

## **FY 2009 Recovery Act: Tribal Crime Data Collection, Analysis, and Estimation Project**

**Grant Application  
Submitted via GMS**

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**Westat**

# Project Narrative

## 1. Introduction

The Bureau of Justice Statistics (BJS) has solicited support in their efforts to expand and enhance collection of crime data in Indian Country. Specifically, the project is intended to increase the number of tribal communities that are eligible for Byrne grants to support sorely needed improvements in various aspects of their criminal justice systems. At the same time, the BJS is supporting the intent of the Recovery Act in this initiative by focusing on sustaining and/or creating jobs. The seemingly straight forward task of collecting criminal data is, in fact, a very complex one that requires knowledge and skills in criminal justice, data collection, successfully managing projects in Indian Country, and negotiating the vicissitudes of jurisdictional overlap and diverging agency objectives. The proposed Westat team offers the right combination of skills, knowledge and interest required to meet the challenges of the BJS initiative. Our proposed staff have extensive experience in each of the facets of the project. The description of the Westat and Northern Arapaho Tribal Industries, Inc. staff and experience provide strong evidence of the skills, knowledge and experience that is right for this project. Further, because we are fully staffed and have the skilled staff on board, and are already familiar with the majority of the Tribal law enforcement agencies, the project will begin immediately and will be completed in a timely fashion. Our approach to engaging Tribal communities in data collection and reporting reported below is based on proven techniques that have resulted in several successful data collection efforts in Indian Country.

**Importance of This Activity.** The UCR reports offenses classified as serious crimes and also monitors the separate category of drug crimes. The purpose of this BJS program is twofold: first to engage more Tribes in the collection and reporting of data and create new jobs and/or preserve existing jobs. According to Perry (2007) there are 165 Tribal police departments among the 341 federally recognized Tribes in the contiguous United States.

The collection of crime data could provide important information to each NA/AI/AN community for major decision making and fund raising. An improved Tribal level arrest data set that is consistently reported with valid data would create at least two advantages to the Tribal, state and federal policy makers. First, it would provide useful information to plan the allocation of funding as well as the development of criminal justice policies and procedures. The ability to contrast trends in their own arrest data with those of other Tribes and the rest of the country can reveal important clues as to the best way to address those trends and put a perspective on the relative importance of

the trends in the community. Second, by consistently participating in the UCR program the Tribes would be eligible for Byrne funds that would expand support for their law enforcement agencies. The data in Table 1 clearly show that these advantages of the arrest data are not realized in much of Indian Country.

The question is how to keep track of the number that are arrested in each Tribe so that they have useful information regarding trends on their reservations and qualify for the Byrne funds. Given the recent changes in requirements, eligibility partially rests on submitting at least 3 years of data to the UCR within a 10 year period. A formula will be applied to determine the exact allocation. That formula includes consideration of the rate of violent crimes in the communities involved. Thus, each Tribe or Tribal community must report their own data and not participate in bundled with many other Tribes and reported by the Bureau of Indian Affairs. The unbundled approach offers far more opportunities to inform the Tribes regarding criminal activities in their own communities. This will require the cooperation of the county, state and federal agencies that share jurisdiction over Tribal lands. A functional level of cooperation among agencies and Tribes needs to be established so that there is a consistent set of data.

**Capabilities to Complete This Work Effectively and Efficiently.** The Westat team continues to successfully manage the data collection for the Survey of Indian Jails. The data collection success is based on our understanding of the Native American culture, law enforcement and ability to adapt new protocols. In the course of this project we have been able to connect with members of the American Indian community to hear their concerns and identify the most effective ways to collect data from their law enforcement officials. We also understand the vicissitudes of Indian Country structure and staffing and are able to adapt to each new adjustment in the community as well as the inherent differences among them.

## **2. Background and Understanding**

There are two general goals for the overall project: collect more reliable and useful data on crime in Indian Country; and increase the number of Tribes that submit data to the UCR. In meeting these goals, the participating Tribal criminal justice agencies will be better able to allocate resources and increase access to funding through the Byrne JAG program. The additional goal, related to the

purpose of the Recovery Act, is to retain or increase the number of individuals employed. In order to meet these goals, we will pursue the following objectives indicated in the RFA:

- Facilitate discussions among representatives of Tribes and all relevant government agencies who are involved in the criminal justice system in Indian Country.
- Complete a comprehensive inventory and data quality assessment of tribal crime and justice data submitted to the FBI.
- Develop a strategic plan to enhance the accuracy, completeness and availability of tribal crime and justice data.
- Implement the strategic plan

To be successful, the proposed project must result in an increase in the number of Tribes submitting data to the FBI Uniform Crime Report program and increasing the number of Tribes that apply for and are awarded Byrne JAG grants. In addition, the number of individuals whose jobs were sustained or new jobs need to reflect the requirements of the Recovery Act requirements.

In the ensuing pages, we describe the issues and complexities inherent in the implementation of this project and offer our approach to address these issues. This is a very exciting and promising project that we believe can be successfully launched in the next two years. This proposal is a reflection of our support for the effort, strong interest in conducting it and our ability to successfully carry out the project.

### ***Understanding of Indian Country Criminal Justice Data***

These seemingly straight-forward goals and objectives offer some very interesting challenges. Currently the UCR data on arrests of individuals identified as American Indian or Native Alaskan (AI/AN) are nearly all reported in aggregate by the Bureau of Indian Affairs. Table 1 shows all of the AI/AN criminal data that have been submitted to the UCR in the 4 year period between 2004 and 2007. As of the end of 2007, only 11 of the 165 federally recognized tribes in the lower 48 states who have police departments (Perry, 2007) have consistently provided data to the UCR for 3 years. The aggregation of Tribal arrest data reported by the BIA is problematic because the data are not useful to individual Tribes and it precludes Tribal eligibility for Byrne JAG funding. Further, it is not clear why there are fluctuations in the number of crimes reported by the BIA. For example the major drop in number of violent and property crimes reported to the FBI can be a product of fewer Tribes reporting or a real dip in the overall crime rate.

Table 1. All AI/AN crimes reported to the UCR from 2004-2007

Organization	Violent Crime				Property			
	2004	2005	2006	2007	2004	2005	2006	2007
Bureau of Indian Affairs	9687	3568	7193	5342	15048	8208	37767	35072
Miccosukee Tribal	n/a	22	25	14	n/a	79	95	84
Seminole Tribal	n/a	79	81	107	n/a	598	560	578
Potawatomi Tribal	n/a	3	3	8	n/a	86	68	29
Acoma Tribal	n/a	27	25	18	n/a	30	21	20
Laguna Tribal	n/a	149	125	106	n/a	40	63	70
Taos Pueblo Tribal	n/a	22	45	17	n/a	14	32	9
Zuni Tribal	n/a	n/a	n/a	5	n/a	n/a	n/a	43
Lummi Tribal	n/a	58	54	44	n/a	397	354	261
Nisqually Tribal	n/a	2	2	4	n/a	24	12	24
Nooksack Tribal	n/a	7	8	5	n/a	58	56	61
Swinomish Tribal	n/a	4	9	n/a	n/a	129	85	n/a
Lac du Flambeau Tribal	n/a	8	16	18	n/a	264	306	347
Menominee Tribal	n/a	31	30	65	n/a	91	134	148
Oneida Tribal	n/a	7	4	2	n/a	122	151	149
Kickapoo Tribal	n/a	n/a	n/a	0	n/a	n/a	n/a	2
Siletz Tribal	n/a	n/a	n/a	2	n/a	n/a	n/a	43

One of the major challenges that will be faced in the proposed project derives from the fact that there are multiple jurisdictions, often overlapping, responsible for law enforcement. In any one Tribal community, law enforcement may include Tribal Police, County Police, State Police and several Federal agencies, including the FBI, DEA, and ATF. The exact structure of law enforcement in Indian Country Tribal police will vary depending on whether the Tribal Police is operating under the auspices of Public Law 280, which authorizes the state criminal justice agencies to operate in Indian Country. Some Tribes operate under self determination in which the Tribal Police have jurisdiction. It is also true that some Tribes request law enforcement assistance from the BIA, regardless of "638 status." Further, the Tribal courts are limited to misdemeanors (one year sentences and \$5,000 in fines) while the FBI or state is responsible for felonies. Which level of law enforcement is responsible for felonies on Tribal lands depends on their PL 280 status and any arrangement the Tribe has with the BIA. The question of how to collect data on arrests of Natives in Indian Country will have to be negotiated among the many agencies that have jurisdiction in the area.

The fact is that the Tribal criminal justice system, regardless of jurisdictional overlap, only has authority to prosecute and charge misdemeanor offenses. That is, the felony offender who is

arrested by the Tribal police must be turned over to state or Federal authorities to be charged and prosecuted. The UCR monitors felonies and drug offenses. Thus the Tribal police are not likely to be the charging agency of record. This challenge raises the question of why and how the Tribes will maintain and report the felony offenses committed by their Tribal members and/or by non-Tribal members on the Tribal lands. This will also require negotiations early in the project to create a clear policy for reporting data to the UCR.

There are many other barriers to the accurate and consistent collection and reporting of crimes reported to the UCR. Tribal law enforcement agencies are consistently under-funded and understaffed. It is not unusual to find a law enforcement staff of three patrolling in a large geographical area, particularly on the larger reservations. There may be little time or opportunity for a small police department to be able to provide data to the FBI. With added financial resources, there may be ways of hiring staff to assist in the collection of the data. The system has to be developed so that there is an incentive to report the data separately by Tribal jurisdiction. We believe that a reasonable approach might be the use of data to help determine the best way to allocate scarce resources for maximum positive impact on the community.

Arrest data represent only one perspective on criminal behavior in any community. Other indicators of criminal activity include reported crimes and victimization surveys. Each variable provides different information on the extent and nature of crimes in the Tribal community. Arrest data, if collected reliably, reflects not only crime rates, but also the focus of the law enforcement agency. Reported crime data, which may or may not correspond to the arrest data, can be used to assess the effectiveness of the strategies used by the police department. For example, the question might be that there are multiple burglaries that remain unresolved. This finding might lead to a different approach to patrolling patterns. Victimization surveys could also be conducted to identify offenses that do not reach the attention of the police. However, such surveys are beyond the scope of the proposed project. The collection of reported crimes can be drawn from the existing records. The data may not be collected as part of the project, but reported crime data would be a useful tool in engaging law enforcement agencies in using data for policy purposes.

The current reporting system will also generate some challenges. As with all systems, there is usually inertia in changing the way things have been done in the past. The effort to develop a Tribal specific data entry system that encourages more Tribes to report the data directly to the FBI may require that the BIA to change its approach to reporting UCR data. The agency has taken the most efficient approach and conveyed arrest data reported to them by many of the Tribes. This situation may require that the BIA reporting system disaggregate data reported to them and report the data by

individual Tribe. Such a change would require some coordination between the BIA and Tribes, and cooperation among the federal and state agencies.

In developing the proposed approach of direct Tribal reporting to the UCR, several policy questions are raised. Included among these questions are:

- What is the basis for attributing an offense to a Tribe? Is it to be based on where the offense occurs (on or off reservation)?
- What is the Tribal affiliation of the person committing the offense?
- How are offenses committed off reservation to be reported? Will attribution be based on which agency makes the arrest?
- How does one deal with the vast majority of Native Americans living off the reservation?

These questions must be addressed in the initial planning phase to be conducted in the first 9 months of the project. Meetings to decide these issues and gaining interest and support for the project will be held with the appropriate Federal agencies, Tribal organizations, law enforcement officials, Tribal community stakeholders and combinations of these groups.

Based on our experience in collecting criminal justice data in Indian Country, we strongly recommend taking the time to develop trust and support in the Tribal communities we intend to engage in this project. This will require incorporating Tribal members in the advisory groups and connecting with the national Tribal organizations related to governance, law enforcement, courts and other groups that can disseminate the purposes and support for the project. The project will also require working with the variety of agencies to establish a consistent approach to reporting the data, resolving the questions raised in the above discussion. The following pages discuss the strategy we plan to use to resolve these and other issues so that the goals and objectives of the proposed project are met within the two year period.

**Westat Team.** Westat is pleased to submit a proposal to implement the “Tribal Crime Data Collection, Analysis and Estimation Project” under the Recovery Act. The proposed team has extensive experience in collecting national as well as local level data on criminal justice issues as well as in Native American/American Indian/Alaska Native (NA/AI/AN) populations. We have the experience and knowledge needed to resolve the issues presented by the proposed project [ and ] are currently leading several projects in Indian Country. [ ] is currently project director on the BJS sponsored “Survey of Indian Jails” data collection effort. She has led

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several major data collection projects [redacted] (Southern Arapaho) has had extensive experience working within the criminal justice system as well as in academic settings. He has participated in the data collection efforts in Indian Country with [redacted] and is leading two other projects in collaboration with the Montana/Wyoming Tribal Leaders Council. In addition, [redacted] and [redacted] have led two studies sponsored by HHS: a Dictionary of Data on NA/AI/AN health; and the Barriers Study, that addressed the question as to why the NA/AI/AN population has not often applied for Federal grants and when they do, they rarely win an award. In each case, the Westat team has engaged the support and advice from advisory groups comprised of knowledgeable representatives of Indian Country [redacted] has been President of the Northern Arapaho Tribal Industries, Inc (NATI) and its associated company, Support Services International, for over 20 years. He and his organization have provided training, technical assistance, organized meetings, and conducted studies in Indian Country during that time.

Westat will provide expertise in data collection efforts in Indian Country through discussions with all relevant constituencies, and [redacted] and NATI staff will provide the major source of new labor. Our approach includes employing local Natives in assisting in the design and collection of data with all participating Tribes. With guidance and input from Westat, the local NATI staff will provide TA and help Tribes gather, report and assess their data for criminal justice planning and policy development.

### **3. Technical Approach to Project Design and Implementation**

In the sections that follow, the Westat team provides task-by-task discussion of our recommended approach to these activities. We also provide, where appropriate, suggestions for ways to enhance the value of the activities as well as expected challenges to forward progress and recommendations for how to address these challenges.

#### **3.1 Task 1: Coordinate Planning Meetings and Informational Exchanges**

The RFA specifies that the awardee will coordinate planning meetings and exchanges between federal, tribal, and local entities and that at minimum there will be two formal meetings in the first year to include the awardee staff; BJS Program Officer; and federal, state, and tribal partners. The Westat team is prepared to coordinate and facilitate these two formal meetings; however, we suggest



throughout the course of the project there be additional information gathering and exchange coordinated by the Westat team to enhance the value of these formal meetings and retain formal movement of the project to establish UCR data entry by Tribes.

We want to ensure that these formal meetings include the most knowledgeable representatives of each party as well as representatives who are able to facilitate our access to information and to the data as required in Task 3. In order to do this, we believe that it will be necessary to do pre-meeting work including the following:

- Identify select or initial tribal partners with the BJS program manager, as it will not be feasible to include all federally recognized tribes in this effort. We recognize that not all tribes that may ultimately participate in the Year 2 activities can be included in this planning group. However we suggest that tribal partners be selected to represent two groups: those who have in the past submitted data to the FBI and received JAG funding; and tribes that represent (based on other BJS data collections) the largest users of tribal-level criminal justice services who have not submitted data that is uniquely associated with them in the UCR and have not received JAG funding.<sup>1</sup>
- Make one-on-one contact with these tribal partners in collaboration with the BJS program manager to explain the project, its purposes, and anticipated role of tribal partners in these efforts. We think this individual contact and informational discussion is critical to secure tribal cooperation.
- Gather information from cooperating tribal partners concerning data they hold and/or submit to the FBI, BIA, or state/local agencies.
- Make one-on-one contact with representatives of each of the federal, state, and local agencies identified by the BJS program manager to identify the most appropriate person to participate in these meetings, explain the purpose of the meetings, and secure cooperation.
- Gather information from these representatives about the tribal data they receive, the strengths and weaknesses of the data, and the use they make of the data.
- Prepare a briefing booklet of all collected information for attendees of the first meeting.

As needed, similar activities could be conducted between the first and second meetings.

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<sup>1</sup> We make this recommendation because some of the very small tribes with very small criminal justice facilities (e.g., the Supai of Arizona), likely will not be eligible for JAG funding because of the very small population and anticipated limited number of violent crimes committed under their jurisdiction.

The stated purpose of these formal meetings is to do the following:

- Determine what tribal crime data are currently submitted to the FBI and other agencies (e.g., BIA);
- Gain access to these data; and
- Finalize the priorities and scope of the data inventory (Task 3 below).

To these goals, we would recommend using this group as a formal advisory group to the entire project process. In particular, it is critical to have tribal advice as we move forward to enhance and encourage tribal data collection and submission to the FBI. This group could provide invaluable guidance to the development of the strategic plan for these improvements to Indian Country criminal justice data collection. We suggest that this be the key agenda item for the second meeting and have structure our proposed timeline (Task 2) to reflect this suggestion. We would also recommend that this group be regularly convened during the course of the project by telephone to provide guidance and information.

Once the initial pre-meeting work is completed and a meeting time coordinated between all representatives, the Westat team will coordinate travel, lodging, meeting rooms, meals, etc. for the first meeting to be held in Washington DC. We suggest this be a 1-day meeting with travel time on the day before and the day after. We do not anticipate compensating representatives for their time but have included travel costs in our budget. The Westat team will:

- Send out pre-meeting materials 2 weeks ahead of the meeting;
- Develop and revise in collaboration with the BJS program officer the agenda for the day-long meeting to be included in the pre-meeting materials; and
- Take detailed notes throughout the meeting and deliver these notes (including action items) to all attendees after approval by the BJS program officer.

For the purposes of this activity, we suggest that the second meeting be convened in Denver<sup>2</sup> in conjunction with the National Congress of American Indians mid-year meeting in June, 2010. We recognize that this is outside the 9-month requirement as specified in the RFA and are certainly willing to move it forward. However, delaying the meeting will allow time to include in the agenda a review of our data inventory and quality assessment documents and a review of a draft strategic plan. Input from this group would enhance the quality and feasibility of the activities planned for

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<sup>2</sup> This meeting is still being planned but it will be held in the Great Plains region. For planning purposes, we assumed Denver would be the site.

Year 2. Our activities to prepare for this meeting will be very similar to the first meeting preparations including one-on-one communications as necessary, perhaps advisory group telephone calls as needed, and the planning of all meeting logistics including travel for those needing assistance. All of pre-meeting documents would be pre-approved by the BJS Program Officer.

### 3.2 Task 2: Prepare and Revise Timeline

Our draft timetable for this project is included in Table 2. We view the timetable as an initial draft that we revise in collaboration with the BJS Program Officer, both before the first planning meeting and after, to be a binding schedule. The Westat team will meet deadlines as specified in the timetable. Should there be challenges to meeting any deadline for whatever reason, we will immediately notify and work with the Program Officer to address these challenges to keep the project moving along as planned. Please recognize that the draft timetable presented below represents our current understanding of BJS' goals and objectives for this project and an anticipated start date of July 1, 2009. It also includes the movement of the second planning meeting to the later date as suggested above. We are anticipating and will welcome modification to this timeline upon award of the grant.

Table 2. Tentative project schedule subject to modification after award

Activities	Products or Deliverables	Timing	Associated Tasks
<b>YEAR 1</b>			
Initial Project Meeting	- Revised timetable	July 1-15, 2009	
	- Memo outlining initial contacts and plans for information gathering and planning meeting		
Monthly Progress Meetings and Report	- Monthly report that tracks project progress, challenges faced by project, and planned activities for the next month	August 15, 2009 and monthly thereafter	Task 2
Initial Information Gathering	- List of attendees for first planning meeting	July 15-September 1, 2009	Task 1
	- Briefing booklet outlining findings from initial information gathering		
First Planning Meeting	- Meeting materials	September 1-October 31, 2009	Task 1
	- Logistics		
	- Meeting notes and action items		
	- <b>Revised Timeline</b>		
First Quarterly Report	- Report submitted including Recovery Act requirements	October 10, 2009	

Table 2. Tentative project schedule subject to modification after award (continued)

Activities	Products or Deliverables	Timing	Associated Tasks
Conduct Detailed Data Inventory	- Detailed Data Inventory and Data File	November 1- December 31, 2009	Task 3
Second Quarterly Report	- Report submitted including Recovery Act requirements	January 10, 2010	
Conduct Data Quality Assessment	- Data Quality Report - Template for data that meet the UCR standards	January 1- February 28, 2010	Task 4
Prepare Draft Strategic Plan	- Draft Strategic Plan	February 28- April 30, 2010	Task 5
Third Quarterly Report	- Report submitted including Recovery Act requirements	April 10, 2010	
Second Planning Meeting	- Meeting materials - Logistics - Meeting notes and action items - Revised Strategic Plan	May 1- June 30, 2010	Tasks 1 and 5
<b>YEAR 2</b>			
Submit Data Collection Package for OMB Review	- 60-day notice	May 1- June 30, 2010	Task 6
	- Full package	June 30, 2010- October 30, 2010	
Work with BIA to determine best way to handle Tribes that have been submitting to them	- A written plan to address the current BIA data system	May 1- June 30, 2010	Task 6
Fourth Quarterly Report	- Report submitted including Recovery Act requirements	July 10, 2010	
Conduct 4 Training and Outreach Meetings	- Training and TA materials on UCR data submissions - Contact sheet for further TA and support - Attendance sheets - List of possible new participants in the UCR program	July 1, 2010- September 30, 2010	Task 6
Fifth Quarterly Report	- Report submitted including Recovery Act requirements	October 10, 2010	
Conduct Data Collection	- Form for data collection - Arrest data from Tribes not otherwise reporting to UCR	November 1, 2010- May 15, 2011	Task 6
Sixth Quarterly Report	- Report submitted including Recovery Act requirements	January 10, 2011	
Seventh Quarterly Report	- Report submitted including Recovery Act requirements	April 10, 2011	
Conduct individual TA as needed	- Documentation of TA, noting purpose, activities and persons involved	July 1, 2010- June 10, 2011	Task 6

Table 2. Tentative project schedule subject to modification after award (continued)

Activities	Products or Deliverables	Timing	Associated Tasks
Eight Quarterly Report and Final Report	- Report submitted including Recovery Act requirements	June 30, 2011	
Develop Manual for Future Guidance for Submission	- Manual vetted by BJS, FBI, BIA and advisory groups	May 1, 2011- July 15, 2011	Task 6

### 3.3 Task 3: Prepare Detailed Inventory of Tribal Crime and Justice Data Submitted to the FBI

Collecting the desired data elements this activity will involve working with three separate groups: the FBI, the BIA, and selected or all individually submitting tribes. (See Table 3). We may, after meeting with the planning group, also have identified state and local jurisdictions that collect this information from tribes and submit it in their totals to the FBI. We will also be prepared to address the possibility that the tribes may already be collecting the data for internal use. The table below describes the information that would be collected from each source. We likely would start with the FBI and BIA and then move to working with the tribes and state/local government.

Table 3. An initial key to data sources, elements and issues to be addressed with each source data file

Source	Data Element	Rationale/Concerns
FBI	<ul style="list-style-type: none"> <li>- Submitting tribes over last 10 years</li> <li>- Data elements maintained</li> <li>- Mode of submission (if recorded)</li> <li>- Governance/legal authority submitting (if recorded)</li> <li>- Funded tribes over the last 10 years</li> <li>- How data are used by FBI</li> <li>- Data compilation rules and instructions provided to tribes</li> <li>- Coding schema or directions (if available)</li> <li>- Availability of data for each tribe over last 10 years</li> <li>- Format of data</li> <li>- <b>Data files for Part 1 tribal-specific violent crime counts for past 3 years</b></li> </ul>	<p>This is the baseline data.</p> <p>We recommend including all submitting tribes over the last 10 years in any training and technical assistance efforts.</p> <p>We also suggest focusing on funded tribes for lessons learned</p>

Table 3. An initial key to data sources, elements and issues to be addressed with each source data file (continued)

Source	Data Element	Rationale/Concerns
BIA	<ul style="list-style-type: none"> <li>- Submitting tribes by name over last 10 years (if available)</li> <li>- Mode of submission (if recorded)</li> <li>- Governance/legal authority submitting (if recorded)</li> <li>- How data are used by BIA</li> <li>- Data compilation rules and instructions provided to tribes</li> <li>- Coding schema or directions (if available)</li> <li>- Availability of data for each tribe over last 10 years (if known)</li> <li>- Format or storage method of tribal-specific data</li> </ul>	Because the BIA provides rolled-up data to the UCR, it is not clear if they maintain separate tribal-level files
Selected Tribes <sup>3</sup>	<ul style="list-style-type: none"> <li>- Submission or non-submission rationale by year</li> <li>- Data elements collected</li> <li>- Mode of data collection</li> <li>- Governance or legal authority submitting</li> <li>- Basis for reporting/collection (e.g., daily, weekly)</li> <li>- Collection forms or formats (if any)</li> <li>- Units of count</li> <li>- Nature of data storage (structured, unstructured, automated)</li> <li>- Coding scheme used (if any)</li> <li>- Data compilation rules or instructions used (if any)</li> <li>- Format or storage of data</li> </ul>	Here we would need to focus on those tribes that have submitted over the last 10 years. However, it will be important to understand why they have not submitted every year and what challenges they face to submission.
Selected State and Local Governments	<ul style="list-style-type: none"> <li>- Submitting tribes by name over last 10 years (if available)</li> <li>- Mode of submission (if recorded)</li> <li>- Governance/legal authority submitting (if recorded)</li> <li>- How data are used by state or local government</li> <li>- Data compilation rules and instructions provided to tribes</li> <li>- Coding schema or directions (if available)</li> <li>- Availability of data for each tribe over last 10 years (if known)</li> <li>- Format or storage method of tribal-specific data</li> </ul>	At this point, we do not know the extent of this form of submission; however, it is critical to identify this source of potential data if it exists.

The method for collecting these data will vary by source. For the FBI and BIA, we expect that our planning group members will either be the correct person to talk to about these issues or will direct to us to the correct source. Similarly, for the state and local governments, we expect that our planning board members can direct us to informational sources in these government units. We expect all this information to be collect by phone, email or regular mail. One critical question we will be asking the BIA and the state and local sources is if they can disaggregate to tribal-specific data that has been submitted to the FBI. If this is possible, our data files might be richer than simply those tribes that have submitted separately to the FBI.

<sup>3</sup> It is likely we will need to limit data collection at this point to nine tribes because of OMB considerations.

For the tribes, we suggest a slightly different approach. It is as follows:

1. A packet be mailed to nine selected tribal police departments identified as having submitted over the last ten years. This packet would include a letter from BJS describing the project and letting them know that we will be contacting them and a letter from the tribal members of our planning board endorsing participation in the effort.
2. One week after this is mailed, a fax will be sent to these police departments telling them we will be calling to set up an interview with them and including the interview guide.
3. The day after the fax, our experienced interviewers will telephone the chiefs of police of these nine departments to set up interview appointments or collect the information at that time. We expect that it will take the full 6 weeks allotted for this task to collect this information.

As soon as it is available, we will deliver to BJS a data file containing 3 years of tribal-specific total Part 1 violent crime counts as submitted to the FBI. At completion of our data inventory activities, we will submit to BJS a detailed data inventory describing the current availability of data, how it is collected, and what is collected.

### **3.4 Task 4: Assess Quality of Tribal Data Submitted to the FBI**

Based on information collected during the data inventory phase, we will be able to triangulate information collected from the FBI, BIA, the tribes, and state and local governments to assess the quality of the data submitted to the FBI. In particular, we will know the degree to which data quality guidance, county rules, outreach and training, and written instructional materials are prepared for tribal use and are used by the tribes. Review of the data files will provide the best available information as to its completeness.

A second step in this assessment process will be to validate with the tribes data submitted to the FBI and BIA. We will do this during our interviews with tribal law enforcement officials based on the data file received from the FBI and any disaggregated data received from the BIA. We recognize that they may not be able to validate information over the telephone at the first interview. We suggest the following approach:

1. During the initial interview, we tell them that we would like to review their most recent reports to either the FBI or BIA.

2. If the official is able to confirm the reported data at that moment, the team will discuss data that have been reported and discuss their accuracy with the official.
3. If the official is not able to confirm the reported data at that moment, we will fax the information requested and schedule another time for a discussion.

Based on the information gathered from the FBI/BIA, the data reviewed, and our discussions with tribal representatives, we will draw conclusions about the validity and completeness of current data. In addition, we will make recommendations for improving training and outreach to collect higher quality data and develop a template that will guide respondents to provide the correct data. At the completion of this activity, we will deliver to BJS a data quality assessment that outlines our approach, our findings, our recommendations for improvement, a template for data collection and a suggested methodology for data collection to increase participation.

In conjunction with technical support group discussions, findings from the data inventory and the agencies involved, we will develop a data collection template that will guide data reporting that is in compliance with UCR standards. This template will be used in Task 6 during TA and other activities designed to increase the number of Tribes directly submitting data to the FBI.

In the interviews with the tribal law enforcement staff, we will ascertain how they count the data (e.g. reported crimes, arrests, convictions, etc.), whether there are any instructions or any form of guidelines, training or TA to provide staff collecting the information with details on such items as definitions of offenses, when to record, etc. We will also determine if there is any systematic attempt to monitor the quality of the data, and whether the reported data are accurate. That is, there will be discussions with the tribal police departments to see if some offenses are not reported and how much discretion is given the officers who might make an arrest. Further, we will use UCR published standards to determine if the data collected by the tribe is in compliance with those standards. Finally, we will discuss the utility of the data collected for their criminal justice system. Are the data used to make policy decisions? Do the police adjust their patrolling activities accordingly?



### 3.5 Task 5: Develop Strategic Plan for Enhancement and Ongoing Maintenance of Quality of Tribal Crime and Justice Data

Our strategic plan will reflect all the information gathered in the earlier tasks as well as input from the planning group. It will address the following topics:

- Training and outreach to encourage and sustain tribal submission of data;
- A method, developed with the BJS staff to identify and select eligible sites for TA, outreach and training to become contributors to the UCR;
- Methods for disaggregating BIA data to allow for individual (where appropriate) tribal access to JAG funds;
- Methods for intensive collection of the data from all tribes for at least one year; and
- Strategies for sustaining data collection over the long term;
- As is deemed feasible by the tribal criminal justice staff, the BIA, BJS and others, the project will explore simple ways to electronically collect and store; and
- Establish a mechanism for all appropriate agencies to continue communications in order to monitor the monitor the data and rectify any issues that arise from coordinating data collection from the tribes.

As suggested earlier, we plan to complete the strategic plan prior to the second planning meeting to allow for input from members of the planning group. Their input into feasibility and approach will be critical to the successful implementation of this plan in Year 2.

### 3.6 Task 6: Implementation of Strategic Plan

With successful planning in Year 1 of the project, we will be able to implement the plans developed to increase the number of tribes whose data are reported to the FBI and increase the number of tribal criminal justice systems eligible to participate in the Byrne JAG program. Table 3 includes the timeline for the following activities:

- **Submit Data Collection Package for OMB Review.** The OMB approval process is needed only for implementation of the data collection. The first step is to submit the initial announcement for a 60-day period for initial public comment. This first step will be developed on the basis of our initial meetings with the expert panel, inter agency dialogue and BJS staff. It will begin in Year 1 to ensure sufficient time to launch the

data collection process within the second project year. We will work with the BJS Project Officer to develop the documents and follow-up with any edits or corrections needed to complete the submission process. The second step is to prepare and submit the final version of the OMB clearance package. It will consist of the information required by OMB and the attached template that will be used to collect the data. The recipients of the surveys will be the tribal criminal justice systems that have not submitted data to the FBI for the UCR program. It is expected that the OMB clearance will take 4 to 5 months from submission. It is thus imperative that this process be implemented expeditiously.

- **Work with BIA to Determine Best Way to Handle Tribes that Have Been Submitting Data.** This may take the form of BIA disaggregating the data by tribe or having the tribes report directly to the UCR data system. It may be helpful to continue having the data submitted through the BIA but expand their reports to include the data for each tribal community separately. This offers the potential advantage of having the data quality reviewed before being forwarded to the UCR. Some tribes may have difficulty maintaining the staffing and an ongoing training may be necessary to sustain the UCR program at the tribal level. The process requires an ongoing discussion among the various federal, state and tribal agencies to establish the process of reporting data, definition of offenses that are consistent with the UCR criteria, resolution of reporting offenses in the context of multiple jurisdictions, and establishing a feedback loop to the tribes for planning purposes. It should be recognized that not all tribes will necessarily report through the BIA. Some may continue to or initiate reporting directly from the tribe.
  
- **Conduct 4 Training and Outreach Meetings** (Seattle, Albuquerque, Billings, Minneapolis). We propose to offer four training programs in various locations in Indian Country. The proposed cities are nearest to greatest number of tribes with law enforcement staff. The actual sites will be identified in conjunction with the BJS Project Officer. The project will include three Westat and team staff, along with 20 participants, divided between representatives from the tribes or their criminal justice agencies, and representatives of the FBI, BIA, state and local law enforcement agencies. Every effort will be made to include as many of the tribes that have not submitted data to the UCR program. The meetings will last roughly 2.5 days. As part of the TA, members of the NATI organization will attend each of the 4 training sessions. The NATI staff will be lead TA contacts for their respective region. Thus, the NATI individual attending the Billings meeting will be responsible for providing or making provisions for TA to be provided to all Tribes in Montana and Wyoming. This is intended to create a relationship that will enhance the potential effectiveness of the TA. The NATI TA provider will contact tribes in his/her region to recruit trainees. This will be launched at least two months before the onset of training. Once the training slots are filled, agenda, training materials, travel information and other needed communications will be developed by the NATI staff. All NATI staff will be trained on the UCR system and criminal justice data issues. They will also have access to criminal justice data experts at Westat for any special issues. The training meetings will provide the participants information on how to submit UCR data, the required standards, eligibility for the Byrne JAG program, its purpose and procedures to apply, how to use the data, and other data they may want to use (e.g. reported crimes as well as arrests, misdemeanors).

- **Conduct Data Collection.** Tribes that have not submitted data to the UCR will have been identified in the first year of this project. Data collection will commence as soon as OMB clearance is issued. The NATI staff will follow-up initial letters and faxes to law enforcement agencies in their area with phone calls to encourage further participation. It is assumed that the Westat team, including the NATI staff, will have established rapport with the staff at the tribal agencies and thus will have an easier time of recruiting tribes to participate. After recruiting is completed, the responding staff member will be sent a copy of the template and it will be reviewed over the phone and recorded by a Westat team member. These data will be examined for consistency with UCR standards, and every attempt will be made to correct any deviations from those standards. The data will be prepared in a format agreed to by the BJS Project Officer and consistent with UCR requirements. Data will be maintained on an Excel database for further analysis and submission to BJS. Throughout the data collection process, the existing database will be analyzed on a regular basis to identify any problems. The Westat team will immediately rectify any problems. The progress of data collection will be monitored on an Access database that will be made available to the BJS Project Officer to monitor progress.
- **Conduct Individual TA as Needed.** The training/outreach sessions will be the effective launch of the TA program, as the NATI TA providers will have met with the tribal staff they are to assist at the trainings, and established rapport with their respective charges. The NATI team members will be the initial points of contact for any TA assistance. It is expected that the exercise of collecting data from those tribal agencies that have not reported data will result in some communities entering the UCR reporting process. The TA provided by the entire Westat team is likely focused on issues in collecting and reporting the data to the BIA for their disaggregated submission or directly to the FBI. In most cases the questions will be addressed remotely by email or phone conversations. It is possible that the Westat staff will be called upon to help resolve more complex problems. All TA requests will be approved by the BJS Project Officer. Each request, actions taken, results and any comments from the TA recipients will be maintained on an Access database that will be available to the BJS Project Officer.
- **Develop Manual for Future Guidance for Submission.** Once the training programs are completed and data collection begun, and tribal data are being submitted to the UCR, the Westat team will consolidate notes in the Access files, comments from training and TA recipients as well as the federal and state agency staff members to create a manual for submission. The strategy in this activity rests on the experiences of the tribal agencies in submitting the data and the unique issues faced by tribal law enforcement and other tribal criminal justice agencies in collecting and reporting data. One feature of the manual is the notion of automated record keeping. If it is deemed feasible by the expert panel, federal agencies and tribal law enforcement agencies, the manual may address the use of computer reporting to facilitate automatic data collection.

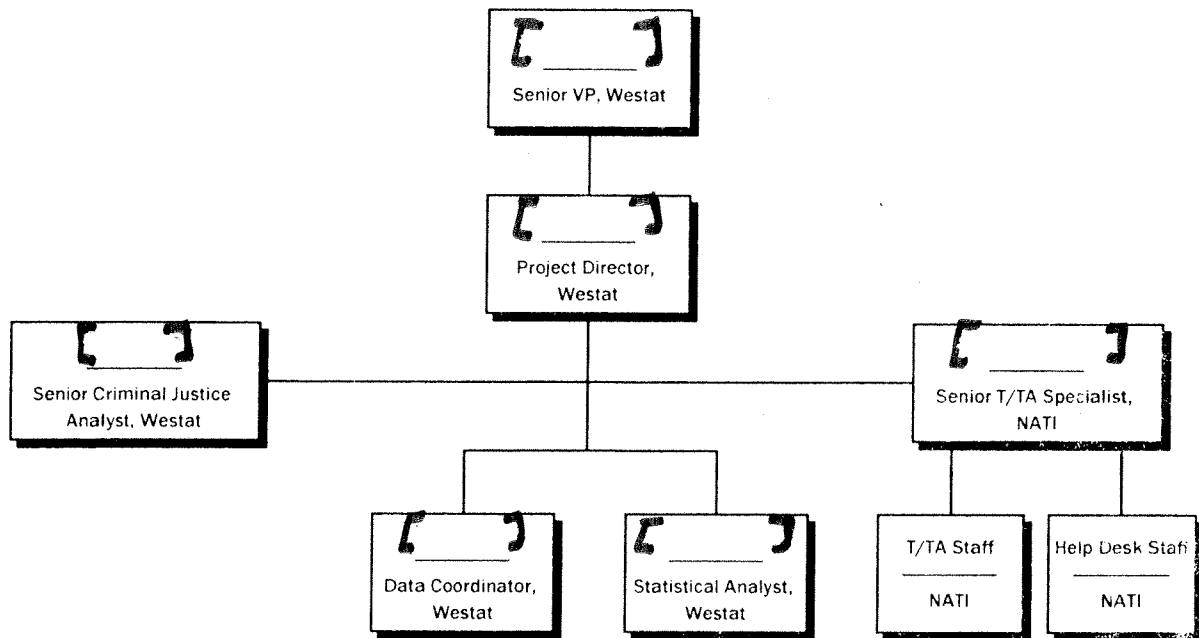
- **Submit Data and Codebooks to BJS.** As required by the RFA, the Westat team will submit all data sets, cleaned and properly documented, to BJS. The data will include all data reported by the tribal agencies, as well as the process data. The formats will be consistent with BJS requirements and the arrest data will meet UCR standards.

## 4. Management Approach

### 4.1 Westat Management

Westat's goal for every project is to complete the project on time and within budget. One major feature of project management is the standard operating procedure in which a corporate officer oversees the management of every project that the company administers. In this case [redacted] will report to [redacted] her area Vice President, on a monthly basis (See Figure 1, for the project organization chart). Through these meetings [redacted] will be held accountable for the operation of the project and any issues will be identified and resolved in a timely manner.

Figure 1. Project organization chart



We understand the importance of timely reporting, particularly in light of the Recovery Act requirements associated with the proposed project. Westat is fully prepared and fully intends to comply with the reporting requirements as stated in the RFA, sections "Accountability and Transparency under the Recovery Act" and "Performance Measures" pages 13-17.

Westat will ensure that:

- The funds for this agreement will not be commingled with funds from any other source, neither by Westat nor Northern Arapaho Tribal Industries.
- All Recovery Act funds are properly accounted for
- The numbers of jobs retained and created is accurately calculated
- The number of tribal entities assessed, and the number of tribal entities submitting data to the FBI is accurately calculated
- Quarterly financial and programmatic reporting is submitted within 10 calendar days of the end of each calendar quarter, starting July 10<sup>th</sup>, 2009, complete with all required information as stated in the RFA

Westat has systems and plans in place to accomplish these tasks effectively:

- Westat's Project Cost Reporting System tracks costs on a monthly basis, keeping each source of funding entirely separate so that the prohibition against comingling of funds is already standard operating procedure for Westat and NATI.
- Westat's Project Director Reporting System, which requires quarterly review of project status.
- In keeping with Westat policy of communication and coordination with sub-contractors, Westat will maintain close communications with Northern Arapaho Tribal Industries to ensure that issues are resolved in a timely manner and to monitor NATI fund management to ensure compliance with the Recovery Act requirements.

Westat tracks each of its projects individually, and identifies and documents all direct costs and indirect cost allocations. Westat accumulates direct costs and allocates indirect costs to its projects according to the Cost Accounting Standards, the Federal Acquisition Regulation, Westat's approved Disclosure Statement, and Westat's Negotiated Indirect Rate Agreement with the National Institutes of Health (NIH). Further, either the NIH or the Defense Contract Audit Agency (DCAA) annually audits Westat's accounting practices and billings. Independent certified public accountants (CPAs) also audit Westat's annual financial statements. Westat has a federal government-approved accounting system.

One of the advantages offered by Westat is the vast array talented staff who can provide consultation to the team. Westat has conducted several major surveys and has some of the nation's leading experts on the administration of surveys, data collection, data structure and analysis. In

circumstances in which there is a difficult problem, the team can always draw on the expertise of their colleagues. Because it is an employee owned company, everyone at Westat has a stake in the success of every project we undertake.

## **4.2 Northern Arapaho Tribal Industries Management**

**Northern Arapaho Tribal Industries (NATI)** is a professional services firm that provides a wide range of services to federal agencies and other clients. These services include information technology and telecommunications solutions; program planning and evaluation, policy analysis, training and technical assistance, and business and economic development. NATI is a wholly owned enterprise of the Northern Arapaho Tribe of the Wind River Reservation of Wyoming.

NATI participates in the Tribal 8(a) Program (certified by the SBA until December 2015) and may receive sole source contracts of any value (i.e., not subject to the \$3 million limitation applied to non-tribal 8a's (13 CFR 124, 123, 311[b])). NATI is also eligible to participate in procurements set aside for Small Disadvantaged Businesses and for businesses located in HUB Zones. As an incentive to utilize Indian-owned firms, "FAR 52. 226-1 Utilization of Indian Organizations and Indian-Owned Economic Enterprises" provides an incentive payment of 5% to a prime contractor on the portion of work it subcontracts to an Indian-owned firm such as NATI.

NATI regularly augments its own professional capabilities by accessing the professional resources, multi-site workforce, GSA Schedules, and extensive track records and experience of strategic team partners. One of these partners, Support Services International, Inc. (SSI) [www.ssinar.com] received the Administrator's minority business enterprise award from the National Highway Traffic Safety Administration (NHTSA) in DOT for its work in support of the National Driver Register (1990).

NATI's areas of expertise include:

- Design and Development of Information Systems
  - Requirements analysis
  - Needs assessment
  - System design, implementation, & testing/IV&V

- System evaluation
- System specification and design
- Web-based training
- Imbedded expert systems
- System Documentation, User Training, and Technical Support
  - Computer assisted/Web-based instruction
  - Preparation of user manuals and training materials
  - On-line training and help components
  - Help Desk support
- Network Design, Installation, & Maintenance (Wired and Wireless)
- Call Center Solutions, Staffing, & Operations
- Information Dissemination
  - Newsletters
  - Brochures
  - Internet and Intranet-Based Dissemination
  - Fax-Back Systems
- Database Management Systems
  - Database Development Methodology and Organization
  - Database design (RDBMS, SQL)
  - System monitoring, control, and maintenance
  - Data Collection, analysis, reporting, and automation
  - Automated data collection forms and processing/OCR

- Program Evaluation and Assessment
  - Qualitative and Quantitative Research
  - Experiments and Quasi-experiments
  - Process, Impact, and Outcome Evaluations
- Resource Allocation/Cost Benefit Analysis
- Survey and Evaluation Research
  - Evaluability assessment
  - Sample design
  - Questionnaire design, scaling, unobtrusive measures; computer-assisted data acquisition, validation
  - Data collection—telephone, mail, personal interviews
  - Data analysis and reporting
  - Outcome and impact studies/Treatment Outcome Evaluation
- Conference Management and Support
  - Planning and procurement of conference facilities and services
  - Registration
  - Audio/video recording
  - Preparation and dissemination of Conference Proceedings/Reports

### 4.3 Westat Team Personnel

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| Personnel from Westat will include [redacted] as Project Director (Key Personnel) and [redacted] as Senior Project Advisor. [redacted] will serve as lead analyst for this effort and [redacted] and [redacted] will manage the day-to-day data collection and conduct all data validation activities. Brief career descriptions for [redacted] and [redacted] and [redacted] and [redacted] are below. Staff loadings, position descriptions, additional information on



b6 [ ] and [ ] are in the "Key Personnel Attachment" to this proposal. Resumes for each of the four senior professionals bid for this project are also attached to this proposal.

[ ] is a sociologist and a Senior Study Director at Westat with more than 20 years of experience in social science research. [ ] serves as project director for Westat survey methodology consulting contracts with both the Tribal Leaders Council of Montana and Wyoming and the Black Hills State American Indian Health Research Center. [ ] served as Project Director for the HHS-funded project to identify, review and assess existing data sets related to the health of American Indian/Alaska Native and Native American populations and for the Barriers to American Indian, Alaska Native and Native American Communities Access to HHS Programs. She also served as the key development personnel for a survey of youth in residential treatment facilities for the Department of Justice and participated in the evaluation of juvenile boot camps for OJJDP.

[ ] is a psychologist and a Senior Study Director at Westat. He managed the Data Coordinating Center for CSAP, develops programs for fetal alcohol syndrome programs in Indian Country, evaluates prevention programs and is currently conducting two evaluations for the Montana-Wyoming Tribal Leaders Council and leading a cross-site evaluation of SAMHSA's drug court program. Prior to joining Westat [ ] was Research Director and Regional Research Administrator in the Federal Prison System for 9 years. Subsequently, he served on the faculty of Brown University. At Brown [ ] conducted several criminal justice studies in prisons, jails, courts and community corrections settings. While at Brown [ ] also developed and administered a Native American Studies curriculum for Brown University.

[ ] is a Study Director for Westat. She has more than 20 years of experience in research and program evaluation, as well as direct service provision in civilian, Native American, juvenile justice, and social service program settings. Her areas of expertise consist of all types of data collection including in-depth interviewing, telephone interviewing, focus groups, process evaluation, case studies, and ethnographic methods. She also has experience in instrument design, research recruiting, and computer-assisted qualitative data analysis (NVivo).

[ ] is a senior analyst at Westat with advanced skills in MS Word, Excel, PowerPoint, and Access. She also regularly writes programs in Visual Basic for Applications and SAS. At Westat [ ] has designed integrated systems to automate the production of publication-quality tabulation volumes, codebooks, and computer-assisted telephone interviewing specification, with a focus on improving quality control and efficiency.

b6 [ ] is a research assistant with experience in data collection, data management, quality control, survey recruitment, and helpdesk support. At Westat, she supports government and military contracts involving customer and employee satisfaction surveys. Before joining the Westat staff, [ ] completed an internship at an innovative detention facility.

[ ] lead staff for the NATI subcontractor, is a member of the Potawatomi tribe who has led the Support Services International and services as the lead project manager for NATI. He has 30 years of experience as a manager, evaluator, consultant, trainer and TA provider. He is the President and founder of Support Services, International, Inc. (SSI), a Native American-owned consulting firm in the Washington DC area and is a co-founder of Native American Capital, LP (NAC), and Native American Water management, LLC (NAWM) and a lead partner in NATI. As President of SSI, [ ] has overseen over 100 information technology and other projects in support of defense, education, health, welfare, housing, and economic development initiatives. He has served an expert witness in statistics and information management for the Federal Departments of Education, Justice, and Health and Human Services.

## 5. Corporate Experience

### 5.1 Westat

Some of Westat's most recent projects related to improving data collection in tribal police departments are described below.

**Survey of Jails in Indian Country (Ongoing)** – For the 2007 and 2008 Survey of Jails in Indian Country, Westat has collected data from more than 80 correctional facilities operated by tribal authorities or the Bureau of Indian Affairs. Westat is working with BJS to ensure that all facilities are listed, conducting the fax surveys, holding meetings with tribal leaders and stakeholders to discuss ways of improving the survey, and preparing written recommendations for improvement. Westat will conduct analyses comparing Indian jails to similar rural jails on key factors such as capacity and staffing.

**Survey Methodology Consultation for the Youth Risk Behavior Survey** (Ongoing) (Black Hills State University) – Westat is providing consultation on questionnaire modification, sample design, and analysis support for this NIH funded project to assess risk-taking behavior by youth in two tribes, design and implement an intervention to decrease risk-taking, and evaluate the intervention.

**Survey Manual Design** (Ongoing) (Rocky Mountain Tribal Epidemiology Center) – Westat is working with the staff from the Rocky Mountain Tribal Epidemiology Center to modify four national data collection systems for use by the tribes to collect their own data. The first survey system under consideration is the Pregnancy Risk Monitoring System.

**Data on Health and Well-Being of American Indians, Alaska Natives, and Other Native Americans.** 2005-2007 (OASPE/IDHHS, with Black Hills State University and L&M Policy Research) – This study identified available data on AI/AN/NA; developed a catalog of these data sources, and prepared a report on data gaps that were identified.

**The Barriers to American Indian, Alaska Native, and Native American Communities' Access to HHS Programs.** 2004 – 2005. (OASPE/HHS) – This study used surveys of HHS staff, focus groups, and key informant interviews to identify barriers to AI/AN/NA accessing grants and grant funding provided through the US Department of Health and Human Services.

**The Tribal Self-Governance Evaluation Feasibility Study.** 2002 – 2004. (OASPE/HHS, with Project Hope) – The purpose of the study was to provide a detailed review of issues and data systems that may affect the extent to which an intensive evaluation of the Tribal self-governance of the IHS and other non-IHS programs can be conducted. A critical part of this project involved work with Tribal leaders and representatives of Tribal organizations to develop, conduct, and review the findings of the feasibility study.

Some of Westat's relevant general survey projects are described below.

**Defender Services Program Surveys 2002-2006 (U.S. Courts)** – Westat planned and conducted five program surveys to (1) report to Congress on the compensation and availability of qualified criminal justice act (CJA) panel attorneys, and (2) assess the overall quality of representation provided under the CJA. Target groups included judicial and probation officers, CJA panel attorneys and district representatives, and chiefs of federal defender organizations.

**2007 Client/Patient Sample Survey (Ongoing) (CMHS/SAMHSA/HHS)** – The 2007 CPSS is a statistically valid national survey of mental health organization about clients/patients under care at a point in time and clients/patients admitted for mental health care during a specified period. Westat redesigned the CPSS with respect to scope, content, mechanism of collection, and type of respondent; tested the redesign for feasibility and cost; developed the sample design; worked with CMHS to develop the OMB package; and finalized the procedures. The survey will be fielded beginning April 1, 2007.

**Federal Human Capital Survey (Ongoing) (OPM)** – OPM administers the web-based FHCS to permanent, full-time employees of Federal agencies to assess their job satisfaction and perceptions of workforce management effectiveness. Since 2004, Westat has provided consultation and support services to FHCS in the areas of project planning and management, sample design, survey administration, weighting, data analysis, reporting, web site redesign, and nonresponse analysis.

**American Indian CAHPS 2004-2006.** (Montana Wyoming Tribal Leader’s Council) — The Montana-Wyoming Tribal Leaders Council had a grant from AHRQ (and the National Institutes of Health) to implement the CAHPS survey on American Indian reservations in areas of Montana and Wyoming. The study included a pilot test of the American Indian CAHPS survey, administration of the survey on four to six reservations over 3 years, and data analysis. As a sub-grantee to the Montana-Wyoming Tribal Leaders Council, Westat conducted psychometric analyses of pilot data and making recommendations for revising the questionnaire. Westat also reviewed the survey methodology in years 2 and 3.

## **5.2 Northern Arapaho Tribal Industries**

**National Welfare-to-Work (WtW) Evaluation** (Department of Health and Human Services [DHHS]). This Congressionally mandated study, conducted cooperation with the Departments of Labor and Housing and Urban Development (HUD), included a complex design with study sites in 20 states, experimental and quasi-experimental, and case study elements. In addition to WtW, the evaluation examined special topics such as child support enforcement, TANF, and economic development initiatives. Working as a subcontractor to Mathematica Policy Research SSI participated in all phases of the study and managed the evaluation of welfare reform efforts in “Indian country.”

**Prevention and Treatment of Child Abuse and Neglect in Indian Country—Training The Trainer.** The overall goal of this project was to increase the number of tribal and Indian Health Service (IHS) staff trained in the prevention and treatment of child abuse and neglect. Under contract to the IHS, SSI conducted training sessions in 5 IHS areas for persons working in CAAN-related areas including tribal police, social workers, clinical psychologists, members of child protection teams, and traditional/native healers. These staff, in turn, will train at least 3 staff members in the area of CAAN in their local communities. The training was participatory, drawing on the experience of the participants as well as presentation of evidence-based practices, and was designed to be easily adapted to meet the needs of local communities.

**Assessment of the Outcomes of AI/AN Women Served by IHS-Supported Substance Abuse Treatment Programs (2001).** The first prospective study of the factors affecting the treatment outcomes of American Indian and Alaska Native women in IHS-funded treatment centers. Results revealed that the majority of the women had been abused and that their abuse tended to occur prior to their first substance abuse.

**Monograph on Inhalant Abuse in Indian Country (2001).** A comprehensive description of the circumstances of inhalant abuse, characteristics of inhalant abusers, as well as its treatment and prevention.

**Data Processing and Analytic Support for Civil Rights Investigations** (Departments of Justice, Health and Human Services, and Equal Employment Opportunity Commission-EEOC). The analytic support includes development and application of models of race-neutral processes for DHHS (hospital admissions, patient care, admitting privileges), Education (student and teacher assignment, student discipline, student assessment), and for EEOC (employee recruitment, hiring, promotion, and termination).

**Technical Assistance to the Office of Public and Indian Housing** (Department of Housing and Urban Development—HUD). SSI is providing a broad array of technical support to HUD staff and to HUD grantees. Activities include identification of innovative strategies and best practices in developing safe housing, using HUD funding to attract investment from other sources, and integrating housing programs with efforts to promote sustainable economic development.

**Development of Computer-Based Training and Training Materials** (DHHS, FAA, Department of Labor—DOL). SSI developed 1) computer-based training and reference materials that included an imbedded expert system to support paraprofessional health care providers on

Indian reservations and other rural settings; 2) automated and printed training and reference materials for grantees funded by the Senior Community Service Employment Program in DOL; and 3) printed training and reference materials for staff at the FAA Office of Test and Evaluation Oversight.

**Training and Technical Assistance to Family Violence Prevention and Services (FVPS) Grantees (DHHS/ACF).** SSI developed training materials and provided training and technical assistance to FVPS grantees. The project involved the identification of successful prevention practices and strategies, development of family violence codes, establishing victim support systems, police procedures and training, community education and involvement, development of incident tracking systems, and abuser treatment.

**“Train the Trainers” in the Prevention and Treatment of Child Abuse and Neglect.**

Department of Health and Human Services (DHHS), Indian Health Service, Rockville, MD. This project involved the provision of training and technical assistance to representatives from 17 different tribal communities. In preparation for training, we developed marketing materials (brochures, ads for relevant Indian magazines and newspapers as well as on-line marketing), developed training manuals and CDs; negotiated hotel contracts for facilities and lodging; arranging logistics of travel; conducted training; evaluated training; and, prepared site reports.

**Six Regional and a National Housing Summit Department of Housing and Urban Development (HUD), Washington, DC.** This project involved planning and conducting six regional and a national housing conference. Conference planning included consultation with regional housing organizations, development of goals, objectives and an associated agenda, site selection, participant registration, support and evaluation of the conference. A *Proceedings* describing the conference activities and achievements was prepared and disseminated to all participants in electronic and/or printed form. The number of participants in the regional meetings ranged from 150-250 and there were more than 800 at the national summit. The national summit included an “Internet café” and Trade Show with more than 80 exhibitors.

**Tribal Consultation Conference (St. Paul, ‘90).** DHHS, IHS, Rockville, MD. This project involved conducting two regional and a national conference for all 562 federally recognized tribes and tribal organizations. The purpose of the regional conferences was to identify and clarify tribal concerns, initiatives in Indian health, and key health issues in preparation for the national conference. The overall purpose of the project was to promote tribal participation in the development and delivery of quality health care. SSI established a forum at the national level to

provide timely information, respond to tribal initiatives, and collaborate with federal, state, and local agencies on health issues and concerns relating to improved health status of Indian people.

**Tribal Leadership Conferences.** Mental Health Programs Branch, Indian Health Service, Albuquerque, NM. SSI coordinated, administered and evaluated three tribal leadership conferences on the prevention of child abuse and domestic violence. Conference sites were Seattle, Washington; Albuquerque, New Mexico; and Minneapolis, Minnesota. For each regional conference, SSI:

- Develop conference agendas;
- Arranged for conference sites, lodging for trainers and participants, banquet facilities, and training facilities;
- Contacted tribal leaders from the respective regions concerning the conferences;
- Identified and contacted trainers, speakers, and facilitators for each regional conference;
- Developed and administered evaluation forms for each conference; and
- Analyzed evaluation data for each conference and developed a conference report.

**IHS/VA/DOD Federal Sector Sharing of Medical Facilities and Services Conference.**

DHHS/Veterans Administration (VA), and Department of Defense (DOD), Rockville, MD. SSI planned, developed, and conducted a two-day national conference on federal sector sharing of health care facilities and services. The conference was a joint effort involving the Indian Health Service (IHS), Veterans Administration (VA), and Department of Defense (DOD). SSI developed the agenda, maintained a database on all conference registrants and participants, prepared a briefing book for the conference, developed the evaluation instruments and evaluated the conference, and prepared a conference report on the conference proceedings.

**Annual Conference for Urban Indian Health Grantees.** Urban Indian Health Program (UIHP), Indian Health Service, DHHS, Rockville, MD. SSI conducted and evaluated three annual conferences for all UIHP programs. Each conference was conducted over 3 days. SSI's responsibilities included:

- Develop conference agendas;
- Arranged lodging for trainers and participants;
- Contacted urban project leaders concerning the conferences;

- Identified and contacted trainers, speakers, and facilitators;
- Developed and administered evaluation forms for each conference; and
- Analyzed evaluation data for each conference and developed a conference report.

**Training Conference for the Alcohol and Substance Project Directors and Trainers.** Alcohol and Substance Program Branch, Indian Health Service, Rockville, MD. As part of the Evaluation of the IHS-Supported Substance Abuse Treatment Program for American Indian and Alaska Native Women, SSI conducted a training conference for all A/SA Project Directors in the study sample (22) in Albuquerque, New Mexico. In preparation for the conference, SSI developed all culturally relevant training materials, agenda, conference packet (study brochure, description of each of the treatment projects in the sample, list of all project directors and data collection team members, copies of all data collection instruments for the study). In addition, SSI arranged all travel, lodging, conference facilities, local transportation, and developed an automated database for tracking all conference related expenses and follow-up travel expenses to each participating project in the sample.

**Training Conference for Family Violence Prevention Services (FVPS) Grantees.**

DIHHS/Administration for Children and Families (ACF), Washington, DC. SSI developed culturally relevant training materials and conducted training conferences and technical assistance for Family Violence Prevention Services (FVPS) grantees. Three separate training conferences were held. SSI arranged travel logistics, identified trainers and presenters, evaluated the conferences and developed a conference evaluation report.



## **Description of the Applicant's Plan for the Collection of the Data Required for Performance Measures**

Westat is fully prepared and fully intends to comply with the reporting requirements as stated in the RFA, sections "Accountability and Transparency under the Recovery Act" and "Performance Measures" pages 13-17.

Westat will ensure that:

- The funds for this agreement will not be commingled with funds from any other source, neither by Westat nor Northern Arapaho Tribal Industries;
- All Recovery Act funds are properly accounted for;
- The numbers of jobs retained and created is accurately calculated;
- The number of tribal entities assessed, and the number of tribal entities submitting data to the FBI is accurately calculated; and
- Quarterly financial and programmatic reporting is submitted within 10 calendar days of the end of each calendar quarter, starting July 10<sup>th</sup>, 2009, complete with all required information as stated in the RFA.

Westat has systems and plans in place to accomplish these tasks effectively:

- Westat's Project Cost Reporting System tracks costs on a monthly basis, keeping each source of funding entirely separate;
- Westat's Project Director Reporting System, which requires quarterly review of project status; and
- Close communication between Westat, Northern Arapaho Tribal Industries, and the participating tribal police agencies.

Westat has provided this draft form as an example of how we will present our quarterly report. It is not final, and we will accommodate any changes to the form if necessary:

<b>Westat Quarterly Financial and Programmatic Report</b> <b>Period: October 2009 - December 2009</b> <b>Current Date: 1/09/2010</b>	
<b>Total amount of recovery funds received from the Department of Justice:</b>	<b>Current Period: \$xxx,xxx</b> <b>Total to-date: \$xxx,xxx</b>
<b>Amount of recovery funds received that were expended or obligated to projects or activities:</b>	<b>Current Period: \$xxx,xxx</b> <b>Total to-date: \$xxx,xxx</b>
<b>Projects and activities for which funds were expended:</b>	
<b>Task 1: Planning Meetings &amp; Informational Exchanges</b>  Planning meetings and exchanges between federal, tribal, and local entities.  Additional Information:	Estimated xx% complete  Estimated # of Jobs created: xx  Estimated # of Jobs retained: xx
<b>Task 2: Prepare &amp; Revise Timeline</b>  Create and maintain an accurate timeline and schedule.  Additional Information:	Estimated xx% complete  Estimated # of Jobs created: xx  Estimated # of Jobs retained: xx
<b>Detailed information on Subcontracts and Subgrants:</b>	Northern Arapaho Tribal Industries has invoiced \$xx,xxx to date. They assisted in the progress of Tasks 1 and 2.
<b>Performance Measurement:</b>	
Number and type of tribal agencies assessed:	3 Supai tribes of Arizona ...
Number of tribal entities submitting 3 years of arrest data to the FBI as a result of Recovery Act funding:	xx
Number of tribal entities that are now submitting arrest data to the FBI as a result of Recovery Act funding:	xxx



## Appendix. Template(s) for Certification(s)

(Instructions: Scan signed certification(s) and submit image files electronically as part of your application package.)

U.S. DEPARTMENT OF JUSTICE  
OFFICE OF JUSTICE PROGRAMS

### Recovery Act - Tribal Crime Data Collection, Analysis, and Estimation Project

Certification as to Recovery Act Reporting Requirements

On behalf of the applicant entity named below, I certify the following to the Office of Justice Programs, U.S. Department of Justice:

I have personally read and reviewed the section entitled "Accountability and Transparency under the Recovery Act" in the program announcement for the Recovery Act grant program identified above. I have also read and reviewed section 1512(c) of the American Recovery and Reinvestment Act of 2009 (Public Law 111-5), concerning reporting requirements for grants. I agree that the applicant will comply with the reporting requirements set forth therein with respect to any grant the applicant may receive under the Recovery Act grant program identified above.

I acknowledge that a false statement in this certification may be subject to criminal prosecution, including under 18 U.S.C. § 1001. I also acknowledge that Office of Justice Program, grants, including certifications provided in connection with such grants, are subject to review by the Office of Justice Programs, and/or by the Department of Justice's Office of the Inspector General.

I have authority to make this certification on behalf of the applicant entity (that is, the entity applying directly to the Office of Justice Programs).

Signature of Certifying Official

Peter R. Gill

Printed Name of Certifying Official

Vice President

Title of Certifying Official

Westat, Inc.

Full Name of Applicant Entity

April 29, 2009

Date



U.S. DEPARTMENT OF JUSTICE  
OFFICE OF JUSTICE PROGRAMS

**Recovery Act - Tribal Crime Data Collection, Analysis, and Estimation  
Project**

General Certification as to Requirements for Receipt of Funds  
for Infrastructure Investments

On behalf of the applicant State or unit of local government (including tribal government) named below, I certify the following to the Office of Justice Programs ("OJP"), U.S. Department of Justice:

I have personally read and reviewed the section entitled "Eligibility" in the program announcement for the Recovery Act grant program named above. I also have personally read and reviewed section 1511 of the American Recovery and Reinvestment Act of 2009 (the "Recovery Act"), which requires a specific certification prior to receipt of Recovery Act funds for infrastructure investments.

*Initial the statement that applies:*

The applicant identified below **does not intend to use** any portion of any funds received under this Recovery Act grant program for any infrastructure investment. Should this intention change, the applicant will promptly notify OJP, and (except to the extent, if any, that OJP has given prior written approval to expend funds to conduct the review and vetting required by law) will not draw down, obligate, or expend any funds received under this Recovery Act program for any infrastructure investment project until section 1511 of the Recovery Act has been satisfied, and an adequate project-specific certification has been executed, posted, and submitted to OJP.

The applicant identified below **does intend to use** some or all of any funds received under this Recovery Act grant program for one or more infrastructure investment projects. Except to the extent, if any, that OJP has given prior written approval to expend funds to conduct the review and vetting required by law, I agree that the applicant entity will execute, post, and submit to OJP, prior to obligating, expending, or drawing down funds for such project, a project-specific certification that satisfies all of the requirements of section 1511 (including execution by the Governor, mayor, or other chief executive, as appropriate) for each such infrastructure investment project.



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Page 2 of 2

U.S. DEPARTMENT OF JUSTICE  
OFFICE OF JUSTICE PROGRAMS

General Certification as to Requirements for Receipt of Funds  
for Infrastructure Investments

---

I acknowledge that a false statement in this certification may be subject to criminal prosecution, including under 18 U.S.C. § 1001. I also acknowledge that Office of Justice Program grants, including certifications provided in connection with such grants, are subject to review by the Office of Justice Programs and/or by the Department of Justice's Office of the Inspector General.

I have authority to make this certification on behalf of the applicant (that is, the governmental entity applying directly to the Office of Justice Programs).

A handwritten signature in black ink, appearing to read "P. R. Gill".

---

Signature of Certifying Official

Peter R. Gill

---

Printed Name of Certifying Official

Vice President

---

Title of Certifying Official

Westat, Inc.

---

Full Name of Applicant Government Entity

April 29, 2009

---

Date



**National Capital Office:**

8609 Second Avenue • Suite 506B  
Silver Spring, MD 20910-3362  
Voice (301) 587-9000 • Fax: (301) 587-0264

**Headquarters Office:**

98 Gas Hills Road • P.O. Box 909  
Riverton, WY 82501  
Voice (307) 857-2004  
Fax (307) 857-2001

Website: <http://www.natiinc.com>

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April 26, 2009

b6 [ ]

Westat  
1650 Research Boulevard, RB3148  
Rockville, MD 20850  
240-314-2443

**Reference:** Tribal crime data collection, analysis and estimation project  
Grant solicitation issued by the Department of Justice, Office of Justice Programs  
(OJP), Bureau of Justice Statistics (BJS)

b6 Dear [ ]

Northern Arapaho Technical Industries (NATI) is pleased to serve as a subgrantee to Westat for the referenced project. The experience of our two firms working in Indian country will enable us to meet project goals in a cost efficient and cost effective manner. NATI recognizes the importance of this project to improve and enhance law enforcement in Indian country. NATI is a HubZone firm that participates in the SBA 8a program. We have over 25 years experience in providing training and education, survey and evaluation research, and technical/administrative support to Indian tribes, tribal consortia, and Indian organizations throughout Indian country as well as to federal departments and agencies.

With respect to the referenced solicitation, NATI brings extensive experience in:

- **Planning and facilitating meetings, conferences, and workshops** ranging from large national meetings with hundreds of participants to small work group sessions. We do meeting planning and support “from a to z,” including site selection, arranging transportation, special needs and compliance with Section 508 of the Rehabilitation Act as well as Departmental and other regulations related to the Americans with Disabilities Act, VIPs, registration and collection of fees, a/v, on site wireless networking and Internet access, and meeting evaluation.
- **Developing materials and systems to support conferences and meetings**, especially meetings of subject matter experts, researchers, and practitioners—*Calls to Conference*, on-line registration and payment systems, participant nametags and tent cards, signage on site, etc.

- **Developing materials that memorialize meeting achievements and outcomes** such as conference proceedings, videos, articles and monographs for publication, and meeting evaluation and customer satisfaction assessment.
- **Developing materials to support training and education.** We provide users guides and "how to" manuals that show, step-by-step, how to use and manage systems. These materials are used for on-site training, cluster training sessions, and are often incorporated into computer-assisted/Internet-based training, including embedded expert systems.
- **Providing education and training in a variety of venues.** We have over 20 years experience in providing training in Indian country, including training design to develop and sustain collaboration and corporation among a variety of stakeholders including county, state, and other entities with Indian tribes and tribal organizations.

The proximity of our National Capital Office in Silver Spring to Westat's and BJS's offices, accessibility by the Metro Red Line, the compatibility of our computing and telecommunications systems (e.g., document preparation, project planning), and our joint commitment to the improvement of criminal justice systems in Indian country make the referenced solicitation of singular interest to NATI.

NATI is in the process of acquiring most of the assets of Support Services International, Inc. (SSI), an Indian owned consulting firm established in 1979. During this transition, I (and the other SSI staff) are available to work for NATI on a half-time basis. By dent of the asset acquisition, NATI is acquiring the capabilities and past performance of SSI. I, and the other SSI staff, are committed to working on this project should Westat be awarded the grant. While I will be the director for NATI's work on the project, the full gamut of NATI's resources will be available to Westat, including our state-of-the-art call/helpdesk.

This offer meets all the terms and conditions of the reference grant solicitation and will remain in effect for the next 180 days.

If you have any questions or directions, please do not hesitate to call or email me.

Sincerely,

b6  
|

[ ]  
[ ]  
] Manager  
National Capital Office

cc: [ ] CEO, NATI

Digitally signed by [ ] b6  
DN: cn=[ ] Northern  
Arapaho Tribal Industries, Inc., ou=National  
Capital Office, email=[ ] natinc.com,  
c=US  
Date: 2009.04.26 21:50:03 -04'00'

# Budget Detail Worksheet

**Purpose:** The Budget Detail Worksheet may be used as a guide to assist you in the preparation of the budget and budget narrative. You may submit the budget and budget narrative using this form or in the format of your choice (plain sheets, your own form, or a variation of this form). However, all required information (including the budget narrative) must be provided. Any category of expense not applicable to your budget may be deleted.

**A. Personnel** - List each position by title and name of employee, if available. Show the annual salary rate and the percentage of time to be devoted to the project. Compensation paid for employees engaged in grant activities must be consistent with that paid for similar work within the applicant organization.

Name/Position	Computation	Cost
b6 [ ] Senior Advisor	[ ] 64	\$20,525.00
[ ] Project Director	[ ]	\$25,222.00
[ ] Lead Programmer	[ ]	\$6,680.00
[ ] Data Validation Manager	[ ]	\$6,513.00
[ ] Project Assistant	[ ]	\$5,216.00
Research Analyst	[ ]	\$4,226.00
Secretary	[ ]	\$1,660.00
<b>SUB-TOTAL</b>		<b>\$70,042.00</b>

**B. Fringe Benefits** - Fringe benefits should be based on actual known costs or an established formula. Fringe benefits are for the personnel listed in budget category (A) and only for the percentage of time devoted to the project. Fringe benefits on overtime hours are limited to FICA, Workman's Compensation, and Unemployment Compensation.

Name/Position	Computation	Cost
	(included in overhead)	
<b>SUB-TOTAL</b>		<b>\$0.00</b>
<b>Total Personnel &amp; Fringe Benefits</b>		<b>\$70,042.00</b>





**E. Supplies** - List items by type (office supplies, postage, training materials, copying paper, and expendable equipment items costing less than \$5,000, such as books, hand held tape recorders) and show the basis for computation. (Note: Organization's own capitalization policy may be used for items costing less than \$5,000). Generally, supplies include any materials that are expendable or consumed during the course of the project.

Supply Items	Computation	Cost
Supplies	See Budget Narrative	\$700.00
<b>TOTAL</b>		\$700.00

**F. Construction** - As a rule, construction costs are not allowable. In some cases, minor repairs or renovations may be allowable. Check with the program office before budgeting funds in this category.

Purpose	Description of Work	Cost
<b>TOTAL</b>		\$0.00

**G. Consultants/Contracts** - Indicate whether applicant's formal, written Procurement Policy or the Federal Acquisition Regulations are followed.

**Consultant Fees:** For each consultant enter the name, if known, service to be provided, hourly or daily fee (8-hour day), and estimated time on the project. Consultant fees in excess of \$450 per day require additional justification and prior approval from OJP.

Name of Consultant	Service Provided	Computation	Cost
			<i>Subtotal</i> \$0.00

**Consultant Expenses:** List all expenses to be paid from the grant to the individual consultants in addition to their fees (i.e., travel, meals, lodging, etc.)

Item	Location	Computation	Cost
			<i>Subtotal</i> \$0.00

**Contracts:** Provide a description of the product or service to be procured by contract and an estimate of the cost. Applicants are encouraged to promote free and open competition in awarding contracts. A separate justification must be provided for sole source contracts in excess of \$100,000.

Item	Cost
North Arapaho Tribal Industries - see budget narrative	\$48,000.00
<i>Subtotal</i> \$48,000.00	
<b>TOTAL</b> \$48,000.00	

**H. Other Costs** - List items (e.g., rent, reproduction, telephone, janitorial or security services, and investigative or confidential funds) by major type and the basis of the computation. For example, provide the square footage and the cost per square foot for rent, or provide a monthly rental cost and how many months to rent.

Description	Computation	Cost
Computing	See Budget Narrative	\$1,416.00
Copying	See Budget Narrative	\$2,100.00
Postage/Shipping	See Budget Narrative	\$4.00
<b>TOTAL</b>		\$3,520.00

**I. Indirect Costs** - Indirect costs are allowed only if the applicant has a Federally approved indirect cost rate. A copy of the rate approval, (a fully executed, negotiated agreement), must be attached. If the applicant does not have an approved rate, one can be requested by contacting the applicant's cognizant Federal agency, which will review all documentation and approve a rate for the applicant organization, or if the applicant's accounting system permits, costs may be allocated in the direct costs categories.

Description	Computation	Cost
Salaried Labor Overhead	[ ] of personnel costs [ ] <b>b4</b>	[ ] <b>b4</b>
Subcontractor Overhead	[ ] of subcontractor costs [ ]	[ ]
G&A	[ ] of total direct costs plus overhead [ ]	[ ]
<b>TOTAL</b>		\$114,500.00

# Budget Detail Worksheet

**Purpose:** The Budget Detail Worksheet may be used as a guide to assist you in the preparation of the budget and budget narrative. You may submit the budget and budget narrative using this form or in the format of your choice (plain sheets, your own form, or a variation of this form). However, all required information (including the budget narrative) must be provided. Any category of expense not applicable to your budget may be deleted.

**A. Personnel** - List each position by title and name of employee, if available. Show the annual salary rate and the percentage of time to be devoted to the project. Compensation paid for employees engaged in grant activities must be consistent with that paid for similar work within the applicant organization.

Name/Position	Computation	Cost
bb [ ] Senior Advisor	[ ] b4	\$22,233.00
[ ] Project Director	[ ]	\$26,805.00
[ ] Lead Programmer	[ ]	\$48,925.00
[ ] Data Validation Manager	[ ]	\$45,418.00
[ ] Project Assistant	[ ]	\$22,477.00
Research Analyst	[ ]	\$17,935.00
Secretary	[ ]	\$5,585.00
<b>SUB-TOTAL</b>		<b>\$189,378.00</b>

**B. Fringe Benefits** - Fringe benefits should be based on actual known costs or an established formula. Fringe benefits are for the personnel listed in budget category (A) and only for the percentage of time devoted to the project. Fringe benefits on overtime hours are limited to FICA, Workman's Compensation, and Unemployment Compensation.

Name/Position	Computation	Cost
	(included in overhead)	
<b>SUB-TOTAL</b>		<b>\$0.00</b>
<b>Total Personnel &amp; Fringe Benefits</b>		<b>\$189,378.00</b>

**C. Travel** - Itemize travel expenses of project personnel by purpose (e.g., staff to training, field interviews, advisory group meeting, etc.). Show the basis of computation (e.g., six people to 3-day training at \$X airfare, \$X lodging, \$X subsistence). In training projects, travel and meals for trainees should be listed separately. Show the number of trainees and the unit costs involved. Identify the location of travel, if known. Indicate source of Travel Policies applied, Applicant or Federal Travel Regulations.

Purpose of Travel	Location	Item	Computation	Cost
Task 6 - training/outreach meetings and on-site technical assistance	Seattle, WA; Albuquerque, NM; Billings, MT; Minneapolis, MN	Airfare, Rental Car, M & IE	See Budget Narrative	\$46,039.00
<b>TOTAL</b>				\$46,039.00

**D. Equipment** - List non-expendable items that are to be purchased. Non-expendable equipment is tangible property having a useful life of more than two years and an acquisition cost of \$5,000 or more per unit. (Note: Organization's own capitalization policy may be used for items costing less than \$5,000). Expendable items should be included either in the "supplies" category or in the "Other" category. Applicants should analyze the cost benefits of purchasing versus leasing equipment, especially high cost items and those subject to rapid technical advances. Rented or leased equipment costs should be listed in the "Contractual" category. Explain how the equipment is necessary for the success of the project. Attach a narrative describing the procurement method to be used.

Item	Computation	Cost
<b>TOTAL</b>		\$0.00

**E. Supplies** - List items by type (office supplies, postage, training materials, copying paper, and expendable equipment items costing less than \$5,000, such as books, hand held tape recorders) and show the basis for computation. (Note: Organization's own capitalization policy may be used for items costing less than \$5,000). Generally, supplies include any materials that are expendable or consumed during the course of the project.

Supply Items	Computation	Cost
Supplies	See Budget Narrative	\$1,893.00
<b>TOTAL</b>		\$1,893.00

**F. Construction** - As a rule, construction costs are not allowable. In some cases, minor repairs or renovations may be allowable. Check with the program office before budgeting funds in this category.

Purpose	Description of Work	Cost
<b>TOTAL</b>		\$0.00

**G. Consultants/Contracts** - Indicate whether applicant's formal, written Procurement Policy or the Federal Acquisition Regulations are followed.

**Consultant Fees:** For each consultant enter the name, if known, service to be provided, hourly or daily fee (8-hour day), and estimated time on the project. Consultant fees in excess of \$450 per day require additional justification and prior approval from OJP.

Name of Consultant	Service Provided	Computation	Cost
<i>Subtotal</i>			\$0.00

**Consultant Expenses:** List all expenses to be paid from the grant to the individual consultants in addition to their fees (i.e., travel, meals, lodging, etc.)

Item	Location	Computation	Cost
<i>Subtotal</i>			\$0.00

**Contracts:** Provide a description of the product or service to be procured by contract and an estimate of the cost. Applicants are encouraged to promote free and open competition in awarding contracts. A separate justification must be provided for sole source contracts in excess of \$100,000.

Item	Cost
North Arapaho Tribal Industries - see budget narrative	\$168,000.00
<i>Subtotal</i>	
<b>TOTAL</b>	
\$168,000.00	



**H. Other Costs** - List items (e.g., rent, reproduction, telephone, janitorial or security services, and investigative or confidential funds) by major type and the basis of the computation. For example, provide the square footage and the cost per square foot for rent, or provide a monthly rental cost and how many months to rent.

Description	Computation	Cost
Computing	See Budget Narrative	\$4,550.00
Copying	See Budget Narrative	\$5,681.00
Postage/Shipping	See Budget Narrative	\$50.00
Telephone	See Budget Narrative	\$622.00
Honoraria	See Budget Narrative	\$16,000.00
<b>TOTAL</b>		\$26,903.00

**I. Indirect Costs** - Indirect costs are allowed only if the applicant has a Federally approved indirect cost rate. A copy of the rate approval, (a fully executed, negotiated agreement), must be attached. If the applicant does not have an approved rate, one can be requested by contacting the applicant's cognizant Federal agency, which will review all documentation and approve a rate for the applicant organization, or if the applicant's accounting system permits, costs may be allocated in the direct costs categories.

Description	Computation	Cost
Salaries Labor Overhead	[ ] of personnel costs [ ] <b>b4</b>	[ ] <b>b4</b>
Subcontractor Overhead	[ ] of subcontractor costs [ ]	[ ]
G&A	[ ] of total direct costs plus overhead [ ]	[ ]
<b>TOTAL</b>		\$316,543.00

SUMMARY TOTAL - YEARS 1 AND 2

**Budget Summary**- When you have completed the budget worksheet, transfer the totals for each category to the spaces below. Compute the total direct costs and the total project costs. Indicate the amount of Federal requested and the amount of non-Federal funds that will support the project.

Budget Category	Amount
A. Personnel	\$259,420.00
B. Fringe Benefits	\$0.00
C. Travel	\$57,255.00
D. Equipment	\$0.00
E. Supplies	\$2,593.00
F. Construction	\$0.00
G. Consultants/Contracts	\$216,000.00
H. Other	\$30,423.00
<b>Total Direct Costs</b>	<b>\$565,691.00</b>
I. Indirect Costs	\$431,043.00
<b>TOTAL PROJECT COSTS</b>	<b>\$996,734.00</b>

Federal Request	\$996,734.00
Non-Federal Amount	\$0.00

# Budget Narrative

The budget reflects the most cost-efficient approach to the project as is possible. The budget reflects money resulting from award of this grant, and will be the sole source of funding for the project. The budget and our approach assumes development of the OMB package (part of Task 6) will begin in Year 1, and conclude in Year 2. This does not adversely impact the yearly totals, as the Year 1 costs do not exceed the \$250,000 ceiling imposed by BJS on page 9 of the solicitation.

## 1. Direct Labor and Consultants

Westat's direct labor expense is that for time (hours) we associate with a specific final cost objective (such as a project or contract).

b6 [ ] is project director and will be responsible for the overall management of the project and the quality and timeliness of services provided. She will devote 412 hours in the first year of the project, and 417 hours in the second year of the project, for a total of 829 hours [ ] will:

- Lead the planning meetings in Task 1 (Year 1);
- Coordinate preparation of the inventory of data submitted to the FBI, and assessment of the data (Year 1);
- Lead development of the strategic plan (Year 1);
- Lead development of the OMB package (Year 1 and Year 2);
- Coordinate and participate in the outreach/training sessions;
- Supervise the data collection;
- Coordinate the technical assistance, and provide high-level assistance when needed;
- Supervise data processing and development of the codebooks; and
- Report to BJS on Westat's progress on these tasks.

b6

[ ] will serve as senior advisor to the project. In Year 1 [ ] will participate in the planning meetings in Task 1, advise on Task 3 and Task 4 activities, and assist in development of the OMB package. In Year 2, he will attend two of the four planned outreach/training meetings, provide high-level technical assistance when needed, and advise on data collection and delivery. [ ] will devote 252 hours in the first year of the project, and 260 hours in the second year of the project, for a total of 512 hours.

[ ] will serve as lead programmer. In Year 1, she will manage receipt of electronic data files for the inventory and assessment of data submitted to the FBI (Tasks 2 and 3). In Year 2, [ ] will assist in the training and outreach meetings. She will develop and oversee use of the tracking and data entry system. She will process the data, develop data tables and appendices, and produce the codebook and deliverable data set. [ ] will devote 160 hours in the first year of the project, and 1,116 hours in the second year of the project, for a total of 1,276 hours.

[ ] will manage the data validation aspect of the project and support non-response follow-up. [ ] will attend one of the planning meetings in Task 1, assist in Task 3 and Task 4 data assessment, and contribute to development of the strategic plan and OMB package. In Year 2, she will take the lead role in coordinating with participating tribes. She will participate in two of the outreach/training meetings. [ ] will also lead the quality control for data collection, and will provide technical assistance as needed. She will devote 156 hours in the first year of the project, and 1,036 hours in the second year of the project, for a total of 1,192 hours.

[ ] will provide assistance to the project staff in execution of the tasks. [ ] will help develop materials for the Task 1 planning meetings, and assist in developing the inventory, assessing the data submitted to the FBI, and in development of the strategic plan. In Year 2, she will conduct most of the survey faxing and mailing activities, track survey response, conduct follow-up reminder calls, and enter the data. She will also provide technical assistance as needed, participate in two of the outreach/training meetings, and participate in quality control activities for the data delivered to BJS. She will devote 248 hours in the first year of the project, and 1,018 hours in the second year of the project, for a total of 1,266 hours to the project.

TBN. The **Research Analyst** will be drawn from our pool of experienced staff to provide telephone technical assistance in Year 2. These staff will also assist in preparation and assessment of the data submitted to the FBI (Tasks 3 and 4), and in development of the strategic plan. These staff will devote 120 hours in the first year of the project, and 485 hours in the second year of the project, for a total of 605 hours.

TBN. The **Secretary** will prepare mailing materials, prepare and send faxes, prepare table shells, participate in quality control, and support all document production. He or she will devote 68 hours to this effort in the first year and 228 hours in the second year, for a total of 296 hours.

**b6** **Subcontractor. Northern Arapaho Tribal Industries (NATI)** will team with Westat on this effort. [ ] will serve as the primary contact with NATI, and will be responsible for the overall documentation and record keeping of the subcontract. [ ] will monitor the funds in this project in a separate account, as is standard practice for his organization's project accounting system. In Year 1, he will participate in planning meetings, facilitating meetings and assist in building the Native members of the workgroup. While the Westat team has extensive contacts in Indian Country, [ ] contacts greatly expands our reach into the communities we are trying to engage. He will facilitate the development of a realistic timeline and engage individuals in the field to get advice on how to structure the timeline for maximum efficiency. He will also facilitate and participate in the protocols for assessing the quality of data, and in developing a strategic plan.

In Year 2, he will engage the NATI phone bank for outreach and TA activities. He will also facilitate the training programs in each of the four training sites. [ ] will provide training expertise to create strong training curricula and assist in creation of the manual to be submitted at the end of the project. NATI will also provide at least 4 individuals to be trained in the collection and reporting of UCR data to the FBI. They will provide on line TA and when needed, on site TA regarding the project. Year 1 NATI activities will involve approximately 240 hours, most of which will be provided by [ ] NATI will provide 800 hours to the project in Year 2, with [ ] offering roughly 200 hours and the balance spread among the four TA providers, for a project total of 1,040 hours.

## 2. Other Direct Costs

**Computer:** Westat computer costs total \$1,146 in Year 1 and \$4,550 in Year 2, for a total of \$6,171 over the life of the project. These charges include amortization of computer equipment and hardware/software, printing, paper and supplies, full maintenance and repair services, routine file backup, archiving and restoration services, system security, and password-protection costs.

**Travel:** The project incorporates travel in Task 1 and in Task 6, and includes costs for Westat and for tribal representatives and other nongovernment personnel. In Task 1, Westat will cover costs for five advisory group members to travel to Washington, DC, and for three Westat staff and five advisory group members to travel to Denver, CO, for the two advisory group meetings. Travel costs for advisory group members include airfare to Washington, DC, two nights of lodging, three days of per diem, rental car, and airport parking. Travel for Westat project staff include airfare to Denver, CO, 2 nights of lodging, 3 days of per diem, rental car, and airport parking. These total \$11,216.

Year 2 travel encompasses costs for four training/outreach meetings, and four trips to provide on-site technical assistance. The training/outreach meetings will be conducted in four locations: Seattle, WA; Albuquerque, NM; Billings, MT; and Minneapolis, MN. We estimate attendance for ten tribal/non-DOJ representatives at each conference. Travel costs for these individuals include two nights of lodging, three days of per diem, and an average of 300 miles roundtrip travel reimbursed at the current IRS-authorized rate of \$0.505 per mile. Three Westat team members will attend each meeting. Travel costs include airfare, two nights lodging, per diem (three days for Minneapolis and four days for each of the other three locations), rental car, and airport parking. Travel for the on-site technical assistance includes airfare, two nights of lodging, four days of per diem, rental car, and airport parking for three Westat project staff. Task 6 travel totals \$46,039. The total travel costs over the life of the project are \$57,255.

**Copying** is \$2,100 in Year 1 and \$5,681 in Year 2, for a total of \$7,781. This includes development of materials for the Task 1 planning meetings, documentation on the data submitted to the FBI, materials for the training/outreach meetings, questionnaires, codebook and other data documentation, and other project memos and documentation as needed.

**Telephone** is \$622 in Year 2, for operation of a toll-free 800-line available for technical assistance questions.

**Supplies** are \$700 in Year 1 and \$1,893 in Year 2, for a total of \$2,593. These cover materials and office supplies required to complete work.

**Postage and shipping** total \$54, and include mailing costs for a pre-notification letter for the nine tribal police departments participating in the pretest (\$4 in Year 1), and courier costs for sending paper copies of the codebook and manual to BJS (\$50 in Year 2).

### 3. Overhead

Westat's overhead includes fringe benefits associated with direct labor, and those costs necessary to staff, manage, house, equip, and otherwise support operations' professional, technical, and administrative staff, and their salary costs not directly chargeable to a revenue-producing project. Westat allocates overhead to total direct labor. Overhead charges are [ ] in Year 1 and [ ] in Year 2, for a total of \$310,159. b4

### 4. General and Administrative (G&A)

Westat's G&A expenses are the costs of managing and administering the entire company and include corporate management, bid and proposals, contracts administration, accounting and human resources. G&A expenses include salaries, associated fringe benefits, facilities operations, professional services, and state and local taxes. Westat allocates G&A expenses to direct project labor costs, other direct project costs (excluding subcontractor costs), and overhead expenses. G&A expenses are [ ] in Year 1 and [ ] in Year 2, for a total of \$120,884. b4

### 5. NATI Budget Narrative

b6 [ ] the primary contact with NATI, will be responsible for the overall documentation and record keeping of the subcontract. He will monitor the funds in this project in a separate account, as is standard practice for his organization's project accounting system. In Year 1, he will participate in planning meetings, facilitating meetings and assist in building the Native members of the workgroup. While the Westat team has extensive contacts in Indian Country, Walter's contacts greatly expands our reach into the communities we are trying to engage. He will facilitate the development of a realistic timeline and engage individuals in the field to get advice on how to structure the timeline for maximum efficiency. He will facilitate and participate in the protocols for assessing the quality of data, developing a strategic plan. NATI activities will involve roughly 240 hours and most will be provided by [ ] In Year 2, he will engage the NATI phone bank for establishing outreach and TA activities. He will also facilitate the training programs in each of the four training sites. We will engage [ ] and his training expertise to create strong training curricula and assist in creation of the manual to be submitted at the end of the project. NATI will also provide at least 4 individuals to be trained in the collection and reporting of UCR data to the FBI. They will provide on line TA and when needed, on site TA regarding the

project. NATI will provide 800 hours to the project in Year 2, with  
200 hours and the balance spread among the 4 TA providers.

bb  
} offering roughly