

## GUIDE TO HOMELAND SECURITY GRANTS

# Special Report: GRANT WRITING 2007

## Your Guide to Grants

BY STEPHENIE SLAHOR

**You have a project, but you need the money to do it.**

Enter the grant. Your money just might come from one of the more than 100,000 federal Web sites, or the even more numerous regional, state, county, local and private organizations that have grant money waiting for you to tap.

Yes, the competition can be keen, but success is possible if you use knowledge, strategy, patience, and attention to detail. Every grantor has its own procedures and requirements. To be successful in obtaining a grant, you must know what the grantor wants from its applicants. In other words, you must be informed about your potential grants and every step that it takes to get them. Excellence in planning, grant application writing, and processes for carrying out a project

are critical to your success, the success of your agency's project, and your success with future grants.

Start the process right where you are. Know your agency well—its goals, resources, work, problems, and performance evaluation standards. Start now in writing a thoroughly pre-

**The successful grant writer knows what to do and how to marshal the answers and people needed to get a grant. You can do it by yourself, of course, but sometimes it helps to have a pool of resources and staff to help.**

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pared, concise, and explainable narrative about why your agency needs a grant, and what will be done with the money. If you skip this step of knowing your agency, it could foil your attempt to get a grant because your narrative is critical to explaining who you are and why you need grant money.

### HOMELAND SECURITY GRANTS

Since Sept. 11, 2002, and the creation of the Department of Homeland Security (DHS), there is increasing recognition that security begins at the local level. Therefore, local agencies must be prepared now more than ever before. For that kind of preparedness in projects, equipment, personnel, training, exercises, and other issues, nearly all agencies' budgets need enhancement through grants. The DHS, the Department of Health and Human Services, the Department of Justice, and other departments and agencies have law enforcement and homeland security grants each fiscal year. Certainly most of these grants focus on urban areas or high-risk sites likely to be targeted by terrorism, but agencies in less-populated areas also qualify for grants. The State Homeland Security Grant Program creates mechanisms for prevention and response to terrorism, for the purchase of specialized equipment, and for funding of exercises, training, and planning associated with each state's strategy for security. There are also increases in the levels of funds available for

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prevention and intervention at the state and local levels. Police agencies can even seek funds for information-sharing projects that will pre-empt terrorist acts, harden vulnerable targets, emplace threat recognition measures, set intervention activities before a threat can be executed, improve communications, and help manage and administer such projects.

Each state's overall strategy is different, so you must know your state's strategy in authorized equipment lists for the fiscal year, training, exercises or other matters. Go to [www.dhs.gov/dhspublic/display?theme=14&content=3283](http://www.dhs.gov/dhspublic/display?theme=14&content=3283) for a complete list of State Homeland Security and Emergency Services (tab Emergencies and Disasters, subheading Planning and Prevention). You also need to study [www.dhs.gov/interweb/assetlibrary/states.htm](http://www.dhs.gov/interweb/assetlibrary/states.htm) for background on your state's homeland security contact and what grants are available in your state.

The DHS Web site (at [www.dhs.gov](http://www.dhs.gov)) offers programs for free training. Because you can get certain equipment only if you have personnel trained in that equipment, use the opportunity for free training. That

**Carefully read and follow all the instructions in the grant application. Be sure you complete all parts of the forms and provide all the elements required.**

makes it possible to apply for those equipment grants. A complete list of grants for emergencies and disasters is found on the DHS Web site with "Read More" prompts to help you decide if the grant is appropriate for

## More Tips

The grant process is an ever-changing landscape. You must constantly stay ahead if you want your agency to succeed in getting grant awards. Remember that there is a completely different world in foundation, trust, individual, and corporate grants as compared with government grants. The private sector grants may not be as easy to obtain, but they require far less administrative time and might be available not only for primary funding, but also matching funds. Such grantors as the National We Care Association (for free body armor), Allstate Insurance Foundation and Safeco Insurance Foundation (for community safety projects), and others have the money for you if you're willing to invest the time to seek it. Log on to their Web sites or do Google™ searches and start exploring

The grants landscape is moving away from the traditional processes and toward emphasis on homeland security. Keeping in touch with your Congressional and state delegations is important regardless of the size of your agency. Let those representatives know that their job is bringing home money to your state, region, city and town in grants and earmarked monies. Your representatives need to hear from you that a significant amount of money is needed by police these days.

Do your strategic planning well ahead of the grants application process so that you know what you need and when you need it.

Look at the archives of grants at the various Web sites and do trend analyses to start thinking about what could get funded in the future.

your agency. The Web site has a responder knowledge base to give information on available equipment, certification and standards, training, cost resources and reviews; Rapid

Assistance Teams for applicant assistance services; an equipment purchase assistance program; a Homeland Defense Equipment Reuse program; Domestic Preparedness Equipment Technical Assistance Program; a Pre-positioned Equipment Program avail-

able for rapid deployment; an Interoperable Communications User's Handbook; and material that can be used for references in your own grant applications' narratives.

About \$1.7 billion is available through DHS for homeland security

grants, all with an eye toward building states' and urban areas' preparedness, not only for terrorism but other disasters. DHS Secretary Michael Chertoff says the funds help make certain that "finite resources are directed to areas most at risk and to solutions that are innovative and regionally driven." He says DHS is pledged to "ensuring that our partners have the training, equipment, and resources they need to become better prepared."

In fiscal year 2006, DHS adopted a dual, risk-based and effectiveness-based approach in allocating its funds within the Homeland Security Grants Program (HSGP). This helps align federal resources with national priorities. It also targets capabilities established by the Interim National Preparedness Goal to generate the highest return on investment in increasing the nation's level of pre-

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paredness. Because the DHS sees preparedness as a shared responsibility, state and local agencies play a significant role in consistency of effort and preparedness.

HSGP funds can be used for planning, organization, equipment, training, exercises, management, and administration costs, and presently include five separate grant programs—State Homeland Security Grant Programs (for planning, equipment, training, and exercise needs for response to terrorism); the Urban Areas Security Initiative (for planning, equipment, training and exercise needs in high-threat/high-density urban areas and to build enhanced and sustainable capacity to prevent, protect against,

respond to, and recover from acts of terrorism); the Law Enforcement Terrorism Prevention Program (for prevention of terrorism and to provide law enforcement with funds for intelligence gathering, information sharing, hardening of high-value targets, strategic planning, interoperable communications, and collaboration with public and private sector partners); the Metropolitan Medical Response System; and the Citizen Corps Program. Go to [www.ojp.usdoj.gov/odp/grants\\_hsgp.htm](http://www.ojp.usdoj.gov/odp/grants_hsgp.htm) for links to the state-by-state breakdown, allocations, the Interim National Preparedness Goal, and further information on HSGP funds that might be available to your agency.

The grants and training component of the DHS Preparedness Directorate partners with federal, state, local and private sector officials to strengthen the capabilities of state, local, tribal, and regional authorities to prepare for, prevent, and respond to terrorist acts and other catastrophic incidents. Grants and Training provides a broad array of assistance to the nation's emergency responders through funding, coordinated training, exercises, equipment acquisition, and technical assistance. Besides the Web site mentioned in the previous paragraph, information may also be obtained from the Office of Grants and Training by emailing [askcsid@dhs.gov](mailto:askcsid@dhs.gov) or calling (800) 368-6498.

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## Keep Your One-Time Projects On Time And On Budget

If you are obtaining a grant for a one-time project, here's some advice in keeping your plans honed to a specific start and end, and a specific budget allotment.

Think about the plans and schedules in their five factors: time allotted for the project, money allotted, resources available, materials needed, and people needed.

Define and coordinate all the tasks that must be done to complete the project. Control the project closely so it stays on course. Manage it by communicating accurately and on time with whomever is involved at each activity/task in your project.

Build a schedule for the project, defining each workweek. List activities that must be completed that week and define the responsibilities of who does what and when. Estimate the cost for the week and the time needed for each step to be taken in that week's work. Assemble the resources and materials needed.

Time is always a factor, but regularly evaluate the project's time in terms of plans, estimates, calculations and management as it starts and progresses. You must keep on top of things to keep control.

Remember your liability to the grantor, supervisors, the community, or anyone else ultimately affected by the project. If you'll be working with suppliers or others who will provide resources or materials, be sure the work is done in a timely manner. Check materials to be sure they meet the project's specifications and requirements. And be sure everything is on schedule with ordering and receiving materials.

Document everything with a project notebook and disk so you have easy reference to your experiences, plus a backup set of notes, if ever needed.

DHS seeks to assure that first responders are prepared, equipped and trained for any situation, and that DHS information and resources are coordinated to prepare for and respond to a terrorist attack, natural disaster, or other major emergency. Excellent links to grants, training and exercises,

information sharing, equipment products/standards/grants, resources for citizens and communities, and DHS resources and guidelines can be found at [www.dhs.gov/dhspublic/display?theme=63&content=3547&print=true](http://www.dhs.gov/dhspublic/display?theme=63&content=3547&print=true).

Also of great value is [www.dhs.gov/dhspublic/display?theme=38&content+5681&print=true](http://www.dhs.gov/dhspublic/display?theme=38&content+5681&print=true), which has links to how to find and apply for grants through DHS, FEMA, the Transportation Security Administration Grant Programs, [www.Grants.gov](http://www.Grants.gov), grant administration resources, and other resources.

U.S. Senate and House Conference Committee Reports can be accessed at [www.loc.gov](http://www.loc.gov) (the Library of Congress site) for the status and amounts of appropriation bills for basic state grants, terrorism prevention, urban security, training, port security, rail and transit security, emergency management, and first responder training. These reports can keep you up to date with what is available or what will be available in grant money.

## GET THAT CONFESSION!

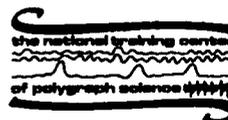
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DHS recognizes that some agencies have received equipment grants because the equipment was needed because of a present emergency, but the shift at DHS is toward supplying equipment before an emergency is under way, so that terrorism can be prevented.

Another continuing trend at DHS is the move toward coordinated strategy instead of state strategy. It is a transition to "targets" and away from equipment with an emphasis on interoperability and prevention. For example, information sharing will move toward large projects to integrate efforts that might even include public and private partnerships through data storage to analyze travel movements, gun/explosives purchases, and other screens of potential terrorist activity, and to increase border security initiatives and biometric identification methods for screening of travelers. Major

**Plan carefully, and develop a plan that includes a problem statement, resources you have available for the program, objectives, performance indicators, costs, and methods of evaluation of short- and long-term achievements.**

regional sectors will be working more closely, and "target hardening" will be a goal for such sites as stadiums, malls, etc. Caps on the more mundane aspects, such as management and administration, are likely.

Not all the emphasis is on urban areas or high-risk targets, though. DHS recognizes that terrorists might strike anywhere, including the "heartland" of the nation in communities outside major metropolitan areas. These heartland areas are often geo-

graphically large, but with small population levels. Their local authorities may not have adequate resources to respond to emergencies. (For example, there are more than 1 million firefighters in the nation, of which about 750,000 are volunteers. More than half the nation's firefighters protect small or rural communities that have scarce resources and fewer than 5,000 people.) So the DHS has developed strategies to build capability in communities outside the urban areas to develop mutual aid agreements to share resources. Unifying command and control procedures and protocols is the goal so that specialized resources can be shared, rather than duplicated, in every jurisdiction. And other programs, such as the Citizen Corps, provide opportunities for residents to help make communities more secure by training people in emergency response skills, police service programs, and medical reserve units.

Studying what is available to your agency is going to take time. But it is an essential component in the process of applying for a grant. Keep both a notebook and disk (for backup) of Web sites you find useful or timely, and read links on those Web sites to expand your list of potential grantors. As you make notations about specific grantors, keep track of what each funds, when its grant cycle begins and deadlines for applying. You can devise a calendar that will help you stay on schedule with the grantors you're most likely to petition.

Although you'll find that most grant applications give you a fair

amount of time to prepare everything, be aware that sometimes, states have to submit applications in less than two months after certain grants are announced. Then, just days after the receipt of the state's application, the Office of State and Local Preparedness must make an award. That kind of quick turnaround means you must plan, within your agency, even before you begin your grant applications. Have resource information available, ready to insert into grant applications. Once you've had to work under this kind of time constraint, you may want to do a little lobbying work with your Congressional and state legislature delegations to get the administrative and application processes more realistic, especially the grant money for day-to-day type projects.

## FEDERAL GRANTS

By Congressional mandate, all federal grants must be listed in the Federal Register at [www.gpo.gov](http://www.gpo.gov) and on what's becoming the very useful [www.Grants.gov](http://www.Grants.gov) Web site. Although there are occasional flukes in the listing process, [www.Grants.gov](http://www.Grants.gov) is almost a complete, one-stop source for listings because nearly all federal agencies have complied with the listing mandate. The Web site's online process allows searching and applying for grants through standardized processes, and you can also sign up for e-mail alerts for new grant opportunities. Besides the grant listings, there are forms that can be downloaded and then submitted online. The Web site is a time saver for most of the federal grants research you may want to do.

Another one-stop source is <http://FirstGov.gov>, an official portal to federal Web sites with grants. Yet others are <http://Fedgrants.gov> (but

this one has been merging with [www.Grants.gov](http://www.Grants.gov)), and <http://it.ojp.gov>, which is particularly valuable for its contacts for each state and to see who is getting funding for which projects. Your agency might be able to partner with another if you are in the same geographic area because many grants funded through the Department of Justice (DOJ) involve three-year projects. The Web site gives grant program information, applications and deadlines.

The Justice Technology Information Network (JUSTNET) at [www.nlectc.org](http://www.nlectc.org) describes how Department of Defense supplies and equipment are transferred, without charge, to state and local law enforcement agencies through the 1033 Program. Police agencies have been able to acquire vehicles, weapons, computer systems, body armor, fingerprint equipment, night vision equipment, radios, TVs, first-aid equipment, tents, sleeping bags, photographic equipment, and other property, all on a first-come, first-served basis, provided that any particular requirements are met in certification or training. The equipment is on an "as is" basis. Most states also have free equipment programs, such as alternative power supplies for computer or 911 systems. In addition, the JUSTNET Web site describes programs such as the 1122 program for drug interdiction, surplus property donations, night vision devices, and small, mobile robots to be shared among agencies within a specific geographic region.

Check the Office of Justice Programs, Office of Community Oriented Policing Services at [www.cops.usdoj.gov/Default.asp?Item=118](http://www.cops.usdoj.gov/Default.asp?Item=118) for more information.

The Office of Juvenile Justice and Delinquency Prevention recently

announced the availability of the "National Evaluation of the Title V Community Prevention Grants Program." The report reviews the

process of the Title V Program, which provides communities with a framework for developing and implementing comprehensive juvenile delin-

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## Goals and Outcome Objectives

Goals are broad-based. Figuring out ways to accomplish goals means to create outcome objectives. Outcome objectives are specific, showing measurable outcomes as a result of someone's work toward a goal. They are the improvements you promised and what the grantor wants to see when you propose a project. Outcome objectives must be specific in order to be measurable. There is a pragmatic solution or response to the problem, and the objective discusses outcomes.

An "outcome objective" differs from a "process objective." A process objective describes something you are going to do (a method), but a true "outcome objective" is based on your grant application's problem statement or needs assessment. You described a situation in that problem statement, and now you are focusing on the objectives that will provide measurable outcomes and solutions to that problem. You show how that problem situation changes because of accomplishment of the objective.

The outcome objective must be specific in saying exactly what you plan to achieve, so, obviously, the objective must be something you can achieve. Beyond the formulating of the objective and the work toward it, the outcome objective also serves as the way the grantor will evaluate what you've done.

For most projects, writing good outcome objectives will be based on the problem statement/needs assessment. The outcome objective will state who or what behavior is to change. It will say when that change will occur. It will state how much change will happen. And it will tell how you will measure the change. (Any other objective not answering these questions is a process objective, meaning it is a part of your methods and not a part of your problem-related objectives. Be sure that your objectives are not describing methods.)

### PROJECTING CHANGE

For a few projects, estimating the outcome of "how much" change will occur may not be easy. Perhaps yours is a pilot project and something never measured before, so it's difficult to say what the impact of your project will be. If that's the case, make an educated guess using national/state/local averages, or information from programs of a similar nature and what they achieved. Or, make an educated guess based on information from your grantor at the application stage when you, in open, honest dialogue, ask your grantor for a recommendation on a rea-

sonable prediction. The grantor will likely respond with a given range in which progress or accomplishment could be measured.

Be wary of picking a certain percentage or number by which things will "improve." Saying you'll decrease auto theft rates by 10% will prompt your grantor to ask, "Where did you get that percentage?" If you're going to use a number, make it realistic and attainable, based on your track record or similar projects done by others.

Because your objective must be something your agency can realistically attain, it helps to project your agency and your community forward a year, or two, or five. What changes would you like to see in that future? What changes are likely to occur? Those changes might be the basis for formulating realistic, attainable objectives.

Providing your grantor with measurable objectives that can be realistically attained by your agency can set you apart from your competition by showing that you know how to formulate and work toward attainable, specific objectives, and that is the type of work that will later lead to attainment of the broader, overall goals of your project.

The essence of a good outcome objective will tell who will do what, when. And it will tell how much will be done, and how progress will be measured.

The grantor will use the objectives as a way to evaluate you. If you are nowhere near meeting the objective, call your grantor and be open and honest about your problem. The grantor wants you to succeed. State what the challenge is, and find out what recommendations the grantor offers. Maybe you can modify your outcome objectives so that, at the end of the grant term, you are closer to where you want to be.

Many grants are given only once, but some might renew again once, or more rarely, twice. Although those renewals will likely be accompanied by an "exit clause" for the grantor, some grantors prefer to stay with a "known" rather than jump to an "unknown" applicant. If you are honest about what you have achieved and what you haven't, your slow progress might be OK with your grantor, and you might be given another chance to push toward your objectives with a renewal of your grant.

Relate your objectives to the problem, need or opportunity with which you opened your grant application. Define who is going to be helped. Set a time frame in which the objectives will be attained. Tell how much change will occur and by what time, and how change will be measured. Finally, number your objectives for easy reference by you and your grantor.

quency prevention plans. At the time the report was drafted, more than 1,500 communities had received Title V grants.

TeamALERT ([www.teamalert.net](http://www.teamalert.net)) offers law enforcement agencies the opportunity to submit their equipment and training needs into a secure, online archive. The Web site is a project of the U.S. Army's Test, Training and Technology Integration Office to provide law enforcement with a means for consulting about equipment and training issues and needs; finding specially-trained backup forces in seconds; and establishing new standard technologies for law enforcement, all at no or low cost to agencies.

The U.S. Army's Electronic

Proving Ground Special Programs Office has a Technology Transfer Program providing equipment and training, at no cost to agencies, for deployments and operations, and equipment. Check [www.epgctac.com](http://www.epgctac.com) for opportunities for case management/analysis programs and devices for detection, interception, surveillance and tracking. Although there may be delays, the wait may be worth it if your agency qualifies for free help.

The DHS National Domestic Preparedness Consortium has grant money to provide services to your agency, particularly in training. That training will qualify your agency for equipment it otherwise would not

have. The Consortium includes the Center for Domestic Preparedness, Anniston, AL; the Academy of Counter-Terrorist Education at Louisiana State University; the New Mexico Institute of Mining and Technology; the National Emergency Response & Rescue Center at Texas A&M University; and the National Exercise Test and Training Center, Department of Energy, Nevada Test Site. Eligible jurisdictions can qualify for free training, travel to the training, meals and lodging. Portions of the curricula are available for free on their individual Web sites. Some of the training is for senior officials (mayors and council members), and if your local officials take such training, their

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*CBS Channel 4 Newscast  
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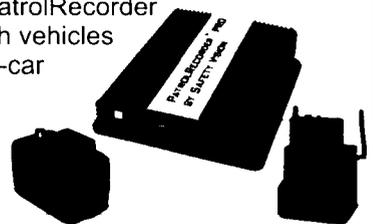
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*...So stated media reports following the apprehension of Florida's "rush-hour rapist."*

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qualifications should be mentioned in your own agency's narratives when doing later grant applications. Most of the consortium's help goes to large, urban police agencies or regions where a major "target" is found, such as a stadium or mall. You must focus on what is appropriate for your jurisdiction's size. In other words, don't ask for training on weapons of mass destruction incidents if your agency is

in a town of 10,000 and has no targets, but do a little thinking "out of the box," too. Yours may be a small agency, but it might be within 200 miles or so of a major nuclear facility, a major airport, an interstate or a major highway. Then the picture changes, even though your agency is small. Your agency is now likely to be a part of the response and coordination if an emergency occurs at such a

nearby site. So, even though you may be part of a small agency, you might be able to obtain the grant for what you need in training and equipment by including such facts about your region in your grant application's narrative or by tying your equipment need to ongoing training exercises in your area. Mock exercises, planning, interoperable communications, or teaching use of equipment are all valid factors grantors might consider.

The Catalog of Federal Domestic Assistance Web site lists grants by agency and CFDA number. The catalog is maintained by the General Services Administration, the Office of Government-wide Policy, the Office of Acquisition Policy, and the Regulatory and Federal Assistance Publication Division (<http://12.46.245.173/cfda/cfda.html>).

Another help is the Law Enforcement, Corrections, and Forensic Technologies Resource Guide obtainable from the Office of Justice Programs by calling (800) 851-3420 or downloading and printing it from [www.ojp.usdoj.gov/nij/pubs-sum/186822.htm](http://www.ojp.usdoj.gov/nij/pubs-sum/186822.htm).

Bio-terrorism preparedness grants for projects, training and exercises are addressed on such Web sites as [www.hrsa.gov/grants/default.htm](http://www.hrsa.gov/grants/default.htm) (emergency preparedness and curriculum development); [www.federal-grantswire.com/bioterrorism\\_training\\_and\\_curriculum\\_development\\_program.html](http://www.federal-grantswire.com/bioterrorism_training_and_curriculum_development_program.html) (grants listed and tips for writing proposals); [www.fema.gov/government/grant/index.shtm](http://www.fema.gov/government/grant/index.shtm) (for FEMA grants); and [http://hazmat.dot.gov/training/state/hmep/hmep\\_hmep.htm](http://hazmat.dot.gov/training/state/hmep/hmep_hmep.htm) (Department of Transportation hazardous materials project grants).

## GRANT STRATEGIES

Remember that your work is not just in getting the grant, but also hav-

## Growing By Design, Not By Chance!

Planning is one of the major steps of grant management. Here are some ways to grow by design and not by chance.

- 1** Write down what needs to be done, and arrange those items by priority. Note the people who will contribute to each of those priorities.
- 2** Organize and arrange the work into its most efficient steps toward completion. Whether it is existing work, a new service, or broader responsibilities, restructuring for efficiency makes maximum use of time and resources.
- 3** Set your goals. Know your objectives for the present and the future. Have the resources in place for the immediate goals and take steps toward the resources you'll need for those future goals. Describe how you will measure achievement. Good grant management keeps you from going in circles or duplicating something that already exists in another form.
- 4** Choose your key people, making sure no one is "spread too thin," unable to accomplish work in a timely or efficient manner. Each person or team needs the knowledge, experience and training for the tasks to be accomplished. Plan for the training and resources they will need. Get your teams' input and advice on what will be needed and when. Set a timeline for achievement of main goals.
- 5** Set the administrative style for each team—loose, tight control, or in between—and keep that style so your team knows what to expect from you.
- 6** Get feedback from your teams on a regular basis and keep everyone focused. Make sure each step is done in a timely fashion. Praise the progress made, even if it is only a small step. As soon as possible, implement what is accomplished so that work toward the ultimate goals can continue smoothly.

ing the appropriate authority to spend it and the personnel to do it. Stretching staff or hiring temps could be problematic. Also consider the possibility that equipment is delivered after the grant period. Again, you have to plan well in advance so that you build in what you'll need, when you'll need it.

Smaller agencies can, and do, compete against the urban giants. That competition could be because of size, matching issues, problem identification (how to get attention on your problem at the local level), internal controls on money, formula distribution problems (usually based on population numbers), dealing with program and fiscal reporting to the federal level, organizational effectiveness (bookkeeping the grant), and how to finance updates to systems that age in about three years. Strategically, smaller agencies should merge their project development with project implementation. Differentiate your agency from all the others. Think through what can be done to improve the chances of getting a grant. Ask the grantor what the expectations are. See what will or won't get funded. Don't apply at all if it is a grant that will be considered inappropriate for your agency budget.

## BUDGET

Next, think about your agency's budget. Plan now for next year. Know what was in last year's budget, and put together a strategy within the required time frame for the grant. List the grant program, notes from the pre-bid conference, when items are due, and any matching fund requirements. Meet with key people regularly and keep everything and everyone on track. Keep a link to the program and highlight the application. Cut and paste it to a document in Microsoft Word of all the funds related to your agency. Know the "purpose categories"

because they don't usually change much from year to year. You can do advance planning based on last year's planning and grants.

## PLAN AHEAD

Start your grant application as far in advance as possible, even six months or a year ahead. It's likely that there will be many of the same questions asked by the grantor as those asked the previous year. Discuss and develop projects and programs in advance of the actual application writing. Most projects require long-term community analysis, data and statis-

tics, and multiple people from different political parties sitting together discussing and working out a plan. You have to get everyone to the table

**Remember to plan for the end of the grant money. What will happen then? Have you thought through to that? Your grantor expects you to plan for that.**

and meet regularly, not just when grant application time occurs. That means you have to plan well in advance in an ongoing process. Use your leadership and negotiating skills

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to manage all the players involved. And, yes, sometimes it's impossible to get people to cooperate, and, yes, sometimes you have to give up on getting a grant because of that. But don't write it off every year. Try to develop a working team for future applications and keep that group going.

When considering grants, think big. Although you may conclude you can get a particular project going for, say, \$10,000, you might be short-changing the project, and that could mean that the project fails for lack of money. To avoid this, create a model program to show performance, and frame it in a way not to sabotage the project. Remember that your agency is a "gatekeeper" to respond to and

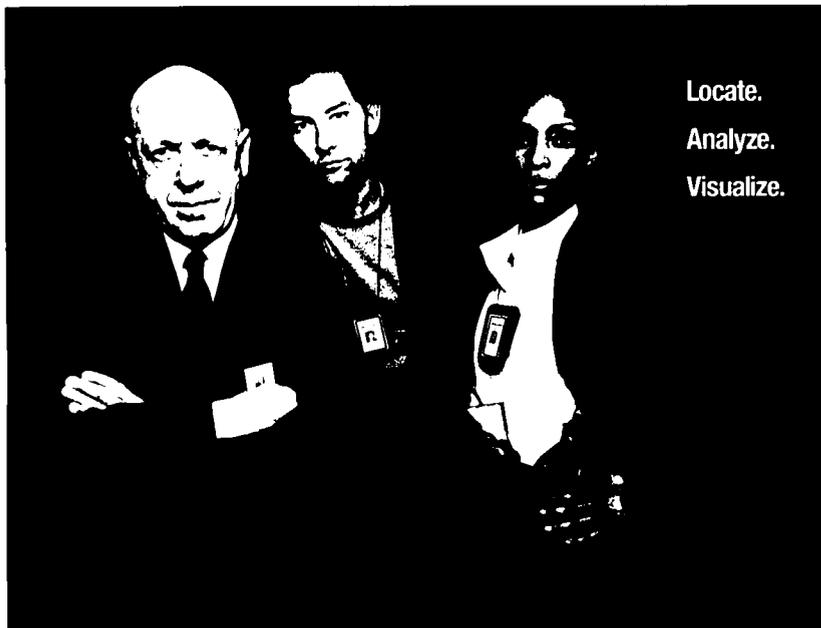
investigate incidents, book, and move cases on to the prosecutor. Look at the big picture in all its steps, and don't limit yourself.

## TEAMWORK

The successful grant writer knows what to do and how to marshal the answers and people needed to get a grant. You can do it by yourself, of course, but sometimes it helps to have a pool of resources and staff to help. Someone on your team might catch something that otherwise would have been overlooked or not properly planned. In an ideal setting, the grant writer would be a specialist, free of other duties in the agency. This ideal creates organizational effectiveness

and increases the chances of being awarded grants, but it is not always possible because of personnel or financial restraints. Still, it is a goal toward which you can work, if you find that you like the tasks involved in discovering, applying for, and managing grants.

If you are planning for a specific project or looking for certain equipment, don't limit your application to just one source of grant money. You can probably apply for more than one grant at a time for a certain project. Receiving one grant doesn't always cut you from receiving a second grant from another source. You may be able to use one grant as your main source and then explain to the other grantor



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that you have received a different grant from another source and you would now like to change the scope of the application. That might let you keep both grants and expand the project.

## **CYCLES**

Grants come in cycles, so you must be flexible. The money may not be there the next year. Get the most from every dollar you receive. Some grants cycle every three years. During that period, they fund only continuing projects. If you miss the cycle, you're out for three years. Do your homework and know when it is the right time to apply.

## **AUTHORITY**

Being awarded a grant, but not having appropriation authority for spending it could spell disaster for your project and the chance to obtain future grants. To help avoid this quandary, create a pool of people who will be the appropriation authority. That way, you don't have to reconvene the entire legislative body (city council, county board, etc.), but, instead, just get approval from your appropriation group. For example, a letter of intent can give access to the funds or supplemental funds down the road. Or estimate the appropriation to increase as funds come in so you can spend the money as needed.

Be aware of the law, ethics and problems of supplanting (replacing state or local funds with federal funds). In some cases, you are not supplanting unless the money is reallocated, such as some cases when moving money to a grant match from the existing budget. Be sure of your bookkeeping, and keep every detail within the requirements, or you'll be violating the law and losing the opportunity for future grants.

Justify the need for what you are trying to acquire. Be certain and exact

# **Make Your Staff A Team**

Instead of going it alone, you might want to shape a team to help you with the process of grant applications and/or grant management.

To create a good team, examine your own leadership skills and style. Are you aggressive, passive, assertive, or a blend of these? What is your communication style? What are your feelings about delegation, independent work, and control? What are the effects of your problem-solving methods, behavior, and verbal and nonverbal cues? In other words, what are your personal characteristics and beliefs in leadership?

Next identify the styles, strengths and weaknesses of those you lead or will lead. There are basic characteristics about people. We learn from history and experience; some of us have an intense need to achieve, we try to live up to our expectations, and our basic needs are important. Being aware of such simple truths not only teaches you what makes people tick, but it also makes your job easier in leading people through the often complex mazes involved in grant writing and grant management. You must have people with whom you can work comfortably, and who will "click" with your leadership style.

Consider studying other agencies for examples of teams that work, and don't work. Look at such factors as performance plans, time management, and work design to analyze why certain methods worked or didn't.

When you glean a few people with whom you think you might be able to work, have each complete an anonymous and comprehensive survey so you'll know the following: how they perceive their supervisors, colleagues and themselves in the workplace; attitudes about the amount of work expected in grant writing and/or grant management; physical working conditions and preferences about them; treatment of employees in the agency; perceptions about training, division of work, and discipline; and their level of satisfaction with performance evaluation, pay, and advancement. With the input from the survey, you can, for example, see whether it's possible to put the disparate group together to work on the goal of obtaining and/or managing the grant.

Finally, be sure your team knows your expectations, the grant deadlines, and the work assignments. The better you know your team and how its members work, the more successful you'll be at leading them to better productivity for the grant and your agency.

about the problem. Brainstorm and get a goal, but also have other alternatives addressed. Explain to the grantor why one strategy is best and why the others were not used. That will make your application stronger and show that it was well-planned.

## **NETWORKING**

Establish good working relations

with other resources in your region now, before you begin the process of applying for a grant. Doing so will help you when you need a letter of support or someone to join in the structure. That existing relationship will get your framework set faster and more efficiently. Establish networks and communicate on an appropriate timetable—each month, quarter, semi-

# Special Report: GRANT WRITING 2007

annually, or annually. Be aware that some people and agencies get defensive and may not want to collaborate with another. If it's politics, there might not be much you can do about it now, but you can build for the future.

## RESEARCH

Before you start a grant application, do a search of the literature to increase your depth of knowledge about what the grant requires, what's available, and the memo of understanding. Use the grantors' framework to be sure you match the requirements. If there is something outside your parameters, know whether you can exert some control over it or not. Establish and coordinate a steering

committee of experts in each area to guide their individual areas. You haven't done the grant identification until you determine if you're eligible as an agency, if you meet the requirements, if it's doable in your agency, and there's a signoff by the executive leadership to proceed. Analyze the problem, gather information and statistics, and know the problem is defined and understood by all the people involved.

Suppose you need a police officer posted to a school, and you want grant money to do that. The project affects the school, but remember to look at the "big picture" and how the project will affect the community, school officials, students, school transportation service, mental health services, child protective services, foster homes, juvenile justice, juvenile courts, the parent-teacher organization, health agencies, etc. Get input and statistics from all of them, and perhaps even minutes from their meetings that discuss the need for school police. Include that input in your narrative and data to define the problem more fully. You now have a database of statistics about your starting point. Because grants require performance measures in statistics that are measurable, quantifiable, and easily obtainable to justify the program, be collaborative and not limited to just your agency. You can't do a grant in a vacuum. Sometimes you must get input from people in other agencies and put all that information together. These people are your "stakeholders," and their input is important. They, too, address the problem and work toward the desired outcome. Your budget, plan of action, and strategies will probably involve them to some extent. Doing all this tells the grantor the reasons why your project should be funded.

## STATISTICS

Focus on statistics you can quantify. Put in a process objective (e.g. to reduce the response time) or an outcome objective (e.g. to solve the problem).

Ask yourself if the strategies are detailed. A grant is for something

**Be clear, concise and specific. Pack as much information as possible into the summary.**

project-specific, and that has a strategic plan. Outcomes of a project are the end points related to the public benefit. Outcome measures and problems must be explained in a common-sense, understandable way. Focus on public benefit because the public owns that outcome. Limit your outcomes to a few because the more you have, the more you will have to measure. Choose the best ones and measure those.

## OUTCOMES VS. OBJECTIVES

Outcomes are the desired benefits for the public, but objectives are the specific targets for improved performance. The accomplishment of objectives leads to the realization of the outcomes. Your strategy uses narrative statements of the approach needed to achieve an objective. Those who are tasked to implement the strategies must understand them thoroughly. You must show performance and an action plan related to the budget.

For low-cost or free help, use a community college professor or graduate students to put your strategies into Excel databases, and let the professor analyze the data to help you formulate your evaluation process properly. Gantt charts can also be used, but Excel may be easier. Focus

## Take a Course

Develop and hone your grant writing skills with the help of the experts. There are a number of quality programs on grant writing, but two of the best are these:

Performance Institute offers grant writing seminars at various locations across the country, throughout the year.

Contact the institute at one of its two locations: 1515 Courthouse Road, Suite 600, Arlington VA 22201, (703) 894-9481, or 3675 Ruffin Road, Suite 110, San Diego CA 92123, (858) 503-6787. The Web address is [www.performanceweb.org](http://www.performanceweb.org).

GrantWritingUSA also offers seminars, and also offers the opportunity to host seminars (thus earning free seats for your agency). Contact them at (800) 814-8191 or at [www.GrantWritingUSA.com](http://www.GrantWritingUSA.com).

on specific, measurable targets. Know and show, in your Excel or Gantt sheets, who does what and how to get there. Yes, sometimes you are just guessing, and changes can and do happen, but a predicted gain of 5% that turns out to be only 4% is a gain nevertheless.

### **SIGNOFFS**

Another tool to help your progress is to have executive signoff to push people to do things. With signoffs, you can be direct with someone—"You signed off on this, Rick, and you didn't accomplish it. What's the problem?"

If your grant is awarded, have a kick-off meeting to remind everyone involved of his tasks and reporting requirements.

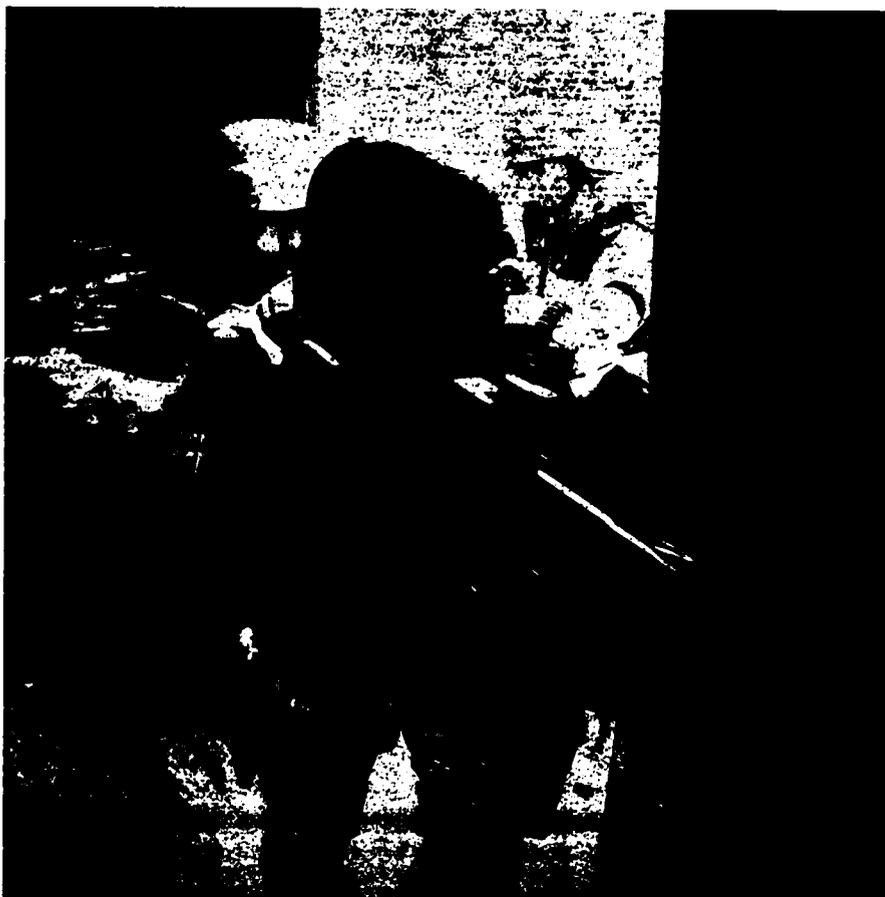
Keep close watch on the fiscal controls. Be sure each bill is allowable under the grant. Reconcile the spreadsheet to show payment. Know who checks up on payments and who pays. The person who writes the check should not be the one who reconciles the bill. Make it a policy not to hold a bill more than one or two days at any one point of its progress through receipt to mailing payment. That can keep the turnaround period low as a bill works its way through the mail unit, fiscal unit, program manager, grant administrator, fiscal clerk, etc. Map out a flow chart of who does what. If necessary, make improvements in the flow of bill paying.

### **FULL-TIME GRANT WRITER**

Give more than ample time to the process of grant applications. As already mentioned, it pays to have someone employed full time as your agency's grant writer and manager. It's too difficult to have someone add grant writing to his/her workload, and then end up giving it only 10 or 20% effort. That almost guarantees the per-

son will see the grant writing as additional duty, and even if the person wants to do it, won't be able to do so because of the time constraints of other duties. In effect, grants are a

service to the community, just as the other work your agency does. Looking at it as another service, and having a full-time person doing grant applications, allows for the funding of



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programs that would otherwise be neglected or non-existent.

## LOOK EVERYWHERE FOR GRANTS

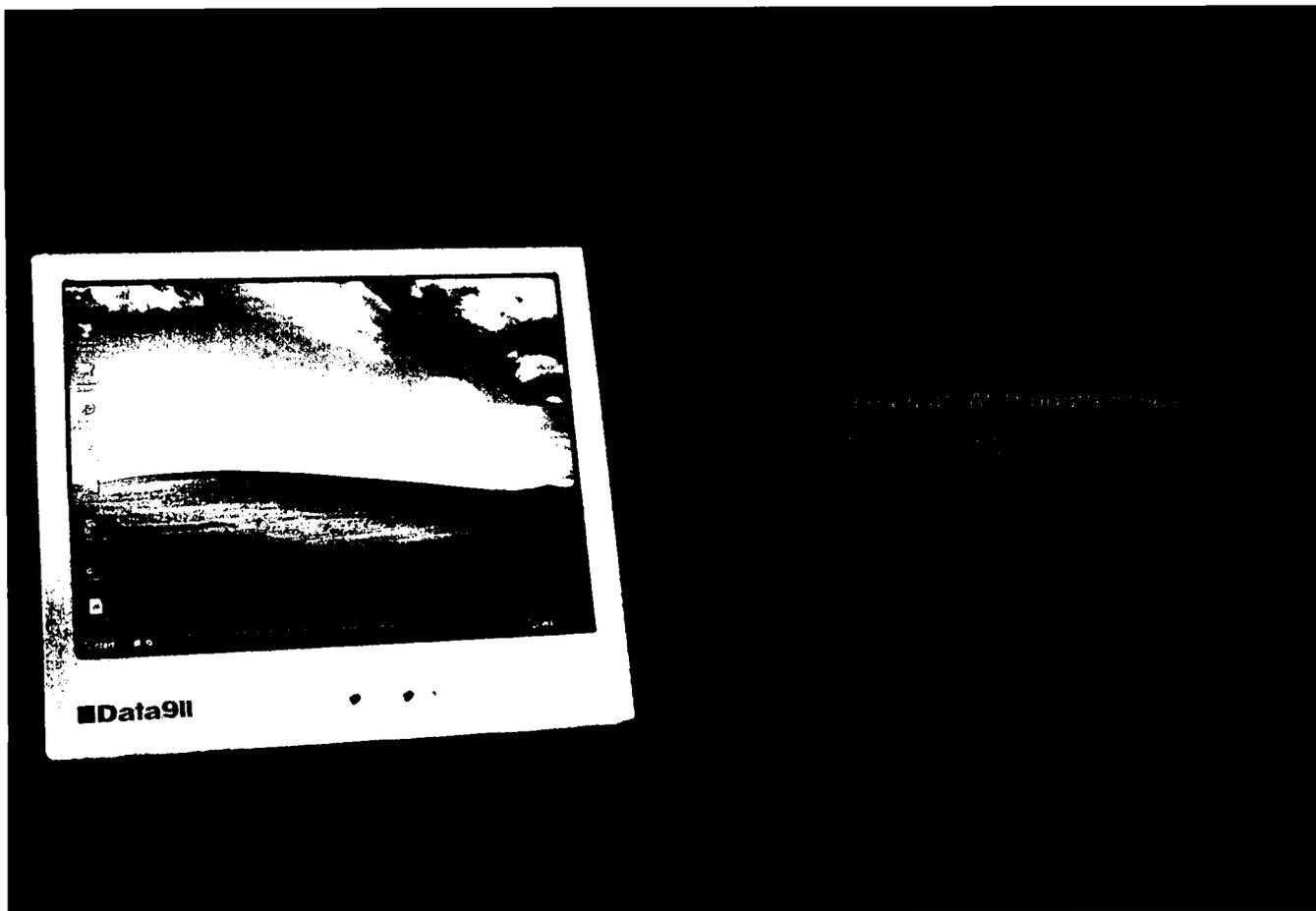
Know where to find funds, know what the grant application reviewers want, and know how to get help applying for grants. Know why your agency needs funds and what the grant funds will be used to finance, and know how you'll evaluate the project. Research, and then do more research. Plan ahead. Seek out grant sources, but look beyond the obvious ones. There are Web sites that might have your grant money such as the U.S. Department of Agriculture's Rural Development Office

([www.rurdev.usda.gov/rd/newsroom/2004/firstresponders2004list.html](http://www.rurdev.usda.gov/rd/newsroom/2004/firstresponders2004list.html)) that offers grants to rural areas to develop essential community facilities for public use. Those "facilities" include such police-oriented items as rescue operations, police and fire stations, vehicles, and jails.

Check <http://fedgrants.gov>, [www.gpoaccess.gov](http://www.gpoaccess.gov), [www.Fedbizopps.gov](http://www.Fedbizopps.gov), [www.whitehousedrugpolicy.gov](http://www.whitehousedrugpolicy.gov), your state attorney general's office, and state departments of transportation, highway safety, alcohol beverage commission, health department, delinquency prevention, and police/highway patrol office for other grant opportunities. Also of help will be [www.1hawthorn.com](http://www.1hawthorn.com) at its

Criminal Justice Grants Information Center, and [www.ojp.usdoj.gov/fundopp.htm](http://www.ojp.usdoj.gov/fundopp.htm).

Search beyond DHS, Department of Justice (DOJ) or law enforcement Web sites. Check regional, county or state department Web sites for health, food preparation, animal sheltering, veterinary care, education, engineering, early storm warning, civil defense, mobile command, hospital outpatient, etc. which might also have grant money for your agency for public services and response to emergencies. Check state, regional and local private grantors such as foundations, corporate foundations, trusts, and even local service clubs, churches and civic organizations that might not



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## The Summary Section

The summary of your grant proposal is much more than an afterthought. It is an integral part of your grant proposal, taking the same planning and thought you've given to the rest of your grant application. In fact, it is not only likely to be the information read first by your reviewer, it may be the only thing that gets read by some of the review committee. You must write your summary so that it is a true abstract of your entire proposal and consider it as a "first impression" of your project.

The length for a summary is sometimes prescribed by the (RFP) guidelines, or by the type of grantor. In grant proposals that are more informal, such as those done in letter style, the lead-off paragraph or two will be the summary. In more formal proposals, the summary has more text and could run from one to three pages (250 to 750 words), depending on the scope of the project and the RFP requirements of the grantor.

Be clear, concise and specific. Pack as much information as possible into the summary. Imagine a scenario in which you are with the grantor for just 30 seconds. What would you want to say in that short span that would give a quick, but thorough, look at your project? Put those thoughts to paper; then organize them into the framework of your summary. Done right, the summary does a quick sell of your project.

Tell the grantor who you are, what your particular concern is, what you propose to do about that concern through your project, how you will do it, when you will start, how long it will take to finish, where you will do your work, the cost of what you plan to do, how much financial help you need from the grantor, and how much you have already invested in your project or plan to invest.

Your cogent summary will be an overview of the project—what you will do, the significance of what you are doing, the contribution the project will make to the community being served, and the "big picture" beyond your own community. You are identifying what the project is and the "end product" it will produce.

Hitting each of those key essentials gives your grantor specific information about your project. Because the summary could be all that some of the review committee might see, conciseness is vital to your summary.

As the one preparing the grant proposal, you are close to the proposed project, and, therefore, you may be tempted to write some, or all, of the summary at the very outset of your planning. Don't! Instead, wait until you have prepared your full proposal, and then do the summary so that you hit every one of the basic points or essentials of it. Waiting until the end also helps you keep the same format as the body of your proposal because your summary should use the same wording for headings and sub-headings that you've used in the proposal. If you've labeled something a "problem," or "objective" or "method," use those same labels in your summary. Match your summary's words to the same words and phrases you've used throughout your proposal to give the summary continuity and the same tone of writing as the rest of the proposal.

Bear in mind that in a review process, your proposal may go to the first rung of the review ladder. Someone at that level may have to summarize your proposal for the next higher review panel. If you've written a poor summary, you've just lost points with that reviewer, and your proposal might be rejected. But if you've written a good summary, you've just made that first rung reviewer's job much easier and you may have spurred your proposal toward the approval you want.

have large amounts of money available but might have what you need for some smaller projects.

An excellent resource you can use is offered at [www.research.ucla.edu/ocga/sr2/Private.htm](http://www.research.ucla.edu/ocga/sr2/Private.htm) with an A-Z listing of private, charitable and other grantors' Web sites, many, if not most, of which have links to their grants. The Web site [www.Charity](http://www.Charity)

[Channel.com](http://Channel.com) is also another potential link to private grant funds. Some information is free on its Web site, and other is by low-cost subscription for updates and members-only information. For private sources of grants, you may also want to log on to [www.fdncenter.org](http://www.fdncenter.org). It is one of the best resources for private grant

research. Also, [www.grantsoffice.com](http://www.grantsoffice.com) can be of benefit to you.

### DO YOUR HOMEWORK

Whatever grant you seek, understand it, and the goals of the grantor. Plan carefully, and develop a plan that includes a problem statement, resources you have available for the program, objectives, performance

# Special Report: GRANT WRITING 2007

indicators, costs, and methods of evaluation of short- and long-term achievements. You must fully comply with the grantor's requirements for financial reporting and program reporting.

Study your agency's past successes in grants and its denied grants. Know why those successes and failures happened and learn from the positives and the negatives.

Carefully read and follow all the instructions in the grant application. Be sure you complete all parts of the forms and provide all the elements required. Go through the checklists. Follow the recommended format for your organization and your narrative. If you're in question about anything, research the grantor's requirements or ask your contact at the grantor's headquarters. Know what is required in the format of your grant application. Some grantors not accepting online applications require that the application be on recycled paper or be printed on both sides of the paper. If it is to be double-sided, check that someone hasn't photocopied the document through the feeder so that only one side printed on the copies. Be sure photos, charts and other illustration material are clear and attached to all copies. Submit the correct number of copies. Use standard English, not police jargon, and write in a clear, understandable way. Many grant writers find it useful to give the final draft to a non-police reader to let him evaluate it for clarity. Anything unclear to that layperson needs to be rewritten. Remember that when your grant is submitted, it may go for review to a person who is not familiar with law enforcement's technical areas, so be sure the application is written to be easily understood.

## Do It Yourself

Look through a business supplies catalog and you'll find charts, graphs, hand-outs and software for use in instructing your staff. But you can be a wise (and economical) manager by creating your own teaching tools.

Making your own visuals and teaching guides shows your staff you care enough about the subject to invest your own time and abilities into training. The staff feels that you care about the material being taught and that those concepts must, therefore, be important to learn.

Don't worry if your visual aids and training guides don't look slick. It won't matter even if the graphics are hand-lettered and drawn. Staff members are more motivated by the fact that it is a personalized approach to their learning.

## BE METICULOUS

Have a ratings sheet with a checklist, and let your review committee double check everything. The process of applying for a grant is labor intensive. Everything must be correct, and that will mean the difference between being awarded the grant or not.

Follow all due dates and times. You'll be in competition with dozens, hundreds, thousands, or, perhaps, tens of thousands of other hopefuls. The grantor won't even consider any applications that don't follow guidelines and deadlines.

Because post-9/11 security has sometimes stalled mailed applications, mailing everything could cost a time delay or the loss of a grant. Consider using FedEx or UPS for delivery of the grant application, requiring a signature and notations of the date and time of delivery. (But be sure the grantor allows a delivery service, and doesn't require postal mailing.)

Build in time to do all these steps in your grant application process. Be sure your superiors and upper management know the administrative and program management sides of grant

applications by being specific about what's required for time.

Know to what use the funds can be put. Match your grantor to what you want for your agency. Read the application thoroughly at least twice. Research other grants from previous years on the grantor's Web site to see how funds were spent. That prior planning helps assure you know what you're doing is correct and that you are following the reporting requirements.

If you have questions, call or e-mail the grant's program manager or program specialist. These people are there to help, so contact them when needed. You can also get advice from others in your network who may have succeeded (or failed) in getting a grant. The Justice Information Sharing Professionals organization at [www.jisp.us](http://www.jisp.us) can help you network with others for assistance, as can such organizations as the National Grant Management Association, Management Concepts, and the U.S. Department of Health and Human Services grant conferences. Then include those grant-training memberships and experiences in your narrative when applying for grants.

Unless the grant program involves pure research or is proprietary information, grants receiving awards become public documents. That means you can access detailed information from those documents to help with your own application.

If you have sub-recipients involved in your project, be sure they have everything complete and have coordinated the requirements with their agencies and signed off at the appropriate places. Monitor your sub-recipients throughout the project because they reflect on your competence. You will be the one who passes out the money, so watch for anything amiss such as untimely submission of reports, commingling of funds, lack of

documentation, unallowable costs, inappropriate changes, and conflicts of interest.

### THE CONTRACT

If your grant is awarded, read the award of grant carefully because you are signing an agreement to the terms of the contract, for which you (or your other signatories) are legally responsible. Harsh penalties are imposed on those who violate the terms of the award contract, especially if there's fiscal mismanagement, so use care. If there are project changes, get approval in writing. If communications are through e-mail, make copies of the e-mails and attach them to your status

and progress reports. Keep all reports timely.

### COMMUNICATION

Stay in touch with the grant manager at the awarding agency. Provide updates as required or needed, and have contacts among the awarding agency. Be sure your financial status and progress reports are filed as required. If there is no checklist or timeline for your particular grant, make your own. Keep it for your grant and for your own research for future grants.

Keep a file for every grant and sub-grant, and maintain each for at least as long as the grant requires. Instruct your sub-recipients to keep files, too.

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## FEMA DISASTER GRANTS

Supporting state and local first responders is the goal of the DHS Federal Emergency Management Assistance (FEMA) disaster grants ([www.fema.gov](http://www.fema.gov)), recognizing that no community is immune from terrorism. There have been FEMA grants for such categories as basic formula grants, state and local police terrorism prevention grants, high-density urban areas, transportation security, and first responder training. DHS' Emergency Management Performance Grants give states the flexibility to allocate funds according to risk vulnerabilities so that the most urgent state and local needs in hazard mitigation, prepared-

ness, response and recovery can be met. Your agency wants to pre-plan before an incident, so a grant may be your route to that pre-planning.

Besides these DHS FEMA grants, there are also grants available at [www.usfa.fema.gov](http://www.usfa.fema.gov) from the U.S. Fire Administration, which might be applicable to first responders or jurisdictions in which police and fire services are combined.

FEMA will also send personnel to help with mitigation plans, and their service is free of charge to the receiving agency. Ask your state's emergency management bureau for more information.

At [www.fema.gov/emergency/](http://www.fema.gov/emergency/)

[grant.shtm](#), you will find information about grants and assistance programs for emergency personnel, each listed by its Catalog of Federal Disaster Assistance (CFDA) number to help you locate additional information on the CFDA Web site. The current crop of grants and assistance programs includes assistance to firefighters; comprehensive environmental response/compensation/liability related to oil and hazardous materials emergency planning and exercises; the Emergency Management Institute; and search and rescue related to acquisition/maintenance/storage of equipment, training, exercises and training facilities.

## SPECIAL POLICE UNITS

Grant funding for special police units might be something for your agency to consider. For example, a dedicated crimes response unit for such programs as Amber Alerts, Megan's Law, or Domestic Violence Enforcement might receive funding from the Office of Justice Programs ([www.ojp.usdoj.gov](http://www.ojp.usdoj.gov)); or contact the Office for Victims of Crime (free training and technical assistance) via [www.ojp.usdoj.gov/ovc/assist/welcome.html](http://www.ojp.usdoj.gov/ovc/assist/welcome.html) or at (866) 682-8822. These sources have funded such prevention programs as Internet crimes against children, domestic violence, crimes on campuses, rural and tribal domestic violence and child victimization, forensic casework DNA backlog reduction, safe havens, supervised visitation and safe exchange, and legal assistance for victims.

A white-collar crime unit might receive funding from the DOJ, but the DHS is also doing such grant funding because some white-collar crime could have ties to homeland security concerns, especially in economic and high-tech crimes. Check

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www.nw3c.org for resources of the National White Collar Crime Center. It is a federally funded, nonprofit corporation for white-collar crime, cyber fraud, and computer forensics. Recent research initiatives have included telemarketing fraud enforcement demonstration sites, identity theft, and trends data. Byrne Grant funding opportunities exist for personnel, equipment, training, technical assistance, information systems, and non-compensatory assistance to victims. Go to [www.ojp.usdoj.gov/BJA/grant/byrne.html](http://www.ojp.usdoj.gov/BJA/grant/byrne.html).

Yet another guide to grants may be found at <http://bja.ncjrs.org>. The Justice Assistance Grant (JAG) program will produce single-stream funding and simplify the administration process to ensure that each state and territory receives an appropriate share of funding. JAG purpose areas will include law enforcement, court programs, prevention and education programs, corrections and drug-treatment programs, and technology improvement programs. Awards will be distributed up front instead of on a reimbursement basis, and projects can be funded beyond a four-year period (unlike the present Byrne grants). Mandatory set-asides and pass-through are eliminated, and there will be fewer fiscal and program reports required.

## INFORMATION TECHNOLOGY GRANTS

Information technology (IT) grants require more than other projects, not only in money but also in time, personnel and work. IT outdates rapidly. You usually need an IT expert. Projects often don't finish on time or on budget, so it seems a "bottomless pit." There must be interfaces with other agencies or systems. A grant may finance a one-time purchase, but not replacements and updates. IT grants are very competitive and time driven and are administratively burdensome. Performance is closely tracked; and there may be many rules about what can and cannot be shared in an IT system. The project manager must track the tasks to be done, the data to be included and the deadlines involved. Then there must be follow-up so that the contractors are on time and everything stays on budget and on schedule.

IT projects have to show the benefit of automation, so you must have evaluation and efficiency measures. Survey users and ask how the processes are done now and how IT would be of benefit. Then incorporate the survey results in your narrative. For some help in this, check <http://results.gov> for detail about program evaluations.

Even though you are seeking IT for your agency, its effect will likely go far beyond your agency to be a pilot project to benefit other agencies and stakeholders in the

**Remember that when your grant is submitted, it may go for review to a person who is not familiar with law enforcement's technical areas, so be sure the application is written to be easily understood.**

public and private sectors—facts that should be noted in the narrative of your grant application.

If you decide to try for an IT grant, realize that project management is critical for success. Be sure you have the people and time to make it work. Grants are good enhancements for IT, but not solutions. Tie the project to your organizational and statutory mandates to help ensure its ongoing funding. For sources, check the U.S. Department of Commerce's Technology Opportunities Program and the

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# Special Report: GRANT WRITING 2007

Information Technology Initiatives of the Office of Justice Programs.

## COMMUNICATIONS GRANTS

RapidCom 9/30 is a program to enable first responders in 10 urban areas to communicate with one another in case of a major emergency. Over the past two years, steps have been taken to make the program a reality. Some cities have used their DHS grant money to buy compatible equipment, but RapidCom 9/30 is also helping public safety officials identify and incorporate each community's key long-term goals and factors of frequency of use, standard operating procedures, regional governance, and training and exercises into the goal of interoperability. So it is a program beyond mere linked equipment, and it also is working on such projects as interference on public safety channels from cellular telephone systems, and personal protective equipment for first responders.

It's sometimes the case that an agency's communications system has a lower priority in the budget than other items such as staff, vehicles, and capital improvements. Funds for systems upgrades can often be in short supply, so, if you're seeking a grant for communications, show an express need, especially as communications can be of life-saving importance. Be specific. Relate applicable incidents. Humanize the need. Put a face on your communications grants.

The cost for replacing public safety radio equipment throughout the U.S. is estimated at about \$18.3 billion, assuming a one-for-one replacement of units and the privately-owned network infrastructure. Interoperability is sought, but funding is often an obstacle to such essential improvements, although the Department of Commerce, DHS and

## A Model That Works

- 1 Establish the boundaries of your project. Is it a geographic area, a facility, a department? Define it.
- 2 Identify who should be a part of the planning. Who must be included and who should be included? List them and enlist them.
- 3 Establish an executive committee so that information can filter upwards to them, allowing for more flexibility in decision-making. Too, the executive committee may be able to handle details that would be too time-consuming for a larger, more cumbersome group to handle.
- 4 Set up a long-range planning committee. These people address the matters that don't need immediate decisions but that will impact the grant project's future.
- 5 Establish the rules. Everyone needs to know the framework in which each person and each committee operates and how everything should be done.
- 6 Determine your budget for the project.
- 7 Set a plan for how expenses will be paid.
- 8 Take your mission statement or goal and refine it down to the basic essentials that must be achieved by means of the grant project.
- 9 Review and refine all the sub-goals or objectives.
- 10 Identify the short-term activities and get to work on those, sending the longer-ranged activities to the long-range planning committee. The executive committee or the full committee can coordinate both.

DOJ may have grants for you for interoperability of systems.

In an effort to reduce costs, some agencies have implemented programs to control and distribute the costs of their systems through public and private partnerships, shared infrastructure, and cooperative procurement processes. Check <http://techsoup.com> for nonprofit and leverage buying at low costs. Look at an example of

statewide interoperability at [www.interoperability.publicsafety.virginia.gov](http://www.interoperability.publicsafety.virginia.gov). A grants link is on that Web site along with recommended federal grants guidance. Another to check is [www.safecomprogram.com](http://www.safecomprogram.com), which gives support for narratives for your grant application, funding guides, and how-tos for ways to fund communications systems. You might also want to check CommTech at [102 LAW and ORDER September 2006](http://www.agilepro-</a></p>
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gram.org has grants and funding information, the online grant application and a consortium of entities found at the Public Safety Foundation of America [www.psf.us](http://www.psf.us). The National Public Safety Telecommunications Council [www.npstc.org](http://www.npstc.org) has resources available at its Web site.

### PERSONNEL GRANTS

Know the grantor. Have a clear mission and case statement, and budget picture before you even begin your application for a personnel grant. Know if your grantor has special areas of interest (special certification for existing personnel), a specific geographic area that is served, types of support (in kind, matching, technical

assistance), and the restrictions imposed.

Just as other grants, start with the main lists at [FirstGov.gov](http://FirstGov.gov), [Grants.gov](http://Grants.gov) and [Fedgrants.gov](http://Fedgrants.gov). Look at recruitment, selection and hiring because some grants are limited to certain phases, for example, tests administered to potential recruits. The Health Resources Services Administration <http://www.hrsa.gov> can help, and there are COPS grants through the DOJ for school resource officers. The Office of Police Corps at <http://ojp.usdoj.gov> may serve you as a recruitment help (a four-year commitment is required of the recruit, but the person can move on after that four years, and the new addition has to be

community-policing focused). And the Officer Next Door program from [www.hud.gov](http://www.hud.gov) has funding for officers who live in public housing. Yet another source could be the U.S. Coast Guard's grants through DHS for water patrol enforcement grants, which apply to both coastal and inland waters.

### HOMELAND SECURITY INFRASTRUCTURE GRANTS

Currently, the U.S. Department of Homeland Security (DHS) has about \$400 million earmarked for projects that will prevent, protect against, respond to, and recover from terrorist attacks, major disasters or other emergencies that impact infrastructure. The money is dispersed through the DHS



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Special Report:

**GRANT WRITING** 2007

Office of Grants and Training's Infrastructure Protection Program. DHS Undersecretary for Preparedness George Foresman said, "The Infrastructure Protection Program provides the means to move forward in developing sustainable, risk-based critical infrastructure security initiatives for man-made and natural threats that could potentially have devastating impacts on the economy and communities throughout the nation. These grant funds will provide tangible investments that extend beyond federal dollars to enhance America's preparedness."

The infrastructure grants will be divided among seven programs and, at press time, five allocation totals were set for the Transit Security Grant Program (for intra-city rail, bus, and ferry systems), Buffer Zone Protection Program, Chemical Sector Buffer Zone Protection Grant Program, Intercity Passenger Rail Security Grant Program, and the Trucking Security Program. The infrastructure protection grants consider threat, vulnerability, and consequences, and

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**One Size Can Fit All!**

Need a working framework that can help you reach grant goals simply and efficiently? Try this:

**TEAMWORK:** Are meetings held regularly? Is the entire team involved in analysis and decision-making? Is the team participative?

**GRANT PROJECT CRITERIA:** Is the project directed toward your key initiatives? Are all problems clearly defined? Is the magnitude of each problem clearly defined? Are improvement goals clearly stated? Are those goals consistent with overall goals? Are schedules, timelines and deadlines well-defined and known by each person affected by them?

**ANALYSIS:** Are measurement techniques (pareto analysis, cause and effect diagrams, histograms, scatter diagrams and other quantitative methods) used? Is the process monitored and mapped?

**REMEDIES:** Are remedies and problem solutions related to the goals and analysis? Is an implementation schedule in place to keep things on schedule despite problems? Is there a system for effective communication of remedies? Is there innovation in the implementation of the remedies?

**RESULTS:** Do the outcomes and improvements match the goals? Has the quality impact of the change been characterized? What goals have not been accomplished and why not?

**INSTITUTIONALIZATION:** Is the improvement maintainable? Is there applicability to other projects within the group? Is there applicability to projects outside the group (future grant projects)? Is there a process in place for continuous improvement? Did the project contribute to a learning process?

**END OF PROJECT:** Do the final data, charts and graphs clearly present the project? Does the final presentation demonstrate that the improvement process was followed?

they recognize the unique factors about the nation's seaports, transit systems, and other infrastructure assets.

**TRANSIT SECURITY GRANT PROGRAM**

The Transit Security Grant Program will provide more than \$136 million to owners and operators of transit infrastructure including rail, intra-city bus, and ferry systems. Of that total, \$123 million will be allocated to Tier 1 urban

areas—considered the most at risk, based on such factors as total ridership, underground rail systems, and underwater systems. Urban areas that received funds in previous years but were not named in Tier 1 will be able to apply for the remaining grant funds.

### **BUFFER ZONE PROTECTION PROGRAM GRANTS**

The Buffer Zone Protection Program Grants provide funding to build security and risk management capabilities at the state and local level to secure critical infrastructure including such sites as chemical facilities, nuclear and electric power plants, dams, stadiums, arenas, and other high-risk facilities. Specifically, the program helps in implementing buffer zone programs by providing funds to support planning and equipment acquisition. There will be about \$48 million in grant funds to state and local authorities. Local jurisdictions will work with the states to create buffer zone plans for protective measures to be undertaken around designated facilities. The buffer zone plans are submitted to DHS, evaluated and approved before the state can draw allocated funds.

### **CHEMICAL SECTOR BUFFER ZONE PROTECTION GRANT PROGRAM**

The Chemical Sector Buffer Zone Protection Grant Program is a targeted effort to provide funds to build security and risk management capabilities at the state and local levels for chemical sector critical infrastructure from acts of terrorism or other hazards. The funding is specifically focused on enhancing the protection of facilities that, if attacked, could cause weapons of mass destruction-like effects. The Intercity Passenger Rail Security Grant Program has awarded Amtrak more than \$7 million to continue security enhancements

for intercity passenger rail operations between Washington, D.C. and Boston, at the Chicago hub, and at the West Coast in key, high-risk, urban areas. About \$6 million has been provided to date.

### **TRUCKING SECURITY PROGRAM**

The Trucking Security Program sees the American Trucking Association receiving more than \$4 million for "Highway Watch" to enhance security and overall preparedness. The program recruits and trains people to identify and report security and safety situations on the nation's roads. The grant priorities of the Trucking Security Program include participant identification and recruitment; ensuring that the Highway Watch program addresses homeland security and safety in conjunction with the National Preparedness Goal; maintaining a full-time Highway Watch Call Center; and operating and maintaining the Information Sharing and Analysis Center. DHS has provided more than \$45 million through this program.

Eligibility lists have been set for the both the Port Security Grant Program and the Intercity Bus Security Grant Program. Owners and operators within these specific sectors will have to meet grant eligibility requirements and apply for the grant funding. These grants will include:

### **PORT SECURITY GRANT PROGRAM**

More than \$168 million will be provided for port security grants to create sustainable, risk-based efforts for protection of port infrastructure from terrorism. The nation's 100 most critical seaports, representing 95% of the foreign, water-borne commerce in the nation, are eligible to participate in the port grant program. From 2002 to

2005, DHS provided more than \$700 million through this program.

### **INTERCITY BUS SECURITY GRANT PROGRAM**

About \$9.5 million will be provided to eligible owners and operators of fixed route intercity and charter bus services to protect bus systems and their passengers from terrorism. The program priorities include facility security enhancements, driver and vehicle security enhancements, emergency communicator technology, coordination with local police and emergency responders, training and exercises. DHS has provided more than \$39 million through this program.

Rail and transit systems are mainly owned and operated by state, local or private agencies. But the security of these systems depends on federal, state and local partners. Funds from DHS grants have been used for planning, training, equipment and other security enhancements for managing risk to rail and transit systems. More than \$100 million has been awarded in grants for security for rail systems, and more than \$370 million for mass transit systems. In addition, DHS is training various teams of law enforcement personnel, canines, and inspection personnel for deployment to deter and protect against potential terrorism. The teams work with local law enforcement and security officials to supplement existing security resources, provide deterrent presence and detection capabilities, and introduce the element of unpredictability to disrupt potential terrorist action. There are also programs to develop, test and activate new technologies that could be implemented or deployed quickly to systems facing a specific threat. For more information on each of these existing programs, and the newest programs, go to [www.dhs.gov/dhspublic/display?theme=43&content=5727&print=true](http://www.dhs.gov/dhspublic/display?theme=43&content=5727&print=true).

**GRANTS GLOSSARY** 2007

*Master the terminology of grant writing, and you'll make your writing job much easier. Here is a glossary to help you.*

**501 (c) (3).** This refers to a section in the law in the Internal Revenue Service code dealing with "exempt" organizations. Exemption as a public charity, private foundation or other nonprofit organization means the group benefits from breaks in federal taxation. These types of organizations determine a cause for which they raise money, incorporate as a nonprofit organization, and enjoy tax-exempt status. In turn, they often give money to projects that promote their particular causes, and donors to their nonprofit organization might gain a tax write-off. Government agencies are not 501 (c) (3) organizations, but they can form an affiliated organization that earns tax-exempt status and could, therefore, seek and obtain grants from private foundations. Donors will not get a tax write-off if they give to a government agency (with the exception of a few rare units of government whose purpose is exclusively for the public good). But donors will get a write-off if their gift is to a 501 (c) (3) organization.

**RFP, SGA, NOFA.** Respectively, these initials stand for requests for proposals, solicitation for grant application, and notice of funding availability. Each means a mandate that describes who can apply for what. The grant maker will state who is eligible to apply, what the money can be used for, what the deadline is, and other requirements. Mandates in the RFP, SGA, or NOFA must be carefully read and followed. Most mandates are extremely specific, even down to the style and size of font to use when typing the application, margin size, the method for attaching supplementary material, the place on the page where the papers must be stapled or clipped, the color of ink for signatures, etc. These are not mere formalities. They are requirements and must be considered mandatory otherwise the grant application will be rejected and the opportunity for the grant is lost. Read everything carefully, at least twice, so you know how to apply for the grant. Successful grant writers also hone their skills by serving on grant review committees that do technical reviews to check for all the "right" ways to prepare the grant application. It's not nit-picking, but it is attention to detail. Setting specific requirements for the application levels the playing field by making all the applications similar. No one has an advantage by making his/her application look "glitzier" than the others. They all look alike. And setting specific requirements tests, right from the start, shows whether the applicant is a careful person who can follow directions. A sloppy, inaccurate application tells the grant maker you can't follow directions and warns the grant maker that you probably aren't worthy of trust with the money that

the grant maker is giving. In short, your grant application is the preliminary indication of cooperation and responsibility, and first impressions count. Be certain you comply with every detail of the requirements in the RFP, SGA or NOFA.

**CHALLENGE GRANT.** This type of grant is growing in popularity because it stretches money by requiring that the grantee raise additional funds for the project. The grantee gets the challenge, but doesn't receive the money until the challenge is met. With a challenge grant, determine if you're qualified and whether there is a geographic preference for the grant. Research the grant to know what is a respectable, reasonable level to ask for in your request for money. If only \$2 million is available, don't ask for the \$2 million. In a challenge grant, there may be additional time granted for the task of raising money, but recognize that a challenge grant is what its name says—a challenge. Deadlines must be met. A challenge grant can be a prelude to future grant money, with second and third grants from the grant maker coming easier once you've proved that you can raise money.

**COMMUNITY FOUNDATION.** Targeted for a specific geographic area, the community foundation usually collects money from multiple donors, and puts that money into a fund for long-term, charitable management of the money, under the directions of the donors. Community foundation grants probably won't yield a great deal of money, but they can be good if you need a lesser amount of, say, \$10,000 to \$30,000 for your project.

**CORPORATE FOUNDATIONS AND GIVING PROGRAMS.** Some corporations put a percentage of their profits into a charitable fund. Generally, the money is granted within a specific geographic area in which the corporation has a major presence so that the corporation earns a favorable status within the community from which it draws its resources and personnel. The visibility and donor recognition the corporation earns from its charitable giving makes it a "good corporate citizen." If you find a corporation in your region with such a fund, be sure you know what "strings" are attached to the grant, if any. For example, some communities have a small section of "ad space" on the patrol cars or fire engines as a payback for receiving a grant from the vehicle or radio company putting its name on the vehicles.

**DISCRETIONARY FUNDS.** Some federal grant money moves from federal to state, and other grant money goes from federal directly to local. However, most federal grant money channels from the federal, to state, to local, via pass-through grants

by which the state sub-awards the grant money through competitive RFPs. Network with your state to be on its notification list to know what grants will be available and when. Formula grants are based on a national assessment of what the state needs in relation to its population. Some discretionary funds are awarded at the discretion of a particular agency, federal or state, or there may be private discretionary funds in which grants are distributed at the discretion of an organization's trustees rather than by the approval of a full board of directors. Again, do your homework and know the requirements and the limitations of the grant. You might have to walk away from a particular grant because your agency cannot do the work it requires.

**FUNDING CYCLE.** Many grant makers set definitive cycles for such grant steps as proposal review, decision-making and notification. Cycles might be annual, or longer, or shorter. They are definitely not spontaneous! When you see an RFP, check the deadline, and plan on at least 80 to 120 hours of work to get started. If you have only a short time in which to submit an application, you might not be able to meet the deadline. Don't waste time if you can't comply. You're probably working 40 hours or more a week, and you might not be able to add more work time for the grant deadline. Some of your grant writing work is planning and thought, so some tasks can be done in advance, but you need time to put everything together and write your grant application. If time is limited, you won't likely meet the requirements of the funding cycle. Another option is to do the planning work and apply in the next funding cycle. Create a planning calendar by checking the grant makers' Web sites and data bases, looking at last year's grants to see what was funded and how. Investigate whether you'd qualify. Start on the basic work in advance of the actual application. Then you only need to check the new RFP and bring your facts and figures up to date.

**IN-KIND CONTRIBUTION.** If instead of paying money for goods or services, you are given those goods or services, you've received an in-kind contribution. If you're tracking the work of volunteers in the agency and you need a dollar value for that in-kind contribution, go to [www.independentsector.org](http://www.independentsector.org) to learn the value of the volunteer's work.

**LETTER OF INTENT, LETTER OF INQUIRY, PRELIMINARY PROPOSAL.** You might choose, before going to the time and expense of a full proposal, to write a brief letter of intent or inquiry to the grant maker, indicating your interest in submitting a full proposal later. With strategic planning and plotting of your agency's growth over the next five years, overlaying

anticipated revenue streams, grants might fill the funding gaps. Don't look at the RFP opportunistically. Use information about where you are today and where you want to be tomorrow, and state your intent to the grant maker in a letter of inquiry or intent to show the grant maker how its help will get you to the next goal.

**ONGOING SUPPORT, GENERAL SUPPORT.** This funding covers such things as day-to-day expenses, salaries, utilities, office supplies, rent/mortgage payments, insurance, accounting costs, etc. Although not a frequent type of grant, it exists. You prepare information that shows your value-added qualities. The grant maker is always looking at "the bigger picture." You must show what you need and what you want accomplishes the "greater good."



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# Special Report: GRANT WRITING <sup>2007</sup>

## Steps in the Grant Application Process

### "THE" CATALOG

"See if we can get a federal grant for this," someone says to you.

Don't panic. There's help for you in finding whom to ask for that grant if you use the Catalog of Federal Domestic Assistance (CFDA) at [www.cfda.gov](http://www.cfda.gov). Now, it doesn't cover every single federal grant, and it sometimes lags behind in posting the newest grants, but it is a good source of information about most federal grants, and it's an excellent starting point. Links to details about the grants are provided, and you'll have a comprehensive, free, grant-researching tool to get you going.

The CFDA lists types of assistance, such as financial and non-financial.

### FORMULA GRANTS

These grants are given for projects that are ongoing, rather than those involving a one-time project. Money is allocated to the states or departments within in a state by means of a distribution formula, hence the name "formula" grant.

### PROJECT GRANTS

These grants are one of the main sources for one-time or specific projects that need funding for a certain time period. The funds can be used for such projects as research, training, demonstrations, evaluation, and technical assistance.

### DIRECT PAYMENTS FOR SPECIFIED USE

While probably an unlikely source for buying goods or services, this funding can usually go toward starting or continuing a particular activity or program. Performance standards for

the activity are monitored and evaluated to be sure that the funding is successfully promoting the activity. That's the "specified use" referred to in the grant's title. In other words, it can't be used for a different project.

### DIRECT PAYMENTS WITH UNRESTRICTED USE

Most of this assistance goes toward such things as retirement, pension and compensatory programs for qualified people, and there is no restriction on how the recipient can spend the money received.

### DIRECT LOANS

Just as with any other loan, an amount is extended, and arrangements are made for repayment, with or without interest. Time requirements/limits are usually included in the terms of the direct loan.

### GUARANTEED/INSURED LOANS

In these, the federal government indemnifies lenders against full or partial defaults occurring with borrowers.

### INSURANCE

Reimbursement for losses occurring under certain circumstances is the basis for this assistance. Premiums may be required, and federal or private carriers may be involved.

### SALE/EXCHANGE/DONATION OF PROPERTY AND GOODS

The federal government has real property and personal property that it, from time to time, sells, exchanges or donates. This category of assistance is one that should be checked periodically to keep up-to-date with what might be available to your agency. Be prompt in acting if you find something with potential.

## Six Steps For Solving Problems

It's simple. But it works. Here are six steps you can use to solve your problems.

- 1 Identify and define the problem.
- 2 Analyze the facts to learn the causes of the problem.
- 3 Create alternatives that prevent or lessen the problem.
- 4 Choose the best and most practical solution.
- 5 Take action on your chosen solution.
- 6 Evaluate the results.

## USE OF PROPERTY/FACILITIES/ EQUIPMENT

Using federal property or facilities is sometimes permitted and is especially beneficial for situations where temporary access or use is enough to carry out a project or event.

## PROVISION OF SPECIALIZED SERVICES

There are programs in which federal staff members are available for projects that benefit a community or group. Generally in these situations, the assistance goes beyond mere consulting to actually performing certain tasks.

## ADVISORY SERVICES/COUNSELING

This assistance offers the help of a federal specialist for consultation, and is especially applicable to such events as conferences or training seminars.

## DISSEMINATION OF TECHNICAL INFORMATION

There are public information services offered by the federal government, but this assistance goes beyond that to more specialized or technical information available from clearinghouses and other sources where the information is held.

## TRAINING

This assistance covers times when nonfederal employees can be trained in certain programs or activities offered through federal agencies.

## INVESTIGATION OF COMPLAINTS

Here, funding is allocated to investigate claims from outside the federal realm if they involve violations of federal law or policy.

## FEDERAL EMPLOYMENT

This assistance is available for programs that cover recruitment and hiring of federal civilian personnel.

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# Special Report: GRANT WRITING 2007

## Steps in the Grant Application Process

### FIRST IMPRESSIONS

When you introduce yourself to someone, you both form immediate impressions about each other, judging each other's character in just a few moments of conversation and interaction. Good character marks a quality person. Whether it's in law enforcement, business, sports, church, or your family, you know character counts. It's the same for grants. Your grantors ask, "Why should we give you money?" "Why are you credible?" "Can you be trusted with this money?" The grant application's statement of introduction is your introduction to your potential grantor. Showing your agency's credibility is crucial to your obtaining the

grant. Articulate a need or problem in a way that doesn't condemn, denigrate or self-indict the problem. Present a reasonable scope of work that will be done by reasonable people, in a reasonable length of time. Without building such credibility in your statement of introduction, your chances of obtaining a grant will decrease or even fail.

### STATEMENT OF INTRODUCTION

The statement of introduction is something you can do now, even if you're not yet preparing a grant application. The introduction shows that your agency has credibility and that it has the resources and people to carry a

project through to success. Your writing will be somewhat general, but you can edit it later to be more detailed when you tailor it more closely to what's needed in a specific grant application.

If you are at the stage of thinking about which grantors might be interested in your project proposal, see if their goals mesh with your agency or with the kind of project you'll be proposing. Spend your time preparing applications for grants for which you truly qualify. Your potential grantors don't know you, so you must do a statement of introduction that builds credibility.

It should describe your agency, its resources and its people. It also reinforces the connections you have seen between your agency and its project and the grantor's interests. Show that you did your homework because the grant applications that fail do so because someone did not do the basic work to determine the specific grantor's priorities and details about the grant and what gets funded and what doesn't get funded. Grant applications should not be sent out to "everyone" in the hopes that one will "click." That approach won't work. Instead, the statement of introduction establishes, at the outset, who you are, what you've done, and why you are a credible candidate for the grant, based on the grantor's specific priorities.

The statement of introduction can be written by a single person or by a committee, but someone should have the final editing authority because everyone writes differently. You want the statement of introduction to flow. If a document is written by different people, it will have different "voices" as the reader goes through it. Writing must be smoother than that, so let someone edit to unify the "voice" and make the document flow.

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Where to start? Try beginning with a specific history of your agency. When did it start? What is your purpose? What are your goals in the immediate, near and long-range futures? Define your commitment to those goals. Distinguish yourself from the agencies that are merely trying to survive and make payroll next week. If you convey a sense of your organization's history, why it exists, and where it is going, you will be ahead of the competition. Discuss your past, your growth, and the scope of your financial support. Mention some of the most significant accomplishments of your agency and its people. Talk about any other grants and collaborations.

### **DISTINGUISH YOURSELF**

Next, focus on why your agency should be given the grant. Write credibly. Creating a good statement of introduction sets you apart from the competition, particularly if you point out any unique aspects of your agency or if you tell the grantor how you are distinguished from the others. Quotes from people can help in building your credibility, but be sure to offer attribution to who said what, to lend more credibility.

Start building a file of letters, commendations, awards, press clippings, letters of endorsement, letters of thanks and similar writings. Collect copies of audio or video clippings, too. Categorize them by who said it and what that person's rank or status is. Keep all of this in one place for easy access and reference, and insert the applicable ones into your statement of introduction. Choose the best of the best, based on the grantor's characteristics. The credibility established may be all the grantor needs to sway opinion to your agency and away from the competition.

If the grant request for proposals asks for such testimonials, you can draw from your file those that are most appropriate to the grant or project. Remember that when someone phones or e-mails thanks or endorsement, ask the person to write it out so that you can keep it in the file.

### **KNOW THE GRANTOR**

Some will be impressed by statements from those who are politically influential, and others will want to hear what the grassroots citizens have to say. Know what is appropriate for the particular grantor to whom you're writing. If endorsements or testimonials are allowed by the RFP, include them in the appendix section of your request. You show who said something good about your agency, who they are, what they said, and what backs up what they said. You also show how you're your agency has been doing this, what accomplishments have been made, what actions

or outcomes show credibility, what evidence you have for community support, and what has been done in similar programs or with similar commitment.

Your credibility file should include statements made by leaders in your community or field that call for or endorse projects of the kind you'll be proposing. Even if your agency is not mentioned in the statement, the leader's comments will show that project is one that is needed or desired for the community.

### **ANNUAL REPORTS**

Include an annual report, if appropriate. It can be from a previous, related project in which your agency has been involved which will be a logical extension of your past experience into the new project you're proposing. Discuss any financial or collaborative help or support you've received from other organizations, grantors or people.

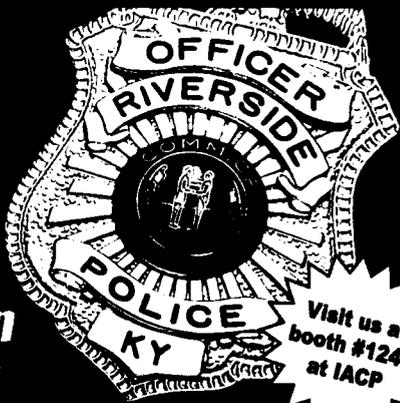
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# Special Report: GRANT WRITING **2007**

## WRITING

Write your general statement of introduction in standard English, free of jargon. Don't include your filters and your perceptions. The credibility file will help you pull the good quotes, what's good about your agency, its roundedness, and its ability to do what it's supposed to do.

If statistics are needed in your statement of introduction, use just enough of them to get the point addressed, but not so many that the reader must reread and refigure to get through the text. Remember that your statements and statistics are offered to show your accomplishments and set

your credibility with the grantor. Keep your writing interesting and concise.

Be specific about to whom the check should be made! That sounds obvious, but be sure the grantor know whether it's the police department, the Police Activities League, a specific program, the city, etc. that's doing the statement of introduction and the requesting.

By establishing your credibility with a good statement of introduction, you logically lead the reader through to supporting your credibility in the project for which you are seeking funds, and to the later discussions in your application about the problem that needs to be addressed with the grant money.

## CHARACTER

Character counts not only with people, but also with grant proposals. The credibility that is established in the statement of introduction may be more important than all the rest of your application. In fact, because of the huge volume of applications received by some grantors, it may be the only part that is read. Establishing your credibility with a well-crafted statement of introduction will get the reviewer to read on and move your grant application up the stairway to approval.

## THE PROBLEM STATEMENT / NEEDS ASSESSMENT

Your community has a problem, need or opportunity.

Your agency has the solution.

Your potential grantor wants to know about those two facts, so that's when you write the problem statement or needs assessment for your grant application.

Be very specific about why the problem needs your program. Whether it's a threat assessment, vulnerability, or a golden opportunity, your problem statement or needs assessment focuses on

values as it describes the specific situation will move your project. This means that the problem statement/needs assessment tells about something in your community or in a group that will be served by your project.

For nearly all projects, it does not address needs within your organization. The exception to this is if you are asking the grantor to fund a program that will improve your agency's performance or efficiency. Then the problem statement would refer directly to the need within your organization. But for most grants, you want help for a problem outside your organization, in the community, that your agency can help remedy. To put it another way, the fact that your agency lacks money is not the problem. The community problem, need or opportunity is what you address.

Your problem statement/needs assessment tells the reader in detail about the situation that is "external" to your agency. Show the grantor how your statements lead one to the next. Make your writing flow through the problem statement, so that even an uninformed reader will understand what the problem, need or opportunity is. Flow to a conclusion.

## SOLUTIONS

Link the problem or need with the role your agency will play in remedying. Include input not only from your agency's viewpoint, but also from outside your agency such as local leaders, prospective clients, professionals in the field, or administrators of groups that will coordinate or cooperate with you on the project. This input can reinforce the importance of a solution for the problem or need.

If it is something of national or state concern, that's an important facet of the problem, need or opportunity, but you must also show how it is



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# Special Report: GRANT WRITING <sup>2007</sup>

also "local" to your area. Statistics can describe what's happening on the national or state level, but be sure to talk about what's happening in your geographic area.

Don't go overboard with statistics, graphs and numbers. They can tell a story, but only if they are used sparingly, for a strategic function or reason. If it is necessary to include many charts, graphs or statistics, put them in the appendix if the grant's request for proposals allows an appendix section.

Don't dwell on facts and figures. Instead, humanize everything by showing why percentages and statistics are relevant to the exact case in your locality.

## PROBLEMS VS. METHODS

Define the problem, need or opportunity clearly and logically. Link it with the role your agency will play in its remedy (or development, if it's an opportunity)—the method(s) you'll use to tackle the problem.

Use a worksheet to help you organize this correctly because learning how

to distinguish the difference between problems and methods is critical. Take a sheet of paper and divide it in half lengthwise. At the top, write why you are applying for the grant. In the left-hand column, write the appropriate heading—"Problem" or "Need" or "Opportunity." In the right-hand column, write the heading "Methods."

For example, suppose your agency wants a grant to cover officer overtime to cite speeders who shortcut through a particular residential neighborhood on the way to the freeway. If you said the "problem" was that your agency didn't have the money to pay for the officer overtime, you'd be on the wrong track. Paying an otherwise off-duty officer is a method, but not a problem. Your grantor would wonder why you aren't considering other methods, such as using an on-duty officer, radar, speed bumps, etc. because those are methods, too. Ask yourself if you are saying "we have a lack of..." If you are saying "lack of," you're probably referring to a method, not a problem.

Another way to think about the

division between problem and method is to remember that the problem is objective and outside your agency, whereas the method is subjective and inside your agency, and is therefore subject to interpretation, prejudice and bias. The problem or need is outside you and your agency, but the method is the solution from inside you and your agency. Get the distinction so that your writing in your problem statement or needs assessment is logical and not circular.

Put yourself in the reader's shoes. The reader will: want to know about your agency; want to know what the problem or need is that your agency is addressing; see if the problem or need is of a reasonable dimension that relates to the purposes of your agency (e.g. your agency can actually do something about the problem over the period of time of the grant); and judge whether the grant is seeking something that will help clients/the community or merely meet the needs of the agency.

Ask, what is the problem I am going to go after, and what would be the thing to take credit for?"

Be prepared to present a variety of methods, pointing out the reasons why some would work and why others would not.

Be concise. Delete whatever is unnecessary. Keep continuity in your writing. Developing the problem statement or needs assessment is probably the most difficult part of writing a proposal. Keep your focus on how the project relates to your agency, and how it is manageable in a "reasonable" dimension. Support your writing with statements and statistics not only from national or state sources, but also from the local level. Avoid confusing "problem" with "method." Use plain, jargon-free language to keep your problem statement or needs assessment easy to read and coherent.

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## Special Report:

**GRANT WRITING**  **The Grant Budget**

**G**rant budget forms typically come with a limited amount of room, but don't stop there. You might not be able to consider all the ramifications of budgeting in just the allotted space given for your budget, nor can you do the job in just one sitting. The budget process is actually one that continually unfolds and develops in your planning and execution stages.

Be comprehensive in thinking about your budget. Suppose you want a grant to buy equipment. Not only should you figure the cost, but also transportation and delivery costs of the item to you (including the cost of a driver, insurance, fuel, and maintenance), costs of the personnel to run the equipment or be trained how to use it, costs of installation and initial start-up, and maintenance. Your grantor will examine your proposal to see if you've planned for all the associated costs of whatever it is that you want. If there isn't enough space on the grant's budget form, put in additional sheets (if allowed) or at least mention the information in the narrative section of your grant proposal.

Remember to plan for the end of the grant money. What will happen then? Have you thought through to that? Your grantor expects you to plan for that. How will you maintain that new staff member, program, or piece of equipment after the grant period?

### INDIRECT COSTS

While line items directly associated with your project will be fairly obvious, there may be other things to consider for your budget. For example, there are indirect costs. Each dollar that comes into your organization has an impact. The question is what the indirect costs of each dollar might be. If you're doing several funded projects, administering those projects

might be draining your resources. Most often, indirect costs include such things as maintaining buildings, grounds or equipment, depreciation, and administrative salaries, but check the RFP or check with your grantor to be sure of the specific definition of "indirect costs."

If it's a government grant, you can expect more detailed budget requirements, whereas private foundations are generally less extensive in their requirements for budget outlines.

### BUDGET MODIFICATIONS

Budget modifications are common. If your grantor approves, you can sometimes move money in an amendment to your proposal, modifying it because of the reality of the situation you're facing. Be sure that any such modifications or amendments be signed off in writing by your side and the grantor's side. If you are moving between related line items, things shouldn't be too problematic, but if you're moving money to salary, administration, or overhead, there might be a problem and the modification might be denied. So get written and signed approvals for any modifications, he advises.

Do a detailed budget first, then summarize it to get the other forms done in the grant proposal.

### HOURS WORKED

Know how many hours of work are full time in your agency and how many hours a person will work in the project. Many states are moving to this kind of computation instead of figuring hours worked per week. Know how much the person or people listed in your grant budget will be paid, then forecast how much of their time will go toward the grant project activities. Your grantor will likely want to know whether the salary costs are administration- or program-relat-

ed. Again, administrative charges will probably have a cap, so check the RFP. If you're in doubt about whether the person is administration- or program-related, ask the grantor for help. Sometimes splits between categories are allowed, but be sure your budget reflects any such splits. Don't forget fringe benefits. Although they are usually considered a percent of salary, check the RFPs.

Travel expenses might be a reality for your project, as might be equipment, supplies and materials. There might be specific policy about these kinds of items so check the RFP before you put them in your budget. With equipment, be prepared to state where you'll be buying the equipment, what brand you'll buy, any multiple bid procedures, and how the equipment will be disposed of. With "small" equipment such as calculators, computers, software, etc., ask your grantor whether they are considered "equipment" or "supplies."

Look for a catch-all item labeled "Other." If there is one, say what all that "other" is: postage, costs of copying, conference costs, consultants' fees, insurance, etc. But never have a line item reading "Miscellaneous." Slush funds are not allowed. Be specific in your line items and modify later, if the need arises.

Typically, we think of a budget as something akin to an accountant's form of words and phrases and numbers. But many grantors also want a budget narrative in which you tell the details about each budget line item. So, going back to that helicopter mentioned above, you'd have "helicopter" in your budget, but in your budget narrative, you'd describe the helicopter by model, make and options package.

Work with factual, realistic numbers and write with ethics and integrity in your budget if you want to succeed.