

Program Performance Report

AMERICAN RECOVERY AND REINVESTMENT ACT CORRECTIONAL SYSTEMS AND CORRECTIONAL ALTERNATIVES ON TRIBAL LANDS

April 2011–March 2012



This report was prepared by Jimmy Steyee, CSR, Incorporated, under contract number GS-10F-0114L from the Bureau of Justice Assistance.

American Recovery and Reinvestment Act Correctional Systems and Correctional Alternatives on Tribal Lands

Program Performance Report (April 2011–March 2012)

The following **Program Performance Report (PPR)** examines key findings of the American and Recovery and Reinvestment Act (ARRA) Correctional Systems and Correctional Alternatives on Tribal Lands (CSCATL; formerly Correctional Facilities on Tribal Lands [CFTL]) program from April 2011 through March 2012. To date, 19 Federal awards are classified as “open” and 1 as “closed” in the Grants Management System (GMS). All data analyzed in this PPR are self-reported by individual grantee organizations.

The key objectives of the ARRA CSCATL program are to build and renovate needed tribal justice system facilities and to create and retain jobs while promoting transparency in how federally awarded funds are spent. The program provides funding to help 20 tribes “in cost-effective construction and renovation of correctional facilities associated with the incarceration and rehabilitation of juvenile and adult offenders subject to tribal jurisdiction” and “to explore community-based alternatives to help prevent and control jail overcrowding due to alcohol and other substance abuse convictions.” This program is administered by the Bureau of Justice Assistance (BJA) in coordination with the Bureau of Indian Affairs (BIA) and the Office of Juvenile Justice and Delinquency Prevention (OJJDP).

Table 1. Project Focus Area by Quarter

Quarter	Construction of Single Tribe or Regional Multipurpose Justice Centers, N (%)	Construction of Detention Facilities for Adult and Juvenile Offenders, N (%)	Renovation of Existing Detention Facilities, N (%)	Not Operational/ Not Active/ Did Not Report, N (%)
Apr.–June 2011 (N=20)	6 (30%)	5 (25%)	3 (15%)	6 (30%)
July–Sept. 2011 (N=20)	8 (40)	5 (25)	4 (20)	3 (15)
Oct.–Dec. 2011 (N=20)	8 (40)	5 (25)	4 (20)	3 (15)
Jan.–March 2012 (N=20)	8 (40)	5 (25)	4 (20)	3 (15)

Table 1 shows the number of grantees conducting construction and renovation projects during the reporting periods examined in this PPR. In total, 20 awards were made to tribal entities. During the last 3 quarters examined, 13 grantees that reported into the Performance Measurement Tool (PMT) are conducting construction projects, and 4 grantees are conducting renovation projects. During the last three quarters examined, 15% (3) of the grantees either were *not operational*, *not active*, or *did not report* in the PMT.

Key Findings and/or Observations

- On average, 55 collaborative partnerships have been reportedly developed each quarter. Almost 40% are in probation and parole services (19%) and in law enforcement (19%).
- Most grantees (77%) are completing middle-stage construction milestones.
- Almost half (6 of 13, or 46%) of the grantees are nearing completion of their late-stage construction milestones.
- Two (of 13) grantees have new buildings substantially complete.

Key Performance Measures

Measure	Data Elements Used to Calculate Measure	Definition	Interpretation
1. Number of Collaborative Partnerships Developed (Categories 1, 2, 3)	A. Law enforcement B. IT info sharing C. Victim services D. Community/social services E. Community corrections, probation, parole F. Legal G. Other	Examines the number and type of collaborative partnerships developed each quarter.	This measure looks at the types of collaborative partnerships developed each quarter. As ARRA funding is implemented, organizations may use their funds to develop and maintain relationships with various collaborative partnerships in an effort to strengthen their programs.
2. Construction Milestones (1–2 Months) (Categories 1, 2)	A. Establish total project budget B. Select and retain architecture and engineering firm C. Appoint project manager D. Form a transition team	Examines key milestones for grantees beginning the early construction stages of their programs.	This measure examines milestones for grantees engaged in the early stages of construction, focusing on three key milestones that allow them to progress and pave the way for middle-stage construction procedures.
3. Construction Milestones (2–8 Months)* (Categories 1, 2)	A. Submit staffing and operations budget B. Submit 99% of design documents to Bureau of Indian Affairs (BIA), Office of Facilities Management and Construction (OFMC) and Division of Safety and Risk Management (DSRM) for review C. Finish construction documents	Examines key milestones for grantees beginning the middle construction stages of their programs.	This measure examines milestones for grantees engaged in the middle stages of construction, focusing on five key milestones that allow them to progress and pave the way for late-stage construction procedures.
4. Construction Milestones (8–32 Months)* (Categories 1, 2)	A. Commence construction B. Complete 50% of construction C. Substantially complete building	Examines key milestones for grantees nearing the completion of construction.	This measure examines milestones for grantees engaged in the late stages of construction, focusing on three key milestones that allow them to progress and pave the way for post-construction procedures and program completion.
5. Renovation Milestones (1–2 Months)* (Category 3)	A. Established total project budget B. Appoint project manager C. Select and retain architecture and engineering firm	Examines key milestones for grantees beginning the early renovation stages of their programs.	This measure examines milestones for grantees engaged in the early stages of renovation, focusing on three key milestones that allow them to progress and pave the way for middle-stage procedures.
6. Renovation Milestones (2–8 Months)* (Category 3)	A. Submit 99% design documents to BIA OFMC and DSRM for review B. Complete schematic design C. Complete renovation documents	Examines key milestones for grantees beginning the middle stages of renovation.	This measure examines milestones for grantees engaged in the middle stages of renovation, focusing on three key milestones that allow them to progress and pave the way for late-stage procedures.
7. Renovation Milestones (8–32 Months)* (Category 3)	A. Award contract to selected construction/renovation company B. Commence renovation C. Complete 50% of renovation D. Substantially complete renovation	Examines key milestones for grantees nearing the completion of renovation activities	This measure examines milestones for grantees engaged in the late stages of construction, focusing on three key milestones that allow them to progress and pave the way for post-construction procedures and program completion.

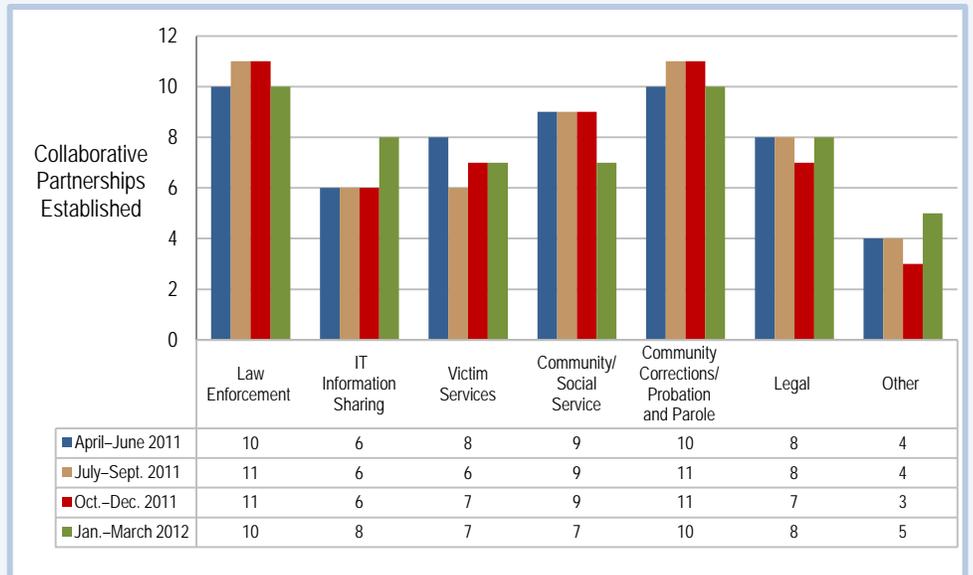
*Milestone measures were selected based on a variety of criteria, including the amount of data available for each measure and whether most grantees had data to report for a particular measure. For example, most grantees were not ready to report a status of “Complete” on measures such as “Commence Occupancy and Initial Operations.” Instead, other measures were chosen that more accurately reflected the status of most grantees. Most grantees are in the middle stages of construction-site work, and a few are moving toward late-stage construction milestones. Therefore, indicators were chosen that are more applicable to grantees in middle-stage construction, such as construction being 50% complete. As more grantees progress through the construction stage and near completion, these measures will be adjusted to reflect the progress of most grantees.

Graphs of Key Measures

Collaborative Partnerships Established

This graph shows the number of collaborative partnerships developed by quarter. The predominant partnerships included community corrections/probation and parole services (19 percent) and law enforcement (19 percent).

On average, 55 collaborative partnerships were developed in each quarter.

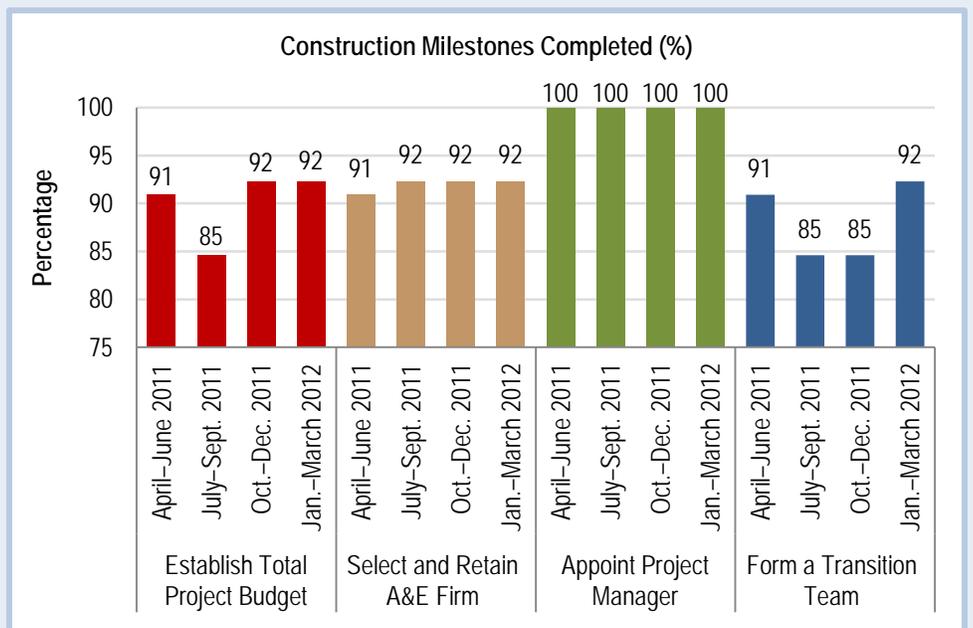


Construction Milestones

Thirteen (13) active grantees reported in the PMT during the last three quarters ending March 31, 2012. All 13 grantees answered questions about the key measures. Eleven (11) active grantees reported during the April–June 2011 quarter. Grantees doing construction projects are asked to complete up to 33 *milestones*, which act as a checklist that is generally completed in sequential order. Not all grantees will complete all milestones, but most grantees that complete construction projects will also complete most of the milestones. The following looks at some of the key milestones to gauge the progress grantees are making with their construction projects.

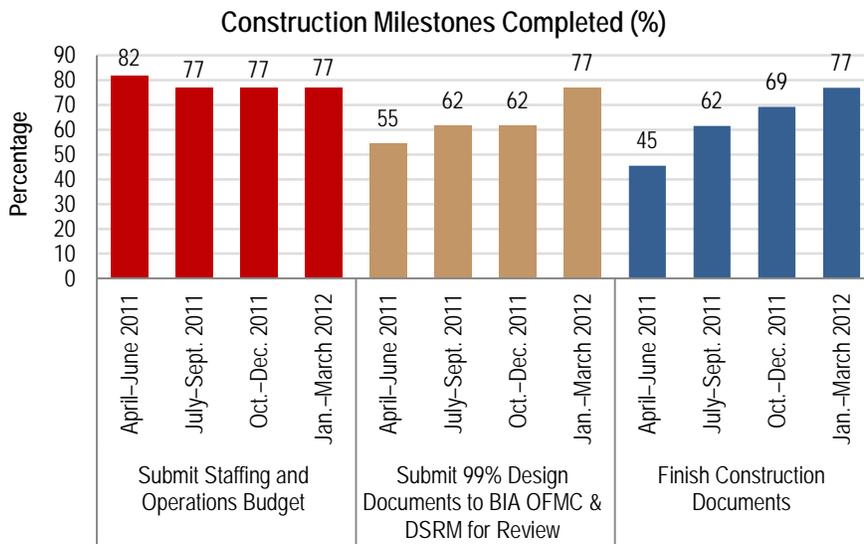
Construction Milestones Accomplished (1–2 Months)

This graph shows the general progress that grantees are making with early-stage construction. By the January–March 2012 quarter, all 13 grantees (100%) had appointed a project manager. Twelve grantees (92%) have established a total project budget, selected and retained an architecture and engineering firm, and formed a transition team.



Construction Milestones Accomplished (2–8 Months)

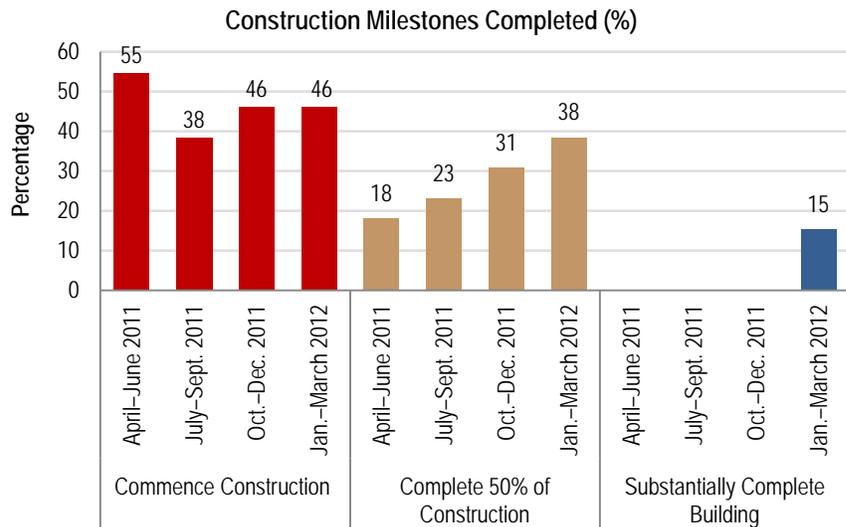
This graph shows the general progress grantees are making with the middle stages of construction. The number of grantees submitting 99% of design documents to the Bureau of Indian Affairs, Office of Facilities Management and Construction and Division of Safety and Risk Management (BIA OFMC and DSRM) for review increased from 6 (55%) in April–June 2011 to 10 (77%) in January–March 2012. As of the last quarter examined, 10 grantees (77%) have submitted their final construction documents, up from 5 (45%) in the first quarter.



Construction Milestones Accomplished (8–32 Months)

This graph shows the general progress grantees are making with the final stages of the construction process.

Six (46%) grantees have commenced construction as of the January–March 2012 quarter, and all but one of those has completed at least 50% of construction. One grantee did change their response for the commence construction question from “complete” to “not yet complete” during the July–September 2011 quarter. Two grantees (15%) have construction substantially completed.

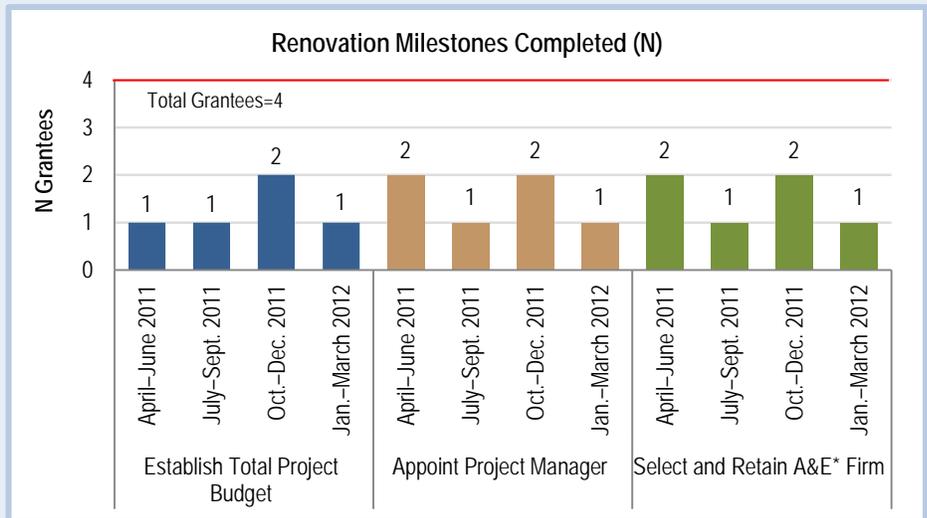


Renovation Milestones

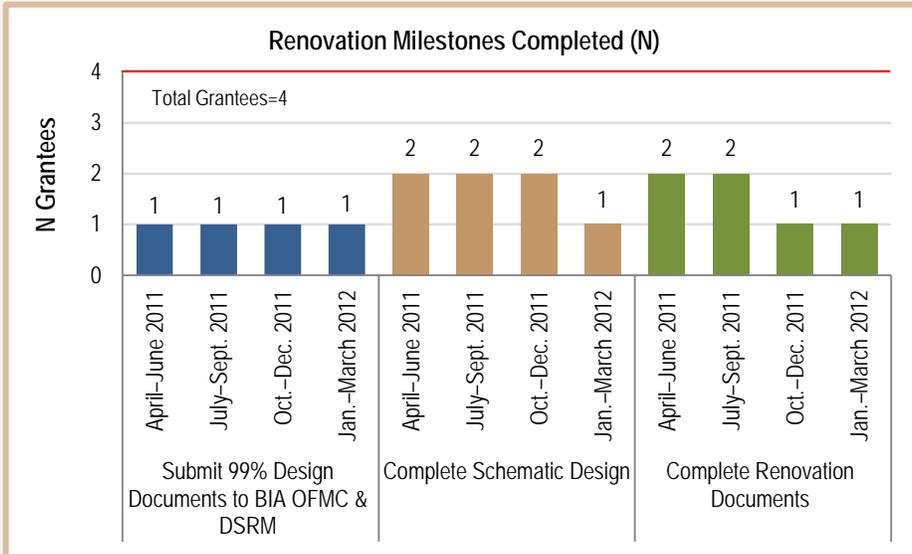
Four (4) active grantees reported in the PMT over the four quarters. One grantee reported in the PMT for all four quarters, two reported for three, and one reported for one. Grantees doing renovation projects are asked to complete up to 27 *milestones*, which act as a checklist that is generally completed in sequential order. Not all grantees will complete all milestones, but most grantees that complete renovation projects will also complete most of the milestones. The following graphs look at some of the key milestones to gauge the progress grantees are making with their renovation projects.

Renovation Milestones Accomplished (1–2 Months)

This graph shows the general progress grantees are making with the initial stages of the renovation process. Grantees are at various stages of their renovation projects. All grantees initially established a total project budget, and at least one is making revisions. At least one grantee has reached the 1–2 month key measure during each of the last four quarters.



*Architecture and Engineering



Renovation Milestones Accomplished (2–8 Months)

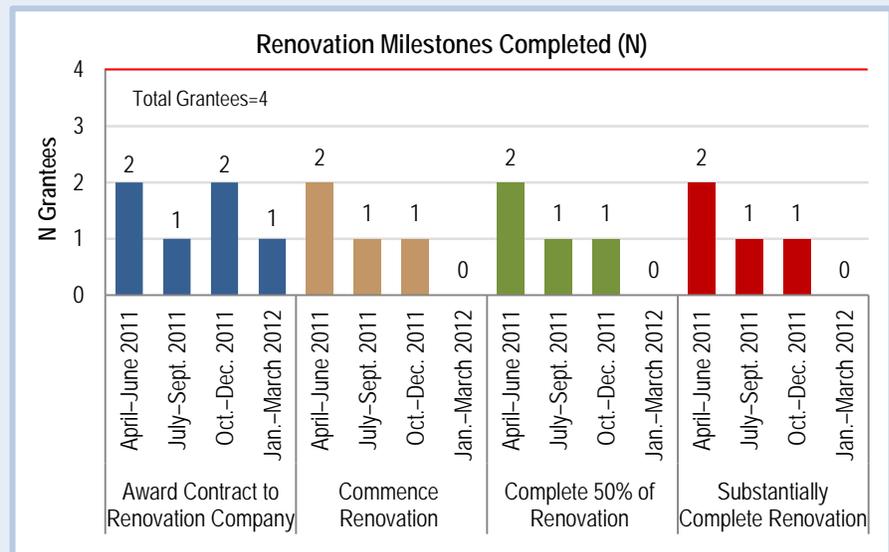
This graph shows the general progress grantees are making with the middle stages of the renovation process.

In each of the four quarters, at least one grantee reached one of the key milestones.

Renovation Milestones Accomplished (8–32 Months)

This graph shows the general progress grantees are making with the final stages of the renovation process.

Half of the grantees awarded contracts to a selected renovation/construction company during the April–June 2011 quarter, and 2 grantees reported their renovations were substantially complete. In the most recent quarter, no additional grantees commenced renovation or reported their renovations were 50% or more complete.



Trend Analysis and Interpretation

This section points out patterns and trends among performance measures across all grantees reporting.

- The PMT completion rate for this program was very high (95%) for all quarters examined. All but one of the active grantees reported for all four quarters examined. One grantee did not report in the PMT for the last three quarters examined. During the quarter in which this lone grantee did report, they were nearing completion of their renovation project.
- Two of the 20 ARRA CSCATL grantees (10%) substantially completed construction and renovation projects.
- Two of the four grantees conducting renovation projects are still in the early stages of construction.