



# CJI Management Quarterly

Volume VII, Issue II  
Summer 2002

Published Quarterly by:

**Criminal Justice Institute**  
**University of Arkansas System**  
**7723 Asher Avenue**  
**Little Rock, Arkansas 72204**

**Switchboard:**  
**(501) 570-8000**

**Toll Free:**  
**(800) 635-6310**

**Website:**  
**[www.cji.net](http://www.cji.net)**

---

Information compiled  
and assembled by  
Beth Stark,  
CJI Publication Specialist

---

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 One

**H**ave you ever made the proverbial wish that money grew on trees? More importantly, have you ever wished that these trees grew on your agency's front lawn? If you have, you're not alone. Law enforcement managers across the State are faced with funding challenges on a daily basis. While citizens demand more and more services, our police organizations struggle to find the necessary resources to meet their expectations.



Grant solicitation is becoming an increasingly popular method of raising the funds necessary to implement programs and provide resources that will increase public safety. It's also becoming a popular method of equipping police organizations with the tools needed to effectively and efficiently perform their duties. A police department in West Palm Beach, Florida boasts on their website that they have gained "seven (7) new police officers, one (1) Assistant Dispatch Manager, two (2) Intake Counselors for (their) truancy program, sixty (60) new computers, cameras for road sergeants' investigations, hurricane windows for (their) police facility, and other critical equipment" all from grant funding.

Applying for a grant is not easy, but if you are willing to invest the time and energy that writing a grant requires, you may be able to procure funding that will strengthen your agency. In the next few issues of *Management Quarterly*, we will explore the grant application process, from forming the initial concept to delivering the final product.

### Sources of Funding

Before you can begin writing your grant, there are several steps that must be taken to ensure your initiative is a success. First, you must identify potential sources of funding. Funding opportunities for law enforcement organizations will most often be available through the federal government, the largest single grantor in the world.

The federal government is an extremely complex organization, and familiarizing yourself with all of its components can be a real challenge. Spend an ample amount of time researching federal departments and programs, taking special care to note contact names and phone numbers. The easiest way to do this is to get on the Internet and start surfing. If you're not Web savvy, you can call the Department of Justice (DOJ) Response Center at 1-800-421-6770 to request a complete listing of all funding announcements from the DOJ. (*A comprehensive list of federal and state funding sources is listed on page three.*)

There are also several publications that can make your research much easier. The *Federal Register*, which is published weekly and contains information on funding opportunities, deadlines, application materials, policies, and rules, can be accessed

on-line at [www.access.gpo.gov/su\\_docs/aces/aces140.html](http://www.access.gpo.gov/su_docs/aces/aces140.html). The *Catalog of Federal Domestic Assistance* (CFDA), one of the most popular sources for information on federal funding programs, is provided free of charge to at least two federal depository libraries in every congressional district and is on-line at [www.cfda.gov/](http://www.cfda.gov/). On the CFDA website, you'll even find a guide for writing federal grant proposals.

Federal funds are distributed through a variety of means. A **formula grant** is defined as "allocations of money to States or their subdivisions in accordance with distribution formulas prescribed by law or administrative regulation, for activities of a continuing nature not confined to a specific project." They also award **project grants**, which can include scholarships, research grants, training grants, traineeships, experimental and demonstration grants, evaluation grants, planning grants, technical assistance grants, survey grants, and construction grants.

**Discretionary grants** allow the awarding agency to exercise discretion in selecting the projects to be funded while **mandatory grants** are statutorily required to be awarded if the recipient meets eligibility and compliance requirements. A **block grant**, generally a type of mandatory grant, is money given to States by the federal government to run a program within the defined guidelines. They are usually the result of several smaller, specific-purpose grants being consolidated into one block, and they tend to offer greater flexibility and place fewer administrative requirements on recipients. **Seed money** is also an option. It provides funding to get your program started, but finding funding to keep your program going is up to you.

Be aware of contingencies when you apply for funding. Some grants, often called **matching grants**, require you to "match" their funds with money from your agency. Other grants, including some from the COPS Office, will require you to have a plan for sustaining your program beyond the initial funding period if your proposal includes a request for additional personnel. The newest

trend in grant funding is partnership requirements, and you may be required to obtain a letter of support from an organization who can formally assist in achieving your mission.

While federal and state government are the primary sources of funding for law enforcement agencies, soliciting funds from an established foundation may also be a viable option. The number of foundations in the United States is steadily growing. According to the *2002 Foundation Yearbook*, the number of foundations grew by a record 6,381, from 50,201 in 1999 to 56,582 in 2000. Several different types of foundations exist, ranging from family foundations to larger community organizations. Community foundations, in particular, are growing at a rapid rate and often make grants for community-serving programs. (*Page four features a sample of both private and public organizations that support law enforcement programs.*)

Don't limit yourself to traditional sources of funding for law enforcement projects. Depending on the type of program you wish to implement, you may be able to tap resources from an "untraditional" source. For example, public organizations or foundations that fund education projects could fund your School Resource Officer program. If your equipment is outdated, there may be several alternate sources for new technology funding from federal IT programs and/or IT businesses that invest in community programs.

When you find programs and organizations that provide support for law enforcement, request to be on their mailing lists. Also, make sure that you sign up for the Criminal Justice Institute's Cop Share Program, an electronic list serve that alerts police departments to law enforcement news, including funding opportunities.

In addition to grants, another alternative for funding is to partner with non-profit organizations, community organizations, and businesses in your area. Oftentimes, these local organizations have funding or resources available to assist in achieving your mission. For instance, if you need a new

vehicle for your agency, contact a reputable auto dealership in your area and see if they can provide one at no cost. You can also engage the public in hosting annual fundraising events to support local law enforcement. With this type of support, you can greatly increase the resources available to your agency.

### Developing a Relationship With Potential Funding Sources

One of the most important steps you can take in the grant procurement process is establishing relationships with prospective grantors *prior* to developing your grant proposal. In David G. Bauer's book, *The "How To" Grants Manual: Successful Grantseeking Techniques for Obtaining Public and Private Grants*, Bauer reveals that in a study of 10,000 federal proposals, "the only variable that was statistically significant in separating the funded and rejected proposals was pre-proposal contact with the funding source." By developing the relationship first, you will better understand the type of programs they are willing to fund and can design your program accordingly.

To make pre-proposal contact, you must first obtain the name of the person who will be overseeing the grant application progress. Once you are sure you have located the correct person, try to make contact with him/her, preferably in person. This will allow you to discuss the applicability of your proposal or project and gather information on the availability of funds or assistance.

If you can't make an appointment to visit with them face-to-face, be prepared to speak with them over the phone and make certain that you have thoroughly reviewed the grant announcement prior to calling. In case your initial phone call is the only opportunity you will have to speak with them about your project, have a list of questions ready to clarify any uncertainties you may have after reading the Request for Proposals (RFP).

Watch for the next issue of *CJI Management Quarterly*, where we will discuss developing your ideas for a proposal and using a logic model to ensure your proposal is competitive.

## Funding Sources for Law Enforcement

To find funding opportunities for your agency, check out the following websites:

**The Catalog of Federal Domestic Assistance:** [www.cfda.gov](http://www.cfda.gov)

**Federal Register:** [www.access.gpo.gov/su\\_docs/aces/aces140.html](http://www.access.gpo.gov/su_docs/aces/aces140.html)

**Notices of Funding Availability:** <http://ocd.usda.gov/nofa.htm>

**Community Oriented Policing Services (COPS):**

[www.usdoj.gov/cops/help/help\\_rcfaq.htm](http://www.usdoj.gov/cops/help/help_rcfaq.htm)

[www.usdoj.gov/cops/gpa/grant\\_prog/default.htm](http://www.usdoj.gov/cops/gpa/grant_prog/default.htm)

**National Institute of Justice:** [www.ojp.usdoj.gov/nij/funding.htm](http://www.ojp.usdoj.gov/nij/funding.htm)

**Technology Opportunities Program:** [www.ntia.doc.gov/otiahome/top/grants/application.htm](http://www.ntia.doc.gov/otiahome/top/grants/application.htm)

**Grants for Non-Profits: Law and Criminal Justice:** [www.lib.msu.edu/harris23/grants/2law.htm](http://www.lib.msu.edu/harris23/grants/2law.htm)

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

[www.ojjdp.ncjrs.org/grants/grants.html](http://www.ojjdp.ncjrs.org/grants/grants.html)

**The Federal Commons:** [www.cfda.gov/federalcommons/](http://www.cfda.gov/federalcommons/)

**National Criminal Justice Reference Services (NCJRS):** [www.ncjrs.org/fedgrant.html](http://www.ncjrs.org/fedgrant.html)

**Grants Hotline:** [www.grantshotline.com](http://www.grantshotline.com)

The DOJ's Office of Justice Programs (OJP) offers several funding opportunities for law enforcement professionals, including:

**DOJ's Office of Justice Programs:** [www.ojp.usdoj.gov/fundopps.htm](http://www.ojp.usdoj.gov/fundopps.htm)

**Office for Victims of Crime:** [www.ojp.usdoj.gov/ovc/fund/welcome.html](http://www.ojp.usdoj.gov/ovc/fund/welcome.html)

**Weed and Seed Program:** [www.ojp.usdoj.gov/eows/funding.htm](http://www.ojp.usdoj.gov/eows/funding.htm)

**Corrections Program Office:** [www.ojp.usdoj.gov/cpo/](http://www.ojp.usdoj.gov/cpo/)

**Drug Courts Program Office:** [www.ojp.usdoj.gov/dcpo/](http://www.ojp.usdoj.gov/dcpo/)

**Violence Against Women Office:** [www.ojp.usdoj.gov/vawo/](http://www.ojp.usdoj.gov/vawo/)

For local funding opportunities, contact the following:

**Bulletproof Vests Program:** [www.cji.net](http://www.cji.net) or [www.ncrle.net](http://www.ncrle.net)

**Arkansas Intergovernmental Services:** [www.state.ar.us/dfa/intergovernmental/index.html](http://www.state.ar.us/dfa/intergovernmental/index.html)

Arkansas Department of Finance and Administration

Suite 417, 1515 Building

1515 West Seventh Street

P.O. Box 3278

Little Rock, Arkansas 72201

(501) 682-1074

## Private Foundations

### Foundation for Improvement of Justice

201 Saint Martin Drive  
Suwanee, Georgia 30024  
(770) 831-9411 (ph)

Website: [www.justiceawards.com/default.htm](http://www.justiceawards.com/default.htm)

E-mail: [info@justiceawards.com](mailto:info@justiceawards.com)

### Linnell Foundation

Attn.: Arthur G. Carlson, Jr.  
P.O. Box 649  
West End, NC 27376

### The Do Right Foundation

Attn.: Wendy Kuest  
852 5th Avenue, Ste. 215  
San Diego, CA 92101  
619-235-5634 (ph)

Website: [www.doright.org](http://www.doright.org)

### The Bydale Foundation

Attn.: Milton D. Solomon  
11 Martine Avenue  
White Plains, NY 10606  
914-683-3519 (ph)

### The Benton Foundation

1625 K Street, NW  
11th Floor  
Washington, DC 20006  
202-638-5770 (ph)  
Website: [www.benton.org](http://www.benton.org)

### Robert H. Hemingway Foundation

c/o U.S. Bank N.A.  
Attn.: Adrienne M. Hill  
1420 5th Avenue, 21st Fl.  
Seattle, WA 98101

## CJI Management Quarterly

Criminal Justice Institute  
University of Arkansas System  
7723 Asher Avenue, Suite B  
Little Rock, AR 72204