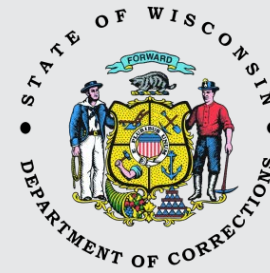


Treatment Alternatives and Diversion (TAD) Grant Writing Training

2017 TAD Competitive Funding Cycle
April 2016



TAD Partners



Welcome

- **Introductions**
- **Logistics**
 - **Food, breaks**
- **Plan for the day**
 - **Overview of TAD**
 - **Thinking about the planning process**
 - **Grant writing and the application process**
 - **Goal is to help counties/tribes prepare....**

Treatment Alternatives and Diversion (TAD)

- **What is TAD**
- **Statute (WI Stat. 165.95)**
 - **Focus on treatment courts and diversion programs**
 - **Focus on public safety and reducing costs, jail/prison population, and recidivism**
 - **Importance of evidence-based practices**
 - **Substance Use**
 - **Violent offender restriction**

Treatment Alternatives and Diversion (TAD)

- # of current TAD programs
- Funding increase
- 5 year cycle
 - Competitive process
 - Programs are at different points
 - Annual review

2017 Competitive Process Overview

- **Eligibility**
- **3 tracks**
 - **Planning and implementation**
 - **Implementation**
 - **Enhancement**

2017 Competitive Process Overview

- **Treatment Courts and Pretrial Diversion Programs**
- **Include primary goals established in statute:**
 - Reduce recidivism rates for non-violent offenders in the program and increase public safety
 - Reduce prison and jail populations by diverting nonviolent offenders to community-based interventions
 - Reduce crime and improve the operation of the CJ system (diversion programs)


2017 Competitive Process Overview

Which track is our project on?

- Matrix review
- Looking for the best fit for your project
- The expectations for the project, application, and reporting will vary by track

Treatment Alternatives and Diversion (TAD)

- **Benefits**
 - **Flexible**
 - **Designed to meet local needs**
- **Specific activities expected**
 - **Evidence-based practices**
 - **Adherence to standards**
 - **Risk/Needs assessments**
 - **Appropriate treatment services**
 - **Participant-level data collection and reporting**
 - **Criminal Justice Coordinating Council (CJCC or oversight body)**



Developing and maintaining a Criminal Justice Coordinating Council (CJCC)

Criminal Justice Coordinating Councils (CJCC)

An inclusive term applied to informal and formal committees that provide a forum where many key justice system agency officials and other officials of general government may discuss justice system issues.

- Broad representation within county's geographic boundaries
- Should include four categories of members
 - Justice officials (County attorney, judge, etc.)
 - Officials of general government (county commissioner, city council member)
 - Officials of related non-justice agencies (social services)
 - Public members (community leaders)

Criminal Justice Coordinating Councils (CJCC)

Checklist for forming CJCC

- **Determine if an existing group can form the basis for a CJCC or whether a new group must be formed.**
- **Determine who must authorize CJCC**
- **Draft a proposed statement of purpose for CJCC**

Criminal Justice Coordinating Councils (CJCC)

Checklist for forming CJCC

- **Draft an authorization document or charge**
- **Determine the structure and administrative location**
- **Request authorization to hire a CJCC Coordinator**

Criminal Justice Coordinating Councils (CJCC)

Checklist for forming CJCC cont...

- **Draft bylaws for consideration by the CJCC and/or authorizing groups**
- **Select the chair and vice-chair**
- **Determine executive committee and standing committees or task forces**

Criminal Justice Coordinating Councils (CJCC)

Checklist for forming CJCC cont...

- **Decide who votes, when and how**
- **Develop guidelines for establishing meeting agendas**
- **Determine financing for the CJCC**
- **Develop method for evaluating the CJCC**

Criminal Justice Coordinating Councils (CJCC)

- **Benefits**

- System-wide collaboration
- Better understanding of crime and criminal justice problems
- Clearer objectives and priorities
- More effective resource allocation
- Better quality criminal justice programs and personnel
- Increased public confidence in and support for the system and integrity of the law
- Buy in from stakeholders

Criminal Justice Coordinating Councils (CJCC)

- **Why does a CJCC matter for TAD?**
 - **Coordination**
 - **Planning**
 - **Buy-In**
 - Demonstrating community support is essential
 - Ability to show consensus within jurisdiction and proposed project
 - **Requirement by statute**
 - A county that receives a grant under this section shall create an oversight committee to advise the county in administering and evaluating its program (Wisc. Stat. 165.95).

Project Planning Tools and Techniques

Project Planning

- **Importance of Planning!!**
 - **What you are going to do, how, and why**
- **Need to make sure the need has been identified**
- **The goals and objectives are clear**
- **And the program is designed to meet the need, goals, and objectives**

Project Planning

- **Explanation of issue/need**
- **Strategic planning**
 - **Vision and mission**
 - **Strategy and tactics**
 - **Goals/Objectives**
 - **Tasks**
 - **Identify strengths, weaknesses, threats**
 - **Action steps**
 - **Measuring results**
 - **Sustainability**

System Mapping

- **How does the project work? (or how is it proposed to work?)**
- **Look at key decision points**
 - High level view or visual of how the project works (or will work)
 - What occurs at each step of the process
 - Who makes the decisions at each step
 - Can see how it all fits together

System Mapping

- **Why do system mapping?**
- Can help everyone understand various parts of the process
- Can help to identify gaps, issues
- Can account for different expertise
 - Works best to have everyone involved
- Can assist in writing your application!

System Mapping

- **How do you do system mapping?**
 - NIC suggests getting everyone together to work through it collectively
 - Lay out the decision points on paper/flip charts
 - Talk through the details
 - What happens at this decision?
 - Who makes the decision?
 - What are the options?
 - What influences the decision?
 - What are the opportunities for improvement?
 - See useful links document!

System Mapping



Start/End



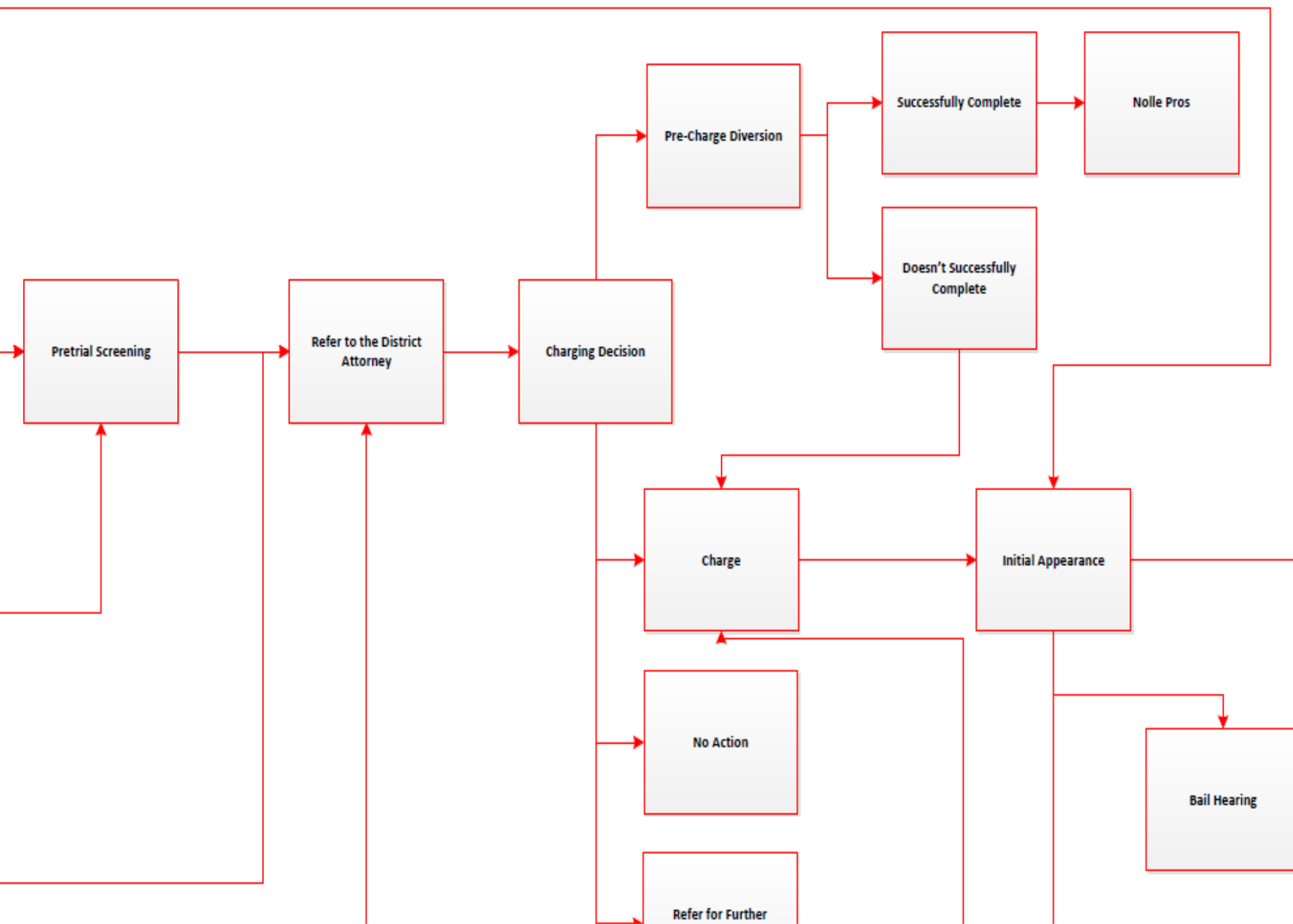
Decision

Yes →



Process

- Is a process map of your program
- Show the starting point
 - Often referral
- Decision points and what happens depending on the decision
- Who makes the decision
- Identify gaps or issues in the process flow



Project Planning

- Keep goals in mind
 - Both short and long-term
- Consider your resources
- Identify potential barriers
 - Strategies to address barriers
- Develop a logic model
 - Resources available to help!

Logic Model

- **What is a logic model?**
 - **Tool to help you specify:**
 - What your program is
 - What it does (or will do)
 - How the program works (or will work)
 - What it is intended to impact
 - **How it all fits together....**

Logic Model

- **What is included in a logic model?**
 - **Inputs** – what is going into the program (such as resources)?
 - **Activities** – what is the program doing? what are the services you are delivering and to whom? what are the strategies to deliver those services?
 - **Outputs** – immediate results that are part of the program process
 - **Outcomes** – shorter term goals or results
 - **Impact** –longer-term “big picture” goals or results
- Note that the terminology can differ somewhat...this is an adaptation of the NIC EBDM version, but the concepts are the same!

Logic Model

- How can it be useful?
 - Help to clarify the program – what is going into it and what it is intended to achieve
 - Makes the connection between what the program is doing and the goals
 - Assists in preparing for evaluation
 - Important part of planning and writing the application!

Goals and Objectives


In a logic model, the goals and objectives tie to your outcomes and impacts

- **S**pecific
- **M**easureable
- **A**ttainable (or **A**ction-oriented)
- **R**ealistic
- **T**ime-bound

Logic Model

- **How do you build a logic model?**
 - **Work backwards**
 - From impact back to input
 - What do you want to achieve
 - What you think it will take to get there
 - **Think of it as an on-going process**
 - **Use resources that are available!**

Project Planning – Logic Model

Inputs	Activities	Outputs	Outcomes	Impacts
<i>What is going into the program (such as resources), (e.g. staff, equipment, other resources)</i>	<i>What the program is doing, what services are being delivered and the strategies to deliver those services.</i>	<i>Immediate results that are part of the program process. (e.g. use of risk/needs assessment, drugs screens, participants served)</i>	<i>Shorter-term goals or results. (e.g. in program recidivism, graduation rates)</i>	<i>Longer-term “big picture” goals or results. (e.g. reductions in recidivism, jail/prison bed days saved)</i>
Contextual Conditions	 <i>External factors that can impact the project and the ability to meet the intended outcome and impact (e.g. community, political, financial, etc.)</i>			

Adapted from: National Institute of Corrections, Evidence-Based Decision Making, [Building Logic Models](http://info.nicic.gov/ebdm/?q=node/76) <http://info.nicic.gov/ebdm/?q=node/76>



Logic Model

- **Sample logic models**

 - Pell Institute – Developing a Logic Model**

 - <http://toolkit.pellinstitute.org/evaluation-guide/plan-budget/using-a-logic-model/>

 - Adult Redeploy Illinois**

 - <http://www.dhs.state.il.us/page.aspx?item=65912>

 - BJA Adult Drug Court Logic Model**

 - <https://www.bja.gov/evaluation/program-adjudication/drug-court-logic-model.pdf>

- **Resources**

Logic Model

- **Let's think about a basic example....**

Logic Model

- **Now let's take a hypothetical treatment court or diversion program....**

Lunch time on own

Training starts again at 12:30

Resources

- U.S. Department of Justice, National Institute of Corrections: Guidelines for Developing a Criminal Justice Coordinating Committee
(<http://nicic.gov/pubs/2002/017232.pdf>)
- U.S. Department of Justice, National Institute of Corrections: Getting it Right: Collaborative Problem Solving for Criminal Justice
(<http://nicic.gov/Downloads/PDF/Library/019834.pdf>)

Treatment Alternatives and Diversion (TAD) Grant Writing Training- Part II

2017 TAD Competitive Funding Cycle
April 2016



TAD Partners



Wisconsin
Department of Health Services



Data Collection, Evaluation, and Performance Measurement

Data Collection and Evaluation

Why Data?

**Anecdotes are great
(*but are not enough*)**

Measure Performance

Demonstrate Results

**Evaluate what works
(*and what does not*)**

Data Collection and Evaluation

Evaluation can help address important questions:

**How was the
program
implemented?**

**What are the
program
outcomes?**

**Is the program
meeting the stated
goals?**

**How can we
improve the
program?**

**What are the
program goals?**

Types of Evaluation

Process

- ~How was the program implemented?
- ~Was the program implemented as intended?
- ~Is the program adhering to standards and evidence-based practices?



Outcome

- ~Is the program meeting the stated goals?
- ~Are there racial or ethnic disparities in the program?
- ~What is the graduation rate for program participants?



Impact

- ~How do participants compare to those in the traditional cjs?
- ~What is the effect of the program on recidivism?
- ~Did program participants spend fewer days in jail or prison?



Cost-Benefit

- ~What are the costs associated with the program?
- ~Is the program cost-effective?
- ~How do program costs and benefits compare to alternatives?

Data Collection and Evaluation

Why Evaluation?

- To document the process
- To check program progress
- To look at program outputs, outcomes, and impact
 - Completion rate
 - Changes in employment or education
 - Incarceration days averted
 - Recidivism
 - Comparison to traditional cj outcomes (impact)
 - Cost/benefit analysis

To inform decisions

Data Collection and Performance Measures

Performance measures also address important questions:

How do the program measures compare to goals or “benchmarks?”

How are participants doing in the program?

Where can the program be improved?

What is happening with the program now or how is it changing?

What treatment doses are being given to participants?

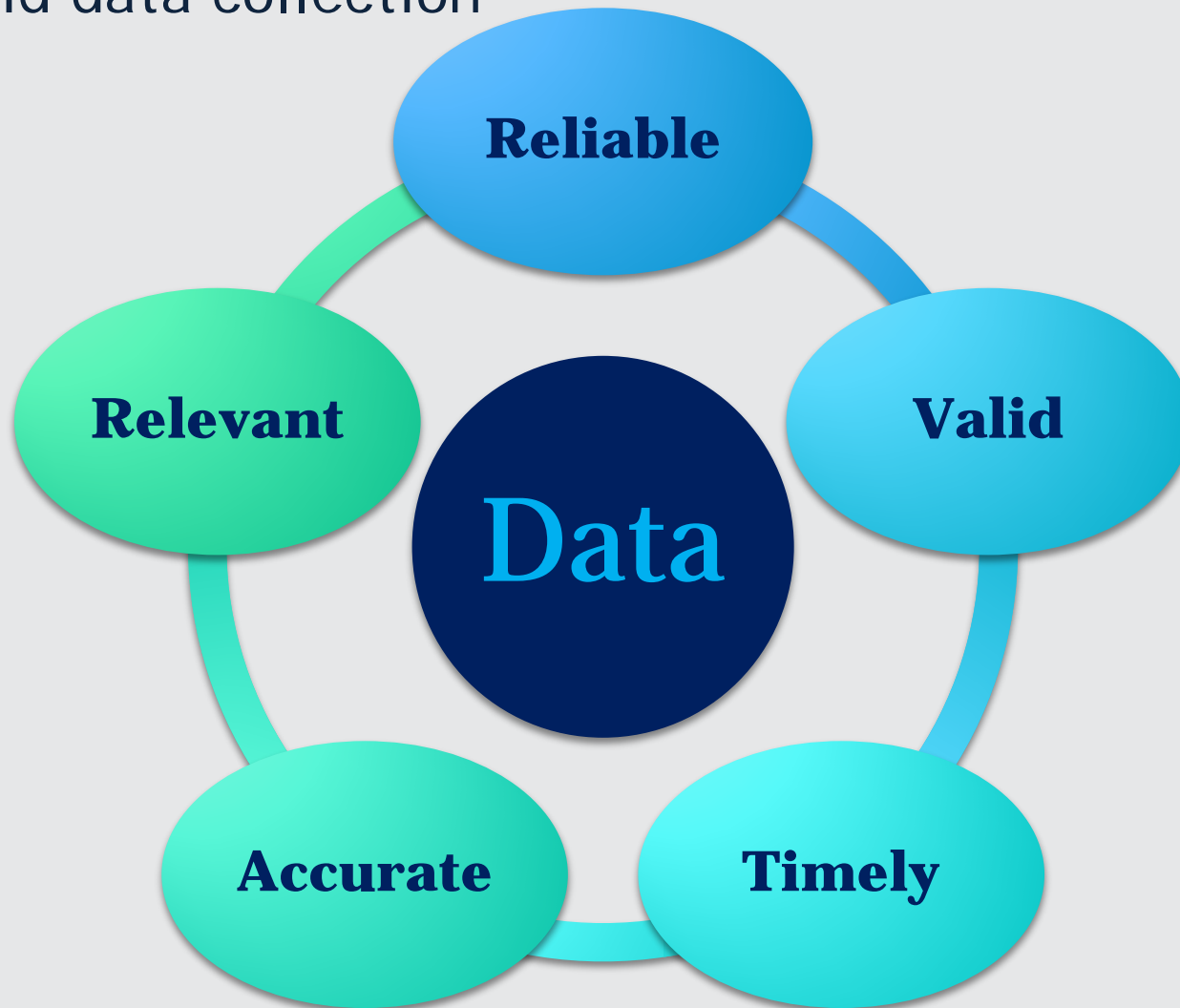
Data Collection and Performance Measurement

- On-going view of program status
 - “Dashboard” (Cheesman, NCSC)
- To *check* program performance
 - What is program intended to achieve and how is that working?
- To “measure” the program
 - Percent of participants who are high risk, high need
 - Average time from admission to first treatment
 - Average number of treatment sessions per participant
 - Average length of stay in drug court
 - Percent of positive drug tests
 - Percent of participants completing the program
 - How are these measures changing?

To inform and improve the program

Data Collection

Keys to solid data collection



Data Collection



- Participants are referred and screened
 - Eligibility, program type
- Participants start the program
 - Employment, education, medical, mental health, AODA, etc. – one per admission!
- Updates as they progress through the program
 - Services, AODA testing, outcomes, incentives, sanctions – by event!
- Participants complete or terminate the program
 - Status, services, AODA testing

Data Collection

- Ability to track:
 - Program type
 - Funding source
 - Specifics by type of program
- Connection to other systems
- Ability to submit data electronically
- Some existing data will be maintained
- Sites can only view their own data

Data Collection

- Not specifically a case management system
- Tracking data for evaluation and performance measures
 - Particularly for drug and hybrid courts
 - Expanding to other types of treatment courts
- Program outputs and outcomes
- Current information on program performance
 - More event-level data collection
 - Valuable for sites on-going

Data Collection

- No cost to sites to participate
- MOU and data sharing agreement
 - Sensitive data....
- On-going collaboration between DOJ and sites
 - For data and technical assistance needs
- Planning for spring 2016 release
 - **Additional training will be provided!**

Goals: Useful for sites

Meet evaluation & related needs

Data Collection, Performance Measurement and Evaluation

- Data collection and evaluation are a required aspect of the TAD program
- Also emphasized in WI Treatment Standards and National Standards
- Performance measures are also being incorporated into CORE
- Connected to EBP....



Demonstrating Adherence to Evidence-Based Practices

Evidence-Based Practice (EBP)

- In the criminal justice system, EBP is the partnership between research and practice.
- Research is used to determine how effective a practice is at achieving measureable outcomes, including reduction in recidivism, and increasing public safety.

Evidence-Based Practice Pyramid

GOLD

Experimental/control research design with controls for attrition

Significant sustained reductions in recidivism obtained

Multiple site replication

Preponderance of all evidence supports effectiveness

SILVER

Quasi-experimental control research with appropriate statistical controls for comparison group

Significant sustained reductions in recidivism obtained

Multiple site replications

Preponderance of all evidence supports effectiveness

BRONZE

Matched comparison group without complete statistical controls

Significant sustained reductions in recidivism obtained

Multiple site replications

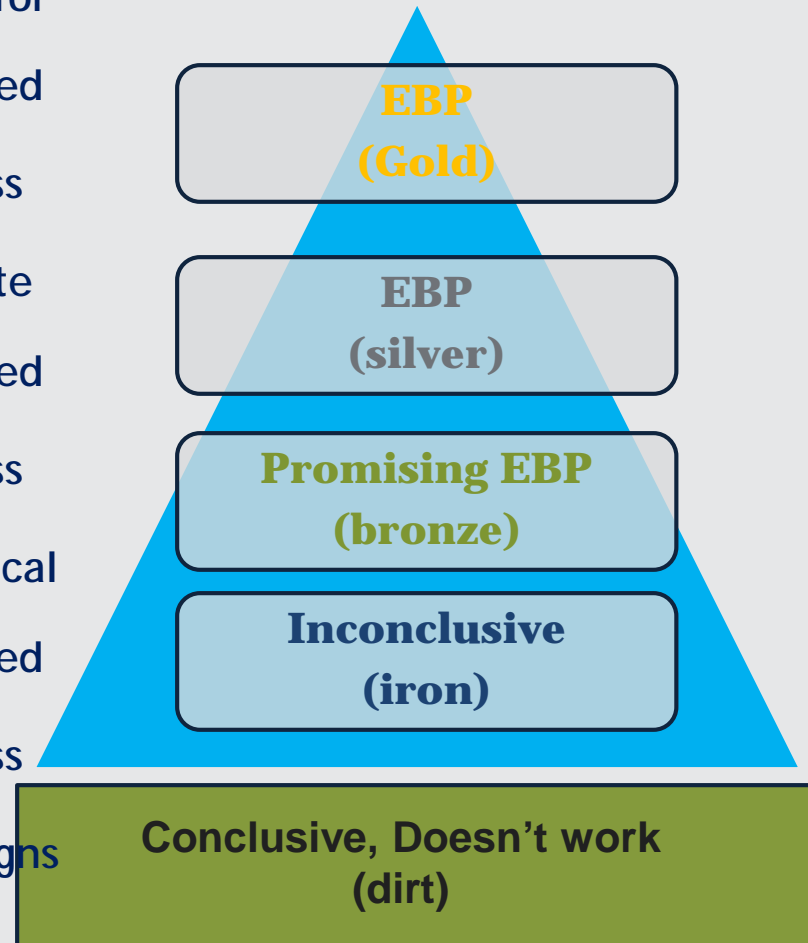
Preponderance of all evidence supports effectiveness

IRON

Conflicting findings and/or inadequate research designs

DIRT

Silver and Gold research showing negative outcomes



Evidence-Based Practice (EBP)

8 Principles

1. Assessing actuarial risks/needs
2. Enhancing intrinsic motivation
3. Targeting interventions appropriately (RNR)
4. Using cognitive behavioral treatment methods
5. Increasing the use of positive reinforcement
6. Engaging ongoing support in natural communities
7. Measuring relevant processes/practices
8. Providing measurement feedback

Source: Crime and Justice Institute, 2010

RNR

The **risk-need-responsivity** model states that the risk and needs of an offender should determine the strategies appropriate for addressing the individual's criminogenic factors.

Risk Principle

- Match level of service to the defendant's risk of re-offending.
- Based on **static** and **dynamic** risk factors
- **High risk** defendants should receive more intensive intervention
- **Low risk** offenders should receive no/minimal intervention
- Give low risk offenders stabilization services

Need Principle

- Assess **criminogenic needs** and target them in treatment.
- Criminogenic needs are **dynamic** (changeable) risk factors that are proven through research to affect recidivism

The Big Four Criminogenic Needs

1. **Anti-social cognition (thinking)**
2. **Anti-social companions**
3. **Anti-social personality/
temperament**
4. **Family and/or marital**

The Lesser Four

1. **Substance abuse**
2. **Employment**
3. **School**
4. **Leisure and/or recreation**

Responsivity

Tailoring interventions to individual learning styles, motivations and abilities can maximize the offender's ability to learn from the intervention.

Demonstrating Adherence to EBP

- **Application should reflect EBP**
 - **Actuarial risk-needs assessment**
 - **EB Treatment services**
 - **Principles of RNR**
 - **Standards**
 - **WI Tx Court Standards**
 - **National Tx Court Standards**
 - **10 Key Components**
 - **Performance Standards for Pretrial Release & Diversion**



Fundamentals of a Solid Grant Application

2017 Competitive Process Overview

- **Eligibility**
 - One application per county or group of counties
 - If more than one track in the same application, need to show the connection to a broader system plan
- **3 tracks**
 - Planning and implementation
 - Implementation
 - Enhancement
- **Application requirements and scoring criteria will differ by track and program type (treatment court and pretrial diversion program)**

Fundamentals of a Solid Grant Application

A grant application is a formal, written request for funds to support a specific program or project.

It will include information that explains:

- Why the funds are needed
- Explanation of program
- What the funds will be used for
- How the funds will be managed

Fundamentals of a solid grant application

The TAD applications will be highly competitive:

- Planning is an important part of the application process
 - Ensure partners are on board
 - Make sure the issue and goals are clear
 - Develop a logic model and system map
- Give yourself time – plan ahead
- Use a checklist (one will be provided)

Fundamentals of a solid grant application

The TAD applications will be highly competitive:

- Follow the solicitation directions closely
 - When instructed, use the forms supplied in the solicitation
 - Note page limits
- Answer *all* of the questions, completely and concisely
- Answer the questions within each specific section
 - Don't just copy and paste between sections

Fundamentals of a solid grant application

The TAD applications will be highly competitive:

- Include details
 - Do not assume evaluator knows what you are talking about
 - Be specific within each question
- Review, make sure all requirements are met
- Have someone else review the application for both structure and content



Grant application structure and submission process

Problem Description

A well written problem description will clearly describe the need or problem the treatment court or diversion program will attempt to “fix” with the grant funding.

- Nature and scope of problem
 - Be specific about the problem you are trying to address
- Provide evidence the problem exists
 - Use data
- If existing program, is there evidence of change over time?

Project Design

An effective project description will highlight enhancements to a current program or will explain specific plans for the design of a new treatment court or diversion program in your jurisdiction.

- Demonstrate how program adheres to requirements
Wisc. Stats. 165.95
- For existing programs, provide an overall description of the operation of the program and what is being enhanced.
- For new implementations, describe the proposed type, organizational structure, goals, and specific problems to be addressed.

Project Design

How do you intend to address the identified problem and how will your proposed solution impact the problem?

Provide specific components of the project design

- Eligibility: referral process
- Assessment: validated risk assessment tools
- Resources: substance and mental health services
- Monitoring: case management
- Program Phases: length of phases, graduation criteria
- Partners: stakeholder engagement

Implementation Strategy

- If a new program, what is the plan and timeline for program implementation?
- If an existing program, what are the plans for program enhancement and how the program will be implemented?
- The overall intent of this section is to provide specifics on how you plan to carry out the project as designed and how the implementation supports program goals.

Goals and Objectives

- Use the Goals and Objectives document in Egrants
- Should be connected to planning process
- Should bring clarity to what project is trying to achieve and how
- Include primary goals established in statute:
 - Reduce recidivism rates for non-violent offenders in the program and increase public safety
 - Reduce prison and jail populations by diverting nonviolent offenders to community-based interventions
 - Reduce crime and improve the operation of the CJ system (diversion programs)

Goals and Objectives

- **S**pecific
 - **M**easureable
 - **A**ttainable
 - **R**ealistic
 - **T**ime-bound
- This is where the logic model can be useful!

Budget Detail

The Budget Detail will justify all expenses and should be consistent with the project design.

- The budget should be as specific as possible in its estimates.
- Calculations for each category should clearly show how the costs are derived.
- The expenses in the budget should build upon the justifications given in the project design of the application.
- Budget categories along with allowable costs will be listed in the funding announcement.

Budget Detail Example

PERSONNEL

Justification: There are two certified law enforcement officers providing TAD services. The grant dollars will be used to pay a portion of the salaries of the officers. Both officers monitor bail/bond cases, Deferred entry of Judgments agreements, Alternatives to Revocations cases, and assist with drug and treatment court cases.

COST

Position 2.0 FTE Law enforcement officers
Name continued employment

Description of your computation: 2.0 x FTE law enforcement officers at \$24.03 per hour x 2080 hours x 2 positions = \$99,964.80

Source: State 99,964.80
Source: Cash Match (New Approp.) 25,771.00

Personnel Year 1 Total: 125,735.80

Budget Detail Example

TRAVEL (INCLUDING TRAINING)

Justification: Travel and Training costs for continuing education for the team ; admission and travel costs to attend the National Association of Drug Court Professionals annual conference in Anaheim, CA in 2016 and other state and training opportunities that could present.

COST

Purpose of Travel Continuing Interdisciplinary Education for the team
Location Anaheim, CA
Item Travel and Training

Description of your computation: (((\$700 2015 rates for admission + \$300 airfare) + (\$150/night hotel*5 nights) + (\$40/day for meals*5 days) + (\$100 transportation))*5 attendees

Source: State 10,250.00
Source: Cash Match (New Approp.) 0.00

Travel (Including Training) Year 1 Total: 10,250.00

Budget Detail Example

SUPPLIES & OPERATING EXPENSES

Justification: Funds will be used for ongoing drug and alcohol testing supplies and client transportation assistance.

COST

Supply Item	Alcohol and Drug Testing		
Description of your computation: Phase 1- 120 days (\$10,273); Phase 2- 90 days (\$7,280); Phase 3- 90 days (\$4,854); Phase 4- 60 days (\$3,236) plus 4 boxes of 10-panel cups (\$975)			
	Source: State		26,618.00
	Source: Cash Match (New Approp.)		0.00
Supply Item	Client Assistance (bus tickets)		
Description of your computation: 25 Clients x 12 Months = 300 x \$27.08			
	Source: State		8,123.00
	Source: Cash Match (New Approp.)		0.00
Supplies & Operating Expenses Year 1 Total:			34,741.00

Budget Detail

Match Requirement

A 25% cash match is required for all projects funded under the 2017 Treatment Alternatives and Diversion Program.

Question: County A is applying for a TAD grant to support its 2017 Drug Court. County A's grant award will be \$1000 and a 25% match is required. What is the correct match amount required from County A?

- A. \$25
- B. \$125
- C. \$333
- D. \$250

Budget Detail

Match Calculation

- Award Amount \div 0.75 State Share = Total Project Budget
- Adjusted Project Costs \times 0.25 Recipient's Share = Required Match

Example: For a grant award of \$1,000 the calculation would be:

- Total Budget: $\$1,000 \div 0.75 = \$1,333.33$
- Required Match: $\$1,333.33 \times 0.25 = \underline{\underline{\$333.33}}$

Budget Narrative

Describe in detail how your budget relates to the overall program strategy or implementation plan.

A detailed narrative explains what will be paid for in each category.

- Personnel: Name, position, duties and activities of employee
- Benefits: FICA, health, unemployment, etc.
- Travel/Training: applicable state rates, names of training events, # of staff attending
- Supplies/Operating Expenses: give specific details of costs
- Consultants/Contractual: attach contracts, show basis of costs
- Limits on specific categories will be provided with the solicitation

Evaluation Criteria

DOJ is committed to ensuring a fair and open process for awarding grants. DOJ, along with its partner agencies, reviews the applications to make sure that the information presented is reasonable, understandable, measurable, and achievable, as well as consistent with the funding announcement.

Sections will be weighted

Tracks will be evaluated on different criteria

Selection criteria discussion

Things to watch for

- Do not copy and paste substantial content into multiple sections
- Don't assume evaluator knows what you are talking about
- Only content provided in grant application will be reviewed/evaluated

Things to watch for

- **Make sure your budget adds up**
 - **and rounding is okay!**
- **Make sure the budget details connect to the project design and goals/objectives**
- **Have someone else review and proofread your application**

Grant Application Requirements

- Complete application with all required sections
 - Including attachments
- Submitted by deadline in EGrants
- Letters of support
- Other funding for programs will need to be identified

Reporting Requirements

- Participant-level data collection through the CORE Reporting System
- Quarterly reports
- Participation in both process and outcome/impact evaluations
- Other data requested by DOJ

Submitting the Application

- Important dates listed on grant announcement
- Egrants will be method to apply
 - Timeout based on inactivity
 - Best to copy and paste text from Word
 - Don't use back button
 - See handout "Guide to Grants"

Important Dates

- Solicitation to be released early May
- Applications due June 30th
- Awards to be made by September 1st
- Initial project period Jan 1st – Dec 31st, 2017

Potential for annual renewal if meeting program requirements and progressing on goals and objectives

Closing

- **Technical assistance from partner agencies**
 - Grant related
 - Program related
 - Data related
 - Treatment services
 - Risk/needs assessments
- **See contact handout**
- **Upcoming webinars as part of the EBDM initiative**

Questions?

*Bureau of Justice Information and Analysis (BJIA)
Training and Standards Bureau-Justice Programs
Wisconsin Department of Justice*



Wisconsin
Department of Health Services