

"DATA = DOLLAR\$"



In memory of Hank Pirowski

**Evaluation + Identifying Funding Sources + Grant Writing =
Collaborative Court Sustainability**

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Collaborative Courts
Annual Conference 2021
Monterey, CA

Welcome



Dr. Gregory Robinson,

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Learning Objectives

- ❑ Develop a shared evaluation vocabulary
- ❑ Identify the core participant, court process, treatment, and outcome data elements that will serve as the building blocks for your Drug Court evaluation
- ❑ Become familiar with alternative approaches to data storage and management
- ❑ Understand the use of data in evaluator/ court management partnerships to inform program improvement, document outcomes, and to support sustainability

Learning Objectives continued

- ❑ Identify a wide variety of funding sources including state, federal, corporate and philanthropic foundations.
- ❑ Understand what happens after your grant application is submitted.
- ❑ Become aware of the importance of:
 - ❑ Following proposal directions
 - ❑ Recognizing assumptions and local references
 - ❑ Utilizing the expertise of Collaborative Court Team members.
 - ❑ Consistency throughout the grant application from abstract to narrative to budget and letters of support.

Evaluation Defined:

“Program Evaluation is the systematic collection of information about the activities, characteristics, and outcomes of programs to make judgments about the program, improve program effectiveness, and/ or to inform decisions about future programming” (Patton, 1997).

Data Supports and Informs...

- ❑ Identification of participant and program needs
- ❑ Monitoring participant progress
- ❑ Reports to local stakeholders
- ❑ Justifying the funding you need.

Data confirms that you know what you are talking about.

The Evaluation Process



Evaluation refers to a Research Purpose rather than to a specific research method.

Many data collection methods are used, e.g. assessment and screening results, surveys, focus groups, observations, case managers' documentation, & treatment reports.

So, Why Evaluate Your Project?

- Adhere to Best Practice Standard 10
- Better allocation of resources
- Improve program performance
- Validate that your interventions had the intended effects
- Compile lessons learned to inform the field
- Contribute to sustainability
- Identify reasons for project failure
- Because the RFA/ RFP requires it

So, Where Do I Start?



START

Three Prerequisite Conditions to Evaluate any Program

- First, goals that are ambitious but realistic must be clearly described, and measurable program objectives must be specified.
- Second, a linkage must be specified between program activities and program objectives. This linkage is referred to as “program logic” or “theory of change”.
- Third, quantifiable performance measures must be developed at the outset of the program that will demonstrate the extent to which a program is meeting its objectives.

Align Data Collection with the Funder's Interests

- Performance Measures – use your funder's!
- Local performance measures are important, but if you want the funder's money, address what is important to them!

Goals and Objectives

- Goal: A broad, ambitious statement.
 - The desired result of achieving multiple outcome objectives.
- Outcome Objectives: State the results one hopes to obtain by intervention activities.
 - Refer to changes in the lives and circumstances or conditions in an area targeted by project activities.
- Process or Implementation Objectives: Describe the accomplishment of project activities.
 - Refer to project outputs

Outcome Objectives

- Specify:
 - Who or what is expected to change or benefit
 - What and how much change or benefit is expected
 - Where the change will occur
 - When the change will occur
- Good Outcome Objectives:
 - Refer to phenomena that are observable and measurable
 - Are achievable/ reachable
 - Are important/ meaningful

SMART Objectives

- Specific
- Measurable
- Action-oriented
- Realistic
- Time Specific

Early Evaluator and Stakeholder Involvement

- Early evaluator involvement strengthens program design and project planning
- Let the evaluation cycle begin by engaging stakeholders
 - Stakeholders include funders, court coordinators, treatment staff, members of the Drug Court team, collaborating partners, and persons served or affected by the project (Include project supporters and critics)
 - Failure to engage stakeholders increases the probability that findings may be ignored, criticized, or resisted because the evaluation did not address their concerns or values

Setting the Stage: A Hierarchy of Evaluation Intensity

Evaluation is a progressive, or tiered activity

- First Stage of Evaluation Intensity: Fiscal and Programmatic Monitoring
 - Did the program achieve its administrative objectives?
 - Were the services/ materials proposed actually developed?

Hierarchy of Evaluation Intensity

- Second Stage of Evaluation Intensity: Process Evaluation
 - Good Program Description
 - Program Coverage
 - Program Delivery
 - Assess Progress toward Achieving Outcomes

Hierarchy of Evaluation Intensity

- Third Stage of Evaluation Intensity: Summative or Impact Evaluation
 - Rigorous methods and research designs that support causal attributions

Formative vs. Summative Evaluation

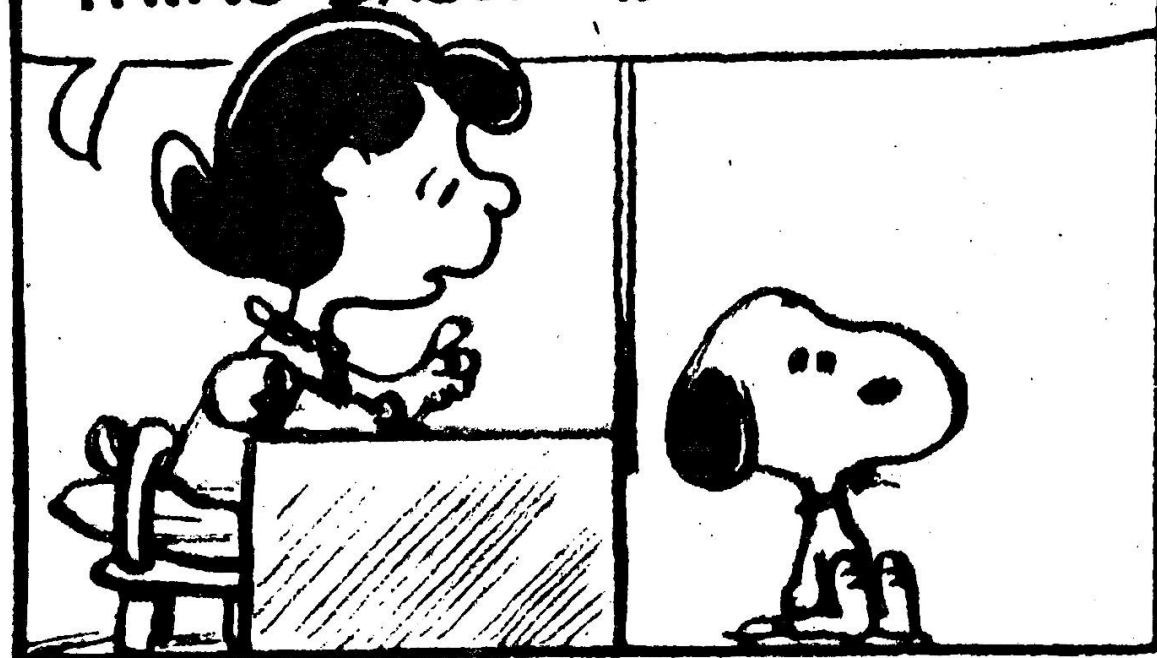
- Formative Evaluation
 - Design and development testing to maximize the success of an intervention
- Summative Evaluation
 - Assesses the overall worth or merit of a program



Evaluation Emphasis

- Program Improvement
 - The place to begin
- Outcome Evaluation
 - When your court is operationally “tuned up,” and adheres to most of the best practice standards
- Sustainability
 - Local stakeholders see that outcomes addressed their needs or concerns.

THE PROBLEM NOW IS THAT WE
KNOW EVERYTHING ABOUT EVERY-
THING EXCEPT WHAT'S GOING ON



Data Collection Building Blocks: Program Description

- Policies and procedures
- Steering Committee/ Work Group agendas
- Staff meeting agendas and notes

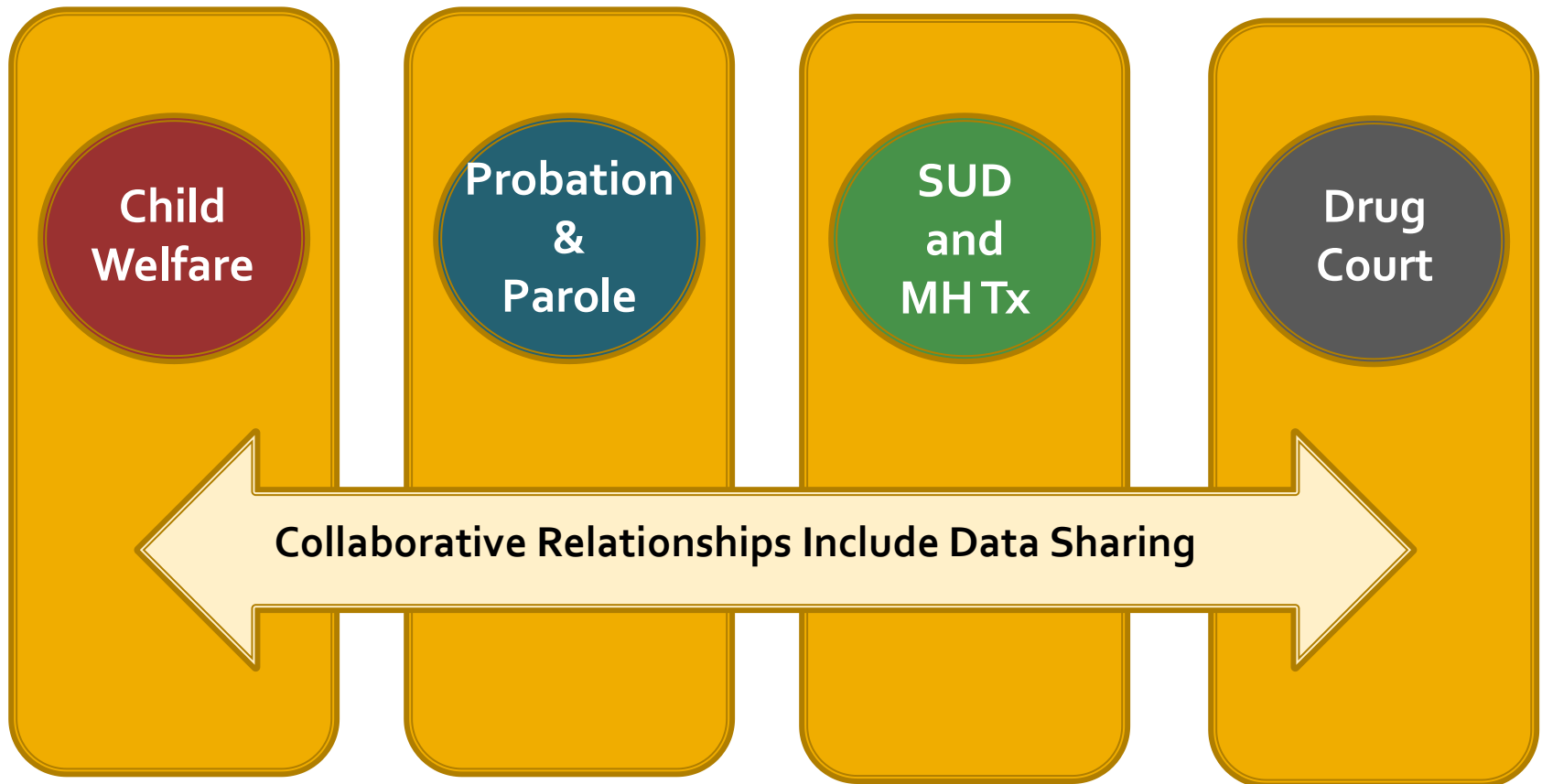
Data Collection Building Blocks: Program Coverage

- Individual
 - Intake assessments and screens document criminogenic risks and treatment needs, get strengths & assets from intake interviews
 - Dockets, charges and convictions
- Population
 - Participant demographics and other measures enable comparisons with county populations: arrests, probation & parole revocations, child removals to foster care

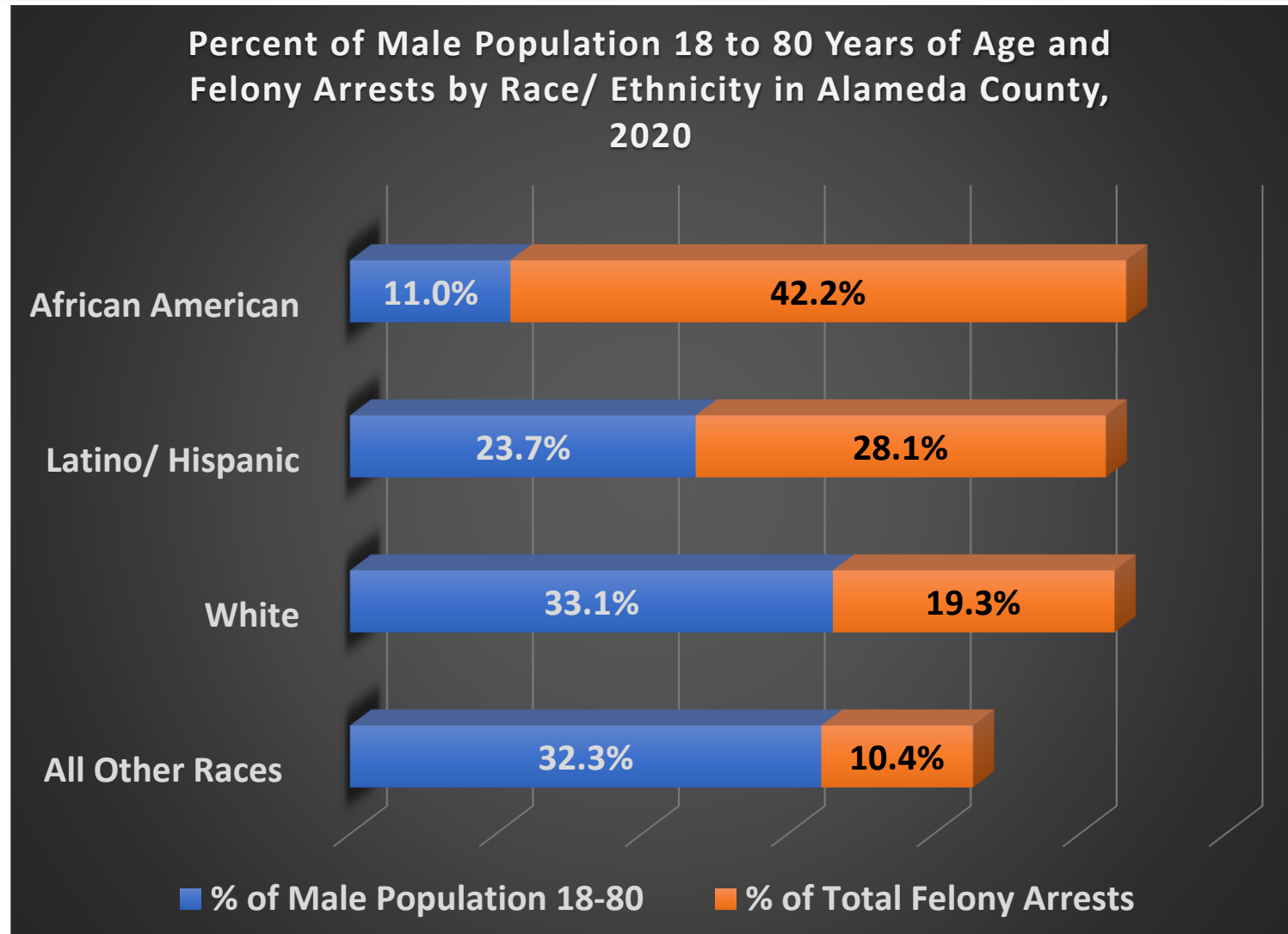
Data Collection Building Blocks: Program Implementation

- Court Process
 - Phase advancement, Graduation, Terminations
 - Drug Court status hearing attendance
 - UA Test Results
 - Sanctions and Incentives
 - Referral to/ participation in ancillary services
 - Treatment plans/ goal attainment
 - Drug Court team and court assessments

Data Collection Building Blocks: Cross-System Data Sharing



Example Use of External Data



Data Collection Building Blocks: Outcome Measures & Follow-Up

- Program retention and graduation
- Recidivism—New charges or arrests (during & following program)
- Recovery maintenance/ aftercare
- Life skills, Housing stability, Employment

Data Collection

- Conduct an inventory of available data, including court records, assessments & screens, case management information, and data that may be available from contracted and collaborative partners.

SAMHSA Grantees: CSAT GPRA Client Outcome Measure

- **Domains:** Planned services, demographics, military family and deployment, drug and alcohol use, family and living conditions; education, employment and income; crime and criminal justice status; mental and physical health problems and treatment/recovery; social connectedness

BJA Drug Court Performance Measurement Tool

- **Participant-Level Domains:** Screening and Program Intake, Individual Demographics (Race) by eligibility and enrollment, Risk Assessment, Number Receiving Services, Program Completion and Judicial Interaction, Alcohol and Substance Involvement, Court and Criminal Involvement (recidivism), Narrative Responses

Evaluation Reporting

- Language, format, and content tailored to the information consumer and purpose of the report
 - Data Dashboards
 - Funders
 - Ad hoc reports

Data Format, Maintenance, & Storage

- Shared Database on the Court Server
- Database on the Cloud
- Proprietary Drug Court Case Management Data Collection Systems
- Court Innovations Grant produced a Collaborative Court Management Information System (CCMIS)

Participant Confidentiality & Consent

- Health Insurance Portability and Accountability Act (HIPAA)
- 42 CFR Part 2, Alcohol and Drug Abuse Patient Records
- Research vs. Evaluation

Finding Funds



The Federal Landscape

- Department of Justice: Office of Justice Programs
 - Bureau of Justice Assistance
 - Office of Juvenile Justice and Delinquency Prevention
 - Office on Violence Against Women
- Substance Abuse and Mental Health Services Administration

Federal Landscape Continued

■ OJJDP

- Discretionary Grants:
 - Purpose is to administer **juvenile justice and child protection programs**
 - Eligible for states, units of local government, tribal jurisdictions, and organizations
- Formula Grants:
 - Available to states through the state agency designated by the Governor
 - Find more information [here](#)

■ OVW

- Purpose is to reduce domestic violence, dating violence, sexual assault, and stalking by strengthening services to victims and holding offenders accountable.

Federal Landscape: DOJ/OJP

- BJA
 - Adult Drug Court and Veterans Treatment Court Discretionary Grant Program
 - Category 1: Implementation of VTCs (500k)
 - Category 2: Enhancement of VTCs (500k)
 - Category 3: Adult Drug Court (500k)
 - Category 4: Statewide strategies to support VTC or ADC (1.5 mil)

Federal Landscape: DOJ/OJP

- BJA

- Adult Drug Court and Veterans Treatment Court Discretionary Grant Program
 - Implement and enhance drug court services & veterans treatment courts
 - State, local, county, tribal, or on behalf of a single ADC or VTC eligible to apply
 - Restriction on violent offences, except VTC category 1&2 type B
 - 25% match (can be in-kind)

Federal Landscape: DOJ/OJP

- BJA
 - Community Courts
 - neighborhood-focused court programs that combine the power of the community and the justice system to address local problems.
 - Mental Health Treatment Courts
 - Tribal Healing to Wellness Courts
 - Tribal programs are eligible to apply for ADC, VTC funding under BJA and opportunities under SAMSHA and OJJDP
 - BJA has one large grant solicitation (CTAS) that funds a number of tribal areas including tribal courts and alternative justice courts



<https://www.grants.gov/web/grants/search-grants.html>

- To search for all possible sources of Federal government funding including
 - The National Safety Transportation Board for DUI Courts
 - The U.S. Department of Housing for homelessness
 - Promoting a Culture of Inclusion
 - Violence-related
 - And more

Important Resources

- **JustGrants**: The Department of Justice launched a new grants management system, JustGrants, in October 2020. Through the JustGrants website, applicants and grantees can access [training resources](#), find answers to [frequently asked questions](#), and [sign up for updates](#). Get started by gaining an understanding of the [application process in JustGrants](#).
- **OJP Grant Application Resource Guide**: Updated for FY 2021, this resource contains information to help you prepare and submit applications for OJP funding and offers guidance on award administration.
- **OJP Funding Resource Center**: Find current opportunities, solicitation requirements, forms and worksheets, and post-award instructions to help as you apply for and manage OJP awards.
- **DOJ Grants Financial Guide**: Learn about the laws, rules, and regulations that affect the financial and administrative management of an OJP award.

Important Resources

- National TTA providers
 - Statewide Drug Courts: CCI
 - Local Drug Courts: NADCP
 - Veterans Treatment Courts: NADCP/Justice for Vets
 - Healing to Wellness Courts: TLPI
 - Family Treatment Courts: Children and Family Futures
 - BJA Mental Health Programs: Center for State Governments

Substance Abuse & Mental Health Administration

- Grants to enhance access to SUD treatment for treatment courts
 - Family courts
 - Adult and veterans treatment courts
 - Topic specific: opioid use disorder and access to MOUD
 - Tribal specific funding (ex: [SAMHSA's Tribal Opioid Response Grant \(TOR\)](#))

Substance Abuse & Mental Health Administration

SAMHSA

Substance Abuse and Mental Health
Services Administration

<https://www.samhsa.gov/grants>

[View all Fiscal Year \(FY\) 2021 Grant Announcements](#)

DUI/DWI Courts



- California Office of Traffic Safety:
<https://www.ots.ca.gov/>
 - <https://www.ots.ca.gov/grants/>



STATE OF CALIFORNIA



<https://www.courts.ca.gov/3080.htm>

Mental Health Services Act (MHSA) Information Sheet

Proposition 63, the Mental Health Services Act (MHSA), was passed in 2004 to help expand mental health service accessibility statewide, with funding generated from a 1 percent surtax on incomes above one million dollars. Since mental health impacts case types throughout the court, including family law, dependency, juvenile justice, and adult criminal cases, use of MHSA funds may be appropriate to support mental health assessment and care in a wide range of court programs.

The Collaborative Justice Courts Substance Abuse Focus Grant (SAFG) Program

The Collaborative Justice Courts Substance Abuse Focus Grant (SAFG) Program

- A non-competitive grant program available to all local collaborative justice court programs
 - a substance abuse focus and incorporate collaborative justice court principles.
- Funded annually through California's Budget Act since 1998, final allocation: \$1.16 million
- Individual grant awards are calculated using a Judicial Council approved formula,
 - Are anticipated to be approximately \$12,000 - \$45,000 depending on the number of qualifying applicants.
- Courts may apply for supplemental funds to support dependency drug courts.
- A total of up to \$75,000 of federal Court Improvement Project (CIP) funds is anticipated to be available and divided amongst all eligible dependency drug courts seeking this additional funding.
- See the Request for Application (RFA) documents for additional details.

CORPORATE GIVING PROGRAMS

Examples include:

- WalMart (Local Employee Council)
- SaveMart
- Chick-fill-a
- Subaru
- Local professional athletic teams including minor league teams
- J.C. Penney
- Aklermes
- OraSure Technologies

FOUNDATIONS

- Sierra Health Foundation
- Public Welfare Foundation
- Mary Kay Foundation (women's needs)
- CA Bar Association
- River Cats Foundation
- Local or Community Foundations

Again, keep in mind the possible need to work with a local non-profit to utilize these funds.

These funding sources may provide needed flexibility to address unmet needs. Using them is an excellent way to demonstrate local sustainability efforts.

THINK LIKE A GRANT READER

- Now we are going to switch gears.
- We've talked with you about the importance of program evaluation.
- We've given you a wide variety of funding sources.
- Let's look at writing grant applications!



What's effective and what's not effective with this paragraph?

"Studies show that 60-75% of women in treatment for alcohol and other drug problems have experienced partner violence during their lifetimes. Women with substance abuse problems have also experienced a much higher instance of sexual abuse than women without drug problems, and the duration of the rape experience tends to be longer. Those with mental health, substance abuse, and interpersonal violence problems also have a myriad of other life burdens and problems. These include homelessness, HIV-positive status, difficulties with employment, and family problems, among others. They have higher levels of health problems and use more health services than those with only one set of problems. Relationships among substance use, emotional problems, violence, and trauma are often complex and multi-determined. Treatment professionals who are cross-trained are better able to sort out and understand the interrelationship between trauma, mental health issues, and substance abuse.^[1]"

^[1] "Trauma Informed or Trauma Denied", Denise Elliot et al. Journal of Community Psychology, Vol. 33, No. 4, 461-477, 2005

REVIEWER'S CHECKLIST
FY 2011 Adult Drug Court Discretionary Grant Program Category 3: Statewide
Application Rating Sheet

Application Name: _____ **GMS Number:** _____

This checklist is designed to assist the reviewer in identifying and evaluating the requirements and selection criteria while maintaining internal consistency in scoring. The checklist should be used during the peer review consensus panel call to facilitate the discussion.

SELECTION CRITERIA	YES	NO	PAGE#	COMMENTS
1. Statement of the Problem (Score 0-10 points; Weight 20%)				
			Points (0-10)	
SELECTION CRITERIA	YES	NO	PAGE#	COMMENTS
2. Project Design and Implementation (Score 0-10 points; Weight 50%)				
			Points (0-10)	
SELECTION CRITERIA	YES	NO	PAGE#	COMMENTS
3. Capabilities and Competencies (Score 0-10 points; Weight 15%)				
			Points (0-10)	
SELECTION CRITERIA	YES	NO	PAGE#	COMMENTS
4. Evaluation, Aftercare, Sustainment, and Plan for Collecting the Data Required for this Solicitation's Performance Measures (Score 0-10; Weight 10%)				
			Points (0-10)	
SELECTION CRITERIA	YES	NO	PAGE#	COMMENTS
5. Budget (Score 0-10 points; Weight 5%)				
			Points (0-10)	

	Points	Comments
APPLICATION TOTAL SCORE		

THE DETAIL LOOKS LIKE THIS:

3. Capabilities and Competencies (Score 0-10 points; Weight 15%)

- a.) **Subcategory A:** The applicant identifies personnel who are critical to the enhancement project's successful implementation and discuss their roles, responsibilities and qualifications. The applicant discusses organizational capabilities or competencies that will directly impact the ability to successfully implement the proposed enhancement.
- b.) **Subcategory B:** The applicant details the system and process that will be used to monitor the jurisdiction(s) for performance, compliance, and technical assistance needs, as well as how the jurisdiction or region will contribute to a reduction in substance abuse recidivism. The applicant describes current state-funded drug court services such as practitioner training and professional development opportunities, accessible statewide treatment contracts, and technical assistance available to support the implementation and/or enhancement operations of the drug courts proposed to receive funding. The applicant describes the drug court program's proposed treatment partners: what is the history of this partnership and how will these substance abuse/addiction treatment providers use evidenced-based treatment services.

5. Budget (Score 0-10 points; Weight 5%)

- a.) The applicant provides a proposed budget that is complete, allowable, cost-effective, and tied to the proposed activities.

THE WORKSHEET I MAKE FOR MYSELF LOOKS LIKE THIS...

SELECTION CRITERIA	
3. Capabilities and Competencies (Score 0-10 points; Weight 15%)	
<p>c.) Subcategory A: The applicant identifies:</p> <ul style="list-style-type: none"> <input type="checkbox"/> personnel who are critical to the enhancement project's successful implementation and discuss their <ul style="list-style-type: none"> a. roles, b. responsibilities and c. qualifications. <input type="checkbox"/> The applicant discusses organizational capabilities or competencies that will directly impact the ability to successfully implement the proposed enhancement. 	
<p>d.) Subcategory B: The applicant details <ul style="list-style-type: none"> a. the system and b. process that will be used to monitor the jurisdiction(s) for <ul style="list-style-type: none"> <input type="checkbox"/> performance, <input type="checkbox"/> compliance, and <input type="checkbox"/> technical assistance needs, <input type="checkbox"/> as well as how the jurisdiction or region will contribute to a reduction in substance abuse recidivism. The applicant describes current state-funded drug court services such as <ul style="list-style-type: none"> • practitioner training and professional development opportunities, • accessible statewide treatment contracts, and • technical assistance available to support the implementation and/or enhancement operations of the drug courts proposed to receive funding. The applicant describes the drug court program's proposed treatment partners: <ul style="list-style-type: none"> <input type="checkbox"/> what is the history of this partnership and <input type="checkbox"/> how will these substance abuse/addiction treatment providers use evidenced-based treatment services. </p>	
5. Budget (Score 0-10 points; Weight 5%)	
<p>b.) The applicant provides a proposed budget that is</p> <ul style="list-style-type: none"> <input type="checkbox"/> complete, <input type="checkbox"/> allowable, cost-effective, and <input type="checkbox"/> tied to the proposed activities. 	

READY TO START READING

- Okay, now I am ready to start reading your proposal.
- As your peer reviewer, I usually work full time just like you, have family at home and chores to do there.
- ...and I may be reading about 10 applications in 10 days or more!
- ...and getting paid \$175/application

**TAKE IT EASY ON ME,
PLEASE!**

The easier you make my review experience, the better for you!



STUDY THE RFP

Does your project suit the funder's priorities?

- Always do your homework on their funding goals ahead of time!
- Call and speak with the grant/fund manager responsible for the Request for Proposal you are applying for and be sure you understand what they want.[\[1\]](#)

USE THESE TWO FORMS FOUND IN YOUR POWERPOINT PACKET:

- ☐ **Grant Review and Request Form**
- ☐ **Grant Writer's Application Checklist**

These forms were created by Jenny Rodriguez-Moore, colleague and professional grant writer.



Ask questions!

Review the RFP. Look for the items the funder wants addressed. Be sure you know how the funder defines them.

Use the call, webinar or meeting to identify the key priorities and desired language

If you do not have a program element the funder is looking for, **be ready to explain in your program narrative how you will address that program element** if you are funded.



Use the RFP's language...

- At every opportunity, use the RFP language
- Use keywords from the RFP to answer related questions and to address required key elements

STAY FOCUSED!

Follow the funder's directions!

Follow the RFP's sequence of required information.

MAKE YOUR OWN CHECKLIST FOR REQUIRED INFORMATION – THEIRS AND ALSO FOR POINTS YOU WANT TO INCLUDE!

Don't wander off topic.



Don't Hide Important Information!

Each proposal is about between 20-30 pages + budget + resumes + timelines + letters of support + research/bibliographies.

The funder I work for wants me to read every document submitted and to give you credit for addressing every RFP element regardless of where you placed the required information.

REMEMBER WHAT I SAID ABOUT HOW MANY GRANTS I AM TO READ AND IN WHAT TIME FRAME.

➤ **Order your information according to the funder's outline.**

DON'T HIDE IMPORTANT INFORMATION IN YOUR BUDGET NARRATIVE, Capabilities and Competencies OR YOUR LETTERS OF SUPPORT, please!

ABBREVIATIONS

Space is at a premium.

The use of abbreviations is understandable.

BUT...Include a glossary for me to refer to so I don't get lost in your local alphabet soup!



Work with Experienced Grant Writers

- **Other members of your Board or your Court Team.**
- Professionals who will donate grant writing in exchange for being included in the budget to conduct the evaluation.
- Can't afford to hire a professional grant writer?
 - Look for **possible exchanges** you may be able to negotiate.

You still take the lead in this writing process because you know the most but having a writing partner can be a huge help.

The Power of the Written Word

Whatever you say you are going to do on page one makes a first and lasting impression[\[1\]](#). This is the thread you must follow throughout your whole application.

Don't mush your information together.[\[2\]](#)

Address how you will demonstrate and evaluate the success of your project. Measurable goals are a must![\[3\]](#)

Try writing like journalists are trained to write, not like an attorney![\[4\]](#)

Overworked Terminology

**Don't Use
Overworked,
Vague, or
Empty Words.**

Capacity

Indigenous

Systemic

Superlative

Sustainable

Facilitate

Empower

Partnership

Community

Outcomes

Resources

Diversity

Enhance

Development

Innovation

Support

Dignity

Fostering

Use words that pack a punch ...and can be quantified

- Expand
- Identify
- Determine
- Implement
- Increase
- Integrate
- Monitor
- Activate
- Measure
- Explore
- Decrease
- Reduce
- Establish
- Halt
- Access
- Organize
- Promote
- Forge



Quantifiable Verbs! What you are going to do!

- **Compute**
- **Compare**
- **Design**
- **Identify**
- **Develop**
- **Summarize**
- **Test**
- **Plan**
- **Revise**
- **Assess**
- **Demonstrate**
- **...many more**

More on how you write

English teachers and judges are terrific reviewers to look at your work before you submit it! FRESH EYES!

You can't beat a powerful opening sentence/ paragraph. **E.g., Local newspaper headlines!**

Make **the layout** of your grant application interesting [\[1\]](#)

When you are limited in the number of pages allowed, **watch for repeating the same information**[\[2\]](#), **overuse of a single word in one paragraph**[\[3\]](#) or **empty sentences**. [\[4\]](#)

Avoid use of **local terminology**. [\[5\]](#)

Pitfalls and Potholes...remember these!?! ---

Vagueness and generalities:

Funder's question: Why is funding from this source urgently needed at this time?

Applicant's response: "and, at this time, funding is of utmost importance."

Direct quote from application

–What does that tell me compared to the next statement?

Hitting the nail on the head...

It has been described that there is a “crisis in the courts” in the State of **X**, and extreme budget cuts are the culprit.

The State’s General Fund is stretched, and the court system has been disproportionately cut in order to balance **X**’s fragile budget.

By September, nearly 25% of the court system’s staff will have been laid off.

This has not only wronged the laid-off employees of the court system, but also the citizens of **X** because of their inability to access the courts through delays.

Keep in mind...

- Local jargon[\[1\]](#)
- Skipping around or wandering off subject
- Mention something urgent in the grant application's Abstract and Statement of Problem and then failing to mention it again
- Saying too much on an irrelevant subject[\[2\]](#) Do not digress!
- Lack of follow-through on a great opening statement
- Failure to address sustainability...how will you continue these services once this particular grant's funding is gone?
- Letters of Support that contradict the narrative or make your case excellently...[use the latter. \[3\]](#)

Use of Jargon...

follow an iterative, cyclical process for program evaluation

- What does that mean?
 - I am not a professional evaluator. I did ask one to learn what this meant.
 - Turns out the applicant explained this on page 1 of the Narrative (ADDIE Model) which I understood...Analyze, Design, Develop, Implement and Evaluate.

Remember...

- ▶ **As soon as you have a plan and goals for what you want funding, get your Letters of Support.** If one of those letters makes your case really well, use their words. Ask that person to help with writing a given section of the grant application. Use quotes.
- ▶ Avoid addressing critical issues through sentences slipped into a paragraph on a broader subject^[2]. **Don't bury important information!!!**
- ▶ Put your relevant information in the Program Narrative^[1]. Don't have it pop up in your Budget Narrative for the first time!
- ▶ **If you are going to cut-and-paste your grant application together...Be careful!** Be sure you don't include information that doesn't belong! ^[3]
- ▶ When you don't have evaluation findings or a database to back up your request for funds, get quotes from relevant professionals who support your request. ^[4]

Now back to the Narrative

...worth 50% of your score where I work!

Make great use of the program narrative

Make yourself a great opening paragraph and then build on it-- don't let it down!

Remember this one?

"It has been described that there is a "crisis in the courts" in the State of X, and extreme budget cuts are the culprit. The State's General Fund is stretched, and the court system has been disproportionately cut in order to balance X's fragile budget. By **September, nearly 25% of the court system's staff will have been laid off.** This has not only wronged the laid off employees of the court system, but also the citizens of X because of their inability to access the courts through delays."

Communicate Your Competency

- **At every opportunity be sure to communicate that you are competent professionals, and you know what you are talking about**
- Don't use language that only experts in the field know.
- Use outcome measures, staff qualifications, client feedback, newspaper stories and quotes from local dignitaries to make to demonstrate local respect for your work.
- If you don't think you can articulate something very well because it is not your area of expertise, ask for help! [\[1\]](#)
- Avoid jumping around (saying a little bit about the same subject in several places.) Pull it together and put it where it belongs! [\[2\]](#)

Budgets

Budget Narrative must reflect Program Narrative
If you want to include it in your Budget

Narrative	
1 Laptop computer will be purchased and 1 VOIP phone for remote office use.	

...address it fully first in the Program Narrative and then again in your Budget Narrative.

Why is funding for VOIP phone critical to your project?

Remember...tell me, and then tell me what you told me.

- There should be nothing in the budget that has not already been mentioned in the Program Narrative.
- Everything in the Budget needs to be explained in the Budget Narrative.
- Reference the page in the Program Narrative on which this was first mentioned.
- **You do not have page limits in the Budget Narrative!**

Tired Eyes and Budgets

Get your “number crunchers” to review your budget to be sure your arithmetic is accurate.



MATCH REQUIREMENTS

Funder's match requirements

Budget Match must meet Funder's match requirements (BJA – 25%)

Be careful of too much match!

Don't go overboard!

If you offer more than required match, you will be held to account for it.

QUESTIONS I ASK ABOUT YOUR BUDGET...

- Do these numbers tie in with what was stated in the body of the proposal and the abstract?
- Is there funding for required activities such as attending the national conference?
- Is it complete?
- Is it allowable and cost-effective?
- Is it tied to the proposed activities?
- What other sources of funding will be used to make up a whole program?

Sustainability

- What have you told me about how you will sustain your treatment court program after this grant expires?
- Where have you placed this critical piece of information?
 - Be sure it is in the right place according to the RFP and not buried in a paragraph about something else!

Program Evaluation

- What definitions for goals and objectives were you given earlier in this workshop?

Quick Review...be sure:

- The last paragraph of your program narrative reflects the first paragraph of your Abstract, your program narrative content **and the funder's priorities.**
- You really did address all those goals in your NARRATIVE that you laid out in the ABSTRACT.

Always be sure:

- Your budget figures agree throughout all your documents.[\[1\]](#)
- Your goals and objectives and outcome/performance measures all tie directly to what you are proposing and what the funder wants.
- You have told me who (by name as well as title) is responsible for what, including evaluation and monitoring outcomes.

Also, you want to be sure...

- I know how you will utilize feedback from your evaluation process.
- I can find how you will sustain your program.
- There is no contradictory information included.

Proposals that wander hurt your chances of getting funded!

Prior to submitting your application have these required documents ready:

- Time Task Plan
- Memoranda of Understanding
- Letters of Support
- Local and State Government pass-through agreements
- Other support documents (e.g., P &P manual, examples of work, research documentation)

LETTERS OF SUPPORT

Be sure the Letters of Support do not contradict or confuse what you are saying in the grant application.

- Get the Letters of Support required by the funder. [\[1\]](#)
- Read over your Letters of Support before you include them!
- If one of those letters is very well written, get permission to use that person's words in the text of your proposal. Don't waste it! [\[2\]](#)
- If one contradicts what you have said in your application, don't use it...but...

GRANT WRITING = TIRED EYES



Remember that slide I asked you to read?

- “Studies show that 60-75%of women in treatment for alcohol and other drug problems have experienced partnerviolence during their lifetimes. Womenwith substance abuse problems have also experienced a much higher instance of sexual abuse than women without drug problems, and the duration of the rape experiencetends to be longer. Thosewith mental health, substance abuse, and interpersonal violence problems also have amyriad of other life burdens and problems. These include homelessness, HIV-positive status, difficulties with employment, and family problems, among others. They have higher levelsof health problems and use more health servicesthan those with only one set of problems. Relationships among substance use, emotional problems, violence, andtrauma are often complex and multi-determined. Treatment professionals who are cross-trained are betterable to sort out and understand the interrelationship between trauma, mental healthissues, and substance abuse.[\[1\]](#)”

INTERNET TRANSMISSION

- **When transmitting your application materials by the Internet, be sure to use software that you know can be opened at the other end.**
 - Don't use tif files or outdated software if you can help it.
 - Ask the grants manager what works best.
 - You do not want to send documents that cannot be opened.
 - You don't want to use software that rearranges your work and gives me a bad impression[\[1\]](#)

WHAT MY WORKSHEET LOOKS LIKE BY THE TIME I'M DONE

ADC Data TX Data ADC-research Tech. Assist. Training .75 Key items 4.7.10

very weak score 5

6

e.) The applicant identifies which drug courts are proposed to receive funding, the type of program, at what amounts, for which periods of time, how the statewide applicant will assist the funded courts in achieving their goals and objectives, and how the applicant will monitor progress. The applicant identifies how the selected jurisdiction(s) drug court programs will operate in accordance with the *Defining Drug Courts: The Key Components* and will use sub-granted funds to implement research-based, data-driven strategies.

1 X
2 X
3
4
5 X
6 X
7 X

PG 10 \$30,000 of 71 table 2
PG 11 SADC
5 W not here
W not here
S secure + trust; monitor outcomes
PG 13 data might not well written could have used 15% for
PG 14, 15 use of data to impact DCs statewide link w/ baseline

7

f.) For applicants requesting funding to implement or enhance local courts, they should also describe:

1 A The detailed and randomized drug testing process and how it will occur throughout all components/phases of the program. The applicant describes the mechanism which the court will use to ensure coverage and coordination of drug testing among all available agencies associated with clients. The applicant describes the proposed frequency of judicial status hearings and related criteria in the program. Describe how the program will ensure consistent procedures in the status hearings.

1 A BX
2 X
3
4 X

PG 5 10 Keys
W not mentioned specifically
PG 4 1 min ix/mo more needed to be said

2 The applicant describes the process the court will use to ensure a perception of procedural fairness throughout all court and program operations.

3 The applicant describes the plan for sustaining drug court programming after federal funding has ended.

4 The applicant demonstrate how the SSA was consulted and how the proposal conforms to the framework of the State Strategy of Substance Abuse Treatment.

3 4 X
1

3.5

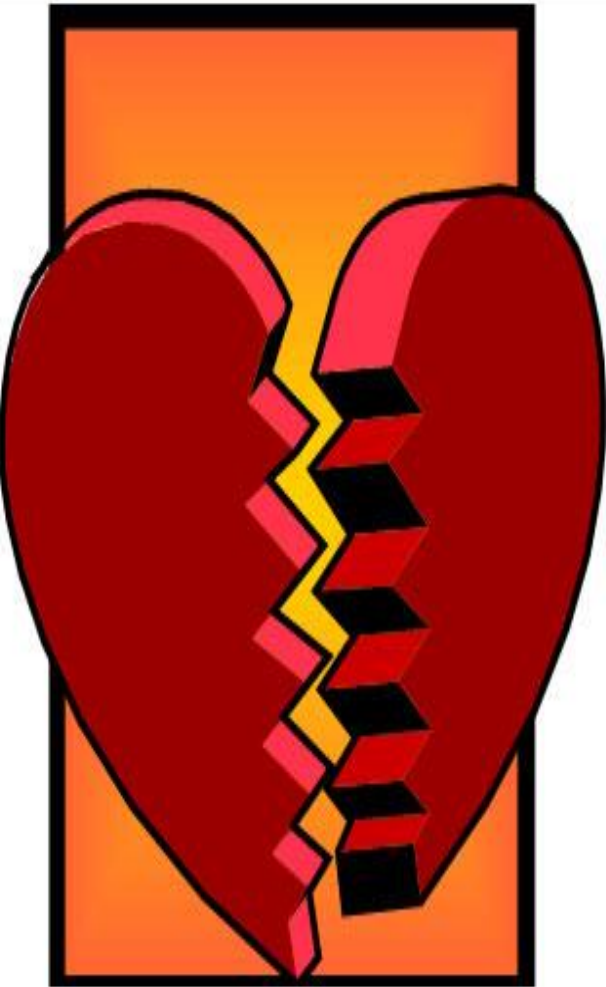
Points (0-10) (4.6) S 6 W 5 8

8.33
8.8

CONCLUDING THE REVIEW PROCESS

- We look over our worksheets, identify strengths and weaknesses and give each application a score. [\[1\]](#)
- Our worksheets are typed up along with our scores and submitted to the agency that coordinates our work.
- We then receive summaries of the scores we each gave for any applicant that earn 80% or more.
- A day and time is scheduled and all the members of the Peer Review Panel, with representatives of the funding agency, review each other's scores to decide on the final scores we want assigned to each application. [\[2\]](#)
- During this process we are looking at what you wrote as well as our "sloppy copy" score sheets. [\[3\]](#)
- At the end of this conference call we must submit our final scores.
- As peer reviewers, we DO NOT make the final determination as to who gets funded. [\[4\]](#)

HEARTBREAKS FOR ME AS A REVIEWER



- A compelling opening paragraph is written and there is no follow-through.
- Urgent needs are presented in the Abstract or first paragraph of the proposal and then, 20 pages later, are never mentioned again.
- An applicant submits a brochure and thinks that will suffice....Yep, only a brochure!
- A grant is poorly written and one or two of the Letters of Support eloquently present the need and the solution...why didn't that grant applicant ask those folks to help with the body of the proposal?
- Letters of Support contradict statements in the proposal narrative

SUMMARY...

DO:

- **STUDY** the RFP.
- **STAY** focused.
- **WORK** with experienced grant writers when possible
- Write like a journalist, a few but powerful words!
- **MAKE** best use of the program narrative
- **SOLICIT** your letters of support **ASAP**. If someone says “it” really well, quote them! Ask them to write that section of the grant application.
- **COMMUNICATE** competency.
- **WRAP IT UP**
- **FIND** a good editor! You want “fresh eyes” to read your work before you submit it.
- **KNOW** your software.

DON'T...

- **ASSUME** you know what they want and write your application as you see fit.
- **MAKE** the funder/reviewer have to search for required information
- **WRITE** like an attorney! (They call a 5,000 word document a “brief”!)
- **WAIT** for the Budget Narrative, the Letters of Support or a section about staff qualifications to mention critical information
- **ALLOW** your Letters of Support to contradict or confuse what you are saying in the grant application.
- **BRAG!** Use your outcomes to demonstrate your success.
- **STATE** a goal at the very beginning and then never mention it again!
- **FORGET** to check with your IT person and the funder’s to be sure there won’t be any glitches in transmission of your documents

Reality Check!

In the spirit of David Letterman's nightly "Top Ten" here are arguably the "Top Five" flaws found in grant seekers' proposals:

#5. Failing to work out an appropriate budget for the proposed program.

#4. Underestimating the importance of addressing sustainability.

#3. Underplaying the importance and the significance of evaluation.

#2. Not being clear enough about what you are trying to achieve through your proposed program or project (goals and outcomes!)

#1. Not following the funder's grant guidelines.

and remember this

I like cooking my family and my
pets.

Punctuation
saves
lives!



FINAL REVIEW

- **Tell me what you are going to tell me (Abstract).**
- **Tell me (Program Narrative).**
- **Tell me what you told me (Last Narrative Paragraph, Budget and Budget Narrative).**

And ALWAYS remember to breathe!

Going for a walk or getting some sleep can do wonders for finding the words you are looking for!

