

## SECTION 1 – PROJECT ABSTRACT

*At times we are so busy fighting fires - we don't have time to turn off the gas.* This sentiment, expressed by the \_\_\_\_\_, enunciates the obstacles and opportunities this project addresses. Through the implementation of a systematic project of assessment, program design, outcome evaluation, and program refinement, the \_\_\_\_\_ can enhance their capacity to address child abuse and sexual abuse in a comprehensive and multidisciplinary fashion. This three-year capacity building project has distinct goals and objectives for each year, that combined provide benefits that exceed the sum of the parts.

Initially, the \_\_\_\_\_ will focus on undertaking a comprehensive assessment of the existing capabilities for investigating, prosecuting, and managing child abuse and child sexual abuse cases. Additionally, the \_\_\_\_\_ will collect, compile, and analyze information concerning existing best practices in child and family services for Indian Country. By conducting both an internal and external assessment, the \_\_\_\_\_ will ensure the outcome provides actionable opportunities for improvement.

The second year of the project will focus on developing the programs and resources needed to address the areas for improvement revealed through the assessment process. The implementation phase will include efforts to enhance multidisciplinary approaches undertaken by the \_\_\_\_\_. In addition to launching programs, this phase will include the creation of data collection processes and baseline data sets that will be used as part of the project evaluation process.

The final year of the project will include program evaluation, refinement, and expansion. The \_\_\_\_\_ will work to codify the lessons from this project into informational handouts and lesson plans that can be shared with other Tribes and interested stakeholders. While the demonstration project will conclude at the end of the third year, the programmatic and capacity improvements created by this project will continue to serve the \_\_\_\_\_ members and most importantly the victims of child abuse and child sexual abuse.

## SECTION 2 – PROBLEM STATEMENT

### Situational Analysis

The Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians are a duly constituted Indian tribe that was federally recognized under the Act of October 17, 1984, Public Law No. 98-481, 98 Stat. 2250. Organized under a Tribal Constitution pursuant to the Indian Reorganization Act of June 18, 1934, the seven member Tribal Council has the authority to exercise all legislative and executive authority of the Tribes except that vested in the Tribes' General Council. The General Council consists of all duly enrolled members of the Tribes who are 18 years of age or older. The services provided to its members by the are primarily carried out through a network of inter-related Tribal Departments, many of which operate directly under the supervision of the Tribal Administrator.

The currently has 907 enrolled members, who primarily live in a five-county service area consisting of Counties. This 13,900 square mile area represents approximately 15 percent of the entire state of Oregon and is equal to the size of Massachusetts, Connecticut, and Rhode Island combined. Approximately one-half of the enrolled members live in the five-county service area, with more than 20 percent living in Coos County. Demographically, the Tribes are young, 32 percent of Tribal members are under the age of 18, a ratio that is higher than both the national and state standards. One of the reasons for the relative youth of the Tribes is that the life expectancy has historically been low. For example fewer than 6.5 percent of Tribal members are over age 65, compared to the statewide average of 12.8 percent.

#### Tribal Membership by Age (December 2008)

Age	TOTAL
Ages 0-17	291
Ages 18-54	492
Ages 55-64	66
Ages 65+	58
<b>Total</b>	<b>907</b>

In December of 2005, the Tribes wished to update the socioeconomic data of Tribal members as the mid-point between the 2000 and 2010 census. The Tribes utilized a questionnaire that was mailed to all Tribal heads of household 18 years of age and older. Of the 436 questionnaires sent, 118 households (representing 212 tribal members) were returned for a response rate of 27 percent. This rate is considered excellent for a mail survey and is about the same as the return rate of similar surveys undertaken by the Tribes throughout the years. The survey data indicates that the historical trend of Tribal members living in a higher level of poverty than their Euro-American counterparts continues. While no subsequent socioeconomic survey has been completed since December 2005, there is no evidence to suggest these conditions have changed significantly in the last three years. The survey indicates that approximately 23 percent of Tribal families live in poverty, compared to 7.9 percent of families in Oregon and 11.1 percent in \_\_\_\_\_ County during the same time period. Further, the household income data indicates 70 percent of survey respondents have household income levels below the median income level for their community.

In January of 2009, the unemployment rate for \_\_\_\_\_ County was 11.1 percent and growing. Traditionally, the unemployment rate for Tribal members has greatly exceeded that of the county in general. For instance in 2005, when the Tribes completed their Needs Assessment Survey, the reported unemployment rate for the Tribes was more than twice as high as \_\_\_\_\_ County and nearly three times higher than the state of Oregon as a whole.

With a relatively young population, high poverty rates, and high unemployment – Tribal members with young children face a number of challenges. While these conditions are not the cause of child abuse and child sexual abuse of children, they can exacerbate existing issues. For the \_\_\_\_\_ to significantly improve their abilities to investigate, prosecute, and provide case management support for

victims of child abuse, including child sexual abuse, the systemic challenges faced by the Tribes and its people must be effectively addressed.

### **Challenges Faced**

Clearly the [redacted] face a number of systemic obstacles when addressing the investigation, prosecution, and case management services aimed at addressing child abuse and child sexual abuse of children. One of the most pervasive challenges stems from the vast size of the [redacted] service area. With a primary service area spanning five counties and nearly 14,000 square miles, the logistics of coordination and delivery of services can be extremely difficult to manage. The number of jurisdictional entities (city, county, and state) within this area can create obstacles in developing and managing the collaborative relationships that are necessary to enhancing program services. Further, the rural nature of much of this territory along with the lack of a large reservation mean that many Tribal members are physically isolated from Tribal offices which adds to difficulties for investigation and case management concerning child abuse and child sexual abuse.

A second challenge facing the Tribes is a manifestation of the relatively small and close-knit Tribal population. Most of the members of the [redacted] are well known to each other and many are related. While this provides a valuable social network, it also creates some distinct obstacles. For instance, in the course of investigation the potential witnesses may all be related and therefore may not be forthcoming in reporting their suspicions of abuse. Additionally, in a close-knit society of only 907 Tribal members gossip can spread quickly; thus, making it difficult to protect and shield the victim from public knowledge of the crimes. Finally, all Tribal members (even offenders) have certain rights and privileges inherent in being part of the Tribes. Therefore, when an offender is released from incarceration, they will generally return to the community and resume their role in the Tribes. This adds a layer of complexity to case management that may be unique to Indian Country.

A third major challenge is simply a lack of resources. As a relatively small Tribe serving a large area, revenues are relatively modest and costs are often quite high. Transportation costs alone often are a significant element for direct service program budgets. High expenses and the relatively modest revenues, have been exacerbated by the recent economic conditions. Currently, the Tribal Police Department has been reduced to two sworn officers, and the Family Services Department is operating with just two Case Workers and a single Case Workers Aid to serve Tribal members across the five-county service area. The impact of a lack of time and money can be seen in the relatively small amount of time that can be devoted to best practices training and other skill-building processes that would ultimately enhance the abilities of those investigating, prosecuting, and providing case management support to victims of child abuse and child sexual abuse.

**Emerging Issues**

The completion of a comprehensive audit will likely uncover additional issues concerning investigation, prosecution, and case management services for child abuse and child sexual abuse amongst Tribal members. However, some of the issues are already intuitively identifiable.

Below is a brief summary of these known emerging issues:

	<b>Practical</b>	<b>Physiological</b>	<b>Psychological</b>	<b>Technical</b>
<b>Investigation</b>	Service area creates need for multi-jurisdiction collaborative agreements.	Lack of convenient access for medical assessments.	Shortage of specialized skills to deal with child victims.	Shortage of uniformed police can delay investigation.
<b>Prosecution</b>	Due to close-knit community it can be difficult to solicit testimony.	Difficulty in compiling evidence for prosecution.	Lack of understanding of cultural complexities.	Lack of resources to collect evidence and compile data.
<b>Case Management</b>	Lack of resources (staff, protocols, transportation, training).	Limited treatment response options available.	Lack of traditional responses to dealing with victims.	Lack of data management system to use for evaluation.

## **Needs of Child Abuse and Child Sexual Abuse Victims**

The [redacted] has developed a [redacted] which clearly enunciates their role in providing for the needs of child abuse and child sexual abuse victims. The protocol states, *“The Tribes recognize that their children are one of their most valuable resources. It is the policy of the Tribes to protect the best interest, of Tribal Children and to promote the stability and security of the Tribes by actively participating in the provision of services to families at risk and to actively participate under the provisions of the ICWA (Indian Children Welfare Act) in cases in which children have been removed from their homes in order to implement the Tribal placement standards established by the Tribal Council for the placement of Tribal children from their families in which abuse and/or neglect occur.”* By addressing the challenges and emerging issues facing the Tribes, the [redacted] will ensure they are able to meet this responsibility effectively and efficiently in such a manner as to provide for the needs of victims of child abuse and child sexual abuse and implement preventative approaches.

### **Problem Statement**

In order to provide for the well-being of Tribal members who are victims of child abuse and child sexual abuse the [redacted] must, 1) understand the strengths and weaknesses inherent in their existing systems and processes, 2) deploy a multidisciplinary approach to addressing the issues and obstacles inhibiting culturally appropriate use of best practices, 3) have a process for evaluating and refining the programs implemented, and 4) develop and share successful approaches as models for other Tribes to consider.

### **SECTION 3 – PROJECT GOALS AND OBJECTIVES**

This project has been developed with four project goals and 25 project outcomes. The goals and outcomes have been defined by phase (year) of the project. Specific strategies and activities (discussed in full in section 4 of this grant proposal) have been developed to lead to the desired outcomes.

Successfully fulfilling the outcomes will ultimately lead to the completion of the stated goals, which address the problem statement that is defined above.

### **Phase I (Year 1)– Assessment and Program Development**

Goal 1: By the end of the 12<sup>th</sup> month of the project, Tribal Council will formally adopt a detailed assessment on the strengths, weaknesses, opportunities, and obstacles impacting the investigation, prosecution, and case management of child abuse and child sexual abuse amongst members.

#### Objectives (1):

- Objective 1.1 – By the end of the 3<sup>rd</sup> month of the project, have all stakeholders complete a self-assessment of the Tribes capabilities for investigation, prosecution, and case management service delivery to victims of child abuse and child sexual abuse.
- Objective 1.2 – By the end of the 5<sup>th</sup> month of the project, complete a best-practices report for prevention, investigation, prosecution, and case management – to be included in the formal written assessment.
- Objective 1.3 – By the end of the 5<sup>th</sup> month of the project, review and evaluate current policies, codes, practices, knowledge, and attitudes of staff and administration in regards to child abuse, including child sexual abuse – to be included in the formal written assessment.
- Objective 1.4 – By the end of the 5<sup>th</sup> month of the project, develop the roster, protocols, and commitments of members of a Multidisciplinary Team (MDT) – protocols included in the formal written assessment.
- Objective 1.5 – By the end of the 8<sup>th</sup> month of the project, identify investigation-training needs for the Tribal Police and Child Protection Team (CPT)– to be included in the formal written assessment.
- Objective 1.6 – By the end of the 8<sup>th</sup> month of the project, identify the prosecution-training needs for the Tribal Attorney’s Office – to be included in the formal written assessment.

- Objective 1.7 – By the end of the 8<sup>th</sup> month of the project, identify treatment and prevention casework training needs for the CPT – to be included in the formal written assessment.
- Objective 1.8 – By the end of the 11<sup>th</sup> month of the project, identify the treatment and prevention training needs of the MDT – to be included in the formal written assessment.
- Objective 1.9 – By the end of the 11<sup>th</sup> month of the project, identify the role and responsibility that will be played by non- stakeholders – to be included in the formal assessment.
- Objective 1.10 – By the end of the 11<sup>th</sup> month of the project, submit the formal assessment to Tribal Council for their review and adoption of findings.

Evaluation Methodology: The process will be initiated with a self-assessment survey where stakeholders provide their views on the Tribes existing capabilities for addressing investigation, prosecution, and case management service delivery to victims of child abuse and child sexual abuse. This will provide baseline information in which to measure perceived improvements during the course of this project. The other main methodology deployed for evaluating the success of accomplishing the above stated objectives will be through summary reviews of findings. Beginning in the 5<sup>th</sup> month, the Family Services Department will develop a status report for this project, which will be submitted to Tribal Council. The status report will describe the stated objective, the proposed completion date, and the status of the activities completed to-date. When the Family Services Department believes an objective has been met, the draft of the summary information regarding that objective will be included in the status report. Tribal Council will have the opportunity to address these reports as part of their regular meeting process.

Model Components: A key element of this process will be to research and analyze best-practices for investigation, prosecution, and case management of child abuse and child sexual abuse within a Tribal context. The research associated with this element will include participation in workshops, telephone



interviews, and secondary research. The summary of information should be useful to other Tribes and will be made available upon request.

## **Phase II (Year 2) – Program Implementation and Training**

Goal 2a: By the end of the 18<sup>th</sup> month of the project, demonstrate the ability to overcome obstacles identified in the assessment, by implementing prescriptive steps for improvement defined through the assessment process.

### Objectives (2a):

- Objective 2a.1 – By the end of the 13<sup>th</sup> month of the project, conduct monthly meetings of the MDT and the CPT.
- Objective 2a.2 – By the end of the 14<sup>th</sup> month of the project, develop a collaborative protocol for interviewing and recording the statements of victims that reduces the number of times they must tell their story.
- Objective 2a.3 – By the end of the 15<sup>th</sup> month of the project, enter into Memorandums of Agreement (MOA) with agencies representing jurisdictions within the primary service area.
- Objective 2a.4 – By the end of the 18<sup>th</sup> month of the project, deploy a record management system that allows for the efficient tracking of information and the ability to compile data while preserving confidentiality.
- Objective 2a.5 – By the end of the 18<sup>th</sup> month of the project, have Tribal Council approve necessary changes and additions to Tribal ordinances to address the needs of child abuse and child sexual abuse victims.
- Objective 2a.6 – By the end of the 18<sup>th</sup> month of the project, initiate a systematic and on-going training and skill-building program for staff involved in prevention, investigation, prosecution, and casework management for child abuse and child sexual abuse cases.

- Objective 2a.7 – By the end of the 18<sup>th</sup> month of the project, develop brochures and other collateral material that can be used to educate Tribal members on the signs of child abuse and child sexual abuse of children thus increasing preventative and punitive approaches.

Goal 2b: By the end of the 24<sup>th</sup> month of the project, demonstrate a fully operational system for deploying, evaluating, and refining strategic approaches designed to enhance the investigation, prosecution, and case management services for victims of child abuse and child sexual abuse.

Objectives (2b):

- Objective 2b.1 – By the end of the 18<sup>th</sup> month of the project, initiate a process of systematic data collection and evaluation of processes for enhancing investigation, prosecution, and case management services for victims of child abuse and child sexual abuse.
- Objective 2b.2 – By the end of the 18<sup>th</sup> month of the project, initiate a systematic program for communicating with non-offending family members to ensure they have the information and tools to assist the victim.
- Objective 2b.3 – By the end of the 18<sup>th</sup> month of the project, initiate a “no worries” system that reduces undue stress by the victim through ensuring they have transportation, proper clothing, and other necessities for participating in the prosecution aspect of the process.
- Objective 2b.4 – By the end of the 24<sup>th</sup> month of the project, have integrated “talking circles” or “treatment circles” into the general educational/treatment process for making children and adults aware of programs available for victims of child abuse and child sexual abuse.
- Objective 2b.5 – By the end of the 24<sup>th</sup> month of the project, have completed refinements to the programs based on data gathered and analyzed as part of this project.

Evaluation Methodology: The methodology deployed for evaluating the success of accomplishing the objectives associated with the second year goals will primarily be through the use of status reports

completed monthly by the Family Services Department. In addition to these status reports, specific data and performance measurements will be used where appropriate. These include:

- Percentage increase in the number of developed, established, and operating programs that improve the investigation, prosecution, and overall handling of child abuse and child sexual abuse cases.
- Percentage increase in the number of child abuse and child sexual abuse victims identified and served.
- Percentage increase in the number of child abuse and child sexual abuse prosecutions.
- Percentage increase in the number of MDTs and CPTs established and trained.

Model Components: There are a number of components from Phase II activities that may serve as models for other Tribes. These include:

- Training curricula deployed by the \_\_\_\_\_ to enhance the abilities of staff.
- Written protocols and MOAs that may serve as models for other Tribes.
- Data management system design and data entry protocols, designed to enable data tracking and compilation while maintaining confidentiality requirements.
- Samples of ordinances designed to meet the needs of investigation, prosecution, and case management activities within the cultural context of the Tribes.
- Brochures and other collateral materials to be used as samples for communication and education processes.
- Designs of “talking circles” and “healing circles” that incorporate traditional processes into the educational and treatment environment.
- Evaluation of the “no worries” program designed to alleviate undue stress on victims as they navigate through the prosecution stage of the process.
- Actual data from performance measures, that illustrate expected rates of impact for other Tribes who are developing similar programs.

### **Phase III (Year 3) – Service Delivery and Program Evaluation**

Goal 3: By the end of the 36<sup>th</sup> month of the project, *package* the programs and processes created during this project so they can serve as a model for use by other Tribes.

#### Objectives (3):

- Objective 3.1 – By the end of the 30<sup>th</sup> month of the project, create a format for “packaging” the elements of program.
- Objective 3.2 – By the end of the 36<sup>th</sup> month of the project, compile all of the pertinent data, summaries, and sample materials into a Narrative Report.
- Objective 3.3 – By the end of the 36<sup>th</sup> month of the project, host a conference where the findings and information regarding the project are shared with other Tribes.

Evaluation Methodology: The monthly status report process will continue as a means for evaluating and measuring progress towards meeting the objectives associated with goal 3. In addition, all participating stakeholders will be asked to complete a self-assessment of the Tribes ability to address investigation, prosecution, and case management service delivery to victims of child abuse/child sexual abuse. The results of these self-assessments will be compared with the self-assessments conducted at the beginning of the process as a way to document and evaluate perceived improvement.

While the goal for Phase III is based on modeling and sharing the information with other Tribes, it does not presuppose that the implementation phase of the project has ended. Therefore, the measurements and evaluator components for the program impact will continue to be utilized as a way to evaluate and refine the programmatic approaches. These include:

- Percentage increase in the number of developed, established, and operating programs that improve the investigation, prosecution, and overall handling of child abuse and child sexual abuse cases.
- Percentage increase in the number of child abuse and child sexual abuse victims identified and served.

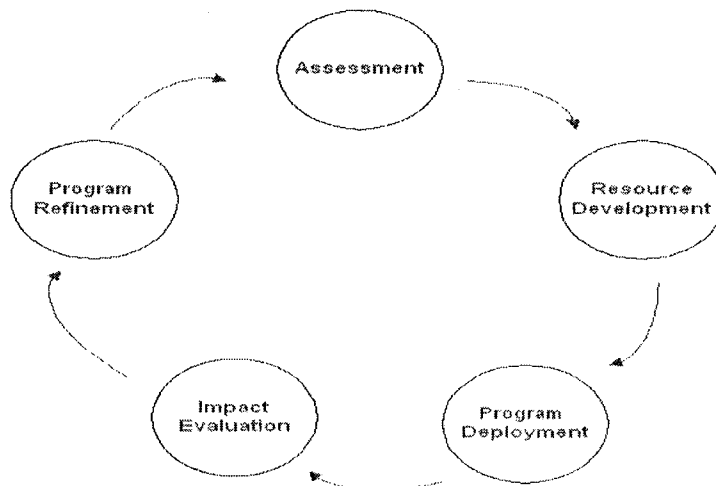
- Percentage increase in the number of child abuse and child sexual abuse prosecutions.
- Percentage increase in the number of MDTs and CPTs established and trained.

Model Components: The Narrative Report and the training workshop are the main elements for modeling this program for other Tribes. In addition to the model components discussed in Phase II, the Narrative Report will include flow charts, self-assessment data, and performance measurements.

## SECTION 4 – PROJECT DESIGN/IMPLEMENTATION PLAN

### Project Strategy

The [redacted] wish to enhance the manner in which child abuse and child sexual abuse of Tribal members is investigated, prosecuted, and treated by the Tribes. Faced with limited resources and significant obstacles, the strategy must be based on optimizing the strengths and mitigating the weaknesses that exist within the CTCLUSI processes, policies, and structures. Further, the strategic approach must acknowledge that these efforts cannot be focused on one-time initiatives, but instead must be reflective of a commitment to models of continuous improvement based on *assessment* (baseline surveys, community outreach, internal and external analysis), *resource development* (training, systems development, building collaborative approaches), *program deployment* (introduction of new processes and procedures), *impact evaluation* (data collection and analysis), and *program refinement* (fine-tuning of programs qualitative and quantitative feedback mechanisms).



Through this process of continuous improvement, the [redacted] will develop and refine models designed to improve prevention, investigation, prosecution, and case management service delivery in such a way as to enhance impact and reduce the trauma for child abuse and child sexual abuse victims.

### **Needs Assessment Methodology**

The initial phase of the project will focus on a comprehensive assessment of the programs, procedures, protocols, and capabilities of the [redacted] to address the prevention, investigation, prosecution, and service delivery needs of child abuse and child sexual abuse victims within the Tribes. The assessment process will be led by the Family Services Department of the [redacted] but will be inclusive in its involvement with other departments and stakeholders within the [redacted] and in the larger service community. A new Case Worker will be hired specifically to assist in implementing this project. The Case Worker will work directly with the Family Services Director, the existing Child Protective Team, and a newly formed Multidisciplinary Team to complete the assessment process. Key elements of the assessment methodology include:

- **Multidisciplinary Team Development:** The project team, which initially will consist of staff from the Family Service Department and members of the existing Child Protection Team, will meet with stakeholders from other Tribal Departments in order to form a MDT, to assist in assessment and implementation activities.
- **Baseline Assessment:** The [redacted] will develop a written self-assessment that will be administered to stakeholders within the Tribes as well as former victims and their non-offending family members. This self-assessment tool will provide baseline data for focusing resource development and evaluating the impact of program initiatives.
- **Best Practices Assessment:** Members of the project team will attend training and workshop activities where best practices for addressing child abuse and child sexual abuse prevention, investigation, prosecution, and case management service delivery are discussed within a Tribal

context. These training programs along with secondary research will be the basis of assessing the existing processes and procedures being deployed by the

- **Policy and Code Assessment:** Members of the project team will work with the Tribal Police Department, Tribal Attorney, Health Department, and other key stakeholders to review all procedures and protocols that impact the investigation, prosecution, and case management service delivery surrounding child abuse and child sexual abuse.
- **Resource Development Assessment:** Based on the preliminary findings of the self-assessment, best practices research, and policy and code assessment, the MDT will develop recommendations for resources that should be developed to meet the needs of child abuse and child sexual abuse victims and enhance preventative measures. These resources will include specific training needs, targeted MOA with non-Tribal departments, additional or refocused staffing deployment, and program support services such as transportation, outreach, and educational needs.

The assessment phase will conclude with the submission of the written assessment to Tribal Council for their review and official adoption as accurately reflective of the strengths and weaknesses of the Tribes in relation to prevention, investigation, prosecution, and case management service delivery for victims of child abuse and child sexual abuse.

### **Objective Work Plan**

#### *Year 1 - Assessment*

<b>Activity</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Products</b>
Recruit, interview, and hire new Case Worker (CW).	Month 1	Family Services Director (FSD)	Project staffing in-place
Complete research to develop self-assessment instrument.	Month 1-2	FSD and CW	Self-Assessment instrument in place
Interview potential stakeholders and participants in the MDT.	Month 2-3	FSD and CW	Roster of potential MDT members.
Initiate meetings of potential MDT members to discuss project and collaborative opportunities.	Month 3	FSD, CPT, and CW	MDT meetings initiated
Administer Self-Assessment Survey.	Month 3	CW	Baseline Needs Assessment Data

Attend workshops, conduct interviews, and complete secondary research on best-practices.	Month 3-5	FSD, CPT, and CW	Written Assessment on Best Practices
Review and evaluate existing policies, procedures, codes, and protocols as they impact prevention, investigation, prosecution, and case management services for child abuse and child sexual abuse amongst Tribal members.	Month 3-5	CW, CPT, and MDT	Written Assessment on Policies, Procedures, and Protocols
Develop written protocols concerning participation in the MDT. Submit a resolution to Tribal Council to formally develop MDT.	Month 3-5	FSD	Tribal Resolution adopting MDT and MDT Protocols.
Conduct research into specific training needs, resources, and costs associated with investigation, prosecution, and case management service delivery for child abuse and child sexual abuse.	Month 6-8	CW, MDT, CPT	Training needs assessment and budget.
Complete drafts of written assessment based on research, meetings, and interviews for review by CPT and MDT.	Month 9-10	CW	Draft of Written Assessment.
Based on comments of CPT and MDT, refine the Written Assessment.	Month 11	CW	Written Assessment endorsed by MDT and CPT.
Submit Written Assessment to Tribal Council for review and formal adoption of findings.	Month 12	FSD	Tribal Resolution Adopting Written Assessment.

*Year 2 – Program Implementation and Training*

<b>Activity</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Products</b>
Initiate systematic training program based on findings from the assessment process. These include sending staff to trainings and hosting trainers at Tribal offices for larger participation levels.	Month 13-24	FSD, MDT, CPT	Agendas, Training Materials, Certifications (where applicable)
Develop a protocol for interviewing victims while minimizing trauma.	Month 13-14	CW, MDT, CPT	Approved Collaborative Protocol
Based on assessment findings, initiate negotiation and agreement on targeted collaborative relationships with non-Tribal organizations and jurisdictions.	Month 13-15	CW, MDT	Signed MOA's
Based on the assessment findings, implement a records management system that enhances the sharing of information while protecting the confidentiality of the victims.	Month 13-18	CW, MDT	Operational Record Management System
Update necessary codes, protocols, and processes as determined from the assessment process.	Month 13-18	CW, MDT	Tribal Resolutions making Necessary Changes.
Develop collateral materials, educational outreach programs, and newsletter articles to educate	Month 13-18	CW	Brochures, Articles, Meeting Agendas.



Tribal members on child abuse and child sexual abuse.			
Initiate quarterly self-assessment survey as well as other data collection and analysis processes to document changes from baseline data.	Months 18, 21, and 24	CW	Progress Reports and Performance Measures.
Make program refinements as needed and indicated based on the analysis of data.	Months 18-24	FSD, CW, MDT, CPT	Written Responses to Evaluation
Launch programs designed specifically to engage families and children so they can better understand the impacts and programs available concerning child abuse and child sexual abuse.	Month 18-24	CW, MDT	Implementation of Talking Circles and/or Treatment Circles

*Year 3 – Service Delivery and Program Evaluation*

<b>Activity</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Products</b>
Continue quarterly self-assessment survey as well as other data collection and analysis processes to document changes from baseline data.	Months 27, 30, 33, & 36	CW	Progress Reports and Performance Measures.
Make program refinements as needed and indicated based on the analysis of data.	Months 25-36	FSD, CW, MDT, CPT	Written Responses to Evaluation
Continue systematic training program based on findings from the assessment process. These include sending staff to trainings and hosting trainers at Tribal offices for larger participation levels.	Month 25-36	FSD, MDT, CPT	Agendas, Training Materials, Certifications (where applicable)
Develop a format in which to incorporate documentation of all work completed as part of this demonstration project.	Month 25-30	CW	Format for Narrative Report
Compile all program-related products into the Narrative Report.	Month 31-34	FSD, CW, MDT, CPT	Draft of Narrative Report
Review, edit, and refine Narrative Report.	Month 34-35	FSD, CW, MDT, CPT	Draft of Narrative Report
Submit Narrative Report to Tribal Council for review and formal adoption of findings.	Month 36	FSD	Resolution adopting Narrative Report
Conduct Training Workshop for other Tribes to review lessons from the demonstration project.	Month 36	FSD, CW, MDT, CPT	Training Materials, Handouts, and Data Sets.

**SECTION 5 – ORGANIZATIONAL CAPABILITY AND PROJECT MANAGEMENT**

**Project Team**

The lead for this project is the Family Services Department. The mission of the Family Services Department is “to provide direct service and referrals to Tribal children, individuals, and families that promote safe and healthy homes, employment opportunities, and other social services in culturally

*competent ways.*” A Child Protection Team, consisting of Tribal members and elders, provides support to the Family Services Department. Additional stakeholders, include: the Tribal Court whose innovative Peacegiving Court provides a framework for restorative justice within the cultural context of the Tribe; the Tribal Police Department, whose jurisdiction includes investigating crimes involving Tribal members and/or Tribal land; and, the Health Department, which includes mental health, community health, as well as a youth alcohol, drug, and suicide prevention program.

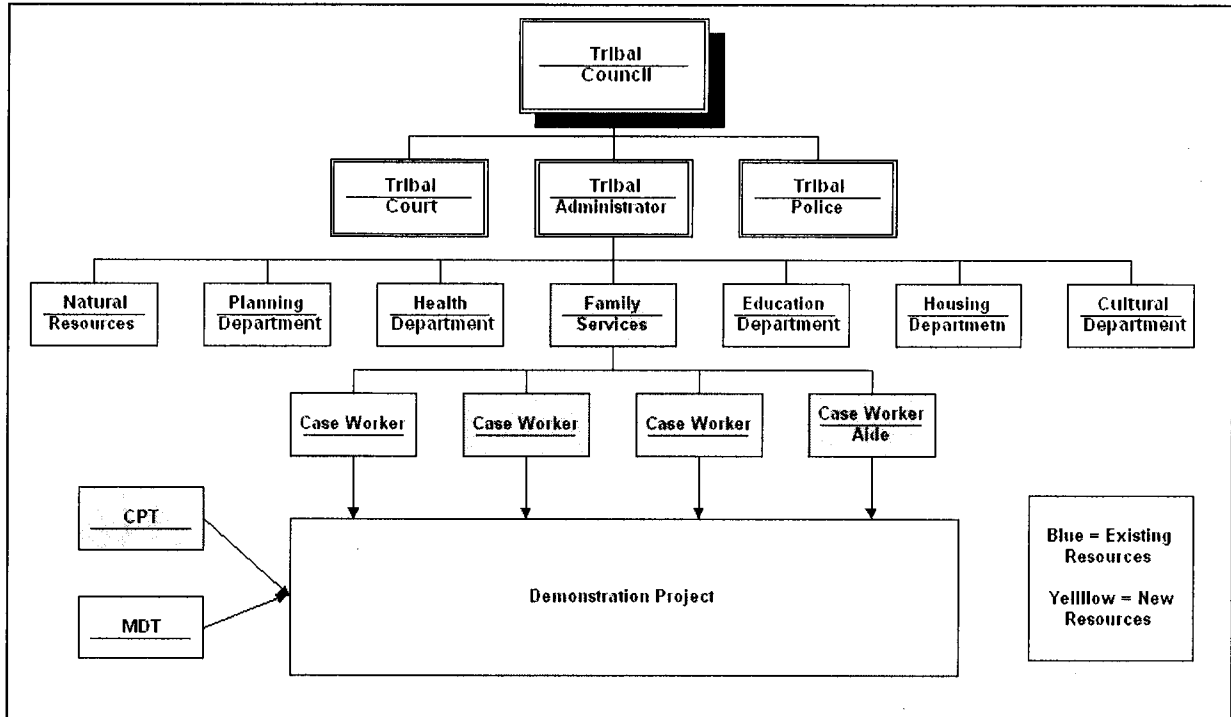
The Family Services Director, \_\_\_\_\_ will be the project lead. \_\_\_\_\_ reports directly to the Tribal Administrator, who reports directly to Tribal Council. \_\_\_\_\_ has been with the \_\_\_\_\_ since 2004 and has earned certifications from the National Indian Child Welfare Association, as well as being a Registered Social Worker (RSW) and an Accredited Rehabilitation Worker (ARW). \_\_\_\_\_ has spent nearly 25 years working directly in social service delivery, often in environments of severe need. A résumé for \_\_\_\_\_ has been included with this grant application.

The Family Services Department currently employs two Case Workers and a Case Worker Aid. These three individuals provide the primary case management duties for the Tribes and work across the five-county primary service area. A new Case Worker, hired as part of this project, will join these three individuals. This team will provide the research, analysis, and program development that will be critical to this project. Résumés for the existing Case Workers and Case Worker Aid, along with a Job Description for the new Case Worker position, have been included with this grant application.

The Child Protection Team consists of Tribal members (including Elders) who are dedicated to assisting in the development of appropriate case plans for children and families in need. In addition to providing oversight and direction to the efforts of the Tribes, the CPT works closely with the Department of Human Services and other non-Tribal agencies in order to help coordinate and deploy resources to meet the needs of children and their families. The CPT will be an integral part of the

project and will help provide additional resources to the assessment aspect of the project. A roster of CPT members and the CPT Protocol have been included with this grant application.

**Fiscal Management**



The Tribes have a proven fiscal management record as evidenced by the auditor’s letter and supplemental schedule of expenditures of federal awards that have been included with this application. The Tribes have successfully managed millions of dollars in grant awards in the last 24 years. Grant administration is done at the departmental level but is assisted by experienced grant administration personnel within the Tribes. \_\_\_\_\_ will provide fiscal management oversight on this grant.

\_\_\_\_\_ has been the Grants Coordinator for the Tribes since 2000 and has more than 20 years of experience in financial and contract management, as well as degrees in Business Administration and Accounting. ( \_\_\_\_\_ resume has been included with this grant application.)

## **SECTION 6 – PLANS FOR MEASURING PROGRESS AND OUTCOMES**

The practice principles of lifelong learning. Therefore, they attempt to undertake comprehensive evaluations of all of their programs, activities, and initiatives. Accordingly, this project includes data collection, data analysis, and a refinement of programs where the data suggests the program impacts can be enhanced. The key tools utilized for data collection will include a self-assessment survey, specific data sets available for tracking through the new records management system, and quarterly and annual progress reports. These data collection tools will be used to aggregate data for analysis purposes, but will respect and protect the confidentiality of individuals as required by law and custom.

### **Self-Assessment Survey**

To develop the self-assessment survey tools, the Tribes will refine existing instruments, such as the *OVC TTAC Strategic Planning Toolkit*, to fit their needs. The survey instrument will provide qualitative measurement tools to be used as a baseline and as a mark of progress concerning the policies and procedures for the regarding child abuse and child sexual abuse. The following are the types of questions that will be included in the self-assessment survey instrument.

- 1) Have you or your department received training in strategic planning in the last five years?
- 2) What are your departmental goals and objectives?
- 3) Does your department have a value statement and a vision statement, and if so, what are they?
- 4) How do you obtain feedback from clients and stakeholders?
- 5) How is that feedback incorporated into what you do?
- 6) How, if ever, have you used structured methods to gather information about your policies and procedures?
- 7) What assessment tools or methods do you or your department use to guide planning?
- 8) How do you collect data for planning purposes?

- 9) Have you conducted a formal needs assessment in the last five years?
- 10) Have you conducted a formal evaluation of your services in the last five years?
- 11) Has your department developed a logical model?
- 12) Does your department handle confidential data?
- 13) How does your department guarantee the confidentiality of its data?
- 14) How is the confidential data used to compile required reports?
- 15) How does the department evaluate its service delivery and its success at meeting its obligations?
- 16) How are the results of evaluations and comments shared with staff and supervisors?

***Specific Assessment Questions Regarding Child Abuse & Child Sexual Abuse***

- 17) Do you know your mandatory reporting requirements regarding child abuse, sexual assault, and people who may be a danger to themselves or others?
- 18) Do you or does your department have contact with victims of child abuse?
- 19) Do you or does your Department have a logical role to play in the Tribal response to child abuse and child sexual abuse?
- 20) Do you or does your department possess resources, expertise, or experience relevant to responding to child abuse or child sexual abuse?
- 21) If yes, what are they?
- 22) If no to question 20, should you or your department be involved in the tribal response to child abuse or child sexual abuse?
- 23) What county, state, or federal agencies or departments does your department work with?
- 24) What MOAs govern your department's relations with county, state, or federal agencies?
- 25) What communication methods do you or your department use to share data and information with county, state, and federal officials?

- 26) What ideas do you have to improve the sharing of information, the coordination of responses, or the development of closer relationships with the District Attorney, the Sheriff's Department, the State Police, the Department of Human Services (formerly Services to Children and Families), Tribal Court, and/or State Court?
- 27) What resources exist in your department to assist victims of child abuse or child sexual abuse or their non-offending family members?
- 28) What additional resources do you believe are needed to assist victims of child abuse or child sexual abuse or their non-offending family members?
- 29) What resources do you need, or does your department need, to serve the victims of child abuse or child sexual abuse or their non-offending family members?
- 30) What resources do you need, or does your department need, to participate in the prosecution of child abuse or child sexual abuse offenders or to protect child abuse victims from their offenders?
- 31) What issues or concerns do you have in regards to the Tribes' response to child abuse or child sexual abuse that the above questions failed to identify, elicit, or discuss?

### **Records Management Data Sets**

The development of a comprehensive records management system is a critical part of this project. Quarterly reports will be generated from the records management system that provides data on the following elements:

- Number of child abuse and sexual abuse victims identified and served (*Used for measuring Standard Performance Measure*).
- Number of child abuse or child sexual abuse cases prosecuted in Tribal Court. (The court currently only handles child welfare cases and is not prepared to handle sexual abuse cases, but this may change in the future.) (*Used for measuring Standard Performance Measure*.)

- Change in the number of prosecutions of child abusers in which staff members are involved (regardless of venue) (*Used for measuring Standard Performance Measure.*)
- Changes in number of child abuse and child sexual abuse victims identified and served by the program.
- Increase in the number of child abuse or child sexual abuse cases in which Tribal staff assists in the investigation process.

### **Quarterly Progress Summaries and Annual Reports**

In addition to these data sets, the Family Services Department will also produce quarterly progress summaries and an annual report that will focus on the services that it delivers or facilitates for the victims of child abuse or child sexual abuse and their non-offending family members. The report will focus on the following particular question and measures.

- Number of developed, established, and operating programs that improve the investigation, prosecution, and overall handling of cases of child sexual abuse and severe physical abuse (*Used for measuring Standard Performance Measure.*)
- An accounting of trainings undertaken by Family Services Department staff or joint trainings with MDT and CPT partners (*Used for measuring Standard Performance Measure.*)
- Number of preventative programs deployed.
- Number of forensic medical examinations arranged and paid for.
- Number of victims and their non-offending family members served by mental health professionals in order to respond to child abuse and child sexual abuse.
- Number of joint investigations undertaken by Tribal Case Workers and other agency partners.
- Number of investigations of child abuse and child sexual abuse undertaken by Case Workers and/or Tribal Police.
- Number of allegations of child abuse or child sexual abuse verified.

- Average number of times that a child victim is interviewed by family services, law enforcement, and justice system officials or representatives.
- An accounting of the number of participants in CPT and MDT programs and meetings.
- Identification of needed training or training opportunities.
- Any modifications to MOA relationships.
- Results of an annual survey administered to non-offending parents or guardians of the victims of child abuse or child sexual abuse.
- Results of quarterly self-assessment surveys administered to the Family Services Department staff and the staff of partner organizations and agencies.
- Recommendations for changes based on the findings of the surveys and measures addressed above.
- Proposals for amendments to protocols, policies, procedures, and codes.
- Identification of proposed/intended trainings for the upcoming year.

The annual report generated by the Family Services Department will go to the Tribal Administrator, Tribal Council, other department heads, and, following commentary, to the General Council, which is comprised of all members over age 18. The report will also go to the Office for Victims of Crime and its partners in an attempt to ensure that the Tribes' activities and intentions are consistent with their efforts and best practices. The Tribes believe that responding to child abuse and child sexual abuse must necessarily be a cooperative endeavor and one that actively works to share resources and information. The Tribes believe this is important because they have a duty to minimize the incidences and impact of child abuse and child sexual abuse so that they can provide the best possible quality of life to their most vulnerable members.



**SECTION 7 – BUDGET AND BUDGET NARRATIVE**

**Budget Detail Worksheet (Year 1 – Assessment Phase)**

**A. Personnel**

<b>Name/Position</b>	<b>Computation</b>	<b>Cost</b>
Case Worker	Full-Time Salaried	\$58,000
	<b>SUBTOTAL</b>	<b>\$58,000</b>

**B. Fringe**

<b>Name/Position</b>	<b>Computation</b>	<b>Cost</b>
Case Worker	\$58,000 * 0.38	\$22,040
	<b>SUBTOTAL</b>	<b>\$22,040</b>

**C. Travel**

<b>Purpose</b>	<b>Location</b>	<b>Item</b>	<b>Computation</b>	<b>Cost</b>
Best Practices Training		Ground Transportation	220 miles * \$0.55/mile	\$121
Best Practices Training		Long-Term Parking	\$10/day * 4 days	\$40
Best Practices Training		Ground Transportation in	\$25/day * 4 days	\$100
Best Practices Training		Airfare	\$555/person * 2 people	\$1,100
Best Practices Training		Per Diem Lodging and Meals	\$161/day * 2 people * 3 days	\$966
Best Practices Training		Per Diem Meals only	\$44.50/day * 2 people * 1 day	\$89
Best Practices Training		Ground Transportation	220 miles * \$0.55/mile	\$121
Best Practices Training		Long-Term Parking	\$10/day * 4 days	\$40
Best Practices Training		Ground Transportation in	\$25/day * 4 days	\$100
Best Practices Training		Airfare (Eugene –	\$630/person * 2 people	\$1,260
Best Practices Training		Per Diem Lodging and Meals	\$273/day * 2 people * 3 days	\$1,638
Best Practices Training		Per Diem Meals only	\$48/day * 2 people * 1 day	\$96
			<b>SUB TOTAL</b>	<b>\$5,571</b>

**D. Equipment – Not Applicable**

E. Supplies

Item	Computation	Cost
Lap Top Computer and Software	\$1,600 * 1 needed	\$1,600
Digital Camera	\$750 * 1 needed	\$750
Digital Recorder	\$899 * 1 needed	\$899
Office Supplies (Consumables)	\$150/month * 12 months	\$1,800
Refreshments for MDT Meetings	\$50/meeting * 9 meetings	\$450
	<b>SUBTOTAL</b>	<b>\$5,499</b>

F. Construction – Not applicable

G. Consultants and Contracts

Consultant Name/Purpose	Service provided	Computation	Cost
Best Practices Trainer	1 day training at MPT	\$500 flat fee	\$500
Best Practices Trainer	1 day training at MPT	\$500 flat fee	\$500
Best Practices Trainer	2 day extended training	\$1200 flat fee	\$1,200
		<b>SUB TOTAL</b>	<b>\$2,200</b>

H. Other Costs

Description	Computation	Cost
Travel for outreach meetings	1,160 miles * \$0.55/mile	\$658
Travel for staff to interview and conduct research	\$150/month * 12 months	\$1,800
	<b>SUB TOTAL</b>	<b>\$2,458</b>

I. Indirect Costs

Description	Computation	Cost
Qualifying Costs	\$93,568 * 0.562	\$52,585
	<b>SUBTOTAL</b>	<b>\$52,585</b>

### **Budget Summary**

A.	Personnel	\$58,000
B.	Fringe	\$22,040
C.	Travel	\$ 5,571
D.	Equipment	\$ 0
E.	Supplies	\$ 5,499
F.	Construction	\$ 0
G.	Consultants/Contracts	\$ 2,200
H.	Other	\$ 2,458
	<b>Total Direct Costs</b>	<b>\$95,768</b>
I.	Indirect Costs	\$52,585
	<b>TOTAL PROJECT</b>	<b>\$148,353</b>

**Federal Request                    \$148,353**

## Budget Narrative

Personnel: The project calls for hiring an additional Case Worker to help support this demonstration project. While the duties of this position in relation to the demonstration project would support a MSW for the position, a certified social worker with extensive experience will be considered. Based on existing pay structures at the a first year budget of \$58,000 has been included. The Tribes will provide the fringe for the existing Family Services Team members and the MDT as part of their match.

Fringe: The Tribes use a 38% calculation for fringe benefits, including Social Security, Medicare, and Workers' Compensation insurance withholdings. Fringe benefits also include family medical, dental, and vision health insurance; retirement plan contributions; and disability and life insurance. Therefore, the first year salary for the new Case Worker (\$58,000) would produce a fringe of \$22,040. The Tribes will provide the fringe for the existing Family Services Team members and the MDT as part of their match.

Travel: The project includes a travel budget two staff to attend a total of two best practices trainings during year 1. Since these trainings have not been determined as of yet, for budgetary purposes we have used as locations and assumed each training lasts 4 days and 3 nights.

### ***Best Practices Trip***

Roundtrip mileage @ 220 miles \* \$055/mile = \$121.00  
Long-term parking at l @ \$10/day \* 4 days = \$40  
Ground transportation in @ \$25/day \* 4 days = \$100  
Airfare from (airfare.com) @ \$550/person \* 2 people = \$1,100  
Per-Diem (GSA for lodging and meals in ) @ \$161/day \* 2 people \* 3 days + \$966  
Per-Diem (GSA non lodging day for @ \$44.50/day \* 2 people = \$89

### ***Best Practices Trip***



be brought to MPT meetings in order to provide training and information. The budget assumes two of the experts will come from within a driving radius of the [redacted] area and therefore will not include travel/per diem expenses. While one other expert is assumed to come from outside the immediate area and will include airfare as part of the consultant costs.

- Best Practices Expert/Trainer – 1 day attendance of MPT @ \$500 consulting costs.
- Best Practices Expert/Trainer – 1 day attendance of MPT @ \$500 consulting costs.
- Best Practices Expert/Trainer – Extended Trip @ \$1200 Consulting costs

#### Other Costs

- *Travel for Outreach Meetings:* The project calls for four outreach meetings. One of these meetings will be located in [redacted] and therefore, will not require any travel reimbursement. However, assuming meetings in [redacted] and assuming two cars of staff attend each of these meetings, the total miles would be 1,160. Utilizing the current IRS reimbursement rate of \$0.55/mile the total budget would be \$658.
- *Staff Travel for Research and Interviews:* The project calls on the Case Worker and/or the Family Service Director to call on potential collaborative partners, interview elders, and travel to meet with local experts regarding best practices. A monthly travel budget of \$150 has been allocated for this purpose producing a budget of \$1,800

Indirect Charges: A copy of the Tribes' Indirect Cost Negotiation Agreement has been included with this grant application. The agreement shows a stated rate of 56.2 percent on all costs other than equipment and contractual (over \$5,000). In this grant, the total cost of equipment and contractual labor is \$2,200, leaving a base total on which to calculate indirect charges of \$93,568 and thus producing an indirect charge of \$52,585 calculated as  $(\$93,568 * 0.562)$ .

**SECTION 7 – BUDGET AND BUDGET NARRATIVE**

**Budget Detail Worksheet (Year 1 – Assessment Phase)**

**A. Personnel**

<b>Name/Position</b>	<b>Computation</b>	<b>Cost</b>
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**B. Fringe**

<b>Name/Position</b>	<b>Computation</b>	<b>Cost</b>
Case Worker	\$58,000 * 0.38	\$22,040
	<b>SUBTOTAL</b>	<b>\$22,040</b>

**C. Travel**

<b>Purpose</b>	<b>Location</b>	<b>Item</b>	<b>Computation</b>	<b>Cost</b>
Best Practices Training		Ground Transportation	220 miles * \$0.55/mile	\$121
Best Practices Training		Long-Term Parking	\$10/day * 4 days	\$40
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Best Practices Training		Ground Transportation in	\$25/day * 4 days	\$100
Best Practices Training		Airfare	\$630/person * 2 people	\$1,260
Best Practices Training		Per Diem Lodging and Meals	\$273/day * 2 people * 3 days	\$1,638
Best Practices Training		Per Diem Meals only	\$48/day * 2 people * 1 day	\$96
			<b>SUB TOTAL</b>	<b>\$5,571</b>

D. Equipment – Not Applicable

E. Supplies

Item	Computation	Cost
Lap Top Computer and Software	\$1,600 * 1 needed	\$1,600
Digital Camera	\$750 * 1 needed	\$750
Digital Recorder	\$899 * 1 needed	\$899
Office Supplies (Consumables)	\$150/month * 12 months	\$1,800
Refreshments for MDT Meetings	\$50/meeting * 9 meetings	\$450
	<b>SUBTOTAL</b>	<b>\$5,499</b>

F. Construction – Not applicable

G. Consultants and Contracts

Consultant Name/Purpose	Service provided	Computation	Cost
Best Practices Trainer	1 day training at MPT	\$500 flat fee	\$500
Best Practices Trainer	1 day training at MPT	\$500 flat fee	\$500
Best Practices Trainer	2 day extended training	\$1200 flat fee	\$1,200
		<b>SUB TOTAL</b>	<b>\$2,200</b>

H. Other Costs

Description	Computation	Cost
Travel for outreach meetings	1,160 miles * \$0.55/mile	\$658
Travel for staff to interview and conduct research	\$150/month * 12 months	\$1,800
	<b>SUB TOTAL</b>	<b>\$2,458</b>

I. Indirect Costs

Description	Computation	Cost
Qualifying Costs	\$93,568 * 0.562	\$52,585
	<b>SUBTOTAL</b>	<b>\$52,585</b>



### **Budget Summary**

A.	Personnel	\$58,000
B.	Fringe	\$22,040
C.	Travel	\$ 5,571
D.	Equipment	\$ 0
E.	Supplies	\$ 5,499
F.	Construction	\$ 0
G.	Consultants/Contracts	\$ 2,200
H.	Other	\$ 2,458
	<b>Total Direct Costs</b>	<b>\$95,768</b>
I.	Indirect Costs	\$52,585
	<b>TOTAL PROJECT</b>	<b>\$148,353</b>

**Federal Request                    \$148,353**

## **Budget Narrative**

Personnel: The project calls for hiring an additional Case Worker to help support this demonstration project. While the duties of this position in relation to the demonstration project would support a MSW for the position, a certified social worker with extensive experience will be considered. Based on existing pay structures at the : a first year budget of \$58,000 has been included. The Tribes will provide the fringe for the existing Family Services Team members and the MDT as part of their match.

Fringe: The Tribes use a 38% calculation for fringe benefits, including Social Security, Medicare, and Workers' Compensation insurance withholdings. Fringe benefits also include family medical, dental, and vision health insurance; retirement plan contributions; and disability and life insurance. Therefore, the first year salary for the new Case Worker (\$58,000) would produce a fringe of \$22,040. The Tribes will provide the fringe for the existing Family Services Team members and the MDT as part of their match.

Travel: The project includes a travel budget two staff to attend a total of two best practices trainings during year 1. Since these trainings have not been determined as of yet, for budgetary purposes we have used : as locations and assumed each training lasts 4 days and 3 nights.

### ***Phoenix Best Practices Trip***

Roundtrip mileage @ 220 miles \* \$055/mile = \$121.00

Long-term parking at airport @ \$10/day \* 4 days = \$40

Ground transportation in @ \$25/day \* 4 days = \$100

Airfare from (airfare.com) @ \$550/person \* 2 people = \$1,100

Per-Diem (*GSA for lodging and meals in* @ \$161/day \* 2 people \* 3 days +  
\$966

Per-Diem (*GSA non lodging day for* @ \$44.50/day \* 2 people = \$89

***Best Practices Trip***

Roundtrip mileage @ 220 miles \* \$055/mile = \$121.00

Long-term parking at Eugene airport @ \$10/day \* 4 days = \$40

Ground transportation in @ \$25/day \* 4 days = \$100

Airfare from Eugene to (airfare.com) @ \$630/person \* 2 people =  
\$1,260

Per-Diem (*GSA for lodging and meals in* ) @ \$273/day \* 2 people \* 3  
days + \$1,638

Per-Diem (*GSA non lodging day for* @ \$48/day \* 2 people = \$96

Equipment: Not Applicable

Supplies: The following supplies are directly related to the needs of the demonstration project during year 1. The Tribes will provide all other standard office supplies used by the existing staff for this project as part of their match.

- *Lap Top Computer and Software:* To be used by the new Case Worker. Budget based on a quote from [www.dell.com](http://www.dell.com) (\$1,600).
- *Digital Camera:* To be used by the new Case Worker in the course of completing his/her duties. Budget is based on a quote from *Shutterbug Cameral Supply* (\$750).

- *Digital Recorder:* To assist with research the project calls for the purchase of a digital audio recorder for field use. A Marantz CDR 310 has been used to determine the budget costs (\$899).
- *Office Supplies:* A budget of \$150/month has been included to pay for consumable office supplies (ink, toner, paper, pens, postage, etc.) for the new Case Worker.
- *Refreshments:* A budget of \$50 per meeting has been included to pay for coffee, soda, and snacks for the meetings of the MDT. The first year budget assumes 9 meetings will be held.

Construction: Not Applicable

Consultants and Contracts: In addition to attending best practices training programs, it is likely that the MPT and/or CPT may wish to bring an expert to provide training and/or other information at some of their meetings. The budget assumes during the first year of the project a total of 3 outside experts will be brought to MPT meetings in order to provide training and information. The budget assumes two of the experts will come from within a driving radius of the \_\_\_\_\_ area and therefore will not include travel/per diem expenses. While one other expert is assumed to come from outside the immediate area and will include airfare as part of the consultant costs.

- Best Practices Expert/Trainer – 1 day attendance of MPT @ \$500 consulting costs.
- Best Practices Expert/Trainer – 1 day attendance of MPT @ \$500 consulting costs.
- Best Practices Expert/Trainer – Extended Trip @ \$1200 Consulting costs

### Other Costs

- *Travel for Outreach Meetings:* The project calls for four outreach meetings. One of these meetings will be located in \_\_\_\_\_ and therefore, will not require any travel reimbursement. However, assuming meetings in \_\_\_\_\_ assuming two cars of staff attend each of these meetings, the total miles would be 1,160. Utilizing the current IRS reimbursement rate of \$0.55/mile the total budget would be \$658.
- *Staff Travel for Research and Interviews:* The project calls on the Case Worker and/or the Family Service Director to call on potential collaborative partners, interview elders, and travel to meet with local experts regarding best practices. A monthly travel budget of \$150 has been allocated for this purpose producing a budget of \$1,800

Indirect Charges: A copy of the Tribes' Indirect Cost Negotiation Agreement has been included with this grant application. The agreement shows a stated rate of 56.2 percent on all costs other than equipment and contractual (over \$5,000). In this grant, the total cost of equipment and contractual labor is \$2,200, leaving a base total on which to calculate indirect charges of \$93,568 and thus producing an indirect charge of \$52,585 calculated as  $(\$93,568 * 0.562)$ .