

**City of Culver City  
Culver City Police Department  
U.S. Department of Justice, Office of Justice Programs  
Edward Byrne Memorial Justice Assistance Grant (JAG) Program  
FY 2016 Local Solicitation-Allocation \$ \$13,579.00.**

**PROJECT ABSTRACT**

**Title of Project**

Law Enforcement Strategic Planning Training for Police Leadership

**Problem and Targeted Population**

Due to anticipated Command level retirements that will cause a chain of promotions, it is of great importance that the Department focuses its efforts on the development of its Command staff (Chief, Assistant Chief, Captains) and Management staff (Lieutenants).

**Project Goals**

To create and implement a law enforcement strategic plan for police leadership to advance the department's ability to deliver the highest quality services to the community.

**Strategies to Be Used**

The training will be conducted by a certified California Peace Officer Standards & Training facilitator. The objective will be to discuss differences and similarities in styles of leadership, management, as well as perceptions and realities with the goal of everyone getting a clear understanding of the department's philosophy and direction for the future. This process involves assessments of strengths, weaknesses, roles and responsibilities, as well as, preparing for future trends in law enforcement and the surrounding environment.

The Strategic Planning Training will be structured as a three-phase process: (1) identification of need (8 hours), (2) workshop session (24 hours), and (3) follow-up evaluation (8 hours). Identification of Need: The presenter certified by POST to conduct the workshop is required to survey the agency to develop preliminary information about the problem(s) and issue(s) to be addressed in the workshop. The Workshop Session: Twenty-four (24) hours are set aside for group work at an off-site location. During the workshop, an action plan is developed to resolve the identified problem(s) and issue(s). Follow-up Evaluation: The presenter is required to contact the agency within six months following the workshop to monitor the agency's action plan implementation.

**Project Identifiers**

The proposed project will identify and promote the Department's leadership to discuss and elaborate on:

Law Enforcement Leadership  
Law Enforcement Professionalism  
Policing  
Standards  
Strategic Planning

## **PROGRAM NARRATIVE**

### **Project Goals and Objectives**

Due to anticipated Command level retirements that will cause a chain of promotions, it is of great importance that the Department focuses its efforts on the development of its Command staff (Chief, Assistant Chief, Captains) and Management staff (Lieutenants) due to changes in leadership within the various ranks in the bureaus of the department. The Police Department has determined that strategically planning for the future with its new Command staff members and management team, to advance the department's ability to deliver the highest quality services to the community, is vital to its continued success. It is important that new leaders and managers understand their roles, responsibilities and the expectations that accompany their respective positions within the organization.

The objective will be to discuss differences and similarities in styles of leadership, management, as well as perceptions and realities with the goal of everyone getting a clear understanding of the department's philosophy and direction for the future. This process involves assessments of strengths, weaknesses, roles and responsibilities, as well as, preparing for future trends in law enforcement and the surrounding environment.

The Culver City Police Department's Command staff (Chief (1), Assistant Chief (1), Captains (2) and Management staff (Lieutenants (8))) will attend a two-day Strategic Planning Training off-site with a certified California Peace Officer Standards & Training Facilitator to create a law enforcement strategic plan for police leadership to advance the department's ability to deliver the highest quality services to the community.

The Strategic Planning Training will be structured as a three-phase process: (1) identification of need (8 hours), (2) workshop session (24 hours), and (3) follow-up evaluation (8 hours).

Identification of Need: The presenter certified by POST to conduct the workshop is required to survey the agency to develop preliminary information about the problem(s) and issue(s) to be addressed in the workshop. The Workshop Session: Twenty-four (24) hours are set aside for group work at an off-site location. During the workshop, an action plan is developed to resolve the identified problem(s) and issue(s). Follow-up Evaluation: The presenter is required to contact the agency within six months following the workshop to monitor the agency's action plan implementation.

The training will also consist of a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the department. Strategic planning for personnel is a key activity for any modern day police organization. The strategic planning process provides direction to all elements of the Department and drives decisions and actions. Through the management team, members at all levels can articulate and share the Department's vision and overall strategic direction. Strategic planning provides for:

- Clear direction to the organization on what the Department will do and perhaps what it will not do.
- Better informed decision making through strategic thinking.

- Greater empowerment with clearly understood expectations communicated to the entire organization.
- Reinforce goals and objectives consistent with the Department's Mission, Vision, Organizational Values and Measures of Effectiveness.

### **Organization Capabilities and Competencies**

Police Department Staff will monitor all grant expenditures and report quarterly on the use of funds and performance measures.

### **Timeline**

Once grant funds are awarded, the Police Department will begin the purchasing procedures for the off-site training location and lodging and. It is anticipated the strategic planning two-day training will take place March/April 2017.

### **Performance Measures**

The goals and objectives of the training are to create and then implement a strategic action plan for the department. There will be quarterly updates on the progress of implementing the action plan by Management staff to Command staff. Command staff personnel will attend weekly meetings with the Chief of Police to discuss any issues observed or reported and provide regular feedback to management team members. Additionally, all members of supervision (Chief of Police to Sergeants) will attend a monthly meeting to discuss any issues or concerns they may have experienced and to learn about any new practices or changes in policy.

These meetings will provide informative feedback on the clarity and implementation of the action plan and how well members of the department are functioning as an entire organization.

## **BUDGET NARRATIVE**

City of Culver City Statutory Award Formula: \$13,579.00.

The Police Department intends to use grant funds to create and implement a law enforcement strategic plan for police leadership to advance the department's ability to deliver the highest quality services to the community.

### **CATEGORY: TRAVEL**

*Lodging and Per Diem:*

Two Nights @ \$157.00 per night x 12 rooms for 12 people = \$3,768.00.

Per Diem (meals and incidentals) \$64.00 per day for 2.3 days for 12 people = \$1,766.40

TOTAL LODGING & PER DIEM = \$5,534.40

(Rates per the U.S. General Services Administration (GSA)

(<http://www.gsa.gov/portal/content/104877>).

The Culver City Police Department's Command staff (Chief (1), Assistant Chief (1), Captains (2) and Management staff (Lieutenants (8)) will be attending a Strategic Planning Training with a Facilitator off-site to create a law enforcement strategic plan for police leadership to advance the department's ability to deliver the highest quality services to the community. The training will

be conducted over two days. Staff will need two nights of lodging (the night before the first day of training and the night between day one and day two of training) and 2.3 days of meals (dinner the night before the first day of training, breakfast, lunch, dinner (day 1), and breakfast, lunch, dinner (day 2).

## **CATEGORY: CONSULTANTS/CONTRACTS**

### *Facilitator:*

California Peace Officer and Standards Training (POST) Strategic Planning Facilitator = \$5,500.00. The Strategic Planning Training Facilitator fee includes; Facilitator's fee, Facilitator's travel, Facilitator's per diem expenses, conference room rental and miscellaneous workshop expenses.

TOTAL FACILITATOR COST = \$5,500.00.

(Rate per California Peace Officer and Standards Training (POST) website  
<https://post.ca.gov/team-building-workshop-program.aspx>)

Strategic Planning Training is structured as a three-phase process: (1) identification of need (8 hours), (2) workshop session (24 hours), and (3) follow-up evaluation (8 hours).

Identification of Need: The presenter certified by POST to conduct the workshop is required to survey the agency to develop preliminary information about the problem(s) and issue(s) to be addressed in the workshop. The Workshop Session: Twenty-four (24) hours are set aside for group work at an off-site location. During the workshop, an action plan is developed to resolve the identified problem(s) and issue(s). Follow-up Evaluation: The presenter is required to contact the agency within six months following the workshop to monitor the agency's action plan implementation.

## **CATEGORY: OTHER**

### *Backfill Overtime*

There will be overtime costs associated with backfilling Lieutenant positions with Sergeants due to sending Lieutenants to training. Estimate costs are based on the highest hourly overtime rate (Sergeant at \$105.53/hr) and the number of overtime hours (23 hours) the grant funds will fund. \$105.53 per hour x 23 hours = \$2,427.00.

TOTAL BACKFILL OVERTIME COSTS = \$2,427.19

## **BUDGET SUMMARY**

**The Federal Award Amount is \$13,579.00.**

Lodging & Per Diem	\$ 5,534.00 (rounded per budget worksheet)
Facilitator	\$ 5,500.00
Backfill Overtime	\$ 2,427.00 (rounded per budget worksheet)
Federal Award Remaining	\$ 118.00
TOTAL:	\$13,579.00



[General Instructions & Resources](#)

[View Budget Summary](#)

OMB APPROVAL NO.: 1121-0329  
EXPIRES 7/31/2016

Budget Detail Worksheet

- (1) **Purpose:** The Budget Detail Worksheet is provided for your use in the preparation of the budget and budget narrative. All required information (including the budget narrative) must be provided. Any category of expense not applicable to your budget may be left blank. Indicate any **non-federal( match )** amount in the appropriate category, if applicable.
- (2) For each budget category, you can see a sample by clicking (**To View an Example, Click Here**) at the end of each description.
- (3) There are various hot links listed in red in the budget categories that will provide additional information via documents on the internet.
- (4) **Record Retention:** In accordance with the requirements set forth in **2 CFR Part 200.333**, all financial records, supporting documents, statistical records, and all other records pertinent to the award shall be retained by each organization for at least three years following the closure of the audit report covering the grant period.
- (5) The information disclosed in this form is subject to the Freedom of Information Act under 5 U.S.C. 55.2.

**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. Include a description of the responsibilities and duties of each position in relationship to fulfilling the project goals and objectives. *(Note: Use whole numbers as the percentage of time, an example is 75.50% should be shown as 75.50)* [To View an Example, Click Here](#)

**PERSONNEL (FEDERAL)**

Name	Position	Computation				Cost
		Salary	Basis	Percentage of Time	Length of Time	
			Year			\$0
FEDERAL TOTAL						\$0

**PERSONNEL NARRATIVE (FEDERAL)**

**PERSONNEL (NON-FEDERAL)**

Name	Position	Computation				Cost
		Salary	Basis	Percentage of Time	Length of Time	
			Year			\$0
NON-FEDERAL TOTAL						\$0

**PERSONNEL NARRATIVE (NON-FEDERAL)**

TOTAL PERSONNEL						\$0
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**B. Fringe Benefits** – Fringe benefits should be based on actual known costs or an approved negotiated rate by a Federal agency. If not based on an approved negotiated rate, list the composition of the fringe benefit package. 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. (Note: Use decimal numbers for the fringe benefit rates, an example is 7.65% should be shown as .0765) [To View an Example, Click Here](#)

**FRINGE BENEFITS (FEDERAL)**

Description	Computation		Cost
	Base	Rate	
			\$0
FEDERAL TOTAL			\$0

**FRINGE BENEFITS NARRATIVE (FEDERAL)**

**FRINGE BENEFITS (NON-FEDERAL)**

Description	Computation		Cost
	Base	Rate	
			\$0
NON-FEDERAL TOTAL			\$0

**FRINGE BENEFITS NARRATIVE (NON-FEDERAL)**

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TOTAL FRINGE BENEFITS		\$0
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C. **Travel** – Itemize travel expenses of staff personnel by purpose (e.g., staff to training, field interviews, advisory group meeting, etc.). Describe the purpose of each travel expenditure in reference to the project objectives. 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; or if unknown, indicate “location to be determined.” Indicate source of Travel Policies applied Applicant or Federal Travel Regulations. Note: Travel expenses for consultants should be included in the “Contractual/Consultant” category. [To View an Example, Click Here](#)

**TRAVEL (FEDERAL)**

Purpose of Travel	Location	Computation							Cost
Strategic Planning Training	Location to be determined (within 120 miles from the Culver City Police Department).	Item	Cost Rate	Basis for Rate	Quantity	Number of People	Number of Trips	Cost	
		Lodging	\$157.00	Night	2	12	1	\$3,768.00	
		Meals	\$64.00	Day	2.3	12	1	\$1,766.40	
		Mileage		Mile				\$0.00	
		Transportation:							
				Round-trip				\$0.00	
		Local Travel						\$0.00	
		Other							
								\$0.00	
		Subtotal							
FEDERAL TOTAL								\$5,534	

**TRAVEL NARRATIVE (FEDERAL)**

The Culver City Police Department's Command staff (Chief (1), Assistant Chief (1), Captains (2) and Management staff (Lieutenants (8)) will be attending a Strategic Planning Training with a Facilitator off-site to create a law enforcement strategic plan for police leadership to advance the department's ability to deliver the highest quality services to the community. The training will be conducted over two days. Staff will need two nights of lodging (the night before the first day of training and the night between day one and day two of training) and 2.3 days of meals (dinner the night before the first day of training, breakfast, lunch, dinner (day 1), and breakfast, lunch, dinner (day 2). Per Diem rates per the U.S. General Services Administration (GSA) (<http://www.gsa.gov/portal/content/104877>).

**TRAVEL (NON-FEDERAL)**

Purpose of Travel	Location	Computation							Cost
		Item	Cost Rate	Basis for Rate	Quantity	Number of People	Number of Trips	Cost	
		Lodging		Night				\$0.00	
		Meals		Day				\$0.00	
		Mileage		Mile				\$0.00	
		Transportation:		Round-trip					
		Local Travel						\$0.00	
		Other							
								\$0.00	
		Subtotal						\$0.00	\$0
NON-FEDERAL TOTAL									\$0

**TRAVEL NARRATIVE (NON-FEDERAL)**

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TOTAL TRAVEL	\$5,534
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**D. Equipment** – List non-expendable items that are purchased (Note: Organization's own capitalization policy for classification of equipment should be used). Expendable items should be included in the "Supplies" category. Applicants should analyze the cost benefits of purchasing versus leasing equipment, especially high cost items and those subject to rapid technological 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, and describe the procurement method to be used. [To View an Example, Click Here](#)

**EQUIPMENT (FEDERAL)**

Item	Computation		Cost
	Quantity	Cost	
			\$0
FEDERAL TOTAL			\$0

**EQUIPMENT NARRATIVE (FEDERAL)**

**EQUIPMENT (NON-FEDERAL)**

Item	Computation		Cost
	Quantity	Cost	
			\$0
NON-FEDERAL TOTAL			\$0

**EQUIPMENT NARRATIVE (NON-FEDERAL)**

TOTAL EQUIPMENT		\$0

**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. Generally, supplies include any materials that are expendable or consumed during the course of the project.

[To View an Example, Click Here](#)

**SUPPLIES (FEDERAL)**

Supply Items	Computation		Cost
	Quantity/Duration	Cost	
			\$0
FEDERAL TOTAL			\$0

**SUPPLIES NARRATIVE (FEDERAL)**

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SUPPLIES (NON-FEDERAL)

Supply Items	Computation		Cost
	Quantity/Duration	Cost	
			\$0
NON-FEDERAL TOTAL			\$0

SUPPLIES NARRATIVE (NON-FEDERAL)

TOTAL SUPPLIES	\$0
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**F. Construction** – Provide a description of the construction project and an estimate of the costs. As a rule, construction costs are not allowable. In some cases, minor repairs or renovations may be allowable. Minor repairs and renovations should be classified in the "other" category. Consult with the program office before budgeting funds in this category. [To View an Example, Click Here](#)

**CONSTRUCTION (FEDERAL)**

Purpose	Description of Work	Cost
FEDERAL TOTAL		\$0

**CONSTRUCTION NARRATIVE (FEDERAL)**

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**CONSTRUCTION (NON-FEDERAL)**

Purpose	Description of Work	Cost
NON-FEDERAL TOTAL		\$0

**CONSTRUCTION NARRATIVE (NON-FEDERAL)**

TOTAL CONSTRUCTION
\$0

**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 \$650 per day or \$81.25 per hour require additional justification and prior approval from OJP. [To View an Example, Click Here](#)

**CONSULTANT FEES (FEDERAL)**

Name of Consultant	Service Provided	Computation			Cost
		Fee	Basis	Quantity	
			8 Hour Day		\$0
SUBTOTAL					\$0

**CONSULTANT FEES NARRATIVE (FEDERAL)**

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**CONSULTANT FEES (NON-FEDERAL)**

Name of Consultant	Service Provided	Computation			Cost
		Fee	Basis	Quantity	
			8 Hour Day		\$0
SUBTOTAL					\$0

**CONSULTANT FEES NARRATIVE (NON-FEDERAL)**

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**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.). This includes travel expenses for anyone who is not an employee of the applicant such as participants, volunteers, partners, etc.

**CONSULTANT EXPENSES (FEDERAL)**

Purpose of Travel	Location	Computation							Cost
		Item	Cost Rate	Basis for Rate	Quantity	Number of People	Number of Trips	Cost	
		Lodging		Night				\$0.00	
		Meals		Day				\$0.00	
		Mileage		Mile				\$0.00	
		Transportation:		Round-trip				\$0.00	
		Local Travel						\$0.00	
		Other						\$0.00	
		Subtotal						\$0.00	\$0
SUBTOTAL									\$0
FEDERAL TOTAL									\$0

**CONSULTANT EXPENSES NARRATIVE (FEDERAL)**

## CONSULTANT EXPENSES (NON-FEDERAL)

Purpose of Travel	Location	Computation							Cost
		Item	Cost Rate	Basis for Rate	Quantity	Number of People	Number of Trips	Cost	
		Lodging		Night				\$0.00	
		Meals		Day				\$0.00	
		Mileage		Mile				\$0.00	
		Transportation:		Round-trip				\$0.00	
		Local Travel					\$0.00		
		Other					\$0.00		
		Subtotal							
SUBTOTAL									\$0
NON-FEDERAL TOTAL									\$0

### CONSULTANT EXPENSES NARRATIVE (NON-FEDERAL)

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	TOTAL CONSULTANTS	\$0
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**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 \$150,000. A sole source contract may not be awarded to a commercial organization that is ineligible to receive a direct award. Note: This budget category may include subawards.

**CONTRACTS (FEDERAL)**

Item	Cost
California Peace Officer and Standards Training (POST) Strategic Planning Facilitator	\$5,500
FEDERAL TOTAL	\$5,500

**CONTRACTS NARRATIVE (FEDERAL)**

A Strategic Planning Training is structured as a three-phase process: (1) identification of need (8 hours), (2) workshop session (24 hours), and (3) follow-up evaluation (8 hours). Identification of Need: The presenter certified by POST to conduct the workshop is required to survey the agency to develop preliminary information about the problem(s) and issue(s) to be addressed in the workshop. The Workshop Session: Twenty-four (24) hours are set aside for group work at an off-site location. During the workshop, an action plan is developed to resolve the identified problem(s) and issue(s). Follow-up Evaluation: The presenter is required to contact the agency within six months following the workshop to monitor the agency's action plan implementation.

The Strategic Planning Training Facilitator fee includes; Facilitator's fee, Facilitator's travel, Facilitator's per diem expenses, conference room rental and miscellaneous workshop expenses.

**CONTRACTS (NON-FEDERAL)**

Item	Cost
NON-FEDERAL TOTAL	\$0

**CONTRACTS NARRATIVE (NON-FEDERAL)**

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TOTAL CONTRACTS	\$5,500
TOTAL CONSULTANTS/CONTRACTS	\$5,500

**H. Other Costs** – List items (e.g., rent ( [arms-length transaction only](#) ), 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. The basis field is a text field to describe the quantity such as square footage, months, etc. [To View an Example, Click Here](#)

**OTHER COSTS (FEDERAL)**

Description	Computation				Cost
	Quantity	Basis	Cost	Length of Time	
Overtime backfill (staff hourly overtime rate)	1	Backfill to send Lieutenants to Training	\$105.53	23	\$2,427
Federal Award Remaining	1	Federal Award Amount Remaining	\$118	1	\$118
FEDERAL TOTAL					\$2,545

**OTHER COSTS NARRATIVE (FEDERAL)**

Grant funds will be used to offset overtime costs associated with backfilling Lieutenant positions with Sergeants due to sending Lieutenants to training. Estimate costs are based on the highest hourly overtime rate (Sergeant at \$105.53/hr) and the number of overtime hours (23 hours) the grant funds will fund. The Federal Award Amount is \$13,579.00.

**OTHER COSTS (NON-FEDERAL)**

Description	Computation				Cost
	Quantity	Basis	Cost	Length of Time	
					\$0
NON-FEDERAL TOTAL					\$0

**OTHER COSTS NARRATIVE (NON-FEDERAL)**

TOTAL OTHER COSTS	\$2,545
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**I. Indirect Costs** – Indirect costs are allowed 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](#) , or the applicant may elect to charge a de minimis rate of 10% of modified total direct costs as indicated in [2 CFR Part 200.414f](#) . If the applicant's accounting system permits, costs may be allocated in the direct cost categories. *(Use whole numbers as the indirect rate, an example is an indirect rate of 15.73% should be shown as 15.73)* [To View an Example, Click Here](#)

**INDIRECT COSTS (FEDERAL)**

Description	Computation		Cost
	Base	Rate	
			\$0
FEDERAL TOTAL			\$0

**INDIRECT COSTS NARRATIVE (FEDERAL)**

INDIRECT COSTS (NON-FEDERAL)

Description	Computation		Cost
	Base	Rate	
			\$0
NON-FEDERAL TOTAL			\$0

INDIRECT COSTS NARRATIVE (NON-FEDERAL)

TOTAL INDIRECT COSTS	\$0
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**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 funds requested and the amount of non-Federal funds that will support the project.

Budget Category	Federal Request	Non-Federal Amounts	Total
A. Personnel	\$0	\$0	\$0
B. Fringe Benefits	\$0	\$0	\$0
C. Travel	\$5,534	\$0	\$5,534
D. Equipment	\$0	\$0	\$0
E. Supplies	\$0	\$0	\$0
F. Construction	\$0	\$0	\$0
G. Consultants/Contracts	\$5,500	\$0	\$5,500
H. Other	\$2,545	\$0	\$2,545
Total Direct Costs	\$13,579	\$0	\$13,579
I. Indirect Costs	\$0	\$0	\$0
<b>TOTAL PROJECT COSTS</b>	\$13,579	\$0	\$13,579

<b>Federal Request</b>	\$13,579
<b>Non-Federal Amount</b>	\$0
<b>Total Project Cost</b>	\$13,579

*Public Reporting Burden*

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