

# Grant Writing Workshop: Selling Your THWC Program

Dr. Christina Lanier, Co-Director

Dr. Kristen DeVall, Co-Director

September 18, 2024



**National Treatment  
Court Resource Center**

# Disclaimer



*This project was supported by Grant No. 15PBJA-23-GK-02431-DGCT awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the SMART Office.*

*Points of views or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.*

# National Treatment Court Resource Center (NTCRC)



Our mission is to provide treatment court professionals with the information needed to design and implement programs that align with best practice standards, expand and enhance court operations, as well as collect and analyze program data.

NTCRC resources are featured on the website ([www.ntcrc.org](http://www.ntcrc.org)) and include original publications, interactive maps, operational materials organized by court type, seminal readings for treatment court stakeholders, calendar of professional development opportunities, and more.

# Objectives



Increase attendees' knowledge regarding federal THWC grant solicitations.

Increase attendees' understanding of grant planning activities.

Increase attendees' understanding of how to prepare a competitive project narrative.

# Planning Activities



Review previous solicitations from funders (i.e., BJA, OJJDP, SAMHSA)

- From whom do you need authorization to apply?
- Annual timeline of grant solicitation release & due dates – will assist with planning

Review or create logic model for your program.

- This will be helpful with the Timeline (which includes goals/objectives) & the needs of your program/participants.

# Logic Model



RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	GOALS
<p><u>Service Providers:</u></p> <p><u>Program Settings:</u></p> <p><u>Collaborations:</u></p> <p><u>Funding Sources:</u></p> <p><u>Participants:</u></p> <p>Who, what, and where of your program</p>	<p>Participants are engaging in these activities while enrolled</p>	<p>Quantify the activities</p> <ul style="list-style-type: none"> <li>-dose</li> <li>-duration</li> <li>-over what time period</li> </ul>	<p>Change in the lives of participants as a result of your program; tied to one or more activities</p> <ul style="list-style-type: none"> <li>-increase</li> <li>-decrease</li> <li>-maintain</li> </ul>	<p>Overarching goal of your program; "pie in the sky"; may be proximal or distal</p>

RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	GOALS	
<p><u>Service Providers:</u>  Program Coordinator (1)  Case Managers (3)  Probation Officers (2)  Treatment Staff (5)  Peer Support Specialist (1)  Judicial officials (3)</p> <p><u>Program Settings:</u>  XYZ County Courthouse  ABC Treatment Center</p> <p><u>Collaborations:</u>  JobForce Employment Services  XYZ Detention Center  Community Health Center  X Treatment Center</p> <p><u>Funding Sources:</u>  County  Federal grant  Program income</p> <p><u>Participants:</u>  Adults (18+) within the criminal justice system whose use of drugs and/or alcohol contributed to their involvement in criminal activity</p>	<p>Screening</p> <ul style="list-style-type: none"> <li>TCUDS-V</li> <li>CMHS-W/M</li> </ul>	<ul style="list-style-type: none"> <li>1x per participant lasting one hour</li> </ul>	<p>Enroll participants within 2 weeks of screening &amp; assessment.</p>	<p><b>Proximal:</b> Increase participant retention in XYZ THWC Program</p>	
	<p>Assessment</p> <ul style="list-style-type: none"> <li>Risk &amp; Need: ORAS</li> <li>Clinical: MINI</li> </ul>	<ul style="list-style-type: none"> <li>1x per participant lasting two hours</li> </ul>			<p>Ensure participants are referred to clinical &amp; recovery support services based on assessment results.</p>
	<p>Case Management</p>	<ul style="list-style-type: none"> <li>1x per week lasting 30 mins.</li> <li>Group counseling a min. 1x per week lasting 1.5-2 hours</li> </ul>	<p>Increase mental health stability among participants through mental health treatment programming.</p>		
	<p>SUD Treatment</p> <ul style="list-style-type: none"> <li>IOP</li> <li>Outpatient</li> <li>Residential</li> <li>MAT</li> </ul>	<ul style="list-style-type: none"> <li>MAT dosing as prescribed by physician</li> </ul>	<p>Decrease use of drugs/alcohol (substance use) among participants through substance use treatment programming &amp; urine screens.</p>		<p><b>Distal:</b>  Increase public safety in XYZ County by providing needed services to participants.</p>
	<p>MH Treatment</p> <ul style="list-style-type: none"> <li>DBT</li> <li>ACT</li> <li>MRT</li> <li>CBT</li> </ul>	<ul style="list-style-type: none"> <li>Individual counseling min. 1x per month or as needed</li> <li>Random, observed a min. of 2x a week or by phase</li> </ul>			<p>Distal:  Decrease recidivism among participants.</p>
	<p>Drug/Alcohol Screens</p>	<ul style="list-style-type: none"> <li>Refer to employment, education, &amp; housing providers as needed</li> </ul>	<p>Increase quality of life among participants through education &amp; employment programming, as well as housing resources.</p>		
	<p>Recovery Support Services</p> <ul style="list-style-type: none"> <li>Education</li> <li>Employment</li> <li>Housing</li> <li>Recovery support mtgs.</li> </ul>	<ul style="list-style-type: none"> <li>Attend recovery support groups as outlined in phase requirements</li> </ul>	<p>Increase participants recovery capital through referrals to recovery support mtgs.</p>		
	<p>Court Review Sessions</p>	<ul style="list-style-type: none"> <li>As outlined in phase requirements</li> </ul>			

# Planning Activities



Review program data

Conversations with team members regarding unmet needs of participants & program

What will you need in order to address these unmet needs?

- Personnel
- Evidence-based practices – which ones? Cost? Training?
- Contracts
- Operational items → UAs, treatment, recovery supports, housing, medications, etc.
  - How much do these items cost?
- Use Excel worksheet to begin drafting your budget



THWC 10 Key Components	What activities will you implement?	What costs are associated with these activities?
Individual and Community Healing Focus		
Referral Points and Legal Process		
Screening and Eligibility		
Treatment and Rehabilitation		
Intensive Supervision		
Incentives and Sanctions		
Judicial Interaction		
Monitoring and Evaluation		
Continuing Interdisciplinary and Community Education		
Team Interaction		

Enhancement Activity(ies)	THWC 10 Key Components	Current Practice	What will change as a result of enhancement?	What costs are associated with these activities?

# Planning Activities



Solicitations provide instructions on required system registration(s)

Ensure appropriate individuals/entities are registered

Assign roles to agency representatives

All roles should complete training within relevant systems

# Before you get started...



Carefully read the solicitation!

- What will grant funds support?

Determine the issue/need to be addressed w/ funding?

- Will you need community partners? If so, who? MOA or MOU?
- Letters of support?
- What evidence-based practices (EBPs) will be utilized?

What are the elements of the program that will be supported with these funds?

# Before you get started...



Create an outline of the solicitation.

- List the bullets/headings for each section exactly as written

Pay attention to the dollar amount and length of the grant period.

- Information is located at the beginning of the solicitation

Create a “to do” list noting the documents needed for submission.

- From whom will you need to obtain supporting documents?
- Assign tasks to individuals/entities with deadlines
- Designate someone to organize all documents

Understand the goals/objectives of the funding stream

# BJA Solicitation Goals & Objectives



## Goals

- To provide adult treatment court agencies, their partners and criminal justice professionals with the resources needed to plan, implement, enhance, and sustain evidence-based treatment court programs for individuals with substance use disorders who are involved in the criminal justice system in order to reduce recidivism, increase access to treatment and recovery support, and prevent overdose.

## Objectives

- To ensure that all grantees, over the project period, have access to the BJA treatment court resources (e.g., TTA) needed to:
- Increase the number of potential participants screened (i.e., determine eligibility) and assessed (i.e., identify criminogenic risk, substance use disorder, or mental health conditions).
- Administer mandatory and random drug and alcohol testing of program participants to help monitor substance use and treatment progress.
- Provide or develop access to evidence-based substance use disorder treatment, as well as recovery support services.
- Provide or develop the capacity to access all three types of FDA-approved medications to treat substance use disorders.
- Increase graduation rates for all treatment court participants actively participating in the grant program.
- Reduce the current recidivism rate among program participants actively participating in the grant program.
- Provide judicial and community supervision, mandatory and random drug testing, substance use and mental health disorder treatment, and appropriate incentives and sanctions.
- Ensure the use of evidence-based practices and principles that incorporate the Best Practice Standards and other relevant research.
- Ensure that all individuals eligible for the treatment court program have equivalent access as measured by the collection and examination of program data.

# BJA-CTAS Goals & Objectives for PA #3



## Goals & Objectives

- BJA's Tribal Justice Systems Program supports tribal efforts to develop, support, and enhance adult tribal justice systems and prevent crime, including violent crime and crime related to opioid, alcohol, stimulant, and other substance use disorders. Service populations may also include juveniles, but entirely juvenile justice-focused projects should apply under OJJDP's Purpose Area 9. Purpose Area 3 funding supports a broad range of needs in the adult tribal justice system, from law enforcement to courts to corrections, and relates to the activity areas outlined below.

# Writing a Project Narrative



Statement of  
the Problem

Project Design  
&  
Implementation

Capabilities &  
Competencies

Plan for  
Collecting  
Required Data



# A. Description of the Issue



Concise, clear, & convincing

State issue/area of need  
Challenges to addressing need  
Potential benefits to be realized

Use data to provide evidence of the need

Substance use data  
Local arrest data  
U.S. Census  
Annie E Casey Foundation *Kids Count* data  
Veterans Reentry Search Service (VRSS) & Status Query and Response Exchange System (SQUARES)

Insert literature/research to support

[www.ntcrc.org](http://www.ntcrc.org)  
Google scholar

# A. Description of the Issue – BJA example



Within this section, the applicant should explain their inability to fund the program adequately without federal assistance. For each category, the applicant must provide verified sources for the data that support the description of the issue (i.e., U.S. Census or other federal, state, and local databases).

- Explain their inability to fund the program adequately without federal assistance.
- Indicate whether their jurisdiction is leveraging any other federal funding sources (e.g., Second Chance Act; Comprehensive Opioid, Stimulant and Substance Use Program; Coordinated Tribal Assistance Solicitation; Justice Reinvestment Initiative; or Edward Byrne Memorial Justice Assistance Grant Program) to support the treatment court.
- Indicate whether their jurisdiction has an active treatment court grant with BJA, the Substance Abuse and Mental Health Services Administration, or the Office of Juvenile Justice and Delinquency Prevention (include the grant number).
- Explain the problems with the current court's response to cases involving SUDs; identify how and to what extent the proposed program will address the current arrest volume; and describe how the current number of treatment slots meets the needs of anticipated referrals.
- Describe the current resources available and the gaps the applicant seeks to address with grant funding, particularly those that impact the collection of key program, recidivism, and treatment-related outcome data to assess the efficacy of the adult treatment court.
- Define the proposed target population, including the criminogenic risk levels (high, medium, low), SUD treatment and recovery needs, and the average jail or prison sentence that potential participants face, if any.

# A. Description of the Issue – OJJDP example



Describe why this project/these proposed activities are necessary (significance/value) or address a need. Include supporting information, such as:

- data to provide evidence that the need exists
- demonstrate the size and scope of the problem
- jurisdiction's population size
- the effects of the problem on the target population and the larger community as well as how youth and family partnerships will help to address the need (i.e., peer recovery specialists and people with lived experience).

# Tips: Description of the Issue



01

Justify the  
problem/need  
with data

02

Cite your data  
source(s)

03

Use YOUR  
program data  
when possible

04

Make sure your  
data connects  
to the  
issue/need

## B. Project Design & Implementation



Link to RFP goals & mission of funding agency

- Be sure to connect with THWC 10 Key Components
- Identify the Best Practice Standards being addressed

Ensure proposed activities are realistic, logical, & feasible.

Clearly describe what you are proposing to do.

- Should be linked to the statement of the issue

# Community Reintegration Plan (e.g., aftercare)



The needs of participants do not end after they leave the program.

## Planning for life after the program

- When does this begin?
- Who is involved in the process of preparing participants?
  - Treatment providers, case manager, recovery support specialist, probation officer, elder, cultural/spiritual advisor, sponsor/social support persons, etc.
  - Alumni group
- What services are available within your community?
- What partnerships/collaborations can you leverage?

## Will your program conduct follow-up with participants?

- Who's responsible?
- How often?

# B. Project Design & Implementation – BJA example



For this section, the applicant should address the following items and then address the specific category requirements that follow.

- State the name, location, and address where the proposed treatment court program is or will be operating.
- Define the type of adult treatment court(s) for which funds are requested.
- Describe applicant's plan to ensure that all individuals eligible for the treatment court program will have equivalent access to the program. This should include protocols for collecting and examining data on access to and retention in the program.
- Describe the plan to provide treatment and services to address SUD and co-occurring SUD and mental health disorder needs. Affirm whether the jurisdiction has access to all types of MAT services. This should include how participant treatment will be funded and the range of treatment modalities that will be provided.
- Explain how the treatment provider(s) will be selected and how the treatment court will monitor the provider(s). This monitoring should ensure the treatment is effective.
- Describe how applicant will use funding to incorporate the evidence-based program principles included in [the All Rise 10 Best Practice Standards](#), and to specify which standard(s) will be addressed, how the standard(s) will be implemented, and the page numbers where each item is discussed in the proposal narrative.
- Illustrate how the treatment court will identify, assess, and prioritize participation and services for high-risk/high-needs persons, including persons with repeat criminal justice involvement and substance use disorders. Identify the validated assessment tool that will be used and explain why this tool was selected.

# B. Project Design & Implementation – OJJDP example



Describe the strategy to address the problem or needs identified in the Description of the Issue.

- List the activities and describe how they relate to the goals, objectives, deliverables, and timeline outlined in the web-based form (completed separately from the proposal narrative attachment). Activities are the specific actions that will be completed to fulfill the program's objectives and reach the program's goal(s)
- Provide a detailed description of the method(s) to be used to carry out each activity (e.g., training, community events, direct services to the target population)

As indicated in the Program Description Overview section, applicants should describe:

- how their proposed project/program will integrate and sustain meaningful youth and family partnership into their proposed project
- any corresponding budget implications in their application's budget detail and budget narrative, such as how youth and families who serve as experts on the project are compensated

If an applicant is seeking consideration under Priority 1A, it should explain in this section:

- how the proposed project(s) will meaningfully address identified inequities and contribute to greater access to services and opportunities for communities that have been historically underserved, marginalized, adversely affected by inequality, and disproportionately impacted by crime, violence, and victimization
- identify how the project design and implementation will specifically incorporate the input and/or participation of these communities.



# Tips: Project Design and Implementation



Answer bullet/headings in order that they appear

**Bold** BPSs &/or Key Components within document

Discuss/justify use of evidence-based practices with research & literature

# C. Capabilities and Competencies



Skills & expertise related to project/program

Credentials of team members

- Treatment partnership/history
- Training of team members

Roles & responsibilities of ALL key personnel

MOUs → start these **early** in the process

- Team member
- Fiscal Agent

Often attach job descriptions and/or resumes (use your “to-do” list)

# C. Capabilities & Competencies – BJA example



Describe the capabilities (what the applicant brings to the project such as resources, experience, expertise) and competencies (the unique skills and abilities of the applicant) required to accomplish the goals and objectives of the project. This section should also include:

- applicant history, capabilities, and competencies of supporting youth and family partnerships
- list the multidisciplinary and multisystemic collaborative partnerships and briefly describe their capabilities and competencies as it relates to the application

**If the applicant is seeking priority consideration under Priority 1B, it should:**

- describe within this section how being a population-specific organization (or funding a population-specific subrecipient organization at a minimum of 40 percent of the project budget) will enhance its capabilities and competencies to implement the proposed project
- specify which populations are intended or expected to be served, have their needs addressed, and/or be affected by the proposed project
- include information to confirm that the population-specific organization is specifically designed to serve communities that have been historically underserved, marginalized, adversely affected by inequality, and disproportionately impacted by crime, violence, and victimization
  - examples of such information include, but are not limited to, the website address, charter, mission statement, or operating principles of the population-specific organization

# Tips: Capabilities and Competencies



Answer the bullet points in the order they are presented

Pay attention to needed attachments

- Indicated within the body of the solicitation & at the end.
  - Examples: job descriptions, resumes, MOUs, timeline, etc.

# D. Plan for Collecting the Data Required



Review the required performance measures

- Each solicitation will have data elements that must be collected
- Links to Performance Measuring Tool(s) document in solicitation

Describe the process & the plan for collecting performance measure data

- Who is responsible for collecting these data?
- Where will the data be stored/maintained?
- When will the data be collected (e.g., point in time in program)?
- How often will the data be reviewed and analyzed?
- Who is responsible for data reporting?
- How often will stakeholders review data?
- What evaluation activities are currently taking place? If none, need to develop evaluation plan.

# D. Plan for Collecting the Data Required- BJA example



The applicant must describe its current ability to collect and analyze client-level demographic, performance, and outcome data and to conduct regular assessments of program service delivery and performance. All applicants must indicate their willingness and ability to report the data through BJA's Performance Measurement Tool (PMT) as well as identify the person responsible for collecting the data. Statewide applicants are expected to report on behalf of their subrecipients. In addition, grantees are expected to map community resources to support their programs, conduct or support evaluation of the programs, and assess equity and inclusion in their programs.

- Describe the steps the treatment court will take to develop a performance management and evaluation plan. The plan should include strategies to collect data, review, and use data to improve program performance, and it should discuss how the treatment court will work with an evaluator when appropriate.
- Explain the program's screening tool and referral process to ensure that participants screened and referred to the court mirror the jurisdiction's SUD arrestee percentages.
- Define the process and who will be responsible for the biannual report on the actual number of participants served using grant funds as compared to the target number of participants to be served. The timeline plan must reflect when and how the jurisdiction plans to reach the targeted capacity as measured on a quarterly basis.

# Tips: Plan for Collecting the Data Required



---

Answer the bullet points in the order they are presented

---

Specify data collection plan/process

---

Ensure that the data you need is available before funding is received

---

Be sure to clearly state that the project can/will collect required performance measurement data

## Abstract

Provides an overview of the project

Specific information needs to be included → note word limit

Typically written last



# In Summary...



Yes, there **are** places where there is repetition!

Start early & outline necessary steps for putting application materials together.

Be sure to answer all bullet points.

Use data & research to support the need for funding & the EPBs selected to address the area(s) of need.

Stay organized!

# Thank you!



Dr. Christina Lanier  
Co-Director, NTCRC

*lanierc@uncw.edu*

Dr. Kristen DeVall  
Co-Director, NTCRC

*devallk@uncw.edu*

[ntcrc.org](http://ntcrc.org) | [ntcrc@uncw.edu](mailto:ntcrc@uncw.edu) | (910) 962-2440

Subscribe to our newsletter and podcast!

Follow Us



[ntcrc.org](http://ntcrc.org)

# Helpful Resources



- Evidence-based Practices
  - [www.ntcrc.org](http://www.ntcrc.org)
- Budget
  - SAMHSA Detailed Budget & Narrative Template User Guide
    - <https://www.samhsa.gov/sites/default/files/grants/budget-template-user-guide.pdf>
  - DOJ Grants Financial Guide
    - <https://www.ojp.gov/funding/financialguidedoj/overview>
  - Budget Information & Sample Budget Detail Worksheet
    - <https://www.justice.gov/ovw/page/file/1107316/download>
  - Travel
    - <https://www.gsa.gov/travel-resources>

# Helpful Resources



- Data

- Annie E Casey Foundation *Kids Count*

- <https://datacenter.aecf.org/data?location=AL#AL/2/0/char/0>

- Status Query and Response Exchange System (SQUARES)

- <https://www.va.gov/homeless/squares/>

- Veterans Reentry Search Service (VRSS)

- <https://vrss.va.gov>