

# Grant Writing Made Easy



# Grant Writing Made Easy

## Presenters

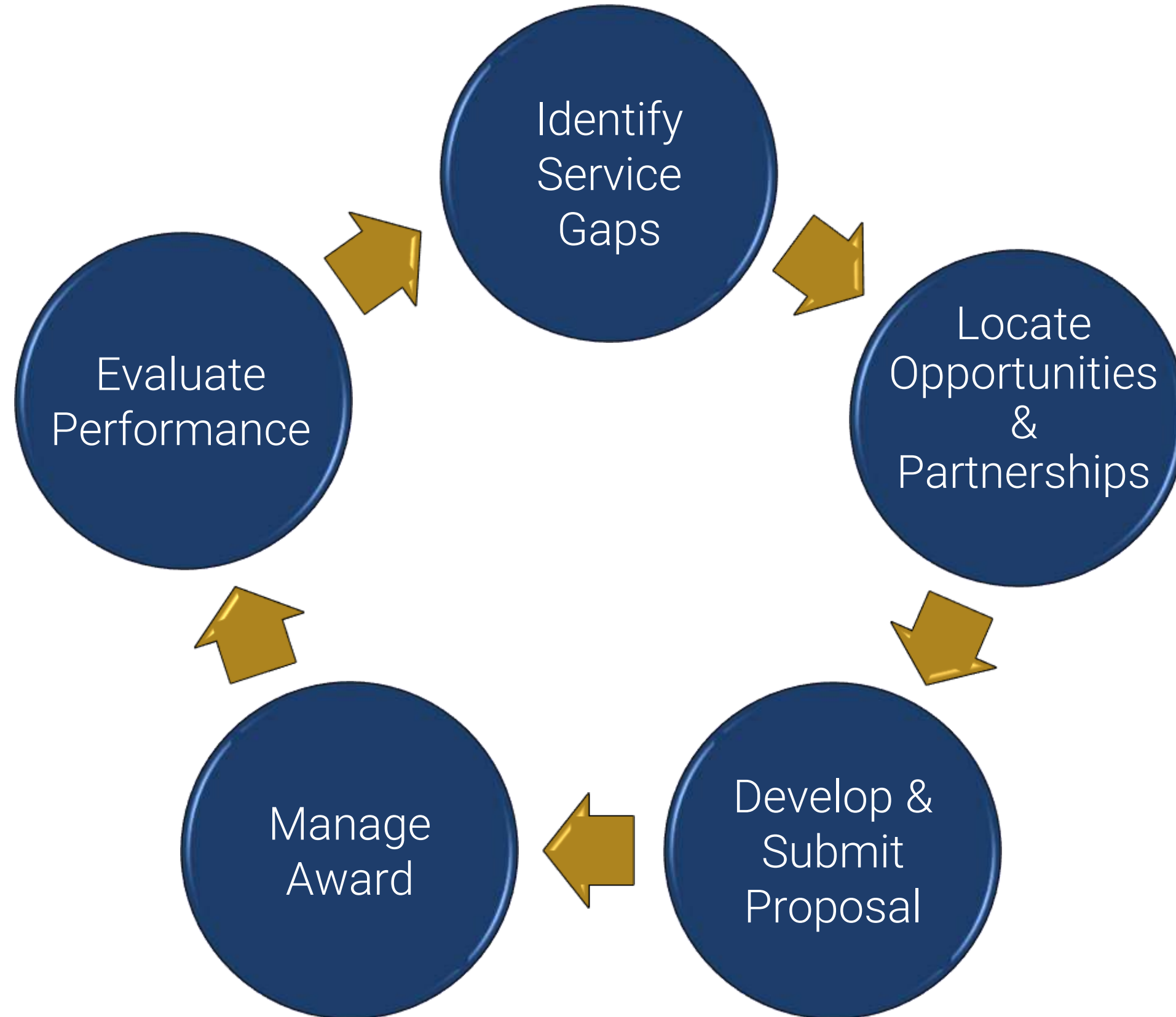
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# Finding and Assessing Federal Grant Opportunities

# Grant Writing Made Easy

## Grant Lifecycle





# Finding and Assessing Federal Grant Opportunities

The screenshot shows the GRANTS.GOV website interface. At the top right, there are links for HELP, REGISTER, and LOGIN. A search bar contains the text "SEARCH: Grant Opportunities" and "Enter Keyword..." with a red GO button. Below the search bar is a navigation menu with the following items: HOME, LEARN GRANTS, SEARCH GRANTS, APPLICANTS (highlighted), GRANTORS, SYSTEM-TO-SYSTEM, FORMS, CONNECT, and SUPPORT. The main content area features a large banner image of people walking in business attire, with the text "FOR APPLICANTS" overlaid in large blue letters. Below the banner are eight informational cards arranged in a 2x4 grid:

- Check Your Eligibility:** Are you or your organization eligible for a grant? Learn how to check your eligibility here. [Check Your Applicant Eligibility »](#)
- Get Registered:** To apply, you need to register an account with Grants.gov. Begin registering today. [Applicant Registration »](#) [Organization Registration »](#)
- Apply for Grants:** Ready to apply? Create a workspace to apply for a grant. [Apply for a Grant Opportunity Today »](#) [Workspace Overview »](#)
- Track Your Application:** Enter your Grants.gov tracking number to follow the progress of up to five applications at a time. [Track Your Application »](#)
- Adobe Compatibility:** Ensure your Adobe Reader or Acrobat software is compatible with Grants.gov. [Adobe Compatibility Tip Sheet »](#)
- Applicant Training:** Access training materials, tips and other resources that will help you successfully navigate Grants.gov. [Applicant Training »](#) [Grants.gov Online User Guide »](#)
- Applicant FAQs:** If you have questions, you are not alone. Here are the answers to frequently asked questions. [Applicant FAQs »](#)
- Manage Subscriptions:** Subscribe to funding opportunities, saved searches, RSS feeds, and communications. [Sign Up Now »](#)

At the bottom of the page, there is a footer with social media and utility links: CONNECT WITH US: Blog, Twitter, YouTube, Alerts, RSS, XML Extract, Get Adobe Reader. Below that are links for HEALTH & HUMAN SERVICES (HHS.gov, EEOC / No Fear Act, Accessibility, Privacy, Disclaimers, Site Map) and COMMUNITY (USA.gov, WhiteHouse.gov, USAspending.gov, SBA.gov, CFDA.gov, SAM.gov, DUNS Request, Report Fraud). On the right side of the footer, contact information for GRANTS.GOV Applicant Support is provided: 1-800-518-4726 and support@grants.gov.

# Federal Grant Opportunities

## Federal Grant Cycle

- Grant solicitations are generally released December–June.
- Due dates are generally 6-8 weeks from release.
- Questions from grantor agencies are generally resolved July-August.
- Grants awards are announced August-September.
- Awards coincide with Federal Fiscal Year which begins October 1.

# Federal Grant Opportunities

## Federal Grant Awards

Awards coincide with the Federal Fiscal Year which begins **October 1<sup>st</sup>**.

Funding periods range from **one to five years** with two or three years being the most common.

Award amounts vary from **\$250,000 to \$1,500,000**.

# Federal Grant Opportunities

## Gearing Up for Grant Season

- ✓ Identify the issue, resource or service gap in your community you are trying to resolve.
- ✓ Research grants that are within the scope of the project you intend to pursue.
- ✓ Sign up on [grants.gov](https://www.grants.gov).
- ✓ Identify or obtain a DUNS number and register it with SAM.
- ✓ Obtain stakeholder buy-in and identify project partners.
- ✓ Allocate the appropriate amount of time and resources to complete the proposal.



# Major Federal Agencies that Offer Court-Related Funding

## Bureau of Justice Assistance (BJA)

- Fund Adult Drug Courts; Driving While Intoxicated (DWI)/Driving Under the Influence (DUI) Courts; Co-Occurring Courts where those participants possess a substance abuse related charge and diagnosis; Veterans Treatment Courts; and Tribal Healing to Wellness Courts—Implementation and Enhancement
- Fund Reentry Initiatives – including Reentry Courts
- Fund Comprehensive Opioid Abuse Program



# Major Federal Agencies that Offer Court-Related Funding

## Substance Abuse and Mental Health Services Administration (SAMHSA)

- Fund Adult Drug Courts; Driving While Intoxicated (DWI)/Driving Under the Influence (DUI) Courts; Co-Occurring Courts where those participants possess a substance abuse related charge and diagnosis; Veterans Treatment Courts; and Tribal Healing to Wellness Courts—Implementation and Enhancement; Juvenile and Family Drug Courts
- Fund Reentry Initiatives – including Reentry Courts



# Major Federal Agencies that Offer Court-Related Funding

## Office of Juvenile Justice and Delinquency Prevention (OJJDP)

- Fund Family Drug Courts, Juvenile Drug Courts and Juvenile Healing to Wellness Courts
- Family Drug Court Statewide System Reform



# Federal Grant Opportunities

## How to Decide if an Opportunity is Right for You



Fits a **priority area** of the court.



Appropriate personnel is available to **manage the program** (or you can fund the project management in the grant).



Builds an **important partnership** or relationship that is beneficial.



# Partnerships

## Why are they beneficial?

- Open up more opportunities.
- May improve your chances of being funded (improve your score).
- May reduce your responsibility (others may write the grant for you).
- Allow for collaboration which is generally required to some degree.



# Partnerships

## Ideas to Consider



Partner with **the AOC** when only the state can apply.



Partner with **a non-profit**.



Partner with **a research body**—evaluation is becoming a standard requirement in grants.

From Concept to Completion:  
Key Steps to  
Successful Grant Writing

# Grant Writing

## What are the Dos and Don'ts?

- Do make certain you have a DUNS number and it is actively registered with SAM.
- Do always begin every proposal by completing the budget.
- Do answer each and every question thoroughly as if it were a standalone question.
- Do follow instructions.
- Do consider the reasonableness of your funding requests.





# Grant Writing

## What are the Dos and Don'ts?

- Do establish a planning document that outlines every task and a deadline for every task along with who is responsible.
- Do remember to complete all of the registrations immediately – at least four weeks before the solicitation is due.
- Do make your requests for letters of support early.

# Grant Writing

## What are the Dos and Don'ts?

- Do have a clearly identified leader to manage the completion of the grant who is well organized and comfortable making decisions.
- Do write everything with the grant reviewer in mind.
- Do NOT use locality-specific lingo or use too many acronyms.
- Do NOT submit your grant on the last day.

# Grant Writing

## The Steps

- Determine eligibility.
- Decide which agency will be the grant applicant and will be responsible for the funds and reporting.
- Ensure DUNS number has a current registration in the SAM.
- Determine who will be responsible for proposal writing and submission.
- Identify project partners.
- Create a draft budget and identify sources of match if required.
- Determine who the Project Director will be or if one will be hired.

# Grant Writing

## The Steps

- Determine the project goals and objectives.
- Write the budget narrative.
- Request letters of support from stakeholders and project partners.
- Break the project narrative into distinct sections to begin writing.
- Develop an outline.
- Complete the narrative.



# Grant Writing

## The Steps

- Write the project abstract. Use provided forms where applicable.
- Complete all required attachments.
  - Project timelines
  - Resumes/job descriptions
  - Indirect cost rate approval letter
  - Letters of support
  - MOAs/MOUs
- Obtain all necessary local and state approvals and signatures.
- Upload the documents and complete all on-line requirements.

# Federal Grant Solicitation Components

## Program Narrative

- Statement of the Problem
  - Describe the demographics of the area/people to be served.
  - Use data to demonstrate need.
- Program Design and Implementation
  - Directly link the proposed project to the identified need.
  - Use evidence based practices when at all possible.
  - Objectives should be specific and measurable.
  - Link the activities to the budget.
  - Ensure the design responds directly to the goals of the funding agency and any specific topic areas and priority considerations.

# Federal Grant Solicitation Components

## Program Narrative (cont.)

- Capabilities and Competencies
  - Describe key staff and organizations.
  - Detail the strengths of each staff member and organization, particularly the project director.
- Impact/Outcomes, Evaluations, Sustainment and Performance Measure Reporting
  - Include required performance measures.
  - Identify what data will be collected.
  - Describe how data will be collected.
  - Describe who will evaluate the project and how.
  - Detail a plan for sustaining the project after the grant period.

# Federal Grant Solicitation Components

## **Project Abstract**

- Use the specific form and/or format specified.

## **Budget Worksheet and Narrative**

- This is one combined document.
- Link the budget directly to the project.

## **Attachments**

- Provide all required attachments.
- Create extra attachments if appropriate and allowable, e.g., a document for citations.

What Happens Next

# What Happens Next

## Sustainability

- Devise this plan early in the process.
- Do not request funds for things that absolutely cannot be sustained when the grant period ends.
- Identify possible new streams of funding.
- Devise a marketing plan.
- Plan to collect data to support future funding requests.
- Involve all stakeholders.

# What Happens Next

## The Importance of Project Management



Identify a **project director** early on in the project development process.



**Meet all reporting deadlines** and have a plan for data collection.



Do not underestimate **the workload** that a grant will produce.



# Grant Implementation Project Kick-Off



Attempt to minimize project implementation delays.



Hire new staff as soon as appropriate.



No more than 90 days should elapse prior to project implementation.



Maintain contact with your grant monitor if unforeseen delays occur.

# Grant Implementation

## Budget Amendments and No-Cost Extensions



Determine what percent of the budget can be moved within categories without grantor permission.



Request budget amendments or adjustments when necessary.



Communicate with your grant monitor.



Request a no-cost extension in a timely manner. Grant awards that are not fully expended at the end of the original grant period can usually be spent for up to 12 months after the grant period ends at no cost to the grantee.

# Grant Implementation

## Your Grant Monitor



Introduce yourself via email at the beginning of the project.



Maintain open communication.



Ask for guidance.



Ask for technical assistance.



Make budget amendment requests.



Be timely.

# Unsuccessful Grant Applications

## What do you do?

- Strongly consider re-applying the following year.
- Use the reviewer feedback as your roadmap. Keep the things that scored well. Fix the things that were issues in the grant application.



# Unsuccessful Grant Applications Review and Reapply Next Year

- The applicant describes how the project can be implemented during the given time period.
- The section presents a clear understanding of objectives and goals, with special emphasis on young, Native American males with DWIs.
- The proposal enhancement provides for shortening time between arrest and intervention, equalizing and improving graduation rates, and reducing recidivism.
- The applicant proposes the hiring of a Native American community liaison specialist to address cultural issues.
- One enhancement is to start to use an evidence-based risk/need assessment tool to ensure correct treatment planning. The program has selected the RANT assessment tool. The reasons for selecting this tool are provided in detail and are logical. Those individuals who are assessed and do not enter the program will still benefit from the assessment, because it will be utilized by the adult probation officers and others for decision-making. The goal to shorten the time between arrest and DUI court is on target with what research states regarding the need to introduce treatment as quickly as possible. This shows a treatment practice that is tied to an outcome. The enhancements are designed to target the identified population.

## WEAKNESSES

- The applicant does not describe how project planning includes client input. No client input is mentioned.
- The application does not describe modifications needed for the evidence-based practices.
- The applicant does not describe how achievement of the goals will produce the relevant results.
- Key components of drug court are not laid out.
- There is some redundant information with regard to the proposed program enhancements. There is no consideration of client input.

# Federal and State Grants

## How are they scored?

- Beautiful prose is not rewarded. Just answer the question.
- There is a scoring guide – the guide follows the order of the questions in the RFA. ALWAYS answer the questions in the order in which they are asked.
- Be redundant in your answers if the questions are redundant.
- REMINDER: Consider the grant reviewer when you structure your grant.





# Federal and State Grants Exercises



Review example of a budget section and narrative.



Review example of a project narrative section.

- What is good?
- What needs improvement?
- What changes would you make?



# Writing the Budget

# Grant Budget Example 1

## FEDERAL REQUEST

Item	Rate	Cost
(1) Telephone	1 line x \$50/line x 12 months	\$600
(2) Cell phone service	1 phone x \$50/month x 12 months	\$600
(3) Client Incentives	\$20/client x 32 clients	\$640
(4) Bus/Taxi tokens	\$50/month x 12 months	\$600
	<b>TOTAL</b>	<b>\$2,440</b>

### JUSTIFICATION:

- (1) Telephone is necessary to operate the program.
- (2) Cell phones are for program staff.
- (3) Incentives are to reward clients
- (4) Tokens are for client travel.

# Grant Budget Example 2

## FEDERAL REQUEST

Item	Rate	Cost
(1) Telephone	1 line x \$50/line x 12 months	\$600
(2) Cell phone service	1 phone x \$50/month x 12 months	\$600
(3) Client Incentives	\$20/client x 32 clients	\$640
(4) Bus/Taxi tokens	\$50/month x 12 months	\$600
	<b>TOTAL</b>	<b>\$2,440</b>

## JUSTIFICATION:

- (1) Telephone is necessary to operate the program. The monthly telephone costs reflect the % of effort for the personnel listed in this application
- (2) The staff will use the cell phone to be available to the participants in the program for emergency/crisis calls after hours and weekends. The cost is based upon prior purchase of the utility.
- (3) Client incentives are used to provide rewards to participants to encourage behavioral change
- (4) The travel tokens are needed to remove barriers to insure that the participants are able attend meetings, appointments and court hearings as directed and needed.

# Grant Budget

## Example 3

### TRAVEL (FEDERAL)

Purpose of Travel	Location	Computation						Cost	
		Item	Cost Rate	Basis for Rate	Quantity	Number of People	Number of Trips		
Grantee Meeting	Washington DC	Lodging	\$220.00	Night	3	4	1	\$2,640.00	
		Meals	\$42.00	Day	4	4	1	\$672.00	
		Mileage		Mile				\$0.00	
		Transportation:							
		Airfare	\$500.00	Round-trip		4	1	\$2,000.00	
		Local Travel						\$0.00	
		Other							
		Baggage/Ground Transport	\$75.00		1	4	1	\$300.00	
		Subtotal						\$5,612.00	\$5,612
									FEDERAL TOTAL
Add Travel									

### TRAVEL NARRATIVE (FEDERAL)

Four staff to attend Orientation as required.

# Grant Budget

## Example 4

### TRAVEL (FEDERAL)

X	Purpose of Travel	Location	Computation						Cost	
			Item	Cost Rate	Basis for Rate	Quantity	Number of People	Number of Trips		
	Grantee Meeting	Washington DC	Lodging	\$220.00	Night	3	4	1	\$2,640.00	
			Meals	\$42.00	Day	4	4	1	\$672.00	
			Mileage		Mile				\$0.00	
			Transportation:							
			Airfare	\$500.00	Round-trip		4	1	\$2,000.00	
			Local Travel						\$0.00	
			Other							
			Baggage/Ground Transport	\$75.00			1	4	1	\$300.00
			Subtotal							\$5,612.00
										\$5,612.00
								FEDERAL TOTAL	\$10,096	
	Add Travel									

### TRAVEL NARRATIVE (FEDERAL)

Four staff to attend mandatory 2-Day Grantee Orientation in Washington DC, and later a mandatory 3-Day Grantee Meeting in Washington DC. Air travel costs are estimated based on current costs. Hotel and per diem are based upon GSA rates. Baggage and ground transportation are based on average costs of prior trips

# Grant Budgets

## What are reasonable costs in a budget?

- How much is appropriate to budget per month for supplies for staff?
- How much is appropriate to budget for a computer?
- How much is appropriate to budget for drug testing?
- How much is appropriate to budget for a rental car or a taxi for a three-day trip?



# Grant Budgets

## Linking the Budget to the Project

- Budget narrative should relate directly to the project design.
- Personnel costs should relate to the key personnel for the project.
- The role of contracted services should be clearly stated in the project narrative.
- The budget should include adequate funding to fully implement the project.
- Pay close attention to limits on specific line items.
- The budget narrative should leave no questions for a grant reviewer about the purpose of requested funds.



# Grant Budgets

## Linking the Budget to the Project



Not checking **math**.



Not accounting for a **start-up period** – usually one to three months, but never more. Year 1 budget should not show new positions starting on day 1 as hiring will take time.



Not **breaking out benefits** by the line item as the instructions state.

# Grant Budgets

## Creative Thinking About Budgeting



To add staff or not – pros and cons.



Can you contract out for services?



Think outside of the box about how to accomplish a goal – bring in a trainer versus sending to training; place position in a different department and establish an MOU, etc.

# Writing the Project Narrative

# Project Narrative

## SAMHSA RFP

2. Describe the Evidence-Based Practice(s) (EBPs) that will be used and justify its use for your population of focus, your proposed program, and the intent of this RFA. Describe how the proposed practice will address the following issues in the population(s) of focus, while retaining fidelity to the chosen practice: demographics (race, ethnicity, religion, gender, age geography, and socioeconomic status; language and literacy; sexual identity (sexual orientation, gender identity); and disability. [See [Appendix I: Using Evidence-Based Practices \(EBPs\).](#)]

# Project Narrative

## SAMHSA RFP Example 1

### **Evidence-Based Practice: Seeking Safety**

Source of Information: SAMHSA's National Registry of Evidence-Based Programs and Practices

Seeking Safety is a present-focused treatment for clients with a history of trauma and substance abuse. The treatment was designed for flexible use: group or individual format, male and female clients, and a variety of settings (e.g., outpatient, inpatient, residential). Seeking Safety focuses on coping skills, is psychoeducational and has five key principles: (1) safety as the overarching goal (helping clients attain safety in their relationships, thinking, behavior, and emotions); (2) integrated treatment (working on both posttraumatic stress disorder (PTSD) and substance abuse at the same time); (3) a focus on ideals to counteract the loss of ideals in both PTSD and substance abuse; (4) four content areas: cognitive, behavioral, interpersonal, and case management; and (5) attention to clinician processes (helping clinicians work on countertransference, self-care, and other issues).

Seeking Safety is tied to the objective of improving program retention, reducing substance use and reducing criminality.

# Project Narrative

## SAMHSA RFP Example 2

### **Evidence-Based Practice: Recovery Support Services**

Source of Information: SAMHSA's National Registry of Evidence-Based Programs and Practices

Seeking Safety is a present-focused treatment for clients with a history of trauma and substance abuse. The treatment was designed for flexible use: group or individual format, male and female clients, and a variety of settings (e.g., outpatient, inpatient, residential). Seeking Safety focuses on coping skills, is psychoeducational and has five key principles: (1) safety as the overarching goal (helping clients attain safety in their relationships, thinking, behavior, and emotions); (2) integrated treatment (working on both posttraumatic stress disorder (PTSD) and substance abuse at the same time); (3) a focus on ideals to counteract the loss of ideals in both PTSD and substance abuse; (4) four content areas: cognitive, behavioral, interpersonal, and case management; and (5) attention to clinician processes (helping clinicians work on countertransference, self-care, and other issues).

Seeking Safety is tied to the objective of improving program retention, reducing substance use and reducing criminality.

# Project Narrative

## SAMHSA RFP Example 2

### **Evidence that the practice is effective with the target population.**

Seeking Safety has been tested in several clinical settings. Seeking Safety has been shown to contribute to significant reduction in substance abuse, trauma-related symptoms, and treatment retention. Seeking Safety has been tested with dually diagnosed women, men, and adolescent girls. Samples have included clients in outpatient and residential settings, low-income urban women, incarcerated women, and veterans (both men and women). (SAMHSA NREPP summary of 8 experimental and pre-experimental studies).



# Project Narrative

## SAMHSA RFP Example 2

### **Evidence that the practice is appropriate for the target outcomes.**

Seeking Safety was the first empirically-studied treatment for the dual diagnosis of PTSD/substance use and, at this point, has been studied more than any other approach (Najavits, 2002). In all the studies, improvements were found in substance use as well as a variety of other areas (e.g., general psychiatric symptoms, suicidal thoughts and plans, problem-solving ability, sense of meaning, social adjustment, and depression). Treatment attendance and satisfaction were high as well. All four studies that included assessment of PTSD and/or trauma-related symptoms found improvements in those areas. In all of the studies, the clients were severe, i.e., they had the disorders chronically for many years, in most cases were substance-dependent.

# Project Narrative

## BJA RFP

### **5. Plan for Measuring Program Success to Inform Plans for Sustainment (5 percent)**

- Discuss how variables like stakeholder support and service coordination will be defined and measured.
- Describe how evaluation and collaborative partnerships will be leveraged to build long-term support and resources to sustain the project when the federal grant ends.
- Describe the policies, statutes, and regulations that will need to be put in place to support and sustain service delivery.

# Project Narrative

## BJA RFP Example 1

### **5. Measuring Program Success and Plan for Sustainment Stakeholder Support**

All stakeholders for the CJCC and BHCC will operate under their respective by-laws. These by-laws outline rights and limitations, participation, and responsibilities for all members. Membership on either committee demonstrates its recognition that collaborative-driven reforms will require the group to identify priorities, accept changes in policy and procedures designed to effectuate positive changes in performance and system efficiency, and that there is no collaboration without negotiation and willingness to compromise.

The Councils will make recommendations of policy and procedural changes that will affect the entire behavioral health and/or criminal justice system and it will be the role of all Council members to become agents of change, to provide leadership in communicating the need for self-examination and participation in data gathering efforts, and to be open to monitoring program implementation and evaluating policy decisions.

All partner agencies understand that these reforms may necessitate that they identify priorities, collaborate on changes in policy and procedures designed to effectuate positive changes in performance and system efficiency, and be open to negotiation and willing to compromise.

# Project Narrative

## BJA RFP Example 2

### 5. Measuring Program Success and Plan for Sustainment Stakeholder Support

#### Stakeholder Support

Stakeholders have already been identified and enlisted under the current CJCC and BHCC by-laws. Membership on either committee demonstrates each stakeholder's commitment to identifying priorities and working to effectuate positive changes in performance and system efficiency. Stakeholder support for this project shall be defined as full participation in council members, and measured by attendance at council meetings (80% participation rate for each agency is the target), compliance with data requests (100% compliance is the target), provision of staff/staff time as necessary to assist with evaluation and implementation of subsequent recommendations (80% positive response is the target), and full (100%) compliance with all policies and procedures enacted by the two agencies.

# Project Narrative

## BJA RFP Example 2

### Service Coordination

The Councils will make recommendations of policy and procedural changes that will affect the entire behavioral health and/or criminal justice system and it will be the role of all Council members to become agents of change, to provide leadership in communicating the need for self-examination and participation in data gathering efforts, and to be open to monitoring program implementation and evaluating policy decisions. Service Coordination in this project shall be defined as “development and implementation of policies that address the assessment and planning processes and bring together services from all of the involved stakeholders to address the strengths and needs of the mentally ill offender.” Success shall be measured by 1) the development and implementation of a county-wide policy on offenders with mental illness; 2) the degree of stakeholder adherence to this policy in the 12 months after implementation (target is 80%); 3) a 50% increase in the number of mentally ill offenders who had received services in jail maintaining those services 6 months after release; and 4) a 25% decrease in the number of jail bed days utilized by mentally ill offenders in the 12 months following the implementation of the policy.

# Project Narrative

## BJA RFP Example 2

Data regarding the jail will be managed by the Sheriff's department with assistance from Contractor A as described above. Data regarding community services will be managed by the project director, who will work with Contractor B to develop a data collection and management system, including a possible survey of community providers about referrals to mental health services for their clients, and their outcomes. Additionally, the project director, in conjunction with the BHCC and Contractor B, will develop a baseline inventory of the existing services in the community, which will be updated continuously at BHCC and CJCC quarterly meetings.

### Sustainment

All information gained from data collection will be utilized to inform policy and protocol decisions by both the BHCC and CJCC. Policies developed and enacted by these agencies are binding for all stakeholders. All partner agencies understand that these reforms may necessitate that they identify their priorities, collaborate on changes in policy and procedures designed to effectuate positive changes in performance and system efficiency, be open to negotiation and willing to compromise.



# Project Narrative

## BJA RFP Example 2

### Sustainment (cont.)

All partner agencies have complied with policies and procedures previously enacted by the councils. Additionally, a standing committee and committee assignments in each Council will be made to focus specifically on this project and will be subject to the standards and by-laws of those Councils. Creating these committees and adding them to the by-laws ultimately makes the project a permanent part of each Council and ensures the project will continue, even after grant funding ends.



# Project Narrative

## Additional Resources

The National Drug Court Resource Center ([www.NDCRC.org](http://www.NDCRC.org))

Grant writing resources:

- NADCP Adult Drug Court Best Practice Standards (Volume I & II)
- Drug Court 10 Key Components
- Veteran Treatment Court 10 Key Components
- Tribal Healing to Wellness Court – Key Components
- Juvenile Drug Treatment Court Guidelines
- Examples of Successful FY 2018 Project Narratives

# Questions? Contact Us

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