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The **Criminal Justice Institute** provides management, forensic science, and computer-related education and training, as well as research services and technical assistance, to Arkansas' law enforcement and criminal justice community.

This quarterly newsletter is designed to provide timely information to improve the management, leadership, and performance skills of law enforcement supervisors.

Your comments and suggestions are solicited and welcomed.

Please make copies of this publication and distribute them to others in your agency.

FUNDING LAW ENFORCEMENT: Writing Grants That Get Results

Part Two

When you plan on traveling a long distance, chances are you take the time to map out the best way to get to where you're going. If not, you know that you may find yourself traveling in the wrong direction, or in the worst-case scenario, you'll be completely and hopelessly lost.

In the same manner, taking the time to "map out" the best way to get your initiative funded is an important part of the grant writing process. Oftentimes, people make the mistake of writing a grant without properly preparing first, only to find themselves in a tailspin midway through the application process.

In this issue of *Management Quarterly*, we'll give you the tools you need to properly plan and present your grant proposal to potential funders.

Establishing the Need and Assessing Your Agency

Before you begin your search for funding, you should perform a complete assessment of your community and its needs, along with an honest assessment of your agency. In short, you must establish that an unfulfilled need exists in your community and that your organization is qualified and capable of fulfilling it.

According to David G. Bauer, author of *The "How To" Grants Manual*, there are six basic methods that can be used to determine needs within a community:

- **Utilize key informants**—Solicit information from individuals whose testimony or description of what needs exist in the community is credible because of their experience and/or expertise.
- **Host a community forum**—Host or sponsor public meetings to get testimony on the problem. Allow the general public to present their views and invite key individuals to speak.
- **Perform case studies**—Select individuals from the needs population and provide an analytical, realistic description of their problem/situation, their need for your services, etc.
- **Utilize statistical analyses**—Use data from public records, including census records, government studies, reports, research articles, etc.
- **Review current studies and reports**—Perform a literature search of published documents on the subject. The literature search should focus on articles, books, and papers that resulted from a controlled study or use of a scientific approach to gather information.



- **Conduct a survey**—Conduct a survey with a random selection of the population, asking questions related to the need.

You can use one of the methods described above or a variety of these methods to ascertain needs in your community. However, Bauer notes that government funders usually prefer a needs statement based on facts and studies. Make sure that the sources you utilize, particularly in terms of statistical analyses and studies, are current and relevant. Information that is several years old generally will weaken your chances of receiving funding.

Once community needs are determined, you should assess your agency's ability to meet these needs. What are your agency's strengths and weaknesses? What allies, or opponents, do you have in your community? What is unique about your agency? Which of your staff members have unique skills or training that could make your agency more attractive to government funders? What programs have you initiated that have been successful in the past? Have you received any rewards or other forms of recognition for services provided by your agency? How is your agency generally regarded in the community?

Do you have organizations in your community that you work with regularly to deliver services in your community? Establishing their support prior to applying for a grant can greatly bolster your chances of receiving funding. For instance, if you have partners who are willing to provide in-kind contributions, such as donated personnel, training space, transportation assistance, supplies, materials, etc., the grantor will recognize and appreciate your efforts to be cost-effective.

When applying for competitive grant dollars, it is imperative that your agency stands out from the crowd. The fight for federal dollars is fierce, and only the strong survive.

“It’s not the plan that is important. It’s the planning.”

—Dr. Graeme Edwards

Developing a Proposal

Once you have ascertained your community's needs and your agency's capabilities, it's time to develop your proposal. Brainstorming is often the best way to get started. Bring your staff together and take some time to discuss ways that you can address problems within your community and your agency. You may need additional resources, such as personnel or equipment. Perhaps, you need to create new positions within the agency, such as a gang task force or a school resource officer program, to work specifically with a target population. In some cases, you may need to implement a law enforcement-based program to address problems that are occurring locally.

Research current requests for proposals (RFPs) in the **Catalog of Federal Domestic Assistance** (www.cfda.gov) and the **Federal Register** (www.access.gpo.gov/su_docs/aces/aces140.html) to see if any are applicable to the problems facing your community. Oftentimes, government funders will be very specific in their RFP about the types of programs they are willing to fund. Make sure that your grant proposal is consistent with their specifications.

A word of caution: *It is very important that your proposal is based on services your organization can actually deliver.* Many organizations make the mistake of adding a lot of “extras” they believe will increase the value of their proposal. Once funding is awarded, they are expected to deliver all of the services described in their proposal. If they have underestimated their resources or staff capabilities, they often find themselves in a sticky situation.

Utilizing a Logic Model

Now that you have completed the initial planning phase, located a potential funding source, and determined the type of proposal you wish to submit, there is still one step that should be completed before you begin the tedious process of writing the grant. You must ask yourself the question, “Does this proposal make sense?” Developing a logic model is a good way to find out.

The logic model serves as a road map that guides you in writing your grant. It allows you to see all of the basic components of your proposal comprehensively on one page, ensuring that all of the pieces of your proposal work together and make sense. (An example of a law enforcement initiative as seen through a logic model is shown on page three.)

Listed below are the questions you should ask yourself for each component of the logic model:

A. What community needs does our agency need to address? (Goals) Once you've surveyed your community and taken a complete inventory of the strengths and weaknesses of your agency, you should have a good idea of the needs that your agency needs to address. Based on these needs, set your goals.

B. What services and activities will be provided? (Strategies) To meet these goals, what are the services and resources that will be provided by your agency? Specify when the activities will be implemented and by whom.

C. Who will participate in or be influenced by the program? (Target Group) Be sure you know whether the strategy you've chosen is for universal, selective, or indicated populations. In the example listed on page three, the

The Logic Model

A. Goals	B. Strategies	C. Target Group	D. If-Then Statement	E. Short-Term Outcomes	F. Long-Term Outcomes
<p>To reduce and prevent gang-related crime in the Mabelvale community</p>	<p>Increase neighborhood awareness of gang-related criminal activities and behaviors</p> <p>This will be accomplished in a six (6) month timeframe through a series of twelve (12) educational presentations, presented by local law enforcement, to be held at various locations in the community, including churches, community centers, schools, and other public places as deemed necessary.</p>	<p>(1) Residents of the Mabelvale community</p> <p>(2) Local organizations who are actively involved with youths in the community</p>	<p>(1) If community residents and youth workers are made aware of signs and symptoms consistent with gang-related activities in neighborhoods, then they will be better able to recognize indicators signaling the presence of gang-related activities within their respective community. (2) If residents and youth are better able to recognize these indicators, then they will be more likely to report these indicators to their respective law enforcement agency. (3) If the law enforcement agency is notified of specific activities, actions, and behaviors taking place in a specific area of the community, then law enforcement can develop proactive methods of eliminating crime through increased patrol and police presence. (4) If police presence is increased in these areas, then gang-related activities in the community of Mabelvale, Arkansas will decrease.</p>	<p>By educating community residents and youth workers on the signs, symptoms, and behaviors specific to gang-related activities, the Mabelvale community will enhance their overall recognition of these specific indicators of gang-related activities in their neighborhoods.</p>	<p>Increased recognition and awareness of residents and youth workers will improve reporting by the overall community to the law enforcement agency, which will increase police presence in specific high activity areas reporting gang-related activity, thus reducing gang-related crime in those areas targeted.</p>
<p>Sample Performance Measures</p>		<p>Keep records (through sign-in sheets) to monitor the number of people in the community who participated in each presentation.</p>		<p>Conduct pre- and post-surveys at each presentation to gauge the participants' initial amount of knowledge and the amount obtained through the presentation.</p>	<p>Monitor law enforcement arrest records and calls for service specific to the issue.</p> <p>Collect items published by local media outlets.</p>

* The logic model presented here is based on a model that is used by the *Community Anti-Drug Coalitions of America*.

target population is two-fold, including residents of a community who are affected or threatened by gang-related crime and local organizations who are actively involved with youths in that community.

D. How will these activities lead to expected outcomes? (If-Then Statement) Creating an “if-then” statement based on the goals and objectives you have specified is one of the most important aspects of the logic model. The statement, which is based on the assumptions underlying your grant, takes you step-by-step through each action that should take place in order for your initiative to be successful. It also forces you to think about how your objectives work together to achieve your goals. If your objectives do not directly affect the attainment of your goal, you will see this clearly as you try to craft this statement.

E. What immediate changes are expected for individuals, organizations, or communities? (Short-Term Outcomes) Short-term outcomes

are the immediate program effects that you expect to achieve. These outcomes should be directly linked to the strategies you will employ to reach your goal. For instance, in the example on page three, the primary strategy was to increase neighborhood awareness of gang-related criminal activities and behaviors. The short-term outcome of your proposal should be that, following the law enforcement presentations, the Mabelvale community significantly enhanced their overall recognition of indicators of gang-related activities in their neighborhoods.

F. What changes would the program ultimately like to create? (Long-Term Impacts) Just as the short-term outcomes are directly linked to the strategies you employ, the long-term impacts should be directly linked to the fulfillment of your goal.

With stiffer competition for federal funding, a greater emphasis is being placed by funders on program evaluation. Once you have completed your logic model, it's a good time to

consider the performance measures you will implement throughout your initiative to illustrate its effectiveness to funders. (See page three for examples of program measures.)

Taking the time to practice constructing a logic model will be of great benefit to you. By mastering the logic model, writing grants will be much easier, keeping you focused on your goals and ensuring that your strategies are directly related to obtaining them.

For more detailed information about the planning process, see the following texts:

Bauer, David G. (1995). **The “How To” Grant Manual: Successful Grant-seeking Techniques for Obtaining Public and Private Grants.** Phoenix, Arizona: The Oryx Press.

Browning, Bev. (2001). **Grant Writing for Dummies.** Foster City, California: IDG Books Worldwide, Inc.

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