to 39 in 2019.

Delinquency has been a problem especially underage drinking. Federally funded Tribal housing has expanded faster than the services the Tribe is able to provide and the rural community has far less for youth and young adults to do than the towns members came from. The nearest movie theatre is a half hour away. Youth find other ways to spend their time.

During the prior biennium our Tribal youth participated in the ██████████ Student Wellness Survey. Results showed our local 11th grade youth reported high use of alcohol 31.6% and 26.3% use of marijuana (compared to the 18.7% State average). Meth was lower and about half the rate of marijuana in 8th grade (9.5% to 4.8% for meth) while alcohol use was 17.6%. The survey also showed 5.3% of 11th grade students had brought a gun to school compared to 1.4% for the State average. In 8th grade suicide attempts were almost three times the state average.

Many consider drug and alcohol abuse to also be a symptom of historical trauma. The Tribe's domestic violence program (as well as the Alcohol & Drug program) is finding strong ties to families medicating with drugs to mask trauma. We are also seeing a large portion of

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Domestic violence and sexual assault victims coming forward needing drug treatment before emergency shelter stays.

During 2020 the Tribe's Domestic Violence Program served 55 program participants and the primary victimizations included 2 sexual assault, 49 domestic violence and 4 stalking. Types of services and the number of times services were utilized showed: criminal justice advocacy/ court accompaniment 179, Crisis intervention 108, hospital/ clinic/other medical response 15, transportation 106, victim advocacy/ assistance with other supports 636, and 5 restraining orders. There also have been two Missing & Murdered Indigenous Person (MMIP) cases in recent years.

During 2020 Children Family Services had 344 new abuse/neglect reports of which 101 were referred to our Investigator. There were 42 reports involving sex abuse, 53 with physical abuse, 105 neglect, 25 with alcohol, 83 with drugs or inhalants, and 32 with domestic violence.

Problems to be addressed. Based on the issues and data detailed above the Tribe has prepared this COPS application. The most pressing data surely includes the growth of opioids and the resurgence of meth. As noted above meth went from 21 cases in 2017 to 49 in 2020 and heroin went from 5 in 2017 to 18 in 2019. In 2020 it went to 25 but this in part is due to [REDACTED] decriminalization which greatly lessened penalties for possession of minor quantities. The openness of abuse has an impact on juvenile perceptions of acceptability of use.

The Tribe plans to apply for an additional police officer and two replacement vehicles. The Tribe will address drug crime and abuse and work on the related issues of juvenile delinquency and human trafficking (and MMIP).

Our crime rates are not yet that different from other communities, other than drug possession, and violent youth crime is not a serious problem but there are incidents and events of

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concern. The most serious was ten years ago a Molotov cocktail was thrown into the local middle school which didn't burn down (linoleum floors) but one was also thrown into the church across the street and it did burn down. A Tribal member youth was caught for that offense.

Tribal Housing is working to keep our housing units drug free but the increase in meth availability and use greatly impacts our community. In 2020 seven of seventeen units that turned over residents had to be abated for meth at a cost of \$95,081.

Past and current Tribal efforts. Past and current efforts to address public safety and crime include the following. Assisted by past COPS grants the Tribe created a Police Department in 2010 and now has ten sworn officers budgeted. The Tribe increased patrols in Tribal housing and the casino and convenience store. Efforts to reduce drugs had gained ground until the economy declined and then drug use increased. In 2017 the Tribe completed construction of the Tribe's first Police Station (with some CTAS funding). The Tribal Police Department is working with [REDACTED] and with Tribal departments to decrease drug use and crime, and underage drinking.

The Tribe created a Tribal Youth Program to focus on high risk youth and on prevention work with other youth in the community. The prevention program also includes tobacco and teen pregnancy prevention including classes the Tribe funds through grants the school district hosts. More recently the Tribe created its own domestic violence program and has funding to create its own shelter. That grant program added staff time to help cover the shelter but also to work on human trafficking and MMIP.

In addressing drug abuse the Tribe created a transition house for men and then built a transition house for women using HUD funds. The Tribe also applied for funding for medically

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assisted treatment (MAT) and counseling which has led to MAT at [REDACTED] and just recently MAT, including methadone, at the Tribe's [REDACTED] MAT clinic which was funded in part by the Indian Health Service.

Current Gaps in Services on Problems. As noted above and in the profile, our Tribal community has had higher drug crime rates than the rest of the County. Meth and opioids are a serious concern. The Tribe has very basic 24/7 officer coverage but when sick leave and vacations occur coverage is a problem. There is little time to do needed community outreach and education. Our Police Department has limited capabilities to prevent and respond to drug crime. Our night shift is short coverage whenever an officer has to go in to the office to write up reports and much of our drug and juvenile problems happen at night. One major change was the passage of [REDACTED] decriminalization of small quantities of narcotics. Offenders are much less concerned since it is just a minor offense so there is far less hiding of heroin use and needles are seen far more frequently. The Tribe's involvement with medical assisted treatment in [REDACTED] [REDACTED] and [REDACTED] means we are in contact with more women that may be targets of human trafficking.

- 2. Describe current and future plans to comprehensively address the tribe's public safety, criminal and juvenile justice, or victimization issues. Describe how the proposed grant-funded program will address the identified problems. Assess the impact, if any, of the increase in police resources on other components of the criminal justice system.**

Current & Future plans to address public safety, criminal/juvenile justice/victimization.

The Tribe's current and future plans to address these issues include further assessments, program development/enhancements, collaboration and partnerships, and funding development.

The most pressing gaps in service are tied to drug and alcohol crime and abuse which increases

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youth delinquency, domestic violence and victimization including human trafficking. Through this CTAS project the Tribe will address these issues, needs, and gaps.

The largest related current activity and plan is the development of the Tribe's domestic violence shelter. The shelter is being funded using DOJ OVC Tribal Victims Services grant funds supplemented by state funding. The Tribe also received HUD funds to provide office and group meeting space for the domestic violence and sexual assault program as an addition to the Tribe's Community Services Center.

The key gap areas related to CTAS were dealing with drug crimes, prevention, interdiction and enforcement and youth delinquency. The drugs and alcohol crimes are being addressed in this DOJ CTAS application through Purpose Area: #1 Public Safety & Community Policing (COPS) application including hiring an additional full-time sworn police officer and purchasing two (replacement) police vehicles for prevention, interdiction and enforcement. The project will also include work with youth and training and action plan development on human trafficking and MMIP. This includes working with the USAO for [REDACTED] on that action plan.

The Tribe was successful last year with OVC Tribal Victim Services funding on domestic violence including DV Advocate time on human trafficking. The Tribe plans to follow that project up with added training and efforts from Tribal law enforcement and educational awareness by other staff including those at the Tribe's MAT clinic and counseling staff.

How proposed grant funded program will address these problems. The Tribe is requesting funds to hire an additional full-time sworn entry level Police Officer to address problems in the gap analysis which will help the Tribe prevent or reduce drug and alcohol crimes. This Police Officer will improve evening police 24/7 coverage of our Tribal community which has experienced and increase in heroin and meth drug offenses following the State of

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██████ decriminalization of small quantities of illegal narcotics. The budget also includes a side arm, portable radio, uniform, jacket, parka and boots. The Tribe is certified to perform its own backgrounds checks but has included a psych evaluation in the budget request. Also the Tribe expects to hire an entry level officer that has been through the academy already. If we only can locate one that has not been through the academy there is no added expense since there is no fee for the Tribe and the academy is in nearby ██████, within a normal commute of ██████.

In addition to the added officer the tribe is requesting funds to purchase and outfit two police vehicles (including mobile radios and radar). Our two existing 2WD Tahoe police vehicles both have 114,000 miles on them including many mountainous Reservation road miles. The seats are torn and duct tape holds the door panels in place. They are often in need of repairs. The Tribe plans to hold them in reserve for limited use for when our daily use vehicles are in for service or repairs.

Also the Tribe is requesting funds for mobile data terminals (MDT) for the vehicles. The officers receive and respond to 911 Dispatch calls for service. Officers use the MDT to run people and license plates and to access our reporting system to review police reports.

Community policing activities enhanced through this project will include regular meetings with community groups and with the Tribe's social services, youth prevention, domestic violence, behavioral health, post-treatment, and housing programs regarding community activity.

Efforts will focus on proactive problem solving, outreach and community partnerships. Bringing together community stakeholders and residents, collecting views and insights and acknowledging concerns and fears helps Tribal police gauge community needs and readiness for change. Providing participation in problem evaluation, prioritization and proposed solutions helps

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community cohesion. Networking with other agencies and reviewing best practices helps determine what is workable and culturally appropriate for our community.

Specific activities include support for efforts to reduce juvenile delinquency and victimization included human trafficking. As part of the Tribe's workplan under COPS the Tribe has included a youth citizen's academy to function with and without parent involvement for teenagers and provide orientation on law enforcement, fish and game enforcement, first responder first aide (e.g. to stop the bleeding until ambulance arrives), drugs, and narcan use with overdoses. The estimate is 5 youth and 5 adults each year for this academy. The Tribal police will continue to work with the local school district in [REDACTED] where most of our local students attend.

Also the Tribal police will obtain human trafficking training and work with the U.S. Attorney for the [REDACTED] on the Tribe's Missing & Murdered Indigenous People (MMIP) plan including protocols for community outreach, law enforcement agency response, victim services, and public and media communications.¹ [REDACTED] members have been among those in MMIP reporting and among open cases as reported in our Tribal newspaper in articles and missing persons notices.²

Impact of increased police resources on rest of criminal justice system.

The Tribe expects to be able to accommodate one additional officer within the Department's operations and facilities though the two police vehicles are needed. The added case volume will

¹ Missing and Murdered Indigenous Persons Report, U.S. Attorney's [REDACTED], Feb. 2021, page 10, MMIP 2021 Action Plan, Develop MMIP Tribal Community Response Plans working with each Tribe in [REDACTED].

² [REDACTED], Attorney's Office publishes first Missing & Murdered Indigenous Persons report, March 1, 2021, page 9.

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still work within the agreements the Tribe has with County courts and Tribal and county support systems.

Goals & Objectives. The Tribe's goal is to provide public safety for our Tribal community. The objectives are to increase Tribal police capacity to reduce drug crime, prevent human trafficking, and to implement community policing by the end of year one and continue improvements throughout the project period. The Tribe will purchase two vehicles and hire one additional officer and use these improvements to address these issues. The Tribe will also expand community policing efforts with a youth citizen academy with 5 teenagers and 5 adults/parents each year.

- 3. 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.**

Management Structure & Staffing. The project will be overseen by the Police Chief working with the General Manager, behavioral health, social services, and housing. See the Appendices for job descriptions and resumes and our project organizational chart that outlines participants.

Financial & Administrative Management: Since its restoration in 1983, the Tribe has administered over \$250 million in federal and state contracts. All managers have direct on-line access to their budgets and expenditures and departments provide monthly reports to Council.

██████████, **General Manager.** ██████████ has served as our General Manager ██████████ years. Before that he had been our Social Services Manager for ██████████. He built the men's post-treatment program. ██████████ has a B.S. in Sociology with a minor in Criminal Justice.

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██████████, **Planning & Grants Manager.** ██████████ has an MPA and 20 years' experience with grants and assists the Police Chief with grant reporting, modifications, and compliance.

██████████, **Tribal Police Chief** (Tribal member). ██████████ was mentored for 5 years by our first Police Chief and has been Chief for over four years. He will lead the project and implement community policing efforts and work cooperatively with departments.

Police Officer (vacant - new CTAS COPS sworn officer). This new sworn officer will be paid at entry level. If there is any added sum the balance will be paid by the Tribe should the Tribe hire an experienced police officer. The budget shows 60 months of employment. The time taken for recruitment and hiring will in time result in a request for a no cost extension in order to complete the required 60 months.

██████████, **Interim Natural Resources Manager** (Tribal Member). ██████████ has been our ██████████ for several years. He will meet regularly with Tribal police on the forest land patrols and identifying and reducing illegal activity there.

██████████, **Domestic Violence Program Manager** (Tribal Member). ██████████ Oversees our DOJ Tribal Victim Services grant including funds for a new DV Advocate to work on human trafficking as well as help cover the Tribe's DV shelter. She will help coordinate training opportunities on human trafficking and work with community policing efforts.

██████████, **Youth Empowerment & Prevention Coordinator** (Tribal Member). ██████████ ██████████ will work with Tribal Police in support of juvenile delinquency and drug use and Police participation with TYP activities and will assist with promotion of the Youth Citizen Academy.

Roles of Key Partners. The Tribe will work the ██████████ County Sheriff Offices and also community corrections staff and with the ██████████ School District.

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This grant will provide greater access to community policing oriented training and improve our officers' ability to work with drug and alcohol related crime, underage drinking and drug prevention. It will also increase interdiction of drugs and related arrests will reduce supply.

- 4. 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; regional relationships; and financial, in-kind, or other tangible commitments.**

The other related initiatives here includes new multi-year grant projects. Our new Tribal Opioid Response (TOR) SAMHSA grant includes developing a medication assisted treatment (MAT) program and mandated counseling in [REDACTED] and [REDACTED]. To comply with TOR the Tribe had to conduct a SWOT analysis and prepare a strategic plan and action plan. These identified gaps and areas of need that are being pursued in this application.

As noted above the Tribe received a DOJ Tribal Victim Services Set Aside grant which is funding the purchase of two mobile homes and furnishings to create the Tribe's first domestic violence shelter. Tribal police officers and County law enforcement will interact with the [REDACTED] Domestic Violence & Sexual Assault Program's shelter and its residents when needed during investigations and in response to or prevention of security issues. The grants also include developing human trafficking programs.

- 5. 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 grant funding.**
 - 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.**

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Evaluation results will highlight successful methods and persistent problems will generate insights on alternative measures. This includes improved collaboration and coordination of existing resources (with [REDACTED] Counties) and to better prepare, qualify for, and justify additional resources from local, state, federal, tribal or community sources. The Tribe believes in all three governments working together to provide effective law enforcement.

The Tribe anticipates maintaining the core of the program after five years working interdepartmentally. The Tribe's biggest issue with sustainability is obtaining BIA Law Enforcement funding. With the passage of [REDACTED] Senate Bill 412 recognizing Tribal Police the Tribe believes BIA should provide funding but none has been appropriated. In DOJ listening sessions and consultation the Tribe continues to advocate for DOJ to directly fund PL-280 tribes. Tribal enterprises help provide supplemental funding for services. It is anticipated that in five or six years time the Tribe will be able to sustain the new hire officer beyond the required 12 months.

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

The Tribe was terminated in [REDACTED] and restored in [REDACTED]. Many members moved away but they have been returning for tribal services. In the recession local businesses declined and Tribal revenues fell from the casino/bingo/hotel and c-store out on the highway. Employees were cut at the casino and at the government and the Tribe permanently closed its [REDACTED] Office in 2012. Revenue was growing some but COVID has lowered it again. The Tribe experienced a large drop in revenue recently when a [REDACTED] Tribe was allowed to build an off reservation casino far closer to [REDACTED] than our Reservation casino. Should federal funding not be available we will not be able to implement the project as described.

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- 7. Please describe if missing or murdered indigenous people (MMIP) or human trafficking (or both) are problem focus areas in your purpose area #1 application. We define this focus as any effort, costs, etc. associated with human trafficking/MMIP prevention, investigation, etc. (e.g., training, officer salaries). This includes officers requested to be part of cold case MMIP task forces or teams.**

Yes, as noted above, the Tribe does include MMIP and human trafficking in our COPS application. This includes effort and costs. The Tribe received a 2020 Tribal Victim Services grant that includes human trafficking as an area the DV Advocate to be hired is to work on and she/he would be working with our Tribal police this grant year (the position is not yet filled). The Tribal Police, [REDACTED], have an ongoing MMIP case and had a more recent case this school year but the woman was found. The Tribal police will be working with the USAO for [REDACTED] on jointly developing a MMIP plan for our community and that has been included in our timeline activities.

The Tribe also is including MMIP and human trafficking in the budget for a training conference that includes one or both of these subjects assuming COVID has died down by grant year 2 to allow it. There are also less intensive video webinars that will be viewed.

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Point of Contact: [REDACTED], Tribal Court Administrator – [REDACTED]
email: [REDACTED]

Introduction and Background

The [REDACTED] people of the [REDACTED] trace the start of their migration to the early 1700s. They migrated from the [REDACTED] to what is now northern [REDACTED]. The teachings of the [REDACTED] history and culture have been passed down from generation to generation orally through stories and ceremonies. Since time immemorial the [REDACTED] have been guided by the morals, values, structures, ceremonial practices, and spiritual beliefs of their ancestors; as they were told these teachings would ensure the *survival of the [REDACTED] people.*

The [REDACTED] Tribal leadership has demonstrated meticulous governance oversight with respect to forecasting and attempting to meet the needs of its tribal members. The harnessing of internal and external resources to construct strong program infrastructures within the [REDACTED] Nation's ([REDACTED]) public health, education, family services, justice, substance abuse, and public safety departments has been a complex and arduous journey at best. The planning and implementation of current and future programs is to advance and achieve the development of a healthy, strong, and thriving citizenry. This would ensure the future leaders and institutions continue to protect and promote the well-being of all individuals, families, extended families, and the [REDACTED] as a whole.

The submission of [REDACTED]'s **Enhancing Juvenile Tribal Healing to Wellness Court (JTHWC)**, or the "[REDACTED]-Walk the Good Path" application, to OJJDP demonstrates [REDACTED]'s allegiance to continue to **expand and sustain.** The continuous expansion and sustainability of the Juvenile Tribal Healing to Wellness Court will be based on the current JTHWC. The current JTHWC has an established structure, framework, evidence-based practices

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(EBPs), FDC guidelines, and Tribal Practice Based Evidence. The proposed expansion of [REDACTED] Tribal Courts contained within this proposal centers on incorporating tribal elders, traditional healers, and other culturally appropriate resources. Ultimately the aim is the JTHWC participants heed the guidance of the cultural resources and heal and reintegrate into the tribal community.

1. Identify alcohol or other drug abuse problems, specifically opioid abuse, that require the services of a Juvenile Tribal Healing to Wellness Court. Enhancements to existing Juvenile Tribal Healing to Wellness Courts should focus on court operations, the delivery of services, or both. Describe the problem(s) in detail.

The [REDACTED] Reservation is an economically depressed area with very little new business in the past thirteen years. [REDACTED] Tribe receives no tax revenue from the county or state to support the [REDACTED] Justice System. The [REDACTED] Tribe does not have the financial resources to **expand & sustain** a comprehensive JTHWC program. The health & wellness of the Xxx Xxxx Tribal Court is a priority for the Tribe, and because BIA funding for Public Safety & other programs is woefully inadequate, and only covers the costs to operate these programs, at minimally protective levels. In recent years the shortfall has exceeded \$2 million annually. The Tribe has no resources available to cover this shortfall, other than to take funds from other critical tribal service programs such as human services, education, and natural resources. The Tribe's core government service programs have also experienced steep declines for many years. In the past ten years the [REDACTED] Law Enforcement, Chemical Health, Comprehensive Health, and Tribal Courts have stretched their resources and capacity to respond to the impact of methamphetamine, prescription drugs, and opiate abuse by [REDACTED] adult and juvenile tribal members. **In 2018 [REDACTED] Tribal Council declared the opioid abuse on the [REDACTED] Nation a national emergency.** In the last six years there has been a total of 1,322 drug related incidents, and there continues to be an average of about 200 drug related incidents per year: drug use and possession.

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The data illustrates the opioid crisis in our communities. Unfortunately, our youth are being exposed and becoming victims of this horrible crisis.

[REDACTED] Department of Public Safety Drug Stats (2013-2020)		
Year	Arrests	Drug Seized/grams
2016	56	17,059.88
2017	119	5,924.52
2018	69	1,272.06
2019	314	2,566.052
2020	256	1,990.961
2021	333	7,733.00

[REDACTED] desires to heal our community and is working to develop services that are culturally appropriate with the desired result of healing first. This will help our youth become law abiding citizens grounded in culture and ready to serve and contribute positively to the community. The need for an expanded Juvenile Tribal Healing to Wellness Court has risen within that last four years due to the opioid crisis.

2. Describe current or previous efforts, if any, to address problem(s) identified in item #1, and state whether they were effective. Also, please describe how you measured effectiveness.

The overarching goal of the [REDACTED] Nation Multi-Disciplinary Team is to **implement and sustain** a Coordinated Service Delivery Model. The model must embrace a clinically appropriate and culturally responsive system of care for all Tribal programs, resources, and revised policies or procedures. In addition, numerous needs assessments and surveys have been completed over the past five years, including an Asset Mapping of resources.

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

[REDACTED] Nation is very proud to have first language [REDACTED] speakers and community members who are grounded in [REDACTED] beliefs. Community members still practice

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traditional healing ceremonies and other cultural practices. The current gaps in services are the incorporation of the [REDACTED] cultural and culturally specific services. In early spring of 2016, the [REDACTED] Children’s Healing Center and the [REDACTED] Initiative convened informational meetings in the four [REDACTED] districts. The purpose of the meetings was to facilitate community conversation regarding the needs of the children, youth, and families. The community events provided a valuable opportunity to listen to tribal members about their expectations for a strategic plan that would increase the capacity and effectiveness of [REDACTED]’s justice, health, and other social services. The community discussions revolved around increasing the availability and access to the Tribe’s services while simultaneously reconnecting the youth to their language and culture. The information collected from the community meetings informed the goals and objective of this grant application to OJJDP. Overall, the grant award would aid [REDACTED] families in resources and strategies that would strengthen self-sufficiency and increase their ability to restore their health and well-being. To increase their well-being, members need access to their culture, restorative practices, families, and communities. Ultimately, the healing of the community members will decimate their dependence on substances and reinforce their community connections.

4. Explain how your tribe identified and prioritized the need for a Juvenile Tribal Healing to Wellness Court or the enhancement for an existing Juvenile Tribal Healing to Wellness Court based on the problem(s) described in #1. This section must also include a description of the tribe’s current court system.

In 2015, the [REDACTED] Economic Development program launched a reservation-wide strategic planning process which resulted in the creation of the “[REDACTED] Nation Strategic Operational Plan.” The plan is used as a resource by the [REDACTED] JTHWC to facilitate collaborative working groups that are tasked with tackling the larger [REDACTED] issues of the drug epidemic, unemployment,

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homelessness, and to monitor protocols that more effectively meet the needs of families and communities leading to the following outcomes: 1) A reduction of the high rates of substance abuse, child/elder abuse and neglect, suicide, poverty, family violence, high placement of children and youth in foster care, unemployment, incarceration, and other barriers to healthy families and communities. 2) Create an integrated wraparound service approach in organizing tribal programs to strengthen families in the areas of mental health, substance abuse, educational success, family services, family reunification, workforce development, and cultural teachings. The [REDACTED] Nation Juvenile Healing to Wellness Court is designed to coordinate substance abuse intervention and treatment with judicial oversight through an "Alternative to Incarceration" lens by implementing a holistic approach to service. The need for an enhanced Juvenile Tribal Healing to Wellness Court in the [REDACTED] Nation has been a collaborative and evolutionary process. As the numbers of youth offenders and incarceration rates have increased over the years, the [REDACTED] Nation has begun to address these issues by exploring various ways to deter and address repeat youth offenders and pursue more effective culturally appropriate treatment options.

5. Describe how the proposed grant-funded program will address the identified need in item #1. Please include a long-term strategy and detailed implementation plan with specific goals and objectives that will be accomplished during the project period.

The [REDACTED] multi-disciplinary team has 1) Established a collaborative structure composed of stakeholders diverse in responsibilities to form the [REDACTED] JTHWC operational service team 2) Ensured clinical services to address mental health and trauma issues for drug court participants are coordinated. These services are also included in comprehensive assessments and case plans for participants in the JTHWC 3) JTHWC uses a family system approach, and the [REDACTED] JTHWC team will monitor the number of referrals made to other programs and services and track the

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number of participants who initiate and complete clinical and supportive services, as needed 4)
 JTHWC will also monitor barriers that prevent access to these services. The [REDACTED] JTHWC team recognizes the incidence of co-occurring disorders and will assess for trauma, mental health issues, and family history of substance use disorders and mental health issues including alcohol/drug use history of parents, siblings, and grandparents *Enhancements needed:*

The **expanded** program design of the [REDACTED] JTHWC “ [REDACTED]-Walk the Good Path” continue to provide for a comprehensive multi-disciplinary system response, reinforcing a structured and elevated level of accountability for substance abusing youth through an expanded system of family and wellbeing centered judicial processes, case management, supervision, drug testing, treatment services, and immediate sanctions and incentives by implementing EBPs and Tribal Best Practices, and culturally specific strategies to ensure the continued success of the [REDACTED] JTHWC goals.

Goals & Objectives: The [REDACTED] Healing to Wellness Juvenile Court *is not* simply a tribal court that handles alcohol or other drug abuse cases. It is an innovative and effective component of the [REDACTED] tribal justice system that incorporates [REDACTED] culture and restorative practices into the JTHWC concepts to meet the specific substance abuse needs of the [REDACTED] community.

Goal 1: By the end of year 3 - JTHWC will plan, coordinate, and implement effective strategies that increase the transfer of eligible cases of system-involved youth to the Juvenile Tribal Healing to Wellness Court by 30%.

<u>OBJECTIVES</u>	<u>TASKS/ACTIVITIES</u>	<u>PERFORMANCE MEASURE</u>
1.1 Hire Personnel FTE Case Manager FTE Cultural Advocate	1.1 By month 2 – Year 1 [REDACTED] Chief Judge, current JTHWC Program Coordinator, & Human Resource Department will post and hire project personnel	Staff members that make up the [REDACTED] JTHWC Team are in place and the JTHWC is operational
1.2 Improve and Enhance Infrastructure capacity of the [REDACTED] JTHWC	1.2a By month 2 the [REDACTED] Chief Judge will meet weekly with [REDACTED] JTHWC program staff to monitor	[REDACTED] JTHWC Team is operationalized as measured by adopted policies, procedures,

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	<p>planning, implementation, success, challenges, and data collection methodologies to ensure a comprehensive JTHWC model is in place</p> <p>1.2b Create and/or renew MOUs of [REDACTED] Chemical Health, Family and Children’s Services, Indian Health Service Maternal & Behavioral Health, Law Enforcement, and two Elders to join the [REDACTED] JTHWC multi-disciplinary team</p> <p>1.2c Review and revise structure and framework: the collaborative structure, policies procedures, eligibility criteria, referral and intake processes, data collection methodologies and maintenance for [REDACTED] JTHWC so that it is culturally specific</p> <p>1.2d Review and revise current JTHWC policies and procedures to enhance program efficiencies (intake, screening, referrals to services, case management)</p> <p>1.2e Enhance the process of ongoing communication and coordination among JTHWC team members, staff, [REDACTED] community, programs, regional and state-wide organizations</p>	<p>and records, and in-service training for new staff and JTHWC team</p> <p>Number of new and renewed MOUs with program partners</p> <p>Revised and adopted JTHWC structure and framework so that it is culturally specific</p> <p>Collaboration logs of community partners</p>
<p>1.3 Develop and facilitate an effective transfer for eligible system-involved youth to JTHWC</p> <p>Year 1: 30 cases</p> <p>Year 2: 40 cases</p> <p>Year 3: 50 cases</p>	<p>1.3 [REDACTED] JTHWC Case manager assists in the eligibility criteria, referral and intake processes, data collection methodologies</p>	<p>Number of enrolled system-involved youth served during the reporting period</p> <p>Number of additional family members served during the reporting period</p>

Goal 2: By the end of year 3 - JTHWC will plan, coordinate, and implement strategies that enhance the wellbeing programming by increasing the incorporation of tribal elders, traditional healers, and other culturally appropriate resources to promote participants’ healing by 50%.

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<u>OBJECTIVES</u>	<u>TASKS/ACTIVITIES</u>	<u>PERFORMANCE MEASURES</u>
<p>2.1 Update and revise “The 7 Grandfathers Teachings & Guiding Principles into [REDACTED] JTHWC: The Guiding Principles connect the values and life ways of the [REDACTED] into the goals, objectives, strategies of [REDACTED] JTHWC</p>	<p>2.1a The [REDACTED] JTHWC Court Administrator will work with [REDACTED] Elders/Culture Advisors to provide the cultural components for JTHWC clients and their children 2.1b [REDACTED] Elders/Cultural Advisors will aid in the creation and/or revision of effective strategies that are appropriate to [REDACTED] lifeways 2.1c Review participant evaluations and make program modifications as needed</p>	<p>[REDACTED] JTHWC staff are familiar with “The 7 Grandfathers Teachings & Guiding Principles” and integrate into client case management plans</p>
<p>2.2 Cultural Advisor will create a schedule of community healing ceremonies for enrolled system-involved youth</p>	<p>2.2a Provide spiritual/cultural support and recommendations to JTHWC team, participants, and families 2.2b Plan, coordinate and facilitate appropriate spiritual/cultural interventions that support and enhance case plans</p>	<p>Number of system-involved youth and/or families successfully completing sessions</p>
<p>2.3 Plan and implement Culturally based practices for [REDACTED] JTHWC</p>	<p>2.3a Professional Development for all JTHWC in the need of incorporating traditional healers, promote healing, and incorporating culturally specific delivery services 2.3b Training in selected evidence based [REDACTED] curriculum 2.3c Build relationships with traditional knowledge partners to aid in the revision of culturally specific programming for JTHWC</p>	<p>Number of professional development sessions to incorporate staff training on implementing culturally specific services to youth Number of enrolled system-involved youth with whom a culturally evidence-based program or practice was utilized Number of consultations with community programs during the reporting period. Number participating in educational programming sessions</p>

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	2.3d Facilitate culturally based educational program concepts grounded in wellbeing and recovery	
2.4 Monitor enrolled system-involved youth in order to respond promptly to issues that affect progress program completion	2.4a [REDACTED] JTHWC Case Manager track service plan requirements and meets with service providers bi-weekly on all JTHWC cases 2.4b Case Managers and Cultural Advisors will navigate the referral processes and advocates on behalf of youth regarding service needs and resource to reduce the challenges they encountered	Number of additional family members served during the reporting period By the end of the grant period the completion rate will increase from baseline by 30% as measured by JTHWC records

Goal 3: By the end of year 3 – JTHWC will plan, coordinate, and implement the enhancement of holistic approach strategies to reduce the recidivism rates of system-involved youth by 40%.

<u>OBJECTIVES</u>	<u>TASKS/ACTIVITIES</u>	<u>PERFORMANCE MEASURES</u>
3.1 Increase participation of substance abuse services and alcohol/drug treatment programs	3.1 Training for [REDACTED] JTHWC multi-disciplinary team and staff on selected AI alcohol/drug treatment program 3.1a Plan coordinate and implement weekly alcohol/drug treatment program facilitated by members of the [REDACTED] JTHWC chemical health and JTHWC staff	Number of enrolled served during the reporting period Number of enrolled in a culturally evidence-based program or practice was used Average length of program stays for system-involved youth
3.2 Increase the participation in mental health programs and services (Western based & [REDACTED] culture based)	3.2 [REDACTED] JTHWC Case manager assists parents as they navigate the referral processes and advocates to secure timely mental health service needs response	Number of enrolled referred to mental health services during the reporting period. Number of enrolled system-involved youth with whom an evidence-based program or practice was provided
3.3 Participants are monitored through intensive supervision that includes frequent and random testing for alcohol and other substance use	3.3 [REDACTED] JTHWC Administrator & Case Manager conduct frequent and random testing for alcohol and other substance use and meets with referred participant and weekly	Number and percent of system-involved youth who have exhibited a desired change in the targeted behavior during the reporting period (short and long term) Number of drug/alcohol tests performed

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		Number of enrolled who successfully completed all court sanctions and exit the court
3.4 Progressive consequences (or sanctions) and rewards (or incentives) are used to encourage participant compliance with program requirements	3.4 [REDACTED] JTHWC multi-disciplinary team will survey the participants to gather data on the rewards/incentives that will increase success of clients 3.4a [REDACTED] JTHWC staff and multi-disciplinary team will carry out program procedures using established incentives/rewards	Number (by type) of services provided to enrolled parents/guardians and additional family members Number of enrolled arrested for technical violations Number of arrested for a new drug offense By the end of the grant project the recidivism rates will be reduced as measured by parole records

Goal 4: Expand JTHWC partnerships with culturally relevant programs and other medical professionals to provide high-quality, culturally and evidence-based alcohol/opioid addiction treatment by 5.

<u>OBJECTIVES</u>	<u>TASKS/ACTIVITIES</u>	<u>PERFORMANCE MEASURES</u>
4.1 Establish an opioid centered response protocols for culturally and evidence-based services for system-involved youth who are opioid addicted	4.1 [REDACTED] JTHWC Administrator and multi-disciplinary team will research best practices for culturally and evidence-based protocols and services	Number of opioid centered response protocols developed
4.2 Identification of resources and partnerships that will provide guidance and support in developing culturally and evidence-based services for system-involved youth who are opioid addicted	4.2 [REDACTED] JTHWC Administrator and multi-disciplinary team will develop a strategic plan that will result in the implementation of culturally and evidence-based services for enrolled system-involved youth	Number of culturally and evidence-based services developed for [REDACTED] JTHWC system-involved youth who are addicted to opioids Evaluation of culturally evidence-based services

Goal 5: Create data collection methodology to carefully monitor, collect, organize, and analyze information from the beginning of the enhancement planning stages of the program and regularly throughout program operations.

<u>OBJECTIVES</u>	<u>TASKS/ACTIVITIES</u>	<u>PERFORMANCE MEASURES</u>
1.1 Revision of an evaluation plan to collect and analyze necessary data to show impact	1.1 Data collection system will be enhanced to track information necessary to report out on all performance measures 1.a Data will be collected on a monthly basis	1.1 Revised evaluation plan is adapted for use by [REDACTED] JTHWC staff and multi-disciplinary team 1.a MOUs are drawn up with partner agencies for information sharing. i.e., program records.

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1.2 Use data collected and progress reports to make data driven decisions and program adjustments	1.2 [REDACTED] JTHWC staff and multi-disciplinary team will present data findings to [REDACTED] Tribal Council and agency partners on a semi-annual/annual basis	1.2 Data will be shared and progress toward goals reviewed with [REDACTED] Tribal Council and community on an annual basis as measured by sign in sheet and meeting minutes.
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6. Describe the management structure, staffing, and in-house or contracted capacity to complete each of the proposed projects and any organizational changes that may result if funding is awarded.

There will be a dedicated [REDACTED] JTHWC Judge (see attachment) who will serve as the guide of the “[REDACTED]” Juvenile Tribal Healing to Wellness Court. The [REDACTED] JTHWC judge is the link between the criminal justice system and the community’s healing and wellness resources. The court’s early and frequent interaction with the participant throughout the case management and healing process during court appearances (often called status hearings) increases the likelihood that a participant will remain in treatment and improves the chances for a successful healing journey to sobriety and becoming a law-abiding citizen who is motivated to meet the family reunification goals. The [REDACTED] JTHWC judge will play an active role in the treatment process, including frequently reviewing treatment progress. The [REDACTED] JTHWC judge responds to each participant’s positive efforts as well as to noncompliant behavior through a consistently applied set of rewards and punishment (incentives and sanctions) developed during the [REDACTED] JTHWC team planning process. The participation in each case’s staffing ensures team members share and discuss information and conflicting views in a timely manner that allows the judge to effectively respond to each participant. The [REDACTED] JTHWC Administrator/Case Manager will plan, coordinate, and inform the [REDACTED] JTHWC judge of all accepted referrals and completed case management reviews/hearings. The [REDACTED] JTHWC team will meet biweekly with the [REDACTED] JTHWC Court Administrator to discuss the progress of clients and any scheduled status hearings.

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The [REDACTED] JTHWC Court Administrator and [REDACTED] JTHWC case manager will meet weekly with the [REDACTED] JTHWC judge to update the judge on the status of clients and any recommendations the [REDACTED] JTHWC team have for the judge’s consideration. The [REDACTED] tribal leadership and staff will dedicate themselves to raising capacity building to the same level of importance and attention as program development and management – to think early and often about strengthening the [REDACTED] JTHWC *in lockstep* with implementing the goals and objectives of the programs. These efforts *will* improve the Tribe’s ability to deliver on the “promise of change” that the funding for the **expansion** provides.

The [REDACTED] Tribal Executive Administrator will be responsible for the administration oversight of the [REDACTED] JTHWC. The [REDACTED] Tribal Executive will supervise the [REDACTED] JTHWC Judge [REDACTED] (see attachment). The [REDACTED] JTHWC judge will supervise the [REDACTED] JTHWC Court Administrator/Case Manager. The [REDACTED] JTHWC Court Administrator will supervise the [REDACTED] JTHWC Case Manager, Cultural Advocate, and [REDACTED] JTHWC Clerk of Courts. The [REDACTED] JTHWC Court Administrator/Case Manager will be responsible for the planning, implementing, data collection, and developing a sustainability plan to support the **expansion** of the [REDACTED] JTHWC.

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

The [REDACTED] has six departments within its Justice System that complement JTHWC, and the [REDACTED] Tribal Council has given the following six departments the authority to plan, coordinate, and oversee the enactment of the tribal laws, codes, and policies of the [REDACTED] justice system. The departments include: **1. Public Safety:** The department’s primary goal is the

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Point of Contact: [REDACTED], Tribal Court Administrator – [REDACTED]
email: [REDACTED]

protection of all residents on the reservation, to include law-enforcement and sex offender

registry obligations, and they work unilaterally with detention, corrections, and courts; 2.

Courts: [REDACTED] maintains its own tribal courts that provide both criminal and civil services

for [REDACTED] band members; 3. **Substance Abuse:** [REDACTED] administers all substance abuse

prevention, intervention, and treatment services, and also manages the [REDACTED] juvenile group

home; 4. **Detention:** [REDACTED] administers all adult & juvenile detainments, and provides

educational and counseling services; 5. **Domestic Violence:** [REDACTED] provides services and

supports that address domestic violence assault, sexual assault, dating violence, and stalking; 6.

Family & Children Services: oversees child protection/child abuse, ICWA, foster care,

children's mental health, and elder abuse services. Individually and collectively each member of

the [REDACTED] team motivates people to achieve the vision contained in this proposal, they are

committed to be part of the oversight in managing its delivery through purposeful *collaboration*

to build stronger and more effective teams by inclusion of the [REDACTED] *community* in the

implementation phases of the [REDACTED] Juvenile Tribal Healing to Wellness Court.

8. 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.

What will be measured? The [REDACTED] JTHWC, in alliance with the [REDACTED] multi-disciplinary team, has

developed the framework for a “Phased Treatment Plan” which will provide the therapeutic and

culturally specific environment for participants and their families. This plan includes tightly

scheduled required therapeutic and cultural activities for the participant and his/her family.

How will data be collected? [REDACTED] JTHWC team will utilize validated data collection tools and

existing data source partners and program stakeholders, such as treatment providers, healthcare

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Point of Contact: [REDACTED], Tribal Court Administrator – [REDACTED]
email: [REDACTED]

systems, and law enforcement, etc. Additional data tools that may be used will include but are not limited to: World Health Organization Quality of Life-BREF (WHOQOL_BREF), Opiate Treatment Index (OTI), and Maudsley Addiction Profile (MAP).

Who is responsible for collecting the data? The [REDACTED] JTHWC Case Managers will be responsible for collecting data and monitoring services for each system-involved youth.

How is success defined? Our system-involved youth complete the program and learn about the importance of their [REDACTED] culture and their role as an outstanding community member. Success within the programing will look like: 1) Prompt action by [REDACTED] service providers 2) Information about eligibility criteria will be as inclusive as possible and all [REDACTED] partners will assist with disseminating information on the [REDACTED] JTHWC 3) Facilitated access to services that meet the individual and co-occurring needs of parents/guardians/youth/families 4) Utilize a collaborative team approach to coordinate the efforts of key stakeholders 5) Creation of coordinated case plans that are comprehensive, concrete, time-specific, and developed with the family 6) Monitor clients and their families and respond promptly to issues that affect progress toward permanency 7) [REDACTED] JTHWC Judge, Court Administrator/Case Manager, and Cultural Advocates will encourage individual participants, hold partner agencies accountable, and provide community leadership 8) Use data on youth permanency and family recovery goals to improve both family outcomes and the [REDACTED] JTHWC program.

9. Describe how evaluation, collaborative partnerships, or other methods will be used to leverage ongoing resources and facilitate a long-term strategy to sustain the project when the federal grant ends. Describe any challenges you anticipate in sustaining the program beyond the grant funding.

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email: [REDACTED]

The [REDACTED] JTHWC team, the multi-disciplinary team members, and [REDACTED] JTHWC staff will continue to be involved in cross interdisciplinary education, training, and culturally specific teachings. Interdisciplinary education exposes judges, court, and probation staff to treatment issues, and treatment staff to criminal justice processes and issues. The training will result in a shared understandings of the values, goals, and operating procedures of both the treatment and the justice system components. Judges and other court personnel will learn about the nature of alcohol and other drug problems and the theories and practices supporting specific treatment approaches. Treatment providers typically need to become familiar with criminal justice accountability issues and court operations. The team members from justice, treatment, and social services agencies will cross-train each other beginning with the [REDACTED] JTHWC design and planning process and continuing throughout the [REDACTED] JTHWC operations.

[REDACTED] JTHWC team will continue to build partnerships, organizational effectiveness and development, sustainable development, community development, and management support. Capacity building, coupled with organizational effectiveness, will guarantee the [REDACTED] Tribe the ability to fulfill the proposed [REDACTED] JTHWC's vision and mission through a blend of sound program management, strong governance, expanded training and technical supports, and a persistent dedication to achieving community input and data informed results.

Applicant Name: [REDACTED]

Purpose Area #9 Tribal Youth Program (OJJDP)

Implementation point of contact: [REDACTED]
[REDACTED]

Narrative

Purpose Area #9 Narrative (10–15 page limit including template text; answers should be double-spaced)

1. Please indicate which category your tribe is applying for:
 - a. Seeding Change Planning Grant (Category 1)

At this time, the [REDACTED] is applying for the Seeding Change Planning Grant. We have had several iterations of Tribal Youth Programs in the past but were not sustained due to siloed funding and lack of integration and collaboration with other Tribal departments. From this experience, the Tribe has identified the need for a robust planning effort with engagement from key groups of stakeholders, including youth, elders, Tribal Council and staff partners across multiple departments in order to address the pressing needs in our community relevant to prevention and intervention for juveniles in our community and interacting with the juvenile justice system.

2. Describe any current gaps in services related to the problem(s) identified in your Tribal Justice and Community Profile that will be addressed through this grant application, and explain how your tribe identified and prioritized the problem(s) to be addressed through this grant funding.

The tribe currently does not have a functioning youth program. The former youth center closed in 2006 due to lack of sustainable funding. The youth center was previously funded via various grants from multiple agencies, including DOJ and EPA, with Tribal funds supplementing activities under the narrow scope of the grants.

In the absence of grant funding since 2006, youth program activities have been funded on a small scale with program activities focused on cultural education programs or school break

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Purpose Area #9 Tribal Youth Program (OJJDP)

activities. Multiple efforts have been attempted to obtain funding to resume prevention and intervention based activities in partnership with the SUD program and other indigenous wellness organizations in the local area, including [REDACTED]. The most recent iteration of the Youth Program focused on traditional cultural skills, food sovereignty and outdoor activities, such as the youth-favorite Kayak Camp and traditional dugout canoe paddling events. Again, lack of sustained funding from non-Tribal sources and loss of key staff due to lack of sustainable funding, combined with COVID-19 restrictions, has forced Youth Program activities to be cancelled for the last few years.

Historically, the Tribal justice system lacked prevention and intervention initiatives for Tribal members who are at risk or already involved in the justice system, relying on county and other external programs. For example, Tribal members seeking alcohol or substance abuse treatment had to navigate the different services provided by the Department of Health and Human Services, United Indian Health Services, [REDACTED], [REDACTED], [REDACTED], and [REDACTED]. However, the Tribe has expanded its social services program by establishing a victim services program, a behavioral health clinician, and substance use disorder counseling services, for both adults and youth.

In order to begin to address these issues, the Tribe conducted a multi-year justice planning and implementation process beginning in 2012 which has led to the aspects of the tribal justice system now in place. This process included a Tribal Community Survey to obtain community input on tribal justice needs. Survey results supported development of various court divisions, including the ability to handle victim related cases. The survey highlighted the need for interventions to address alcohol and substance abuse problems, violence, family violence and overall community safety. Survey results indicated that 57% of all on-reservation households were

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impacted by alcohol and substance abuse. In particular, elders were fearful of burglaries by addicted individuals, the general safety of the Tribal community and the harmful impact associated with substance abuse and drug dealing. Intake data of member services provided indicate that 30% were for social services or alcohol or substance abuse related matters. At least 76.5% of Tribal respondents highlighted the importance of cultural programming being integrated throughout services. These results have guided the Tribe in the development of programs and services, with additional subsequent assessments for Victim Services and the Tribal Court. However, youth programming and integration throughout the Tribal departments has been identified as a high priority need in each assessment.

Additionally, data gathered by the Victim Services and SUD program over the last three years indicates that on average, 35% of clients accessing services through those programs, are youth ages 13-17, all of whom are impacted by drug and alcohol addiction, destabilized housing and at-risk of engagement with law enforcement due to delinquency and maladaptive behavior. Since COVID-19 has restricted many activities, felt particularly acutely in areas of traditional activities like dances and other gatherings, it has become even more apparent that sustained, integrated youth programming is urgently needed to help nourish healthy tribal youth identity and prevent delinquency.

3. Describe current or previous planning efforts related to preventing and reducing juvenile delinquency and strengthening a fair and beneficial response to delinquency for American Indian and Alaska Native youth, if any, and state whether they were effective.

The Tribal Council and Community Council have both identified justice system development and expansion, particularly for youth programming as an ongoing high priority. The prior community needs assessment identified areas of importance to the Tribe especially the integration of cultural components throughout all aspects of the justice system. Subsequent

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Purpose Area #9 Tribal Youth Program (OJJDP)

planning and implementation, including a 2018 needs assessment for Victim Services, and Tribal Court assessments in 2017 and 2021 have resulted in significantly expanded services and programs within the justice system.

The Tribe engaged in a Master Plan process for Tribal properties and resources in 2010, which was useful in helping identify the preliminary law enforcement and other justice needs. The Tribe subsequently engaged in two Tribal justice needs assessments funded by BJA, in 2012 for Tribal Court and 2018 for Victim Services. Additionally, the Tribal Court participated in assessments in 2017 and 2021 funded through BIA TJS. These efforts were effective at identifying the community needs and concerns, as well as areas for creation, improvement, and expansion in established programs. They resulted in the creation of the Tribal Court, the prioritization of victim services, the inclusion of a substance use disorder counselor in the social service program, and the beginnings of integration of cultural activities throughout Tribal programs.

The substance use disorder counselor offers counseling and group work, and has also established a Youth Council to help form strong coping mechanisms through culturally relevant activities. The Youth Council is made up of tribal youth, ages 14-18, who are all impacted by their parents' substance use issues. Some of the youth also struggle with their own substance use issues, and the impacts of trauma that lead to maladaptive behavioral issues. The goal of the Youth Council is to have the youth identify the issues themselves that are negatively impacting their peers and community and to assist in the development of identity based cultural prevention and intervention methods to reduce juvenile delinquency. Another primary goal of the Youth Council is to empower the members to assume leadership roles amongst their peers.

The Youth Council participants have prioritized key topic areas to focus their attention and program development efforts, including: historic trauma, substance use disorder, teen dating

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violence, sexual assault, bullying, healthy goal setting, and healthy family communication. They will be creating short digital stories on these topics to share with the community. We know this effort is successful because the youth are engaging. They show up every week. They ask to meet more often than is scheduled.

We also know that identity based cultural interventions work. Identity based cultural interventions draw upon the cultural knowledge and wisdom of traditional leaders existing in the community. They outline a step-by-step process to assist Native young men, women, boys, and girls to explore their personal and cultural identities and re-engage in tribally specific life ways as a sustainable strategy for personal, familial, and community well-being and to mature strong tribal leaders. For Indian people, anything traditional is itself a part of the healing process from trauma, although it may not be recognized as such. Cultural identity and a healthy self-image are vital to health and well-being.

The level of acculturation seems to play an important role in chemical dependence, mental health, suicide, and associated unhealthy behaviors among Indian people. The highest levels of substance abuse exist among Native people who most closely identified with non-Native American values and the lowest levels exist among those who express an ability to adapt comfortably to both Native and non-Native values. Nurturing a Native youth's ability to negotiate their way in two different cultures while maintaining their Native identity helps lower the probability of substance abuse and juvenile delinquency.

The identity-based cultural intervention as a way of healing is designed to strengthen the cultural awareness of tribally specific young Native girls and boys, rebuild knowledge and confidence in his or her cultural identity, and re-center the person, "spirit" and "soul" back into their tribally specific paradigm. The people of the [REDACTED] have unique worldviews that have sustained them for many thousands of years and we are confident that re-building

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strong cultural identities and re-centering them to their (our) cultural paradigm will develop strong community members and build healthy communities.

It is the [REDACTED] expectation that planning a Youth Program that provides access to learning traditional ways, integrated throughout Tribal programming and departments, will not only give a healthy outlet for the trauma that we have experienced but give our youth the tools to pass on our traditions to future generations. All of these activities will teach our members our cultural knowledge and values, balanced with tools to navigate a modern indigenous identity and deal with the impacts of trauma, which in turn will help prevent substance abuse, reduce criminal activity, develop a positive self-identity, and increase positive family relationships which will all support positive mental health outcomes and reduce juvenile delinquency.

- a. Explain why your tribe believes a dedicated planning period will benefit tribal efforts to prevent and reduce juvenile delinquency.

The tribe identified funds in their 2021 budget to remodel the building that houses the Tribal Library and former Youth Center which has been used intermittently to host youth program activities as funding allowed. The current building is not ADA accessible and has outlived its useful life. The remodel plans are 75% complete and the Tribe anticipates moving forward in 2022/23 with the rehabilitation of the building to house the Library and an updated Tribal Youth Center with distance learning computer labs and the ability to host afterschool program activities. The building is situated directly adjacent to the Social Services Department building which houses the Substance Use Disorder and Behavioral Health Programs; between the two buildings sits a garden used for therapeutic activity and growing food, herbs, and plants important to the traditions of the Tribe. Tribal funds are also identified for a half time Youth Program Coordinator to implement youth programming in the interim during the remodeling.

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Previous efforts in strategic planning through the Tribal Programs department resulted in the expansion of Tribal Court, Social Services and the creation of Victim Services, SUD Counseling Services and the newly implemented Behavioral Health program, all of which are flourishing beyond our imagination at the time. This shows the strength already present in the Tribe; when resources are available to reflect and plan, the result has been a strong, enduring program. The ability to focus this strength on the Tribe's future – Tribal youth – would have benefits beyond the near term, building a healthy community and developing the next generation of Tribal leaders.

We believe that a dedicated planning period is critical to build a robust program dedicated to prevention and intervention to reduce juvenile delinquency while also building a sustainable, youth-driven program. The dedicated planning time will give us time to remodel the building, hire staff, draft policies and implement programming planned through this effort.

The dedicated planning phase for the Youth Program will also significantly benefit the program in that it will give the opportunity to identify the at-risk youth that might not normally, or are not currently seeking services to deal with substance use issues or behavioral health issues stemming from various traumas that contribute to delinquency. Successful methods of identifying these youth will be incorporated into the plan.

- b. Describe how tribal council or administration will be involved with the planning process to ensure full tribal justice system support for the project.

The Tribal Council and administration will be integral in the development and implementation of the planning process and project. At least one of the core team members will be a member of the Tribal Council; the Executive Manager and several department heads will also serve on the core team. Additionally, the entire Tribal Council will be given regular written and verbal updates on the progress, with their input sought. They are available to

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meet with the TTA provider directly, if needed for the planning process. The Community Council will also receive written and verbal reports on a regular basis, with the opportunity for input.

4. Describe the makeup of the core planning team and proposed tribal representatives who will participate in the juvenile justice system planning process by job title or position. Describe how this team will collaborate with the OJJDP TTA provider to assess the juvenile justice system needs of the tribal community to develop a strategic plan. Members of this core team will attend and participate in planning meetings, identify short- and long-term goals for their juvenile justice system, and support efforts to organize a community needs assessment that will highlight the strengths of the juvenile justice system and identify areas for improvement.

There is an incredibly strong commitment of the Tribal Council, Tribal Membership, and Tribal Administration to the work to address the issues facing the community and help begin healing. Through collaboration between departments, the Tribe has resources available in Social Services, Behavioral Health, Substance Use Disorder counseling, Public Safety Office, Cultural Education, Tribal Court, and Housing. The core planning team will be made up of key Tribal leadership and staff across multiple departments that are responsible for implementation of youth programming, cultural education, social services, and justice systems. Key members of the team also include Youth Council and Peacemaker Panel members, as well as the Vice-Chairman and administration team members.

Core Planning Team

Title	Individual name, if identified
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

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[REDACTED] #9 Tribal Youth Program (OJJDP)

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
Youth Council Members	To be decided
Youth Program Coordinator	recruiting

The core team members are currently involved in the Tribal justice system or youth related services in some capacity. They are familiar with their respective programs and the resources available to them, and have many conversations with community members about topics that would inform the plan. With regular meetings, they are in the ideal positions to work together to create a realistic plan to implement the youth program.

The Substance Use Disorder Counselor, [REDACTED] will take the lead in coordinating the project and communicating with team members, as well as ensuring Youth Council participation.

[REDACTED]. [REDACTED] is a ceremonial dancer and singer, traditional fisherman and cultural practitioner. [REDACTED] has relatives enrolled in the [REDACTED] and has built relationships throughout the community. [REDACTED] experience will bring a balance of western modalities of evidence based therapies and integration of cultural based teachings. The Behavioral Health Clinician [REDACTED] is also a member of the [REDACTED] and has worked extensively in the local indigenous community building relationship as well as integrating a balance of evidence based practice with culturally specific therapies.

The Chief Judge, [REDACTED] is an experienced attorney in Indian country, and has worked with several tribes in developing their tribal justice systems and expanding wellness

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courts. He has met with the District Attorney, Public Defender, Sheriff, and County Court Judge.

The Public Safety Officer, once hired, will help coordinate with county law enforcement.

[REDACTED] who is in constant communication with Tribal Council, the CEO, and many Tribal members. [REDACTED] also serves as the Tribe's Enrollment Officer. She has a well-informed perspective on the needs of the Tribe since she has been employed by them for 18 years.

[REDACTED] is the current Vice Chair of Tribal Council and is passionate about the rebuilding of the Tribe's Youth program, as a former youth participant in prior programming.

[REDACTED] is a member of the Tribe and has a background in Indian Child Welfare. Her work establishing the Victim Services program and her knowledge of the services provided by Tribal and other agencies is useful in determining potential partners and paths forward. [REDACTED] is also grounded in tribal cultural practices and brings forward her knowledge of the Tribe's culture and customs into her social service practice. Additionally, [REDACTED] formerly worked as Youth Advisor in the previous iteration of the Youth Program.

The [REDACTED] will bring her knowledge as culture bearer and herb doctor to inform the team of the traditions of the Tribe and help identify areas of collaboration. [REDACTED] also serves as Librarian for the tribe and assists in facilitation of youth and cultural programming. Her existing relationships with tribal youth make her uniquely positioned to assist in planning youth programming.

The Court Project Planner, [REDACTED] previously served as Tribal Council Vicechair and is very familiar with the Tribe, Tribal members, and Tribal departments. [REDACTED] is a ceremonial

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dancer, regalia maker, medicine gatherer and has assisted in facilitating cultural and youth programming.

[REDACTED] a Tribal member and Director of Tribal Programs, has experience with most Tribal departments, and is familiar in implementing programs in trying circumstances. She has helped lead the prior assessment and planning efforts and her perspective will be invaluable in guiding planning. [REDACTED] also a ceremonial singer and dancer, language speaker, regalia maker, caretaker of the Tribe's regalia and basket collections and facilitates the tribe's cultural and youth programming.

All of the team (and community) are prepared to work closely with the OJJDP TTA provider to assess the juvenile justice system needs of the Tribal community to develop a strategic plan, whether that be through an on-site workshop(s) or various remote sessions to achieve the plan. As with the past strategic planning efforts with now-existing programs, we are excited to draw upon the knowledge of the TTA providers to assist in building a solid, achievable plan for sustainable programming. The Tribe is committed to reestablishment of the Youth Program and to the reduction of juvenile delinquency and establishment of a youth-led juvenile justice system; assistance in planning will result in an ambitious, achievable plan that integrates cultural programming throughout.

Applicant Name: [REDACTED]

Purpose Area #9 [REDACTED]

Implementation point of contact: [REDACTED]

Purpose Area #9 Narrative

1. Please indicate which category your tribe is applying for.

The [REDACTED] Tribe is applying under Category 2 (Cultivating Change Implementation Grant)

2. Describe any current gaps in services related to the problem(s) identified in your Tribal Justice and Community Profile that will be addressed through this grant application and explain how your tribe identified and prioritized the problem(s) to be addressed through this grant funding.

Today, the [REDACTED] Tribe is facing an epidemic rise in child abuse, sexual abuse, and other forms of child victimization caused by several contributing economic and social factors. High unemployment rates, extreme poverty, and rampant substance abuse (methamphetamine and opioid abuse) put extreme stress on families and are truly primary causes of child victimization on our Reservation. Coupled with inadequate services and fueled by limited resources, the challenge of addressing the core issues of child victimization has become more difficult. It has also become more commonly accepted that historical trauma has played a significant role in the decay of family stability and has led to the loss of cultural values and traditions that have always been the backbone of our traditional [REDACTED] society. Further, the declining knowledge and use of [REDACTED] language, ceremonies, and traditional values as a means of healing and strength is nowhere more evident than when our children have become victims of abuse and violence.

The [REDACTED] Tribe is a relatively small tribe. Yet, according to the Tribe's Child & Family Services (CFS), from 2018-21, 379 children were removed from their homes for abuse & neglect and, over the same time period, CFS has averaged 101 open cases per year. This reveals a 10% increase in cases per year. In 2021 alone, CFS had 273 children in out-of-home placements. Of these cases, nearly 70% involved substance abuse. Currently, CFS is carrying 130 active child abuse and neglect cases that include both foster care and families involved with "Safety

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Planning”. Even more concerning is amount of child welfare cases where reunification efforts have been unsuccessful, resulting in long-term foster care placements. *According to CFS, less than 10% of children removed from their homes for child abuse and neglect are successfully reunited with their parents within reasonable efforts and time.*

Further, case file and arrest data from our Tribal Court and Law Enforcement confirm our fears that violent crime is on a continual rise and effects our children who are either witness to such crimes or are victims themselves. Information and case file data from the Tribe’s Behavioral Health Department includes reports of rising cases of trauma among our children which correlate with increased abuse and violent acts committed by parents and relatives.

The results of increased abuse and violence impacts our entire community. The simple fact that so many of our children have suffered exposure to violence and that the subsequent trauma is often times prolonged by the break-up of families and succeeding long out-of-home placements is totally disheartening. Although CFS can provide for the immediate safety of child victims of abuse, the aftermath of dealing with the trauma is a process that takes time and support. Before reunification of families can take place, there must be a time when great healing must occur. Whether a child has been directly impacted by abuse or have been witness to it, exposure to trauma can leave an indelible imprint on the child and the effects can be devastating and have a long-term impact. With no means of treatment for childhood trauma, children entering the Tribe’s child welfare system are particularly vulnerable to the prolonged effects of trauma that can manifest into more serious mental health issues or addiction later in life.

CFS strives to provide stability for ██████████ children with the goal of permanency always in mind but these efforts are often frustrated by serious gaps within our own tribal child welfare system. Despite having numerous resources devoted to the safety and care of our children, the

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child welfare system remains overwhelmed with an excess of extended lengths of stay of children in both temporary emergency placement and foster care. Availability of emergency placement options for victims of child abuse are limited. The Tribe does not have an emergency youth shelter or group home and has limited licensed foster home options. Placement with suitable relatives of the child (ren) is most-often used. However, this can lead to further case complications as households become over-crowded. Legal guardians, which are generally grandparents, are required to take on added responsibilities, some of which they are unprepared for or unable to perform adequately. In these situations, meeting a child's emotional and physical needs can be made more complicated and may even further threaten their well-being and safety.

Child welfare systemic issues may also serve as an obstacle for reunification. Lack of trauma screening and assessment cause delays as the level of trauma that our children are exposed to often goes unrecognized, unreported, or undiagnosed at early stages of a case. Meanwhile, very treatable issues of unresolved trauma get further complicated by a myriad of cross-system referral and service barriers.

Although there are many obstacles that hinder families from achieving reunification, our children and families possess unique strengths and resilience that can be built upon if they are armed with sufficient education and support to make the radical changes often demanded by the Court and CFS. Although the road to reunification can be long and arduous, providing specific, culturally-based services designed to improve familial relationships would greatly enhance the probability of a family being reunited and decrease the likelihood of further trauma.

- 3. Describe how the proposed grant- or award-funded program will address (or continue to address) the juvenile crime and public safety problems identified in your Tribal Justice and Community Profile. How will your proposal enhance tribal efforts to prevent and reduce juvenile delinquency and strengthen a fair and beneficial juvenile justice system response for American Indian and Alaska Native youth?**

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A long time ago our [REDACTED] Elders had sacred knowledge and beliefs that they

[REDACTED] passed down to our children. This included teachings of the values, relations, and traditions that held our families together, which provided for a strong and healthy [REDACTED] society.

This was the traditional system of the [REDACTED] [REDACTED] that consisted of ten clans, each with a specific purpose and responsibility to the Tribe as a whole. This

system allowed our children to grow up to become Elders themselves and so the cycle of teaching and learning continued. But the cycle has been broken as many of our families have fallen into disarray and have lost their connection with the teachings of those Elders. [REDACTED] families have since been greatly impacted by historical trauma, family violence, substance abuse, and poverty. Today is the time for healing that connection, for reconstituting our families and our connections to our Elders and to our ancestors. In order for our tribal communities to heal we need to have strong families. Although the Tribe has many areas of concern, reuniting and keeping our families together is a priority created within a broad, tribal-wide planning effort and with community support and substantial involvement of key community stakeholders. The [REDACTED] has been designed as a family healing component to meet this priority by helping [REDACTED] family members to relearn and practice those traditional cultural methods that made our families strong in the first place.

The [REDACTED] concept was developed based on the strengths and needs identified in the [REDACTED] child welfare system assessment process completed as part of the the Tribe's [REDACTED] [REDACTED] grant. Based on this assessment, it was obvious that

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a great percentage of our families are becoming extremely fragmented while our current child welfare system offers little resolve and, for many reasons, our Child & Family Services (CFS) has most-often fallen short in achieving its goal of permanency and stability for our children. In responding to such social and cultural decay of families, the [REDACTED] will specifically address families engaged with the [REDACTED] Tribal Court and CFS in the family reunification process. [REDACTED] services will fill a void in the Tribe's child welfare system by providing a bridge of support for [REDACTED] families that have previously learned to operate in constant chaos and crisis, never able to proceed to the resolution stage of their problems. The [REDACTED] responds to such crisis by assisting family members relearn and practice those traditional [REDACTED] values, ideals, and methods that were the cornerstone of strong family relations and cultural identity. By doing so, the project will demonstrate an excellent culturally-based model for those families willing to rebuild their familial relationships. This will be achieved through teachings and principles that provide a way of thinking and relating to each family member that helps to promote healing.

Through the [REDACTED], family members will learn to apply traditional [REDACTED] principles, laws, and values to resolving family conflicts, to making family decisions, and to ensure that each member of the family is heard and treated in a respectful way. Children will also be given a voice in re-building the family dynamics. They will learn they can be heard and that adults will listen to what they have to say. They also learn to look forward to the [REDACTED] [REDACTED] as a way of being co-creators of their own family's health and well-being.

Several key staff will be hired or enlisted to implement the Project. A fulltime Cultural Specialists will be hired to help further develop the program, including the orientation and evaluation processes as well as updating the content of the [REDACTED] Workbook. The Cultural

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Specialist will conduct initial screening and assessments of families entering the Project and will conduct individual conferences and facilitate group dynamics during the ██████████ Family Gathering Sessions. The Cultural Specialist will also provide individual and family sessions that promote traditional ██████████ values, positive communication between parents and their children, education on trauma issues, and on healthy family relations.

The role of Tribal Elders will be significant. Two part-time Elder Cultural Practitioners will be hired to develop and facilitate the cultural aspects of each Family Gathering Session or presentation. This includes developing teaching modules into a curriculum and guidebook format, which each participant will be required to maintain as part of program efficacy. The Elder Practitioners will work directly with participants and serve as the primary resources for the delivery of culturally-based information, language, ceremonies, and traditions regarding family roles and responsibilities based on the ██████████ teachings.

Volunteers will play a necessary role in the delivery of Project activities. Volunteers will be recruited and, once they complete background checks, will experience brief training on the ██████████ purpose and the roles they will be asked to play. Volunteers will assist with preparing traditional meals, getting wood and rocks for sweat lodge, performing culturally-based graphic art design, immersion of ██████████ language into presentations, and with providing general support of children and families. Volunteers will be of all ages in order to meet our needs.

The primary concept of the ██████████ Project is to develop a family partnership-building platform that is evolving, culturally-based, and has also been created to provide trauma-focused education and clinical therapeutic support for children who have been removed from their families for child abuse and neglect. For this reason, ██████████

██████████ has been selected to provide individual and family counseling services utilizing both TF-

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CBT and MST evidence-based programs through a MOA. [REDACTED] therapists will work in coordination with [REDACTED] staff and CFS case workers to design case plans and to assist the Project with Trauma-Informed training. Further, in order to meet our focus on elevating of youth and family engagement, it is our expectation that all parents will be required to complete the [REDACTED] Family Values sessions to be instructed by the Elder Cultural Practitioners and a minimum of 3 individual sessions with the [REDACTED] therapist.

During the initial 6 months of the grant period, the Project staff and volunteers will participate in a brief planning and training period designed to complete final preparations of the Project. Planning will include staff orientation; signing of MOA's; final development of the [REDACTED] Workbook and Family Gathering Sessions schedule; and recordings of messages from the community to be used during the Family Gathering Sessions.

The [REDACTED] will strive to build upon the strengths, values, and diversity of our families to best serve the children and youth who have been victimized by abuse and/or violence. A majority of families participating in the [REDACTED] Project will have been deeply affected by past child endangerment situations often brought on by substance abuse and/or family violence. Participants may be court-ordered or will willingly participate as part of their CFS case plan for reunification. Although the CFS Case Management Team will have the final say in which families can participate, the participants will determine the family structure as to who will participate. Generally, however, this will consist of parent(s), children, aunts, uncles, grandparents, and may often involve extended family members as well. Once initiated, depending on the size of the family, no more than five (5) families will participate at one time.

The first step of participation includes a meeting between the parent(s), Cultural Specialist, and the child's CFS Caseworker for an initial interview, to receive information, and to complete

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screening and assessments. The Cultural Specialist will give the parent an information packet that also contains a schedule for the Family Gathering Sessions and topics. The Caseworker will notify [REDACTED] and assist the parent(s) in making an initial appointment to begin the trauma treatment process with [REDACTED].

Family Gathering Sessions will be held weekly, M-Th from 6:00 p.m. until 9:00 p.m. at the CFS offices [REDACTED] for 12 consecutive weeks. The Family Gathering Sessions will be supported by other services contained in the child's CFS case plan (i.e. educational needs, medical needs, etc.) including trauma-focused treatment.

Family Gathering Sessions include lesson plans based on traditional [REDACTED] values, cultural activities, and ceremonies which empower participants and promote a greater sense of belonging to their family and Tribal community. Included in the Family Gathering Sessions is trauma-informed education, which will provide knowledge about trauma, its effects, what role it has played in the family dynamics, and how it can be managed. Each Family Gathering Session will include an opening prayer by an Elder, followed by a traditional meal, and family recognition (an honor song performed by the youth drum group). Each session will include a presentation by one or more Elders talking about the [REDACTED] and how the teachings fit into our lives today. Each Session will revolve around an extensive lesson plan that has been specifically designed by [REDACTED] staff that includes a topic for the session (cultural value), talking circle, mind-mapping exercise, message from the Elders, journaling, and a cultural activity. The family will also view pre-recorded videos of Elders, youth, and adult community members who relate messages concerning the session topic. Each family will have a [REDACTED] Workbook to complete and each member of the family will keep a journal of their ideas and feelings.

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Originally developed by ██████████ Curriculum, a framework model of the ██████████ Workbook has been developed by adapting it to fit ██████████ culture. The Workbook will continue to be a work in progress. The idea of creating a framework model was derived from ██████████ planning efforts in the belief that only experienced ██████████ tribal members are able to pass on the culturally specific knowledge necessary to achieve our purpose.

A key ingredient to each session within the 12-week Family Gathering Session is the teaching and use of the specific ██████████ cultural activities and ceremonies have been incorporated into each weekly session. The following topics have been developed as part of a framework model of the ██████████ Workbook.

FAMILY GATHERING SESSION TOPIC	FAMILY GATHERING SESSION ACTIVITIES	FAMILY GATHERING SESSION TOPIC	FAMILY GATHERING SESSION ACTIVITIES
<u>Week 1</u> ██████████ ██████████	<ul style="list-style-type: none"> - Introduction to the ██████████ Project - Elder Presentation(s): How Does the ██████████ Work for Us? - Talking Circle: Where Do I Belong in the Great Circle? - Activity: Commitment Letter 	<u>Week 7</u> ██████████ ██████████	<ul style="list-style-type: none"> - Our Children Are Sacred - Messages from Community Members (Video 1) - Talking Circle: How our children are sacred to us? - Activity: Creating a New Family Vision (Part 1)
<u>Week 2</u> ██████████ ██████████	<ul style="list-style-type: none"> - Messages from Community Members (Video) - Talking Circle: What Our Family Looks Like Now - Activity: Beginning A Visionary Process (Elders) 	<u>Week 8</u> ██████████ ██████████	<ul style="list-style-type: none"> - The Family Comes Together - Elder Video - Talking Circle: Children’s Family Vision - Activity: Creating a New Family Vision (Part 2)
<u>Week 3</u> ██████████ ██████████	<ul style="list-style-type: none"> - The Cycle of Life - What is Trauma? - Historical Trauma Presentation - Talking Circle: Identifying Our Feelings (Part 1) - Activity: Traditional ██████████ Ceremony 	<u>Week 9</u> ██████████ ██████████	<ul style="list-style-type: none"> - Elder Presentation - Messages from Community Members (Video 2) - Talking Circle: The Parent’s Family Vision - Activity: Creating a New Family Vision (Part 3)
<u>Week 4</u> ██████████ ██████████ ██████████	<ul style="list-style-type: none"> ██████████ - Grieving Process - What “Triggers” Our Feelings - Talking Circle: Identifying Our Feelings (Part 2) - Activity: Traditional ██████████ Ceremony 	<u>Week 10</u> ██████████ ██████████	<ul style="list-style-type: none"> - How Do I cope With Stress? - Substance Abuse - Family Violence - Talking Circle: Developing A Healing Attitude (Elders) - Activity: Creating a Support Matrix

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<p><u>Week 5</u> ██████████</p>	<ul style="list-style-type: none"> - Effects of Unresolved Trauma and/or Grief - Talking Circle: Identifying Our Feelings (Part 3) - Activity: Traditional ██████████ Ceremony 	<p><u>Week 11</u> ██████████</p>	<ul style="list-style-type: none"> - All Our Relations Presentation (Elders) - The Family Reunification Plan: Owning Responsibility - Creating a New Family Vision (Part 4) - Talking Circle: Forgiveness - Activity: Commitment Letters
<p><u>Week 6</u> ██████████</p>	<ul style="list-style-type: none"> - The Four Hills of Life - What Are Family Values? - Messages from Community Members (Video) - Talking Circle: Our Children Are A Mirror of Ourselves - Activity: How To Create A New Family Vision 	<p><u>Week 12</u> ██████████</p>	<ul style="list-style-type: none"> - Where Do We Go From Here? - The ██████████ - The Next Step: Giving Back Commitment - ██████████ Feather Certificate Ceremony (Elders) - Success Story/Evaluation

The ██████████ will be a vital component of the overall CFS comprehensive strengthening families system. Families completing the project will receive an ██████████ Feather Certificate, will be honored in a community ceremony, and will become honorary members of the ██████████ where they will be encouraged to continue to participate by providing support to new families entering the project, thus contributing back to the greater tribal circle.

4. Please identify the specific goals and objectives of the proposal that will be accomplished during the project period. Provide information about the specific tasks and activities necessary to accomplish each goal and objective.

The ██████████ goal is to serve a minimum of 75 families over the course of the five-year grant period. ██████████ has the potential to reach 20 families per year or 100 families in five years. In order to reach this lofty goal, Child & Family Services (CFS) plans on providing 3 to 4 cycles of Family Gathering Sessions per year depending on the size of each family. The ██████████ Project will continue to be a successful family preservation support service of CFS' effort to reunify families long after the grant period has ended, as the project will become a fixed service within the ██████████ Tribe's child welfare and CFS delivery systems respectively.

██████████ Project Goal	██████████ Project Objectives	Major Project Tasks/Activities
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<p>Goal: To provide family reunification services for a minimum of 75 families over the course of the five-year grant period by providing a culturally-focused, trauma-focused approach.</p>	<p>Objective #1: By end of month 1, [REDACTED] staff are hired and volunteers selected and orientated.</p> <p>Objective #2: By end of month 2, new staff, volunteers, and partner agencies meet for orientation and to discuss needed activities, communication, referral and case management process to successfully implement services.</p> <p>Objective #3: By end of month 3, the [REDACTED] Curriculum and Workbook are fully developed and ready for implementation.</p> <p>Objective #4: By end of month 3, new staff, volunteers, and partner agencies complete trainings, planning, and develop a schedule of [REDACTED] family gathering sessions.</p> <p>Objective #5: By month 12, a minimum of 10 families engaged in the reunification process will have completed the [REDACTED] 12-week family gathering sessions.</p> <p>Objective #6: By month 12, a minimum of 30 individual members of families seeking reunification will have participated in new [REDACTED] trauma-focused evidence-based programs.</p> <p>Objective #7: By end of month 60, a minimum of 70 additional families engaged in the reunification process will have completed the [REDACTED] 12-week family gathering sessions.</p> <p>Objective #8: By month 60, a minimum of 175 additional individual members of families seeking reunification will have participated in ongoing [REDACTED] trauma-focused evidence-based programs.</p>	<p>1a. Child & Family Services (CFS) Director completes hiring process of new staff and selects volunteers;</p> <p>1b. CFS Director contracts with [REDACTED] to deliver [REDACTED] evidence-based programs (TF-CBT; MST);</p> <p>1c. Community volunteers recruited;</p> <p>2a. Planning and orientation meetings with partner agencies completed;</p> <p>2b. Training sessions schedule developed and materials purchased;</p> <p>2c. All necessary project forms are developed and printed;</p> <p>3a. [REDACTED] family gathering sessions schedule is developed;</p> <p>3b. Copies of [REDACTED] Curriculum and Workbook are printed;</p> <p>4a. [REDACTED] cultural component developed and embedded into trauma services array;</p> <p>4b. CFS Director develops necessary policies, procedures, protocols for project operations;</p> <p>5a. [REDACTED] accepts families into project and initiates services;</p> <p>5b. Monthly data collection initiated;</p> <p>6a. [REDACTED] initiates coordinated therapy services</p> <p>6b. TTA providers meet with staff and project partners to establish activities and schedule;</p> <p>7a. [REDACTED] Project provides ongoing 12-week family gathering sessions;</p> <p>7b. Staff attend mandatory meetings;</p> <p>7c. Data collection continues;</p> <p>7d. TTA providers meetings continued;</p> <p>8a. [REDACTED] provides ongoing TF-CBT and MST evidence-based programming;</p> <p>8b. Annual reports are generated and submitted.</p>
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5. For Category 2 applicants only: Describe how the applicant will know if the program is successful and how success will be determined and measured. Describe how data will be collected and assessed to measure the impact of proposed efforts and who will be responsible for collection and assessment of data.

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The focus of the [REDACTED] Project is to incorporate [REDACTED] cultural values into a pro-social, pro-cultural milieu of support services for families going through a very difficult time. By doing so, the Project will greatly enhance the efforts of the Tribe's Child & Family Services (CFS) to be more successful in the reunification process of children removed from their biological parent(s) and families. More importantly, the Project services will directly meet the critical need to infuse [REDACTED] culture as a specific element of the healing process that we believe is necessary to overcome the effects of trauma experienced by generations of our [REDACTED] children and families. The impact of our Project will be immense with success defined and illustrated by a) The increase in the number of children returning to their homes; b) The shortened period of time children spend in temporary placements; and c) The absence of participating families returning to CFS and the child welfare system for child abuse and neglect.

What will be measured includes: 1) The unduplicated number of families participating in the Project; 2) The unduplicated number of families that engage in and successfully complete our 12-week family gathering sessions; 3) The unduplicated number of individual and family members that engage in evidence-based programs offered through [REDACTED] Counseling & Consultation ([REDACTED] and 3) The total unduplicated number of families that successfully reunify during the project period. Success will also be defined by gathering important qualitative information within the context of Client Satisfaction Surveys regarding services provided and from data compiled from client case files.

All case-related data is maintained through the State of [REDACTED] [REDACTED] information system which captures the data fields required to assess progress toward proposed objectives and overall program efficacy. CFS caseworkers will also maintain individual case files for each family involved in the Project that documents the services provided and progress of participants.

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Monthly data and information from the Client Satisfaction Surveys will be collected by the CFS Director and entered into client case files on a regular basis. The [REDACTED] will generate data and information for monthly reports as needed.

Data will be collected by the CFS Deputy Director as needed and entered into a monthly report to the CFS Director.

- 6. Describe the management structure, staffing, and in-house or contracted capacity to complete or continue each of the proposed projects. Please also include information about existing resources within the tribe and the community that will help make this project a success and any 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.**

Child & Family Services (CFS) Director: The CFS Director will provide overall oversight of the [REDACTED] Project activities including training, data collection, and reporting responsibilities.

CFS Deputy Director: The Deputy Director will be responsible for day-to-day operations of the Project, staff development, processing volunteers, scheduling, and case oversight.

Cultural Specialist: A [REDACTED] Cultural Specialist will be hired to play a major role in successfully planning and implementing the 12-week Family Gathering Sessions including developing lesson plans and processing Client Satisfactory Surveys.

Elder Cultural Practitioners: Two (2) Tribal Elders will be hired (PTE) as Cultural Practitioners to provide participants with guidance and support during the 12-week Family Gathering Sessions process. Each will serve as a stabilizing force for families healing from trauma.

Existing resources available to the [REDACTED] Project include the following:

Volunteers: Volunteers will be utilized to enhance cultural activities including ceremonies such as sweat lodge, use of traditional [REDACTED] medicines [REDACTED]

[REDACTED]

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██████████ Department of Health & Human Services ██████████: ██████████ provides resources through a ██████████ to protect ██████████ children from further abuse by providing for emergency shelter, and foster care maintenance, and meeting medical, health, and safety needs.

██████████ Child Advocacy Program ██████████: The Project will coordinate with ██████████, which was funded through a ██████████

██████████ ██████████ implements the evidence-based HOMEBUILDERS Model to provide home-based family preservation services for children who are at imminent risk of harm. Once a child has been removed from the home, the ██████████ Project will coordinate with ██████████ to provide an immediate response in initiating the reunification process.

██████████ Counseling & Consultation: This private organization will provide clinical expertise through an MOA by delivering the evidence-based TF-CBT and MST models in therapeutic sessions in coordination with the ██████████ Project as well as Trauma Informed training for staff.

██████████ ██████████ Response Team ██████████: A tribal non-profit organization that focuses on support programs for tribal youth and families.

██████████ ██████████ Juvenile Justice Planning Team ██████████: ██████████ will increase coordination and enhanced partnership building through strategic planning and resource development.

7. Describe any plans to develop or implement 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.

A major rationale motivating the development of the ██████████ Project is the enhancement of the Tribe's Child & Family Services (CFS) to provide culturally-based and trauma-focused services to stabilize and strengthen families in pursuit of family reunification. This theme will be continuously re-visited through further strategic planning efforts of the ██████████ ██████████ Juvenile

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Justice Planning Team [REDACTED]. In addition, [REDACTED] staff will participate in TTA meetings with OJJDP TA providers, all mandatory OJJDP strategic planning sessions, as well as all mandatory OJJDP meetings and trainings. Identified partnerships and resources participating in planning efforts will include developing strategies to further develop and sustain the [REDACTED] Project. Tribal, State, and federal resources that are already well-established include access to recurring funding and, when available, are willing to commit additional resources to important initiatives such as child abuse & neglect. The Tribe will continue to negotiate with partnering agencies to enhance funding in the [REDACTED] Agreement with the State of [REDACTED] and the P.L. 638 Contracts with Indian Health Services and Bureau of Indian Affairs.

Severe cuts in the availability of grant funding has always been a challenge and competing with larger Tribes with major needs and greater resources to develop competitive applications is difficult. However, we do not anticipate any major challenges in sustaining the program beyond the grant. The planned services to our families has been prioritized by Tribal leadership as a critical service to be targeted for resource development. We also anticipate strong community support. Sustaining the Project will be achieved through system assessment, ongoing planning, and using data collected from our practices, the Tribe will more effectively identify what measures are most successful in order to continue to reap the benefits of the Project even after the grant period ends.

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Point of contact: [REDACTED]

Narrative

Purpose Area #9 Narrative

1. Please indicate which category your tribe is applying for

[REDACTED] is applying for “Harvesting Change Enhancement and Expansion Grant” (Category 3). This category will supply funding to continue, expand and enhance the tribe’s current OJDDP-funded Tribal Youth Prevention Program (TYPP). [REDACTED] [REDACTED] has an OJDDP-funded PA 9 award with a project period end date occurring in 2022 and therefore, is determined eligible to apply for the current award.

2. Describe any current gaps in services related to the problem(s) identified in your Tribal Justice and Community Profile that will be addressed through this grant application, and explain how your tribe identified and prioritized the problem(s) to be addressed through this grant funding.

The major gaps in services relating to the problems identified that will be addressed by the proposed grant application is that the tribe does not have: 1) the system and policies to responsibly respond with informal or formal diversion processes for tribal youth at-risk of or already involved with the juvenile justice system and receive effective community-based services and supports they need; 2) the resources or expertise to train, recognize and respond to tribal youth’s trauma-related disorders or cultural-sensitivities with decision makers (i.e. law enforcement, campus security or probation departments), or with community agencies that can provide supports and services to youth and their families; 3) the higher-education, employment or vocational learning opportunities (i.e. college, career planning or industry work experiences) to support job readiness, vocational training, higher-education or employment goal setting to support tribal youth to learn how to plan for future livelihood; 4) the outreach and engagement

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strategies that fit the unique needs of at-risk or offending tribal youth who are hard-to-reach and who require new opportunities and incentives for in-person, digital and virtual learning and participation; 5) current alternative prevention opportunities for leadership learning specific to supporting at-risk tribal youth or tribal youth offenders interests who also have probationary requirements; 6) tailored peer education resources delivered to tribal youth within the community to increase peer role modeling, awareness and knowledge for positive behaviors, life skills and topics important to the development of ages 12-17.

The risks of future criminal activity, school dropout, unemployment and other severe health, safety and security outcomes involving tribal youth were identified by the [REDACTED] TYPP and [REDACTED] through data, observations, interviews and advisory committee discussions, then were reported to the Tribal Council, also known as the [REDACTED]. The [REDACTED] 10 strategic goals remain a priority to “ensure the safety and security of the tribe.” As a result of academic and performance measure data and school feedback, ongoing impacts of pandemic, and meetings with partner agencies, staff and tribal members under the current OJJDP Tribal Youth Prevention Program, the community has determined that tribal youth who are at-risk for delinquencies and who experience poor peer influences, low self-esteem, chronic absenteeism, suspension, negative attitudes towards school or aspiration of work, or are at high-risk of dropping out or falling behind in school, are in critical need of coordinated community-based, trauma-informed prevention, intervention and diversion services. Therefore, the [REDACTED] recognizes that developing comprehensive tribal youth prevention, intervention and diversion approaches are a priority to address the challenges faced by [REDACTED] youth and their families, while also ensuring the long-term safety and security of the tribe. The [REDACTED] has determined that there is currently insufficient tribal funding available to adequately staff and address these areas of need,

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therefore requesting [REDACTED] to identify solutions, design strategies and pursue qualifying OJJDP Category 3 funding to support enhancing and expanding tribal youth prevention and intervention/diversion programming and services.

- 3. Describe how the proposed grant- or award-funded program will address (or continue to address) the juvenile crime and public safety problems identified in your Tribal Justice and Community Profile. How will your proposal enhance tribal efforts to prevent and reduce juvenile delinquency and strengthen a fair and beneficial juvenile justice system response for American Indian and Alaska Native youth?*

The proposed program will address the problems described by establishing and delivering a range of culturally-relevant, evidence and practice-based strategies supporting tribal efforts to prevent and reduce delinquent behaviors, negative peer influences, substance use, school drop out/low attendance and unemployment. The program aims to create, expand and strengthen tribally-driven approaches with coordinated agency and department services focused on enhancing and expanding the only youth-based prevention programming on the reservation, TYPP. Plans will improve the quality and quantity of youth prevention services by incorporating cultural values to reduce the youth delinquency and to improve the community's response to tribal youth's development, awareness and supportive services. The Program Managers and other staff dedicated to the proposed program will establish the following enhanced and expanded prevention services: a) new tribal youth leadership development opportunities, b) new college and career awareness, c) enhanced outreach and engagement of hard-to-reach at-risk youth and their families, and d) expanded intervention referral system with cultural evidence-based tribal youth diversion practices. The total youth population projected to be served by the proposed program per project year is over 100 tribal youth between the ages of 12-17 living on the reservation.

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The TYPP will enhance prevention efforts by developing tribal youth leadership development programming with opportunities for peer education to help address the need for alternative prevention activities for older youth, develop potential future tribal leaders and civic servants, and create positive peer influences and role modeling. The aim of this programming is to develop and improve tribal youth leadership skills and offer opportunities to participate in tribal youth council, [REDACTED] conference, serve as peer educators and conduct peer outreach. To achieve this, program staff will develop a year-round tribal youth council with [REDACTED] [REDACTED] where youth council leadership activities occur; including travel and attendance at annual [REDACTED] Conferences for two youth council representatives and two staff/chaperones in July of each project year. Leadership programming will also support developing peer educator opportunities for tribal youth to conduct in-person and virtual peer education as part of a strategy to develop leadership skills, positive peer role models and enhance outreach and engagement. Staff will work directly with the tribal youth council and other interested youth to develop two different peer education/outreach activities: 1) a four-week summer cultural education camp supported by 24 peer (teen) educators serving in paid-stipend volunteer positions; and 2) two peer education presentations or workshops with guest speakers (in person or virtual) supported by youth moderators/narrators and speaker honorariums. These peer education activities will focus on building awareness and knowledge for delinquency prevention, culture and leadership topics such as, consequences of negative behavior (i.e. substance use, gang activity, delinquent behaviors, school drop out/attendance and unemployment, etc.); public speaking skills and cultural leadership values (i.e. giving back, reciprocity, intergenerational learning, etc.); and build youth accountability; learn and practice respect for self, family, community and culture; and role modeling for peers and younger youth.

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Existing [REDACTED] Americorps members will serve as mentors to teach youth how to choose better peers and be peer role models. Prevention activities will be held online and in-person. Youth will learn about programs through mentors, word of mouth and enhanced outreach efforts.

Additional enhanced prevention programming will be achieved by developing awareness and resources for college and career goal setting and planning for tribal youth. This will include enhancing recent prevention efforts and establishing a new program called, [REDACTED] that focuses on engaging tribal youth in college and career exploration, visioning and planning with mentors and coaching who will be staff and AmeriCorps members. The Program Managers will explore options, then develop and coordinate presentations with local universities/colleges, career resources, and teach youth future planning and goal setting. Local agencies, such as [REDACTED] and [REDACTED], will be invited to support these efforts by presenting professional and personal experiences with their college, vocational training and careers.

The proposed program will address hard-to-reach at-risk youth and their families by enhancing outreach and engagement efforts through the use of digital and online strategies and partition (i.e. social media, YouTube, group texts, zoom, website, digital newsletters, etc.). The proposed program will focus on engaging with youth through a variety of digital channels to ensure that the TYPP has the capacity to provide avenues for innovative youth services and community programming. Creating digital engagement strategies will help broaden youth access to services and staff capacity to assist, respond to, mentor and outreach to hard-to-reach youth and during social distancing times. The vision for new digital access includes outreach and program services using a variety of digital platforms and strategies for virtual interactions that allow for preventions and interventions to transcend challenges of space and time.

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The TYPP will expand existing intervention efforts by developing community-based wrap-around tribal youth diversion services by adopting the [REDACTED] model as a core program. This diversion programming will help to provide a culturally aligned alternative guided by a tribal youth-appropriate process of determining the responsibility and treatment of the youth in conflict with the law. Applying this strategy will be based on tribal youth's cultural, social, economic, psychological or educational background without resorting to formal court proceedings. This service will enhance existing intervention services for the tribe by creating a formal referral system with partners and co-creating a comprehensive system of care care that fits the strengths of the community to divert tribal youth from contact with justice systems using evidence and culturally based practices. Research obtained from the National Center for Mental Health and Juvenile Justice and OJJDP suggests that effectively identifying and responding to youth with complex needs requires using a trauma-informed approach to care that integrates a wide array of service agencies, processes, services, and supports using evidence-based programs and cultural practices¹. Therefore, the tribe's TYPP proposes to use a full array of planned intervention and diversion services with support from agency partners, consultants and educators to meet the complex needs and contexts of [REDACTED] tribal youth. Critical indigenous-based research, obtained from the OJJDP Tribal Resource Center, shows the effectiveness of tribal community of care models because of the culturally-relevancy of trauma-informed services and approaches.² Mainstream evidence also suggests early diversion services for youth with

¹ (2016) *Strengthening Our Future: Key Elements to Developing a Trauma-Informed Juvenile Justice Diversion Program for Youth with Behavioral Health Conditions*, National Center for Mental Health and Juvenile Justice.

² (2016) *Strengthening Our Future: Key Elements to Developing a Trauma-Informed Juvenile Justice Diversion Program for Youth with Behavioral Health Conditions*, National Center for Mental Health and Juvenile Justice.

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behavioral health conditions to effective community-based treatments and services. A major facet of the program’s approach is to include culturally relevant services as a strategy to engaging with and supporting the achievements of tribal youth and families in the program. For examples, program staff will utilize a cultural “talking circle” when facilitating diversion planning process with youth, their families and agency service providers. The program will also enhance its existing intervention referral process by developing a coordinated inter-agency referral system and implementing tribal youth outreach for health and wellness messaging. The intervention services will include establishing a welcoming intake/screening/referral process; case management services; academic support services; youth mentoring services and referrals or support for wellness, behavior/mental health, and recognition incentives.

4. Goals and objectives with information about specific tasks/activities for each goal/objective.

The program is designed to achieve two key goals underpinned by several objectives and associated tasks and activities for each goal with objective. The following section summarizes these planned details and serves to outline the tasks and activities. See Logic Model attachment for further information about the [REDACTED]

Goal 1 – Enhance prevention programming and youth outreach/engagement efforts with leadership, peer education and college and career awareness programming.

Objective 1: Establish new tribal youth leadership development and training opportunities with at least 12 tribal youth serving on the [REDACTED] youth council each year.

Tasks/Activities: a) establish [REDACTED] tribal youth council; b) form By-Laws, Roberts Rules of Order, Tribal Policies, Council activities and agenda; c) develop and coordinate youth leadership council training opportunities; d) develop and coordinate youth community service and

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leadership development opportunities; e) schedule and coordinate annual [REDACTED] Conference attendance for two staff and group of youth council members; f) work directly with youth council to establish calendar, agenda, facilitate meetings, oversee youth council activities each year; g) obtain incentive items for youth council members (i.e. organizer, t-shirts, pens, etc.)

Objective 2: Develop a new career and college awareness program for tribal youth to engage in exploring career, vocational and higher-education for increased awareness and planning.

Tasks/Activities: a) explore career learning options and college choices; b) plan for topics related to job readiness skill building, training, vocational and higher education awareness, financial management and future goal setting skills; c) coordinate training and information for staff and AmeriCorps mentors to provide life and academic coaching/mentoring support; d) establish partnership for coordinated vocational learning experiences with tribal enterprises, department and partner organizations that meet youth's skills and interests, building knowledge and goals; e) plan and deliver coordinated job readiness learning opportunities (i.e. resume writing, mock in interviews) using supportive career coaching; f) plan and deliver career exploration activities focused on businesses, companies, career events and online resources and learning; g) obtain incentive items for youth participants (i.e. backpacks, t-shirts, pens, etc.)

Objective 3: Enhance tribal youth outreach and engagement strategies for in-person and virtual/online participation.

Tasks/Activities: a) plan and coordinate virtual and online digital outreach strategies using social media platforms, apps and email, etc. b) establish outreach plan for communicating with hard-to-reach youth and families; c) focus on designing themes, messaging, activity information and sharing content that is inspiring and relates to peer educator topics; d) apply outreach strategies with incentive items to promote engagement in peer/prevention activities for ages 12-17.

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Goal 2 – Expand Intervention Services to include Tribal Youth Diversion Services to include trauma-informed and community and evidence-based program services.

Objective 1: Develop an evidence based approach to tribal youth diversion adopting a [REDACTED] [REDACTED] model for diversion program services including intake, referrals, and case management.

Tasks/Activities: a) coordinate agency partners to support implementing diversion services and processes; b) develop intake/screening/referral services to work in tandem to engage youth and families in providing feedback for the creation of a tribal youth plan of care with program and referral services; c) develop and provide case management to youth and families providing follow up, agency check in, and tracking to ensure youth are supported and on track to complete their diversion plan and the program; d) establish process to refer to [REDACTED] afterschool tutoring and mentoring to obtain study skills and using available resources (i.e. computer lab, academic mentors, tutors); e) establish clear guidelines and criteria for participating in vocational, college and career activities, youth mentoring services and culture/language classes and in response to probationary requirements; f) establish recognition incentives for milestones and achievements.

Objective 2: Develop a coordinated intervention referral system for offending tribal youth and family's system of support.

Tasks/Activities: a) leverage existing Advisory Committee to help evaluate process and outcomes of intervention referral system and services; b) establish inter-agency coordinated intervention referral services for wellness, substance use services, and behavioral/mental health service; c) coordinate intervention referral services for tribal police, tribal courts, juvenile courts, etc. d) establish clear communication, guidelines and intervention referral processes to share with community agencies, educators, parents, staff and youth.

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- 5. For Category 3 applicants only: Describe how the success of your current program is defined and how it is being measured. Describe how data are currently being collected and assessed and what the current outcomes of your program are. Please describe any lessons learned in your first grant cycle and how you will apply them to an enhancement/expansion of your program.*

The success of our current program is defined by achieving an established referral and evaluation process for youth referral using tools. Successful tools have included youth assessments, behavior check list, various types of referral forms. The program's success is also defined by enhanced community partnerships that focus on academic concerns, behavioral health and intertribal courts. This includes staff successfully introducing TYPP to high school administration to offer additional support for [REDACTED] youth at the high school and also regularly met with Title VI representative and school administration to identify at-risk youth (academic concerns, behavioral concerns, etc.). Staff also helped establish a new MOA with Indian Health in order to refer students for behavioral health services. In addition, participated in IHC initiatives to provide additional resources for community. Further, TYPP established a new MOA with [REDACTED] Court in order to refer students to participate in Healing to Wellness Program and enabled [REDACTED] Court to refer students to [REDACTED] TYPP activities as alternatives to punishment (i.e., community service). Success is being measured as guided by performance measures and the TYPP strategic plan activities, including the number of referrals, MOU's achieved, and tools/processes established across coordinated agency's and programs.

Data is currently being collected and assessed by the Program Manager and assisted by other [REDACTED] staff (i.e. TYPP Supervisor). Data is collected using sign in sheets and attendance records for youth/families that have attended TYPP prevention activities. Statistics from [REDACTED] specifically regarding youth criminal activity, and is collected by the Program Manager and Education Director. The partnership agreement with Indian Health, per the MOA, provides

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necessary data for referrals, appointments, gender, etc.; while the MOA with [REDACTED] Court provides necessary youth data to understand their progress in Healing to Wellness program activities. For students who have been referred and evaluated by TYPP Manager, data is collected by follow up meetings w/ students and follow up meetings/phone calls with parents.

All of this information is tracked by TYPP Manager in an “Activity Log” which keeps a detailed log of all interactions with students and/or parents. The tables below illustrate the types of data collected and what is assessed.

Table 1. Demonstrates data collected and how it is assessed.

IHC	[REDACTED]
<ul style="list-style-type: none">• Number of behavioral health (BH) appointments <u>scheduled</u> for referred clients• Number of BH appointments <u>kept</u> by referred clients• Types of diagnoses made for referred clients• Types of services provided to referred clients• Number of referred clients with a history of substance abuse• Number of referred clients demonstrating improved BH• Number of referred clients who relapsed into abuse	<ul style="list-style-type: none">• Number of referrals made to IHC• Number of referrals by gender, grade and school• Number of referrals by reason for referral• Number of referred clients demonstrating improved academic performance and school behavior
[REDACTED]	[REDACTED]
<ul style="list-style-type: none">• Submit Service Request forms accompanied by a release of information forms for participation in activities at [REDACTED]• Track and report on the progress of youth as part of their “Wellness Plan”	<ul style="list-style-type: none">• For students entering into [REDACTED] Healing to Wellness program, submit confidential referral form• Track and report on the progress of youth that have been referred by [REDACTED] to [REDACTED] to participate in TYPP activities via “Service Report” forms

The current outcomes of TYPP are based on data collections, assessment results and number of referrals. It is important to note that not all students who are referred are evaluated.

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Both student and parent must agree to go through with evaluation process. In addition, not all students who are referred to TYPP Manager require an evaluation. On average, about 30 youth are able to be tracked per reporting period. This includes youth mentioned above who have been referred and/or evaluated by TYPP Manager, and youth who participate in general TYPP activities, such as [REDACTED] or prevention activities in collaboration with community partners. The following table illustrates outcomes currently reflective of the program’s measures for referrals.

Table 2. Demonstrates current outcomes of youth referral data.

total referrals	15	13 staff, 2 parents
youth evaluations completed	5	4 staff referrals/policy violation at [REDACTED] Center 1 parent referral

Lessons learned during the grant cycle include understanding the strengths and weaknesses of our approach to increasing outreach and engagement among youth and parents. Continuing to foster relationships with community members will help increase the awareness of the TYPP and what the goals are. Staff report that they have had some community members state that they “didn’t know the [REDACTED] Center was even doing that (referring to TYPP),” It is clear that improvement in this area would increase referrals for at-risk youth who may not regularly attend the [REDACTED] Center afterschool program. Therefore, the TYPP intends to apply these lessons learned to new program by requiring different and more innovative strategies for outreach and engagement of tribal youth in prevention programming and also the newly established diversion program, [REDACTED]. One strategy discussed and determined for the new program will include continuing to foster relationships with community members will help increase the awareness of the TYPP and what the goals and activities are being scheduled and planned. Specifically, the

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proposed program is designed to enhance outreach and engagement by using technology, such as online social media platforms, emails, text and virtual outreach and activities to increase at-risk youth participation. This is especially important in response to the COVID-19 impacts from social distancing and challenges that have risen with engaging hard-to-reach youth and families and overall, distancing and the need for social ease during these times.

6. *Describe the management structure, staffing, and in-house or contracted capacity to complete or continue each of the proposed projects. Please also include information about existing resources within the tribe and the community that will help make this project a success and any 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.*

The management structure for the department leading the TYPP project consist of an Executive Director, TYPP Program Manager, TYPP Supervisor, and also Human Resources Manager for the Tribe. The proposed TYPP enhanced and expanded project will include the addition of one new staff person, “Program Manager- Diversion Lead” with the existing TYPP Manager title being changed to “TYPP Program Manager-Prevention Lead”. Staffing includes the Management listed above- who also serve as youth services coordinators- along with an Administrative Assistant. In-house and contracted capacities to complete the proposed TYPP project includes the above listed [REDACTED] department Management and staff, as well, a team of 10 AmeriCorps Member who serve as volunteer youth academic mentors; various educational tutors; and cultural bearers/elders. [REDACTED]’s existing (external) Evaluator serves to support Management and the Director with performance measure data, tools, analysis and reporting for internal and grant-funded requirements. This is especially important as the Tribe moves forward with plans for sustainability of the prevention and

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diversion program services, which comprehensive data prepared by the Evaluator will help inform next stages of design and implementation. Other existing resources include [REDACTED] [REDACTED] Police Department, Domestic Violence Program, and an existing TYPP Advisory Committee to the project. Community initiatives that will compliment and coordinate with the proposed programming and services include [REDACTED] *Sports* reservation youth recreation program which serves as a prevention activity for [REDACTED] youth, but not all. Nearby tribal youth councils serving through [REDACTED] will provide opportunities to learn from experienced [REDACTED] councils and collaborate on leadership development training for [REDACTED] youth. [REDACTED] AmeriCorps Program will help coordinate leadership and civic/community engagement opportunities for tribal youth through its ongoing mentoring and youth coordinating focus, therefore complimenting the proposed program. Partnerships created and enhanced as a result of the newly funded TYPP project include the [REDACTED] [REDACTED] School District, [REDACTED] Courts, [REDACTED] School, [REDACTED] Sports, Indian Health Clinic, [REDACTED] College, [REDACTED], [REDACTED], and several career agencies, local college programs and Universities (i.e. [REDACTED], [REDACTED] University, [REDACTED]).

The staff and partners make up the original implementation team for the exploration stage in the first cycle of the grant project and will continue to serve the TYPP project in this role to help the implementation, sustainability and scale-up of usable innovations integrating the implementation stages. An “Implementation Team” will be comprised of individuals who, collectively, have the expertise necessary to implement the new program or practice, and to develop and maintain the system and infrastructures to support effective implementation.

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The Tribe's successful experience operating a police department, a central education department, new tribal youth prevention programs, and dedicated staff and partners to the project goals and objectives, demonstrates capacities to implement the proposed project. No-cost technical assistance and consulting partners for diversion programming and processes will be selected with input from the Advisory Committee, Executive Director and Program Managers. Already identified sources (i.e. OJJDP, Reclaiming Futures, Global Youth Justice, SAMHSA, Tribal Law and Policy Institute) will be contacted to learn what services might offer to the project and specifically to evaluating the intake/screening/referral process in order to ensure methods being used are legal, appropriate and model a community of care approach.

- 7. Describe any plans to develop or implement 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.*

Since prevention and diversion program is a critical need and priority for the Tribe, strategic planning for these efforts are expected to take place and support continuing the services. The Education Director will work with the [REDACTED] Evaluation Consultant and Program Managers to lead long-term sustainability evaluation and planning by conducting organizational and program assessments using surveys, interview, focus groups and internal document reviews. Data collected will be analyzed to identify feasibility, costs and develop strategies to sustain the project's working services, generate resource development plans and set future goals to bring to Tribal Council for consideration and approval. These results will be central to the tribe's internal decision making and efforts for building new capacities, resources and strategies to sustain prevention and diversion programming.