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ABOUT THIS KIT

After attending a seminar taught by an officer who secured over \$23,000,000 for his department in less than four years, I decided to organize this kit. This kit is designed to help find the grants and assist in drafting the proposal. This is *not* guaranteed to secure a grant, but it will give you enough websites and ideas to start writing a successful one.

This kit is a combination of many different sources and from many different people including the aforementioned officer. The websites that are listed have been located after many hours of surfing the web and contacting various grantors. For ease, this kit will be available on-line in the near future. Please check back periodically as this site is always being updated. This will allow you to also have the newest version. In order to access that site, you will need to enter your customer number that is on your grant invoice. Our Internet Service Provider (ISP) is provided by XLiNet. They can be found at www.xlinet.com.

As stated before, this kit is not guaranteed to *get* the money, but it will help find *where* the money is. The officer, who decides to apply for the grants, should have some writing skills, knowledge of organization, creativity, and Internet experience. The next couple of chapters will go into concepts and ideas that are commonly used by other officers and grant-makers in their efforts to find millions.

We hope that this kit will assist in helping your department or organization find that extra dollar. Please contact us if you have any questions or comments at grantinfo@policegrants.com. If you should find a website or grantor that is profitable for your department, please contact us so that we may spread the word. Some of the information in this packet is from other departments that have contacted us with ideas, suggestions and websites. We are currently waiting to put **actual** grant proposals on-line in PDF (see glossary) form. This will give departments that are questioning what an actual grant looks like the opportunity to see one. If you would like to send a copy of your grant, please contact us. We will take all precautions to keep it anonymous.

INTRODUCTION

DO'S AND DON'TS

Throughout this kit you will be bombarded with ideas and concepts. Some of these will be repeated several times in various chapters. Here are a few to get you rolling:

- Never write a proposal if you have not first fully developed the project. Otherwise, you have nothing to write about.
- There is no such thing as a fill-in-the-blank proposal that can be just mailed to a list of potential funders. If there were, it would be included in this kit.
- Have multiple, fully developed projects in your arsenal, ready for customizing and you will always be able to meet proposal deadlines. Sometimes you may find that you only have a few weeks until the deadline.
- Always write a program and look for the money afterward. Grant committees are not looking for departments to tailor to their grants, but for departments to already have a program and just in need of money.
- Each grant maker should receive a different, highly personalized proposal. Be sure to make it exactly what they the guidelines say. Use the words and numbers that they use in their proposal notice.
- Write persuasively - you're selling a concept. You're not writing a term paper. Though researching a grant and preparing the grant may seem like one.
- Remember the reader, above all. Write so the reader, any reader, from any profession, can read your proposal. In the words of Denzel Washington, "explain it to me like I'm and 8-year-old." Before submitting your application to any grantor, have a colleague read it. The less knowledgeable the reader is about your subject, the better. There are several advantages to this approach. First, if, after having read your proposal, your reader understands what your project entails, the grantor is likely to also comprehend the value of your proposed program. A second advantage is that spelling and grammar errors are more likely to be caught by an independent reader. You know what you've written so when you proofread, you may read what you think you wrote rather than what you actually wrote!
- No jargon. No "bureaucrap." Simple, clear, concise sentences. Even though it may seem like a natural thing to say "10-27", most people don't know what that is referring to. A good site to visit is <http://plainlanguage.com/PlainTrain/index.html>. Acronyms should not be used unless they have been defined.
- **Never**, ever cheat on margins, pages, words - on anything. After all, if you will cheat on the proposal, the grantors make question what your intentions are to do with the money. If you make a mistake and are audited, you will be responsible for paying back the money.

DO'S AND DON'TS (continued)

- When developing a budget, think project budget first. List every penny it will take to run the entire project. Don't forget support staff, copying charges, postage, memberships, telephone charges, meeting costs, and all the "hidden" expenses. Then think, what part of this budget is appropriate to request from the funder. No grant maker will fund every cent of a project. They want to see your investment. Know the term "matching".
- Grant makers want good proposals. They will help you. Call them and ask questions - but be sure you've done your homework first and that you're not asking a question already answered in their literature.
- There's no trick to grant seeking. It's not a game. It requires good planning and hard work. Planning the project out thoroughly is the single best thing you can do to insure a good proposal.
- Project Development is the critical element in successful grants acquisition.
- Whether you request funds from Federal, foundation, state, local, or a corporate source, you will be asked to describe the details of your project.
- Grant funders normally don't just fund a piece of equipment, but rather, a project for which equipment may be needed.
- You should provide evidence in your proposal that your project has a reasonable chance to work.
- To be fundable, a project proposed must solve a problem in which the grant maker is interested.
- Be realistic. If you win an award, your project and the proposal you wrote about it are a contract.
- The proposal should be in a 3-ring binder. Also include tabs and make the proposal as easy to read as possible. The grantor should be able to "jump" to any section that they want.
- Include table of contents and appendices. Be sure to include mission statements, charts, graphs, letters of intent, intergovernmental agreements, resumes, village newsletters, profile of your organization, job descriptions, brochures, and your organizations web address.

FINDING THE GRANT

INTRODUCTION

There are many ways to find grants. Some of the time, they're in places that would not think to look. For example, if your department is looking for an A.E.D. (automated external defibrillator), a visit to your local or county hospital may prove beneficial. Hospitals have grant writers that write grants to secure very costly medical equipment and to fund medical projects and experiments. Use their knowledge! Learn the term "supplanting".

Putting a phone call into your state highway or tollway department may prove extremely rewarding. They are responsible for the roads and may want to help your department keep them safe and in good condition.

A main source will be your local politician. They can provide a network that is second to none. Within this kit is the website to locate your senator or representative.

The more people that know that you're looking for grants, the better your odds are of finding one. Ask everyone. They can only say "no".

WEB ADDRESSES

Agency	Internet Address	Phone #	Address
Catalog of Federal Domestic Assistance	http://www.cfda.gov/public/faprs.htm	None	
Crime in Illinois	www.state.il.us/isp/ci0001	(217) 782-3310	100 Iles Park Place P.O. Box 6377 Springfield, IL 62708
Donors Forum	www.donorsforum.org	(312) 431-0265	53 W. Jackson, Suite 430 Chicago, IL 60604
Foundation Center	www.fdn.center.org	(212) 620-4230	79 Fifth Avenue New York, NY 10003
High Intensity Drug Task-Force Area	www.hidta.org/ci	(312) 603-8000	69 West Washington, 4 th FL. Chicago, IL 60602
Illinois Criminal Justice Information Authority	www.icjia.org/public	(312) 793-8550	120 S. Riverside Plaza Chicago, IL 60606
Illinois Department Of Transportation	www.dot.state.il.us	(217) 782-4972	Division Of Traffic Safety 3215 Executive Park Drive Springfield, IL 62794
Illinois Violence Prevention Authority	www.ivpa.org	(312) 814-2796 (217) 785-7399	James R. Thompson Center 100 W. Randolph, Suite 6-600
Justice Statistics Sourcebook	www.ojp.usdoj.gov/bjs	None	
National Criminal Justice Reference Service	www.ncjrs.org	(800) 851-3420 (800) 519-5500	P.O. Box 6000 Rockville, MD 20849
U.S. Department of Justice	www.usdoj.gov	None	950 Pennsylvania Ave., NW Washington D.C. 20530
U.S. Government Printing Office	www.access.gpo.gov	(312) 353-5133	401 S. State Street, Suite 124 Chicago, IL 60605
National Chiefs Association	www.theiacp.org		
Commerce Business Daily	http://cbdnet.gpo.gov/search1.html	(888) 293-6498	

Agency	Internet Address	Phone #	Address
Empowerment Zone and Enterprise Community Program	http://ocd.usda.gov/nofa.htm		300 7th St. SW Washington, DC, 20024
Justice Research and Statistics Association	http://www.jrsainfo.org/database/dsar.htm	(202) 842-9330 (202) 842-9329	777 North Capitol Street, N.E. Suite 801 Washington, DC 20002, USA
The Chronicle of Philanthropy	http://www.philanthropy.com/		1255 23rd Street, N.W. Washington, D.C. 20037
National Highway Traffic Safety Administration	http://www.nhtsa.dot.gov/	(816) 329-3900 (816) 329-3910	901 Locust Street Kansas City, MO 64106
Federal Aviation Administration	http://www.faa.gov/search.htm		800 Independence Ave, SW Washington, DC 20591
Federal Agencies On-line	http://www.lib.lsu.edu/gov/fedgovall.html		
Office of Management and Budget	http://www.whitehouse.gov/OMB/grants		
Sourcebook of Criminal Justice Statistics	http://www.albany.edu/sourcebook/	(518) 442-3300	University at Albany State University of New York 1400 Washington Avenue Albany, NY 12222
Government Information Locator Service	http://www.access.gpo.gov/su_docs/gils/		
U.S. Representatives U.S. Senate	http://www.house.gov http://www.senate.gov		
Policegrants.com Policegrants.net	http://www.policegrants.com/grants	(630) 264-2100	Use your invoice number as your password
Non-Profit Guides	http://www.npguides.org/grant.htm	(603) 436-2225	SeaCoast Web Design 921 Middle St. Portsmouth, NH 03801
Council on Foundations	http://www.cof.org/links		
National Institutes of Health (NIH)	http://grants.nih.gov/grants/search.htm	(301) 496-4000	National Institutes of Health (NIH) Bethesda, Maryland 20892

GOVERNMENT OFFICIALS

Senators of the 106th Congress

<p>AK Murkowski, Frank (R) Stevens, Ted (R)</p> <p>AL Sessions, Jeff (R) Shelby, Richard (R)</p> <p>AR Hutchinson, Tim (R) Lincoln, Blanche (D)</p> <p>AZ Kyl, Jon (R) McCain, John (R)</p> <p>CA Boxer, Barbara (D) Feinstein, Dianne (D)</p> <p>CO Allard, Wayne (R) Campbell, Ben Nighthorse (R)</p> <p>CT Dodd, Christopher (D) Lieberman, Joseph (D)</p> <p>DE Biden Jr, Joseph (D) Roth Jr, William (R)</p> <p>FL Graham, Bob (D) Mack, Connie (R)</p> <p>GA Cleland, Max (D) Miller, Zell (D)</p> <p>HI Inouye, Daniel (D) Akaka, Daniel (D)</p> <p>IA Grassley, Chuck (R) Harkin, Tom (D)</p>	<p>ID Craig, Larry (R) Crapo, Mike (R)</p> <p>IL Fitzgerald, Peter (R) Durbin, Richard (D)</p> <p>IN Lugar, Richard (R) Bayh, Evan (D)</p> <p>KS Roberts, Pat (R) Brownback, Sam (R)</p> <p>KY McConnell, Mitch (R) Bunning, Jim (R)</p> <p>LA Breaux, John (D) Landrieu, Mary (D)</p> <p>MA Kennedy, Edward (D) Kerry, John (D)</p> <p>MD Mikulski, Barbara (D) Sarbanes, Paul (D)</p> <p>ME Collins, Susan (R) Snowe, Olympia (R)</p> <p>MI Abraham, Spencer (R) Levin, Carl (D)</p> <p>MN Grams, Rod (R) Wellstone, Paul (D)</p> <p>MO Bond, Christopher (R) Ashcroft, John (R)</p> <p>MS Lott, Trent (R) Cochran, Thad (R)</p>	<p>MT Baucus, Max (D) Burns, Conrad (R)</p> <p>NC Helms, Jesse (R) Edwards, John (D)</p> <p>ND Dorgan, Byron (D) Conrad, Kent (D)</p> <p>NE Hagel, Charles (R) Kerrey, Robert (D)</p> <p>NH Gregg, Judd (R) Smith, Bob (R)</p> <p>NJ Torricelli, Robert (D) Lautenberg, Frank (D)</p> <p>NM Bingaman, Jeff (D) Domenici, Pete (R)</p> <p>NV Bryan, Richard (D) Reid, Harry (D)</p> <p>NY Moynihan, Daniel (D) Schumer, Charles (D)</p> <p>OH DeWine, Mike (R) Voinovich, George (R)</p> <p>OK Inhofe, James (R) Nickles, Don (R)</p> <p>OR Smith, Gordon (R) Wyden, Ron (D)</p>	<p>PA Santorum, Rick (R) Specter, Arlen (R)</p> <p>RI Chafee, Lincoln (R) Reed, Jack (D)</p> <p>SC Hollings, Ernest (D) Thurmond, Strom (R)</p> <p>SD Daschle, Thomas (D) Johnson, Tim (D)</p> <p>TN Frist, William (R) Thompson, Fred (R)</p> <p>TX Gramm, Phil (R) Hutchison, Kay Bailey (R)</p> <p>UT Bennett, Robert (R) Hatch, Orrin (R)</p> <p>VA Robb, Charles (D) Warner, John (R)</p> <p>VT Jeffords, James (R) Leahy, Patrick (D)</p> <p>WA Gorton, Slade (R) Murray, Patty (D)</p> <p>WI Feingold, Russell (D) Kohl, Herb (D)</p> <p>WV Byrd, Robert (D) Rockefeller IV, John (D)</p> <p>WY Enzi, Mike (R) Thomas, Craig (R)</p>
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Website addresses are [www.senate.gov/~\(last name of senator\)/](http://www.senate.gov/~(last name of senator)/), i.e. www.senate.gov/~thomas

Or visit www.senate.gov

FINDING THE GRANT

FEDERAL CONTACTS

The following provides a directory of key contacts in Federal grants management. Unless otherwise noted, all phone numbers are (202) area codes.

Department of Agriculture

Gerald Miske	720-1553	jmiske@cfo.usda.gov
Diane Carey	720-1554	dcarey@cfo.usda.gov

Department of Commerce

Elizabeth Dorfman	482-3313	edorfman@doc.gov
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Department of Defense

Mark Herbst	703-696-0372	herbstm@acq.osd.mil
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Office of Naval Research/DoD

Charles Paoletti	703-696-4606	paoletc@onr.navy.mil
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Department of Education

Blanca Rodriguez	260-0172	grantspolicy@ed.gov
Charlesetta Griffin	260-8725	charlesetta_griffin@ed.gov

Department of Energy

Trudy Wood	586-5625	trudy.wood@pr.doe.gov
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Department of Health & Human Services

Charles Gale		gnet@os.dhhs.gov
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Department of Housing & Urban Development

Barbara Dorf	708-0614 x4637	Barbara_Dorf@hud.gov
Terry Nicolosi	708-0614 x4335	Terry_Nicolosi@hud.gov

Department of the Interior

Ceceil Belong	208-3474	ceceil_belong@ios.doi.gov
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Department of Justice

Cynthia Schwimer	307-3186	cindy@ojp.usdoj.gov
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Department of Labor

Phyllis McMeekin	219-9174	mcmeekin-phyllis@dol.gov
Lance Grubb	219-6719	lgrubb@doleta.gov

Department of Transportation

Robert Taylor	366-4289	robert.g.taylor@ost.dot.gov
Ann Fisher	366-4288	ann.fisher@ost.dot.gov

Department of Veterans Affairs

Frank Salvas		frank.salvas@mail.va.gov
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FEDERAL CONTACTS (continued)

National Aeronautics & Space Administration

Diane Thompson 358-0514 diane.thompson@hq.nasa.gov

National Archives & Records Administration

Nancy Copp 501-5603X230 nancy.copp@arch1.nara.gov

National Endowment for the Arts

Nicki Jacobs 682-5404 jacobs@arts.endow.gov

National Endowment for the Humanities

David Wallace 606-8494 dwallace@neh.gov

National Science Foundation

Jean Feldman 703-292-8243 jfeldman@nsf.gov

Agency for International Development

Diana Esposito 712-4163 diesposito@usaid.gov

Environmental Protection Agency

Bruce Feldman 564-5308 feldman.bruce@epamail.epa.gov

Federal Emergency Management Agency

Charles McNulty 646-2976 charles.mcnulty@fema.gov

Corporation for National Service

Bruce Cline 606-5000 x440 bcline@cns.gov

Federal Mediation & Conciliation Service

Linda Stubbs 606-8181 Lstubbs@fmcs.gov

Institute of Museum Services

Rebecca Danvers 606-8539 rdanvers@imls.gov

Small Business Administration

Tom Dumaresq 205-6630 thomas.dumaresq@sba.gov

United States Information Agency

Fannie Allen 205-5484 fallen@pd.state.gov

National Grants Management Association

Charles Bish 690-6572 ngma@erols.com

FINDING THE GRANT

STATE PROCUREMENT POINTS OF CONTACT

State	Contact	Address	Phone/Fax
Alabama	Lt. Cecil Mcelvane	2720 Gunter Park Drive West Department of Public Safety Montgomery, AL 36109	Phone:334-260-1102 Fax: 334-260-1160
Alaska	Col. Glenn Godfrey	Alaska State Troopers Headquarters 5700 East Tudor Street Anchorage, AK 99507	Phone: 907-269-5412 Fax: 907-269-5033
Arkansas	Col. John R. Bailey, Director	State Police #1 State Police Plaza Little Rock, AR 72209	Phone: 501-618-8200 Fax: 501-618-8222
California	Gary White	Counter Drug Activities Planning 1130 K Street, Suite 300 Sacramento, CA 95814	Phone: 916-323-7427 Fax: 916-327-8714
Colorado	Major Dar Marteens	Colorado State Patrol 700 Kipling Street Denver, CO 80215-5865	Phone 303-239-4570 Fax: 303-239-4673
Connecticut	Com. Kenneth Kirschner	1111 Country Club Road Box 2794 Middletown, CT 06457-9294	Phone: 203-685-8000 Fax: 203-685-8354
Delaware	Ms. Greta Iplenski	Delaware State Police 1441 N. Dupont Highway Dover, DE 19901	Phone: 302-739-5957 Fax: 302-739-5614
Florida	Chris Butterworth	Department of Management Services 4050 Esplanade Way Tallahassee, FL 32399	Phone: 904-488-3524 Fax : 904-487-3222
Georgia	Gary McConnell	Director of GEMA 935 East Confederate Avenue SE Atlanta, GA 30316	Phone: 404-635-7001 Fax: 404-635-7009
Hawaii	Keith Kamita	Narcotics Enforcement Division Department of Public Safety 711 Kapiolani Boulevard, Suite 1422 Honolulu, HI 96813	Phone: 808-594-0150 Fax: 808-594-0156
Idaho	Ron Strolberg, Chief	General Services Bureau P.O. Box 700 Meridan, ID 83680-0700	Phone: 208-884-7030 Fax: 208-884-7093
Illinois	Captain Doug Brown	Department of State Police 125 East Monroe, Room 103 Springfield, IL 62706	Phone: 217-785-1311 Fax: 217-785-2821
Indiana	CPT Lockett/SSG Patrick Keith Attn: MDI-OT-CD	2002 South Holt Road Indianapolis, IN 46241-4839	Phone: 317-247-3514 Fax: 317-487-1901

STATE PROCUREMENT POINTS OF CONTACT (continued)

State	Contact	Address	Phone/Fax
Iowa	Director Ken Carter	IA Division of Narcotics Enforcement Wallace State Office Building Des Moines, IA 50319	Phone: 515-281-6296 Fax: 515-281-9056
Kentucky	LTC Steve Brodt	Kentucky State Police Headquarters 919 Versailles Road Frankfort, KY 40601	Phone: 502-695-6308 Fax: 502-573-1479
Kansas	Rod Page	Kansas Bureau of Investigation 1620 SW Tyler Topeka, KS 66612-1837	Phone: 316-337-6100
Maine	Richard Thompson Director	State Capitol Building 9 State House Station Augusta, ME 04333-0009	Phone: 207-287-3520 Fax: 207-287-6568
Maryland	Capt. Roy A. Neigh	Maryland State Police Quartermaster Division 7745 Washington Blvd Jessup, MD 20794-9307	Phone: 410-799-2900 ext. 310 Fax: 410-779-0076
Minnesota	Major Terry Sieven	Dept. Of Military Affairs Veteran Service Building 20 West 12 Street St. Paul, MN 55155-2098	Phone: 612-282-4147 Fax : 612-282-4021
Nebraska	Marla Bruder	Manager, Federal Surplus Program 2700 West Van Dorn Lincoln, NE 68509	Phone: 402-471-2677 Fax: 402-471-2769
Nevada	Chief John Drew	Nevada Division of Investigation 555 Wright Way Carson City, NV 89711	Phone: 702-687-4412 Fax: 702-687-4405
New Hampshire	Arthur W. Haeussler Supervisor	Federal Surplus Property Program 12 Hills Avenue Concord, NH 03301	Phone: 603-271-2602 Fax: 603-271-6475
New Jersey	LTC Kenneth Prossick	NJ National Guard POTO-MS-DI Building 3650 Saylor Pond Road Fort Dix, NJ 08640-7600	Phone: 609-562-0812 Fax: 609-562-0809
New Mexico	Darren White	Secretary of Public Safety 4491 Cerillos Road Sante Fe, NM 87504	Phone: 505-827-3370 Fax: 505-827-3434
New York	Stephen M. Bernardi Deputy	Division of Criminal Justice Services Office of Public Safety Stuyvesant Plaza Albany, NY 12203-3764	Phone: 518-457-6101
North Carolina	Neil Woodcock, Director	Law Enforcement Support Services 1950 Garner Road Raleigh, NC 27610-3926	Phone: 919-715-5478 Fax: 919-715-5546
Ohio	Phyllis Hester	Office of Criminal Justice Services 400 East Town Street Suite 120 Columbus, OH 43215	Phone: 614-644-6718

FINDING THE GRANT

STATE PROCUREMENT POINTS OF CONTACT (continued)

State	Contact	Address	Phone/Fax
Rhode Island	Col. Edmund Culhane Superintendent RI State Police	311 Danielson Pike North Scituate, RI 02857	Phone: 401-444-1001 Fax: 401-444-1105
Texas	Ms. Nancy S. Hugon Exec. Director	Criminal Justice Division P.O. Box 4087 Austin, TX 78773	Phone: 512-463-1952
Utah	Craig Deardon	Commissioner of Public Safety 4501 South 2700 West Box 141775 Salt Lake City, UT 84114-1775	Phone: 801-965-4062 Fax: 801-965-4608
Vermont	MG Martha T. Rainville The Adjutant General	Green Mountain Armory Camp Johnson Colchester, VT 05446	Phone: 802-654-0124 Fax: 802-654-0425
Virginia	Michael E. Bolton	Virginia Department of State Police P.O. Box 27472 Richmond, VA 23261-7472	Phone: 804-674-2117 Fax: 804-674-2214
Washington	Patricia A. Kohler, CPA	Office of State Procurement Department of General Administration P.O. Box 41017 Olympia, WA 98504-1017	Phone: 360-902-7404
West Virginia	Nancy Cerchiaro 1122 Program Coordinator	West Virginia Division of Public Safety 725 Jefferson Road Charleston, WV 25311-5004	Phone: 304-558-0869 Fax: 304-558-0871
Wyoming	Steve Miller Deputy Director	Division of Criminal Investigations 316 West 22nd Street Cheyenne, WY 82002	Phone: 307-777-7181 Fax: 307-777-7252

INTRODUCTION

A grant proposal must convince the prospective funder/grantor of at least two things:

- a problem or issue exists in your jurisdiction that needs immediate help, and
- your organization has a creative project that is waiting to be implemented.

Remember one of the most crucial points, ***your program***. Sell your program and not the need for money. Your program finances should not be tailored to the grant.

Remember to check your spelling, grammar and most of all, type it! The copies should be clean, crisp, collated and easy to read. Use a laser printer opposed to an ink-jet or color printer. Definitely do not use a dot matrix. Use the color laser printer at Kinkos® or any other copy store. Use the words and numbers that the grantor used in the listing.

Grantors look for an impact on a population, merit of request, innovation, creativity and the amount of the request. The amount should pay for your program (refer to your budget). If the grant is for \$50,000, ask for less. The grantors would rather give out two grants for \$25,000, than give one for \$50,000. If your program needs \$22,345 to support it, don't 'pad' the proposal to meet the \$50,000.

GLOSSARY OF COMMONLY USED WORDS

Block/Formula Grants – Awarded to the States to provide assistance to the State and local governments for programs in accordance with legislative requirements.

CFDA – Catalog of Federal Domestic Assistance, a catalog printed by the Federal government that indexes grant authorizations and appropriations.

CFR – Code of Federal Regulations. The Department of Justice publishes its regulations in Title 28 of the CFR.

Consortium – A diverse group of organizations or agencies collaborating in a grant program or project. The Federal government favors consortium or collaboration grant proposals.

Discretionary awards – Made to States, units of local government, or private organizations at the discretion of the awarding agency. Most discretionary awards are competitive in nature in that there are limited funds available and a large number of potential recipients.

Equipment – Tangible, non-expendable, personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit. A recipient may use its own more restrictive definition of equipment if it at least includes the definition as stated above.

Federal Register – A publication that indexes rules, guidelines, changes, grant opportunities, and other important information of federal grant programs. The register is published daily and is available at most libraries or the Government Printing Office.

Fiscal Audit – A review of the accounting process utilized in a grant program. The grantor or independent auditors can conduct fiscal audits. The audit will inspect account transactions, match contributions, timekeeping/attendance records, purchasing documents, procedures, inventories, etc. The audit will assure that bookkeeping procedures follow generally accepted accounting procedures. (See GAAP)

Goal – The broad and general purpose of the grant program. A goal abstractly outlines the expected outcome of the program in one or two sentences.

Indirect Costs – Costs incurred that benefit more than one cost objective and cannot readily be identified with a particular final cost objective. A typical example of indirect costs may include central service costs, accounting services, depreciation or use allowances for buildings and operation and maintenance costs for facilities. An indirect cost rate is established through an indirect cost rate proposal negotiated with the granting agency.

GLOSSARY OF COMMONLY USED WORDS (continued)

Interagency/Intergovernmental Agreement – An agreement usually entered into by governmental units of agencies. Such funding arrangements are negotiated by the entities involved.

Match – The recipient share of the project costs. Match may either be *in-kind* or *cash*. *In-kind match*, sometimes referred to as *soft match*, includes the value of donated services. *Cash match*, sometimes referred to as *hard match*, includes actual cash spent by the recipient.

Objective – Specific and measurable outcomes of your program. Objectives define expected program outcomes in quantitative terms.

Pass-through – An obligation on the part of the States to make funds available to units of local governments, combinations of local units, or other specified groups or organizations.

PDF – Portable Document Format. This is a copy of a document or form as it is in its original context. This is helpful when the exact margins and words must be correct and not left to manipulation. You must also have the correct Adobe© program to view these files.

Program Audit – A review, by the grantor, of the operational aspects of the grant program. The program audit typically involves a site visit by program auditors. The audit will attempt to verify that the program is fulfilling stated goals, objectives, and other necessary forms and documents.

Purchase of Service Agreement - An agreement usually entered into by governmental units of agencies. Such funding arrangements are negotiated by the entities involved.

RFP – Request For Proposals. A document that solicits program proposals that need funding. A RFP indexes such information as: the grantor, program scope, eligibility criteria, funding amounts and limitations, application instructions, application deadlines, point-of-contact information, review criteria and award points, and other necessary forms and documents.

Sub recipient – An individual or organization that receives Federal financial assistance from the direct recipient of Federal funds. This may include entities receiving funds as a result of block or formula grants.

Supplanting – The use of grant funds to pay for programs, personnel, or infrastructure already established by that local unit of government for its daily operations and mission. Federal grant funds must *supplement* existing funds for programs activities and not replace them.

WRITING THE GRANT

BASIC STRUCTURE OF A GRANT

Introduction
Cover Letter
Summary of Program
Review of Progress Made*
Statement of Problem
Goals and Objectives
Program Strategy or Methodology
Performance Indicators
Implementation Schedule
Evaluation
Budget

Introduction

Locate a grant that will fit your program. After you have located the grant, call the granting agency and find out about the notice and deadline. Have this information faxed to your department. Contact the grant representative and find out more information about the grant. The grant reps are more than happy to help. They are there to help your program succeed and they want to give your department the money. Remember. It's not their money.

Cover Letter (1 page)

Include the funder's name, title, and address. Direct it at the individual responsible for the funding program and **do not** address it "To Whom It May Concern", "Dear Sirs", etc.). Research this before you send your proposal out. A well thought out and researched proposal will go farther in the long run.

Provide a brief overview of your organization and its purpose. Include the reason for the funding request. Include the amount requested, only if required by the funder. Remember, you want to sell your program, not you need for the money. Try to keep it one-page. Make sure that you include the name and phone number of your contact person at your organization. Make sure that the person doing the signing is authorized to speak for the organization. This is usually the village administrator and not your police chief. If you do not have a village administrator, the person who oversees the police chief should sign. This one minor detail may disqualify your proposal.

Summary of Program (1/2 page)

Supply a brief description of the program to be implemented. Identify the proposed program. Include a sentence on the problem, the objective(s), the methods, and the total cost. Make this clear and interesting. No one wants to read a boring 15-page proposal that doesn't sound like it's worth looking at the next page!

BASIC STRUCTURE OF A GRANT (continued)

Review of Progress Made* (1-2 pages)

Provide an explanation of the progress that the organization has made to date since federal funding began. This information should include a realistic statement of the impact the federal dollars have had in addressing the problem that was initially identified.

*This section is typically for 2nd time grant applications. Review is not possible if you haven't submitted a grant application. If you have attempted this program, the results may still be of an impact.

Statement of Problem (3-4 pages)

A proposal will often sink or swim based on the need for the project and the project methodology, *not* on the accomplishments of the overall organization. Therefore, your agency should not make the mistake of devoting half of its proposal to the history or programs of the agency.

This section should document the problem(s) the organization continues to face and justify a need for continued funding. Use as much data as possible to substantiate the problem, supplementing with anecdotal information where necessary. Surveys and statistics prove valuable in this section. (Example: A grant to assist in reducing traffic accidents would have a list of all the accidents in a given area)

Goals and Objectives (4-5 pages)

The proposed goals and objectives should offer some relief of the problem(s) defined in the previous section. Goals are general statements of what your project hopes to accomplish. Objectives are the specific, measurable, changes you intend to bring about. Objectives are expected outcomes and not methods. Supply at least one goal and two objectives for the program. Also include what type of population will benefit (i.e. Senior Citizens).

Keep your goals broad and limit them to less than three. Remember to keep your objectives very specific and be able to be measured. They will not approve a grant that cannot be reviewed as to whether it worked or not.

Program Strategy or Methodology (4+ pages)

The problem statement described the issue(s) to be addressed. Goals and objectives have defined the ends to be achieved. Now this section should indicate how these ends are going to be accomplished by describing how the program will be implemented in clear, logical, detail. Be sure to indicate how the budgeted items are related to the

WRITING THE GRANT

BASIC STRUCTURE OF A GRANT (continued)

Program Strategy or Methodology (continued)

strategy. As you think about the strategies you are proposing consider if these are the best ways to accomplish the ends you wish to achieve. Remember to let it flow naturally from problems and objectives. Be sure to clearly describe program activities, the reasons for the activities and the staff that will be running the activities.

Performance Indicators

The indicators approved by the Authority will be used as the basis for the monthly performance report form and for gauging the performance of your program. You should identify at least one indicator for each objective.

Implementation Schedule

The implementation schedule should be used as a planning tool for the program. It should spell out each major step to be undertaken in implementing this program. The implementation schedule will be used to measure the program's progress. Strict adherence to it will be expected unless the Authority is advised of the problems, which necessitate revision of the schedule. Therefore, it is in your best interest to prepare an implementation schedule that is realistic, detailed and thorough.

Avoid using dates. Use 1st month, 2nd month. The reason for this is that you may not start on day one and then your schedule would be incorrect- losing the grant.

Task	Date Begun	Date Completed	Person Responsible
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Evaluation (2 pages)

Proposals must include a plan for determining the degree to which objectives are met and methods are followed. This section is extremely important as funders pay particular attention to evaluation methods since they need help determining whether a proposed project represents an intelligent investment for them. The evaluation section should include who will be doing the evaluation and how they were chosen. Also include a plan for evaluating accomplishment of objectives and modifying methods over course the program.

Budget

Use a computer spreadsheet. (i.e. Microsoft Excel). Remember not to ask for the full amount. Use constraint and be reasonable. Before you start, know what items are not fundable. Visit the website <http://www.whitehouse.gov/OMB/circulars/a087/a087-all.html>

BASIC STRUCTURE OF A GRANT (continued)

Budget (continued)

All proposals should include a budget, which clearly outlines costs to be met by the funding source and those provided by other parties and outlines both *administrative* and *program costs*. If a proposal is for a specific project, separate budgets for the general operating budget and the special project budget should be included. Budgets should show income as well as expenses and should be structured in columnar form, listing the expense on the left and the dollar amount in the right column, according to general accounting and bookkeeping principles. Budgets should not be submitted in narrative form.

Budget expense information should delineate personnel costs such as salary and benefit information, and non-personnel expenses such as facility costs (rent/mortgage, utilities, maintenance, taxes), fundraising expenses, travel, postage, equipment costs, supplies, and insurance. These should be reflected in both the expense and income columns. Also include: Gasoline for vehicles, phone expenses (cellular or Nextel), software, film, batteries, tapes, ammunition, postage, office furnishings (itemize), stationary, pagers, body armor, and other specific items. Anticipate all expenses. When figuring out a salary, keep it to one rate. The easiest way is to take the overtime rate for the highest paid officer who may work the grant. A standard for Illinois Department of Transportation is between \$30-38 per hour.

Use catalogs like Galls (www.galls.com) or Ray O'Herron (www.oherron.com). You can also use previous invoices. Know the costs backwards and forwards. This is a very important section. As stated before, you don't want to cheat or mis-lead on any section.

Your budget should portray the same story as the proposal narrative. Be sure to be detailed in all aspects, miscellaneous expenses should not be a part of this program. The budget should cover the costs of your program. If it does not, the program may not succeed and then your agency will be liable for **all** the costs you incurred.

WRITING THE GRANT

NINE SECRETS OF SUCCESSFUL PROPOSALS

The March/April 2000 edition of Foundation News and Commentary features *The Inner Secrets of Successful Proposals*, an article written by Linda A. Long, a freelance writer. The article gives tips on writing a successful proposal based on information Ms. Long gained through conversations with the funders themselves. Read her article by going to <http://www.cof.org/foundationnews/0300/secrets.htm>.

Following are some tips to keep in mind during the grant-writing process:

1. Research before beginning! Do not submit a proposal to any foundation or funding agent without first verifying that your project fits within the funder's guidelines.
2. Read the grant guidelines! Many foundations have detailed guidelines available to grant-writers. These guidelines are made available so that proposals submitted to them will meet their funding initiatives. Applications that carefully follow the published guidelines allow them to easily determine if your project is one that matches their interests.
3. Be concise! Put yourself in the place of the foundation's proposal reader. They receive and must review hundreds of proposals. The more easily and quickly they can determine if your project meets their objectives, the happier they are going to be.
4. Clarity is important! Keep in mind that acronyms and terms specific to your profession may mean nothing - or may mean something different - to the foundation. Write your proposal as if you are communicating with someone who is not an educator and knows nothing about the field.
5. Proofreading is imperative! Have someone who was not involved in the writing process proofread your proposal before it is submitted. Typos, poor grammar, and other errors that are easy for a separate set of eyes to recognize are easy to overlook in your own work. Submitting a proposal with such errors, however, gives the impression that you either don't know better or are willing to submit shoddy work.
6. Collaboration is vital! Foundations often prefer to fund projects that have the greatest impact for the community and that are non-duplicative in nature.
7. Realistic budgets are a must! Research your budget needs carefully before submitting your proposal. Do not ask for more - or less - than you feasibly need to ensure your project's success.
8. Don't forget the evaluation component! Your proposal should include methods for evaluating the effectiveness of your project. Evaluation is a necessary component of all projects - without it you will not know if your project is progressing as it should.
9. Address project sustainability! Foundations and governmental agencies want to know that, if your project is successful, it will be continued even after their financial support has ended.

Insert SF-424

Insert instructions for SF-424

SAMPLE GRANT ANNOUNCEMENTS

CDFA #  **16.710** **Public Safety Partnership and Community Policing Grants**
("COPS" Grants)
Taken from the Catalog of Federal Domestic Assistance on-line server

FEDERAL AGENCY:

OFFICE OF COMMUNITY ORIENTED POLICING SERVICES, DEPARTMENT OF JUSTICE

AUTHORIZATION:

Omnibus Crime Control and Safe Streets Act of 1968, 42 U.S.C. 3796, as amended; Violent Crime Control and Law Enforcement Act of 1994, Title I, Part Q, Public Law 103-322.

OBJECTIVES:

Grants are to be made to increase police presence, to improve cooperative efforts between law enforcement agencies and members of the community, to expand community policing efforts through the use of technology and other innovative strategies, to address crime and disorder problems, and to otherwise enhance public safety.

TYPES OF ASSISTANCE:

Project Grants.

USES AND USE RESTRICTIONS:

At least 85 percent of grant funds may be used to hire or rehire career law enforcement officers; procure equipment, technology or support systems (if such expenditures can be shown to result in an increase of officers deployed in community- oriented policing equal to or greater than the increase resulting from a grant for direct hiring or rehiring of officers); up to 15 percent of grant funds may support programs or projects to (a) increase the number of officers involved in activities focused on interaction with members of the community on proactive crime control and prevention, (b) provide specialized training to officers to enhance conflict resolution, mediation, problem solving, service and other skills needed to work in partnership with members of the community, (c) increase police participation in multidisciplinary early intervention teams, (d) develop new technologies to assist State and local law enforcement agencies in reorienting the emphasis of their activities from reacting to crime to preventing crime, (e) develop and implement innovative programs to permit members of the community to assist law enforcement agencies in the prevention of crime, including programs to increase the level of access to the criminal justice system utilized by victims, witnesses and ordinary citizens, (f) establish innovative programs to minimize the time that officers must be away from the community while awaiting court appearances, (g) establish innovative programs to increase proactive crime control and prevention programs involving officers and young persons, (h) establish new administrative and managerial systems to facilitate the adoption of community-oriented policing as an organization-wide philosophy, (i) establish and coordinate crime prevention and control programs (involving law enforcement officers working with community members) with other Federal programs that serve the community and its members to better address their comprehensive needs, and (j) support the purchase by a law enforcement agency of no more than one service weapon per officer newly deployed in community- oriented policing. Three percent of program funds may be used to provide technical assistance, training, research or other studies in support of program objectives.

ELIGIBILITY REQUIREMENTS:

Applicant Eligibility: States, units of local government, Indian tribal governments, other public and private entities, and multi-jurisdictional or regional consortia thereof.

Beneficiary Eligibility: States, units of local government, Indian tribal governments, other public and private entities, and multi-jurisdictional or regional consortia thereof.

APPLICATION AND AWARD PROCESS:

Preapplication Coordination: This program is eligible for coverage under E.O. 12372, "Intergovernmental Review of Federal Programs." An applicant should consult the office or official designated as the single point of contact in his or her State for more information on the process the State requires to be followed in applying for assistance, if the State has selected the program for review.

Application Procedure: Unless eligible for participation in a streamlined application procedure (applicable in some cases to previously funded grantees under the police hiring grants), applicant submits forms prescribed by the grantor agency and approved by OMB, as well as other required documentation (including required assurances, certifications regarding drug-free workplace, retention information, lobbying, etc.) outlined in the Application Kit. Application Kits are available from the grantor agency, offices of Members of Congress and Offices of the United States Attorney. At the time of submission, an original and two copies are required with original signatures of both the Law Enforcement and Government Executive. Applicants eligible to use the streamlined application procedure should obtain the necessary application materials from the grantor agency.

Award Procedure: Upon approval by the Director, Office of Community Oriented Policing Services, award notification letters will be sent to grantees. The grant award must be signed by a duly authorized representative and returned to the designated office within 90 days of the award mail date.

Deadlines: Application deadlines vary among grant programs. Contact the Headquarters for specific application deadlines.

Range of Approval/Disapproval Time: Normally between 140 to 200 days after receipt of application. This time frame may vary in length depending on the grant program.

Appeals: See 28 C.F.R. Part 18.

Renewals: Hiring and rehiring awards are made for three years. Redeployment awards, and awards for other purposes, are made for one year. Renewals and/or extensions may be available under some grant programs and will be considered on a case-by-case basis. If available, they should be requested not sooner than 90 days prior to expiration of original project period.

ASSISTANCE CONSIDERATIONS:

Formula and Matching Requirements: Hiring and rehiring grants under the COPS Universal Hiring Program are made for an amount up to 75 percent of salary and benefits per officer, up to a maximum of \$75,000 per officer. In the case of the COPS in Schools Grant Program, awards will be made for an amount up to a maximum of \$125,000 per officer, with no local percentage match required. Other awards generally are made for 75 percent of allowable project costs. Innovative grant programs may cover 100 percent of the total project cost, up to a maximum amount as specified in the application, with no local match required. Unless the requirement of a nonfederal share is waived, nonfederal funds must pay the difference. The nonfederal share of hiring/rehiring grants must increase year-to-year over the grant period. This program has MOE (Match of Excess) requirements; see funding agency for further details.

Length and Time Phasing of Assistance: Hiring and rehiring grants are awarded for a three-year period. The period of other grants is generally one year. Assistance is released on a reimbursement or limited advance basis.

POST ASSISTANCE REQUIREMENTS:

Reports: Quarterly and final financial status reports as well as additional programmatic progress reports will be required as stipulated in the effective edition of the relevant Grant Owner's Manual distributed by the grantor agency. Other reporting requirements, such as a final programmatic progress report, may be imposed on a case-by-case basis.

Audits: In accordance with the provisions of OMB Circular No. A-133, as amended, all grantees that expend Federal financial assistance of \$300,000 or more during the fiscal year shall have an audit made for the year. Grantees receiving less than \$300,000 a year in Federal awards are exempt from Federal audit requirements, but records must be retained and available for review by appropriate officials of the Federal grantor agency.

Records: Financial records, supporting documents, and all other records pertinent to a grant shall be retained for a period of three years following the conclusion of Federal assistance.

FINANCIAL INFORMATION:

Account Identification: 15-0404-0-1-754.

Obligations: (Grants) FY 99 \$1,302,000,000; FY 00 est \$656,900,000; and FY 01 est \$693,000,000.

Range and Average of Financial Assistance: FY 99 awards ranged from less than \$1,000 to more than \$28,000,000. Average award approximately \$216,121.

PROGAM ACCOMPLISHMENTS:

In fiscal year 1999, COPS received 4,884 applications. A total of 5,486 grants were awarded, since the agency also made some awards based upon applications received during fiscal year 1998 that were carried over into fiscal year 1999. These awards fund the hiring, rehiring or redeployment of over 100,000 additional career law enforcement officers, practicing community policing, throughout the nation. Other community policing initiatives include Domestic Violence, Methamphetamine Initiatives, School Based Partnerships, and the Tribal Resource Grant Program.

REGULATIONS, GUIDELINES, AND LITERATURE:

Application Kits and current edition of M7100.1, which are available from Headquarters.

INFORMATION CONTACTS:

Regional or Local Office: None.

Headquarters Office: Office of Community Oriented Policing Services, 1100 Vermont Avenue, NW, Washington, DC 20530. Telephone: U.S. Department of Justice Response Center: 1-800-421-6770, or (202) 307-1480. Direct applications to: COPS Office, 1100 Vermont Avenue, NW., Washington, DC 20530.

RELATED PROGRAMS:

16.711, Troops to COPS .

EXAMPLES OF FUNDED PROJECTS:

Previously funded projects include the hiring or rehiring of additional officers to engage in community policing under the COPS Phase I, COPS FAST, COPS AHEAD, COPS in Schools and the Universal Hiring programs. Grants per agency supported the addition of 1 to 3,500 new officers. Under the COPS MORE programs, 4,584 grants were made for the acquisition of communications and computer equipment, the hiring of civilian support resources, and, in the case of MORE '95 alone, for the payment of overtime, to redeploy, in a cost-effective manner, sworn officers to community policing activities. Other funded projects included 117 agencies under the Advancing Community Policing grant program, 15 jurisdictions under an anti-gang initiative, 10 innovative strategies to combat firearms violence, 443 grants for problem solving and partnership development 275 grants for school based partnerships, 366 jurisdictions funded to address domestic violence through community policing strategies, 19 sites funded for domestic violence testing, research and evaluation, 25 sites funded for domestic violence training, and an additional 16 sites for a specially sanctioned project in Washington State. Eighteen sites were funded under the Distressed Neighborhoods Pilot Project and 23 sites were funded under the Methamphetamine Initiative. 774 jurisdictions received assistance under the Small Community Grant Program. The Tribal Resource Grant Program provided an estimated 189 grants to Federally recognized Indian tribes that offered broad based funding to enhance personnel and other resources.

CRITERIA FOR SELECTING PROPOSALS:

General criteria for selecting proposals are set forth in the Violent Crime Control and Law Enforcement Act of 1994, Public Law 103-322. Additional criteria may be developed by the Office of Community Oriented Policing Services and will be published in the Federal Register and COPS

SAMPLE GRANT ANNOUNCEMENTS

14.312 New Approach Anti-Drug Grants

Taken from the Catalog of Federal Domestic Assistance on-line server

FEDERAL AGENCY:

OFFICE OF HOUSING, DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

AUTHORIZATION:

Departments of Veterans Affairs, Housing and Urban Development, and Independent Agencies Appropriations Act of 1998, Public Law 105-65.

OBJECTIVES:

To use a comprehensive, coordinated neighborhood/community-based approach to eliminate drug-related and other crime problems on the premises and in the vicinity of low-income housing, which may be privately or publicly owned and is financially supported or assisted by public or nonprofit private entities. To emphasize and facilitate the partnership of owners/operators of eligible housing with Federal and local law enforcement as well as other units of general local government and other stakeholders to address crime in an assisted project or in an entire neighborhood which may have more than one assisted housing project.

TYPES OF ASSISTANCE:

Project Grants.

USES AND USE RESTRICTIONS:

Formerly the Safe Neighborhood Grants Program. May be used for a broad array of activities including funding: (1) To increase local police presence subject to a cost reimbursement agreement (70 percent of costs must be for reimbursed costs for police presence immediately adjacent to the project, the remainder may be for police presence within the neighborhood); (2) for security services provided by other entities such as State law enforcement entities, resident-managed associations or contract private security services; (3) to reimburse local and State prosecuting offices and related public agencies for the prosecution or investigation of crime committed in the neighborhood (70 percent must be for crime committed close to the project); and for capital improvements to enhance security, including but not limited to, such activities as police mini-stations, lighting systems, or closed circuit TV. Funding may not be used to reimburse the hiring of Federal law enforcement entities or Federally-sponsored activities.

ELIGIBILITY REQUIREMENTS:

Applicant Eligibility: Eligible Project Areas/housing: A neighborhood which contains at least one assisted low-income housing project under Sections 221 (d)(3) or (4), 236. FHA-insured projects which have no project-based subsidy but have tenants receiving housing vouchers or Section 8 tenant certificates would be ineligible. An application must be made by a lead applicant(s) (the designated grantee, if funded) and any subgrantees. The lead applicant is an owner/operator of one or more projects which is receiving financial support from a unit of government or a private, nonprofit source. Public housing authorities and Tribally Designated Housing Entities (TDHEs) are eligible for funding as subgrantees. Subgrantees must include: (1) the unit of general local government(s) (city or county-preferably with the local police department and the local district attorney or prosecutor's office) and other community stakeholders including the owners and residents of assisted housing developments in the benefiting neighborhoods to address crime in an

entire neighborhood. Applicants shall also form partnerships with the following entities, if applicable: community residents, neighborhood businesses, and nonprofit providers of support services, including spiritually-based organizations and their affiliates.

Beneficiary Eligibility: Low-income persons/families residing in assisted projects of four or more units which receive project-based financial subsidy and where the project or adjacent neighborhood has experienced some level of criminal activity.

APPLICATION AND AWARD PROCESS:

Preapplication Coordination: None required. This program is excluded from coverage under E.O. 12372.

Application Procedure: Applications must be submitted in accordance with the requirements in the Notice of Funding Availability (NOFA) published in the Federal Register.

Award Procedure: HUD field offices will conduct a threshold review of each application to determine that it meets the submission requirements of the NOFA. All applications which meet the threshold requirement will be rated according to the selection criteria. An applicant must receive a score of at least 70 points out of the maximum of 102 points under this competition. This includes two EZ/EC bonus points, which are described in the NOFA. After assigning points to each eligible application, HUD will rank the applications in order of points scored on a national basis. Awards will be made in ranked order until all funds are expended.

Deadlines: Deadlines are specified in the NOFA. Application deadline is firm as to date and hour. Applications received after the deadline will be treated as ineligible. A faxed copy of application is unacceptable.

Range of Approval/Disapproval Time: Specified in the NOFA.

Appeals: As permitted in 24 CFR Part 84/85 and grant agreement.

Renewals: Not applicable.

ASSISTANCE CONSIDERATIONS:

Formula and Matching Requirements: This program has no matching requirements.

Length and Time Phasing of Assistance: The term of funded activities may not exceed 24 months. There will be no extensions or waivers of this grant term.

POST ASSISTANCE REQUIREMENTS:

Reports: Grantees submit a semiannual progress report which indicates program expenditures and measures performance in achieving goals. At grant completion, grantees must submit a final report advising of program expenditures and goal completion as prescribed by HUD.

Audits: The policies, guidelines and requirements of the NOFA, 48 CFR Part 31, 24 CFR Parts 44, 45, 84 and/or 85, OMB Circular No. A-87 and/or A-122, the terms of the grant and other programmatic requirements imposed by HUD which apply to the acceptance and use of grant funds.

Records: Records will be retained in accordance with HUD regulation 24 CFR Part 85.

FINANCIAL INFORMATION:

Account Identification: 86-0197-0-1-604.

Obligations: (Grants) FY 99 \$10,915,903; FY 00 est \$49,084,096; and FY 01 est \$20,000,000.

Range and Average of Financial Assistance: \$33,275 to 250,000; \$212,107.

PROGAM ACCOMPLISHMENTS:

Not applicable.

REGULATIONS, GUIDELINES, AND LITERATURE:

No specific program regulations, all grant activities covered by Federal grant requirements stated in NOFA.

INFORMATION CONTACTS:

Regional or Local Office: For application materials, contact the Super-NOFA Information Center at 1-800-HUD-8929 (TTY 1-800-2209), also available on the Internet through the HUD web site at www.HUD.gov. For program policy and other guidance, contact Henry Colonna in the HUD Virginia State Office at Richmond at 3600 West Broad Street, Richmond, VA 23230-4920. Telephone: (804) 278-4504, extension 3027.

Headquarters Office: None.

RELATED PROGRAMS:

14.193, Federally Assisted Low-Income Housing Drug Elimination; 14.854, Public and Indian Housing Drug Elimination Program;

EXAMPLES OF FUNDED PROJECTS:

Not applicable.

CRITERIA FOR SELECTING PROPOSALS:

HUD will review each application that it determines meets the requirements of the NOFA and assign points in accordance with the following selection criteria: (1) Capacity of the Applicant and Relevant Organizational Experience; (2) Need/Extent of the Problem; (3) Soundness of Approach (Quality of the Plan); (4) Leveraging Resources (Support of Residents, the local government and the community in planning and implementing the proposed activities); and (5) Comprehensiveness and Coordination.

WRITING THE GRANT

SAMPLE GRANT ANNOUNCEMENTS

20.600 State and Community Highway Safety

Taken from the Catalog of Federal Domestic Assistance on-line server

FEDERAL AGENCY:

NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION, FEDERAL HIGHWAY ADMINISTRATION, DEPARTMENT OF TRANSPORTATION

AUTHORIZATION:

Highway Safety Act of 1966, as amended, 23 U.S.C. 401 et seq.

OBJECTIVES:

To provide a coordinated national highway safety program to reduce traffic accidents, deaths, injuries, and property damage.

TYPES OF ASSISTANCE:

Formula Grants.

USES AND USE RESTRICTIONS:

Formula grant funds may be used for problems identified within the nine national priority program areas of Alcohol and other Drug Countermeasures, Police Traffic Services, Occupant Protection, Traffic Records, Emergency Medical Services, Motorcycle Safety, Pedestrian/Bicycle Safety, Speed Control and Roadway Safety. Other program areas identified by a State as constituting a highway safety problem in that State, e.g., pupil transportation safety programs, may be eligible for Federal funding, as encompassing a major highway safety problem in the State and for which effective countermeasures have been identified. The law provides that at least 40 percent of these Federal funds apportioned to a State for any fiscal year will be expended by the political subdivisions of such State.

ELIGIBILITY REQUIREMENTS:

Applicant Eligibility: States, federally recognized Indian tribes, the District of Columbia, Puerto Rico, American Samoa, Guam, Northern Marianas, and the Virgin Islands.

Beneficiary Eligibility: Political subdivisions, through the State Highway Safety Agencies.

APPLICATION AND AWARD PROCESS:

Preapplication Coordination: NHTSA Regional Administrators and FHWA Division Administrators review each State's Performance Plan and Highway Safety Plan. This program is eligible for coverage under E.O. 12372, "Intergovernmental Review of Federal Programs." An applicant should consult the office or official designated as the single point of contact in his or her State for more information on the process the State requires to be followed in applying for assistance, if the State has selected the program for review. This program is exempt from the standard application forms required by the Government wide Common Grant Rule for State, Local, and Indian Tribal Governments. Assistance from NHTSA and FHWA is continuously available to participants in this program.

Application Procedure: Submission of Highway Safety Plan covering State and community highway safety activities for the year to NHTSA regional offices and FHWA division offices.

Award Procedure: Awards are made by NHTSA Regional Administrators.

Deadlines: Highway Safety Plans must be submitted by September 1 each year.

Range of Approval/Disapproval Time: Two months.

Appeals: Appeals of decisions by NHTSA Regional Administrators are to the NHTSA Associate Administrator for State and Community Services.

Renewals: Each year, States submit Performance Plans and Highway Safety Plans as part of continuing formula grant program.

ASSISTANCE CONSIDERATIONS:

Formula and Matching Requirements: 75 percent apportioned on total resident population; 25 percent apportioned against public road mileage in States. Federal share shall not exceed 80 percent or applicable sliding scale.

Length and Time Phasing of Assistance: Federal share is reimbursed on claims submitted in vouchers covering costs incurred. All participants have converted to the Electronic Transfer of funds method. Funds placed under obligation are available until expended.

POST ASSISTANCE REQUIREMENTS:

Reports: States are required to submit annual program reports to the Federal Highway Administration and to the National Highway Traffic Safety Administration.

Audits: In accordance with the provisions of OMB Circular No. A-133, "Audits of State and Local Governments and Non-Profit Organizations," nonfederal entities that receive financial assistance of \$300,000 or more within the State's fiscal year shall have an audit made for that year. Nonfederal entities that receive less than \$300,000 within the State's fiscal year shall have an audit made in accordance with Circular No. A-133, or in accordance with Federal laws and regulations governing the programs in which they participate.

Records: Records relating to the program shall be retained for a period not less than 3 years from the date of submission of final financial report.

FINANCIAL INFORMATION:

Account Identification: 69-8020-0-7-401; 69-8019-0-7-401.

Obligations: (Formula Grants) FY 99 \$148,800,000; FY 00 est \$153,000,000; and FY 01 est \$155,000,000.

Range and Average of Financial Assistance: \$340,000 to \$13,000,000; \$2,200,000.

PROGAM ACCOMPLISHMENTS:

The federally assisted State and Community Highway Safety programs have contributed to reducing and, subsequently, leveling out the sharp rise in traffic deaths in the period from 1966 to 1998. The fatality rate per hundred million passenger miles has been reduced from 5.5 in 1966 to 1.7 in 1998. This has been achieved in spite of more cars, more drivers, and more miles traveled on our Nation's highways.

REGULATIONS, GUIDELINES, AND LITERATURE:

23 CFR, Chapter II, State and Community Highway Safety Grant Program; Manual on Uniform Traffic Control Devices; Handbook of Highway Safety Design and Operating Practice, available from Government Printing Office, Washington, DC 20402.

INFORMATION CONTACTS:

Regional or Local Office: See Appendix IV of the Catalog for a listing of National Highway Traffic Safety Administration regional office addresses.

Headquarters Office: Adele Derby, Associate Administrator for State and Community Services, National Highway Traffic Safety Administration, Washington, DC 20590. Telephone: (202) 366-2121. Mila Plosky, Transportation Specialist, Safety Technology Division, Office of Highway Safety, Federal Highway Administration, Washington, DC 20590. Telephone: (202) 366-6902 (use the same number for FTS).

RELATED PROGRAMS:

20.205, Highway Planning and Construction;

EXAMPLES OF FUNDED PROJECTS:

Selective traffic enforcement programs, both at the State and local level - Funds were used for equipment (police vehicles, communications, speed detection devices, breath testing devices, etc.), training of police personnel, and overtime salaries. Upgrading of Emergency Medical Services (EMS) at the local level: Funds were used for training of emergency medical personnel improved ambulance medical equipment, survey of EMS needs, and salaries for statewide EMS coordinators. Programs to reduce alcohol-related accidents: Funds were used for studies to identify the magnitude of the problem, personnel services (police, investigators, and court personnel), equipment (breath testing devices, radar equipment), and training of involved personnel to detect the drinking driver and to use testing equipment. Traffic records system improvement projects: Funds were used for survey of needs and requirements, system designs, system implementation, ADP equipment and supplies, traffic records, personnel, and training. Occupant Protection programs: Funds were used to develop and distribute public information and education materials relating to the use of safety belts and infant/child safety seats, and the implementation of infant/child safety seat loaner programs. Networks of public and private agencies and groups were developed and assisted regarding programs to increase awareness of the benefits of occupant protection, and to increase overall use. Activities that directly support the identification of highway hazards and the scheduling and implementation of roadway improvements (construction, operational or otherwise) to improve their safety: Funds were used for personal services, training and equipment to establish accident data systems; conduct engineering studies and analyses of high accident locations; conduct workshops in street design and capacity and work zone safety; inventory skid resistance of pavement surfaces; and provide traffic engineering assistance to local jurisdictions.

CRITERIA FOR SELECTING PROPOSALS:

The Federal/State relationship for the highway safety grant program is a partnership. Each State is given flexibility in the administration of its own highway safety program. Federal funds are obligated in support of a highway safety program based on problems identified by the State. States have latitude in determining projects upon which they spend their Federal monies.

SAMPLE GRANT ANNOUNCEMENTS

20.601 Alcohol Traffic Safety and Drunk Driving Prevention Incentive Grants
Taken from the Catalog of Federal Domestic Assistance on-line server

FEDERAL AGENCY:

NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION, DEPARTMENT OF
TRANSPORTATION

AUTHORIZATION:

Highway Safety Act of 1998, as amended, 23 U.S.C. 410.

OBJECTIVES:

To encourage States to adopt effective programs to reduce crashes resulting from persons driving while under the influence of alcohol and other controlled substances.

TYPES OF ASSISTANCE:

Project Grants.

USES AND USE RESTRICTIONS:

Incentive grant funds are available to States to implement effective programs to reduce drunk and drugged driving, in compliance with established criteria.

ELIGIBILITY REQUIREMENTS:

Applicant Eligibility: States, and the District of Columbia.

Beneficiary Eligibility: State Highway Safety Agency.

APPLICATION AND AWARD PROCESS:

Preapplication Coordination: NHTSA Regional Administrator coordinates qualification process with Office of State and Community Services. This program is eligible for coverage under E.O. 12372, "Intergovernmental Review of Federal Programs." An applicant should consult the office or official designated as the single point of contact in his or her State for more information on the process the State requires to be followed in applying for assistance, if the State has selected the program for review.

Application Procedure: State submits certification and application that it meets eligibility requirements; after being informed that it is eligible for a grant, State submits to the agency a plan that describes the programs the State will implement using the funds.

Award Procedure: Awards are made by the NHTSA Regional Administrator.

Deadlines: Awards must be made within the fiscal year that funds are appropriated.

Range of Approval/Disapproval Time: Program plan should be submitted within 120 days of application for eligibility being approved.

Appeals: Not applicable.

Renewals: States are eligible for funding for up to 65 years under the 410 program. Certification and plan must be approved each year.

ASSISTANCE CONSIDERATIONS:

Formula and Matching Requirements: Under 410 program, basic grant is up to 25 percent of State's Section 402 apportionment for fiscal year 1997; supplemental 410 grants may not exceed 10 percent of the funds made available for each of the 410 program criteria. The Federal share shall not exceed 75 percent in the first and second years, 50 percent in the third and fourth years, and 25 percent in the fifth and sixth years.

Length and Time Phasing of Assistance: Federal share is reimbursed on claims submitted in vouchers covering costs incurred. All participants have converted to the Electronic Transfer of Funds method. Funds placed in obligation are available until expended.

POST ASSISTANCE REQUIREMENTS:

Reports: Annual program plan for next year's funding must include a progress report on the prior year's program and accomplishments.

Audits: In accordance with the provisions of OMB Circular No. A- 133 (Revised, June 24, 1997), "Audits of States, Local Governments, and Non-Profit Organizations," nonfederal entities that receive financial assistance of \$300,000 or more in Federal awards will have a single or a program-specific audit conducted for that year. Nonfederal entities that expend less than \$300,000 a year in Federal awards are exempt from Federal audit requirements for that year, except as noted in Circular No. A-133.

Records: Records relating to the program shall be retained for a period not less than 3 years from the date of submission of final financial report.

FINANCIAL INFORMATION:

Account Identification: 69-8020-0-7-401.

Obligations: (Incentive Grants) FY 99 \$34,500,000; FY 00 est \$36,000,000; and FY 01 est \$36,000,000.

Range and Average of Financial Assistance: \$262,000 to \$4,500,000.

PROGAM ACCOMPLISHMENTS:

Information not available.

REGULATIONS, GUIDELINES, AND LITERATURE:

23 CFR 1309 and 1313.

INFORMATION CONTACTS:

Regional or Local Office: See Appendix IV of the Catalog for a listing of National Highway Traffic Safety Administration regional office addresses.

Headquarters Office: Adele Derby, Associate Administrator for State and Community Services, National Highway Traffic Safety Administration, Washington, DC 20590. Telephone: (202) 366-2121.

RELATED PROGRAMS:

20.600, State and Community Highway Safety;

EXAMPLES OF FUNDED PROJECTS:

Driving while intoxicated (DWI) prevention programs with special emphasis on law enforcement of drunk driving laws and public education about such laws; purchase of breath testing devices and the training of law enforcement personnel in their proper use; police training in a variety of drunk and impaired driving issues; and overtime pay for police personnel doing selective traffic enforcement programs related to alcohol and drug impaired driving.

CRITERIA FOR SELECTING PROPOSALS:

States must meet criteria established by statute and regulation including, for example, prompt license suspension for drunk driving, mandatory sentencing for repeat drunk driving offenders and self-sustaining drunk driving prevention programs.

WRITING THE GRANT

SAMPLE GRANT ANNOUNCEMENTS

16.525 Grants to Combat Violent Crimes Against Women on Campuses Taken from the Catalog of Federal Domestic Assistance on-line server

FEDERAL AGENCY:

OFFICE OF JUSTICE PROGRAMS, DEPARTMENT OF JUSTICE

AUTHORIZATION:

Title VIII, Part E, of the Higher Education Amendments of 1998, Public Law 105-244, 112 Stat. 1581.

OBJECTIVES:

To provide funds to institutions of higher education to develop and strengthen effective security and investigation strategies to combat violent crimes against women on campuses, particularly domestic violence, sexual assault, and stalking. Funds are also authorized for developing and strengthening victim services in cases involving violent crimes against women on campuses.

TYPES OF ASSISTANCE:

Project Grants.

USES AND USE RESTRICTIONS:

This discretionary grant program is intended to assist institutions of higher education to develop comprehensive, multidisciplinary responses to domestic violence, sexual assault, and stalking on campuses. An institution of higher education shall not be entitled to funds under this program unless it is in compliance with the campus crime reporting requirements set forth in 20 U.S.C. 1092 (f) as amended by Public Law 105-244, 112 Stat. 1581, Sec. 486 (e)(1998).

ELIGIBILITY REQUIREMENTS:

Applicant Eligibility: Institutions of higher education that are in compliance with the campus crime reporting requirements set forth in 20 U.S.C. 1092 (f) as amended by Public Law 105-244, 112 Stat. 1581, Sec. 486 (e) (1998).

Beneficiary Eligibility: Institutions of higher education.

APPLICATION AND AWARD PROCESS:

Preapplication Coordination: This program is eligible for coverage under E.O. 12372, "Intergovernmental Review of Federal Programs." An applicant should consult the office or official designated as the single point of contact in his or her State for more information on the process the State requires to be followed in applying for assistance, if the State has selected the program for review. Application forms furnished by the Federal agency, in accordance with 28 CFR, Part 66 (Common Rule) must be used for this program.

Application Procedure: Applicants must submit proposals to the Office of Justice Programs on Standard Form 424 (Federal Assistance Applications). The receipt, review, and analysis of applications will follow Office of Justice Programs policies and procedures for the administration of grant applications. This program is subject to the provisions of OMB Circular No. A-110.

Award Procedure: Upon approval by the Office of Justice Programs, a letter is sent to the applicant agency with copies of the Grant Award. One copy of the Grant Award must be signed by an authorized official and returned to the Office of Justice Programs.

Deadlines: Contact the Violence Against Women Office in the Office of Justice Programs for application deadlines.

Range of Approval/Disapproval Time: Approximately 120 days after receipt of an application.

Appeals: No statutory rights of appeal.

Renewals: Renewals are considered on a case-by-case basis.

ASSISTANCE CONSIDERATIONS:

Formula and Matching Requirements: Grants will be made for amounts up to 100 percent of the costs of the programs or projects contained in the approved applications. Matching is not required for this grant program; however, applicants are encouraged to maximize the impact of Federal grant dollars by contributing to the costs of their projects. Supplemental contributions may be cash, in-kind services, or a combination of both.

Length and Time Phasing of Assistance: Up to 18 months. Funds are released on an as needed basis to the grantee.

POST ASSISTANCE REQUIREMENTS:

Reports: Each grantee receiving funds under this Subpart shall submit semi-annual progress reports and an annual performance report. Upon completion of the grant period, the institution shall file a performance report explaining the activities carried out and including an assessment of the effectiveness of those activities in achieving the purposes of the program.

Audits: In accordance with the provisions of OMB Circular No. A- 133 (Revised, June 24, 1997), "Audits of States, Local Governments, and Non-Profit Organizations," nonfederal entities that receive financial assistance of \$300,000 or more in Federal awards will have a single or a program-specific audit conducted for that year. Nonfederal entities that expend less than \$300,000 a year in Federal awards are exempt from Federal audit requirements for that year, except as noted in Circular No. A-133.

Records: The award recipient must keep complete records on disposition of funds.

FINANCIAL INFORMATION:

Account Identification: 15-0404-0-0-754.

Obligations: (Grants) FY 99 \$8,773,907; FY 00 est \$11,226,093; and FY 01 est \$10,000,000.

Range and Average of Financial Assistance: Varies.

PROGAM ACCOMPLISHMENTS:

Grants were awarded on September 30, 1999.

REGULATIONS, GUIDELINES, AND LITERATURE:

OJP Financial Guide is applicable.

INFORMATION CONTACTS:

Regional or Local Office: None.

Headquarters Office: Violence Against Women Office, Office of Justice Programs, Department of Justice, 810 Seventh Street, NW., Washington, DC 20531. Telephone: (202) 307-6026.

RELATED PROGRAMS:

16.588, Violence Against Women Formula Grants; 16.589, Rural Domestic Violence and Child Victimization Enforcement Grant Program; 16.590, Grants to Encourage Arrest Policies; 16.587, Violence Against Women Discretionary Grants for Indian Tribal Governments;

EXAMPLES OF FUNDED PROJECTS:

Howard University in Washington, D.C. will use these funds to create a sexual assault and domestic violence community task force, which includes representatives from campus and community organizations, including the Third District of the D.C. Metropolitan Police Department and victim services agencies. Michigan State University will educate resident assistants, incoming students, sorority and fraternity members, athletes and university staff about violence against women and consequences for offenders. Vanderbilt University in Nashville, Tennessee will use its grant to conduct domestic violence training for student health center doctors and nurses and Vanderbilt Medical Center emergency room staff. Idaho State University will institute an education program for athletes and improve safety on campus by installing blue emergency telephones and enhanced lighting.

CRITERIA FOR SELECTING PROPOSALS:

Criteria are established by the Higher Education Amendments of 1998 and published program guidelines.

TOP TEN ITEMS OF AN AUDIT

Here are the ten most audited issues. For a more thorough description, visit the website <http://www.whitehouse.gov/OMB/circulars/a133/a133.html>. An Audit usually takes 3 days to a week if done by the Federal Agency. It lasts about 2 hours if done by The Criminal Justice Information System. Call the auditors prior to their arrival and finalize times and travel arrangements. Make sure that they have accurate directions and that if they need any help, you would be available to assist them.

Untimely Report Submission

One important part of a grant is to submit **timely** progress reports. If you forget to send one in or happen to be on vacation, you may lose the grant.

Lack of Documentation

Be sure to keep all invoices, cancelled checks, timecards, and daily progress reports.

Sub recipients

The grant is for your agency.

Inadequate Time or Effort Reports

Be sure to keep on task when you have time dividing grants.

Commingling of Funds

Establish a separate account for the grant money and keep it that way! Besides losing the grant, you may also jeopardize losing your job (embezzlement).

Inaccurate Reports

Excess Cash On Hand

Unallowable Costs

Inappropriate Changes

Conflicts of Interest

MORE HELP

OTHER SOURCES

If you are unable to secure a grant, here are some other suggestions of how to get the money that you need for your program. Remember, you can always re-submit your program the next year. Make sure that you keep statistics on the program that wasn't funded by a grant. It will prove very credible to include in your proposal when you show objectives.

- Fund Raising

There are many items that can be sold. One such item is the Policegrants.com Memorial Decal. Buying a lump number of items and then selling them at a local gathering may prove to be beneficial. Other items would be bumper stickers, Frisbees, patches, or even cookie dough or brownies.

- Local Businesses

Many businesses are more than willing to donate money to the local police department. If you treat the business like a Federal Grantor, you find that there may be a pot of gold at the end of the rainbow.

- Private Foundations

The **DIRECTORY OF CORPORATE PHILANTHROPY*** is an excellent source. With this directory, you can see exactly how much is granted, where the funds go, and how to obtain them. The only downside is that the directory is quite expensive at \$355.00. However, check your local library and they should have it or be able to get it.

- The Grantsmanship Center, 800-421-9512*

Call for information on their grant writing seminars. They can also supply a contact that may be able to fund the trip for you, including lodging. The cost of one of these seminars is between \$450 and \$650.

- The Justice Planning and Management Associates, 207-582-3269*

Call for information and to subscribe to their bulletin. At this time, we cannot endorse any bulletin or newsletter. There is so much that is free on the web currently, paying \$75 to \$300 a year for a subscription, is not feasible for most agencies.

*These are not paid advertisements.

BOOKS AND PUBLICATIONS*

U.S. DEPARTMENT OF JUSTICE FINANCIAL GUIDE

For a **free** copy of this 172 page guide, contact:
Office of the Comptroller Customer Service Center at:
800-458-0786 and ask that they send you a copy of the most recent financial guide.
Or visit: <http://www.ojp.usdoj.gov/FinGuide/>

Please notice that the website has changed a couple of times since this was published.

CATALOG OF FEDERAL DOMESTIC ASSISTANCE

Government Printing Office, Annual, 1403p., \$57. ISBN 0-614-06319-1

CORPORATE 500: THE DIRECTORY OF CORPORATE PHILANTHROPY

San Francisco, Public Management Institute, 1994, 1491p., \$355. ISBN 0-916664-57-0

FINDING FUNDING: GRANTWRITING AND PROJECT MANAGEMENT

California, Corwin Press, 1995, 273p., \$39.95. ISBN 0-8039-6202-9

THE "HOW TO" GRANTS MANUAL

Phoenix, Arizona, Oryx Press, 1995, 232p., \$29.95. ISBN 0-89774-851-4

*These are not paid advertisements.