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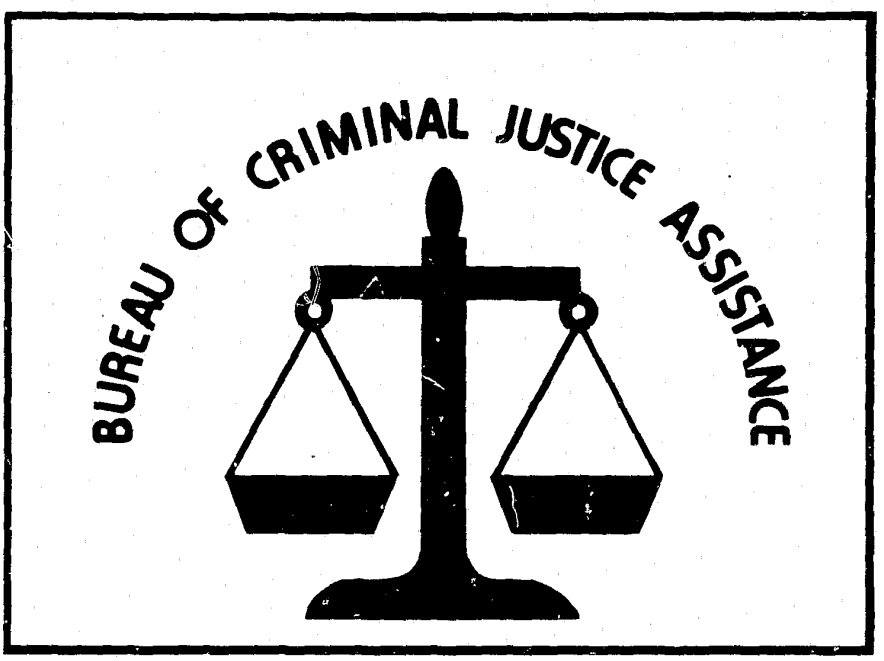


# GRANT WRITING MADE EASY

An aid in completing L.E.A.A. grant applications

Department of Community Affairs • Division of Public Safety Planning and Assistance

76807

47832 S- April 1978

U.S. Department of Justice
National Institute of Justice

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# GRANT WRITING MADE EASY

## An aid in completing

## L.E.A.A. grant

## Application

July, 1979

Bureau of Criminal Justice Assistance

Division of Public Safety Planning & Assistance

Department of Community Affairs

NCJRS

APR 9 1981

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## I. INTRODUCTION

Grant writing is often viewed as a complicated paper exercise to obtain federal funding. Many view the information requirements of a grant application as excessive, irrelevant, and bureaucratic. Funding agencies are often asked, "Why is grant writing such a difficult task?"

This negative feeling about grant writing can occur when an applicant views this activity solely as a means for obtaining funds. This is a common but somewhat narrow view of grant writing. Aside from serving as a requirement for obtaining funds, the grant also serves as a planning and management tool.

Grant applications require the applicant to justify that a problem exists prior to receiving funding. Without a thorough analysis of the problem, the applicant must rely on untested assumptions and educated guesses to define the problem being addressed. Failure to accurately analyze and define the problem to be attacked can lead to a failure on the part of the project to determine the root causes of the problem. It can result in the funding of a project to attack a problem that has been improving over time. The net effort, in such instances, is that funds will be depleted that could better be used to combat a more critical problem.

A grant application can also serve as a management tool. All Law Enforcement Assistance Administration (LEAA) Act and Juvenile Justice and Delinquency Prevention (JJDP) grants must specify the major goals and objectives of the project. Objectives must be specific and measurable. The applicant is also required to develop a plan to evaluate the project. These preliminary tasks are ones which ALL projects should conduct prior to beginning operation. These tasks help to give a project direction. They also help the manager

to operate the project in an efficient and effective manner.

The following sections will address three of the major components of the LEAA grant application: the Problem Statement, Measurable Objectives, and Evaluation. Suggestions are made to aid the applicant in completing each section. Whenever appropriate, examples will be provided to illustrate the information being discussed.

There are other sections of the application which are not discussed in this document. The three sections selected for discussion are believed to be the most important in terms of pre-implementation planning and preparation. The other sections -- procedures and timetable, resources and budget -- are relatively easy to complete. Assistance in completing these sections can be obtained from local or BCJA planners (See Appendices) or from the Subgrant Application Instructions.

Much of the information contained in this report has been excerpted from training materials that were developed by the Southeastern Criminal Justice Training Center at Florida State University, Tallahassee, Florida.

## II. INITIAL PLANNING

Prior to completing a formal Law Enforcement Assistance Administration (LEAA) application, prospective applicants should first determine if their agency is eligible for such funding. This can most easily be accomplished by contacting the local Planning Unit in their area (if the applicant is not a state agency) or the Bureau of Criminal Justice Assistance (BCJA) if the applicant is a state agency. (See Appendices for a directory of state and local planning units.)

If your project appears eligible for LEAA funding, the planner in your area will discuss the procedures to follow to have your project incorporated into the Comprehensive Criminal Justice Plan for Florida. If your project is incorporated in this Plan, you will be eligible to submit a formal grant application. Prior to developing this grant, the applicant

should again confer with his local/state planner to obtain Subgrant Application Forms, Instructions, and a copy of a document entitled: Florida's Criminal Justice Program Development Guidelines. This guidelines document contains information that will assist the applicant in properly completing his application. The following is a summary of the information contained therein:

1. A description of the LEAA Program in Florida
2. Standards and Goals for Florida's Criminal Justice System
3. Funding priorities
4. Funding procedures
5. Planning and Fiscal Policies
6. Monitoring and Evaluation Definitions
7. A summary of all programs to be funded during the up-coming fiscal year

This guidelines document should be reviewed prior to completing a preliminary or a formal subgrant application. The information will assist the applicant in determining: the proper program for which to apply; the expectations for projects funded under a particular program area; the relevant monitoring and evaluation criteria; the target population to be addressed; the type of agencies eligible for funding; and related Criminal Justice Standards.

## III. STATEMENT OF PROBLEM

The first major section of Florida's LEAA grant application requires an identification, analysis and statement of the problem to be addressed by the applicant.

1. Definitions

PROBLEM IDENTIFICATION - Involves discovering and describing WHAT is happening.
PROBLEM ANALYSIS - Involves establishing WHY it is happening.
PROBLEM STATEMENT(S) - A combination of the problem identification and analysis which results in a statement which relates WHAT the problem is to WHY it is happening.

2. Sample Problem Statement

The incidence of robbery in this city has been increasing over the past five years. The proportion of the city's robberies which are committed against service stations has increased every year for the past five years. Service stations robberies now account for one of every four robberies in the city. The increase in service station robberies by itself accounts for almost 50 percent of the increase in robbery in this city over the past five years.

Surprisingly, however, the robbery rate for service stations has not increased significantly over the past five years. On the average, there are 20 service station robberies for every 100 operating service stations. This rate has remained fairly constant over the past five years. One aspect which has changed is the number of service stations which have been repeatedly attacked; ten percent of the service stations now absorb about 40 percent of the robberies. Some stations are robbed as many as six times in one year.

The stations with the highest victimization rates fall into two groups. The first group are normally independent stations with long hours of operations, low gross volume at the pump, and fewer employees. The second group of high risk stations are stations owned by major oil companies operating 24 hours per day at major intersections near freeway on-ramps.

A review of licensing and building permits shows that the city has vastly increased the number of service stations during the past four years. Licensing, zoning, and permit procedures are such that no one city agency is aware of plans for new stations. The number of vacant stations that have gone out of business has increased. In comparison to other cities of similar size and circumstance, the city appears to be attempting to support more service stations than is economically possible.

There is a clear connection between city policy, the number of service stations in the city and the number and rate of service station robberies. The city functions of planning, permits and licensing, and code enforcement need to be re-evaluated. The city needs to decide how many service stations it can economically support. Their location, design and license requirements should be formulated in a way which will minimize chances of victimization. Enforcement and prevention strategies need to be designed and directed at the high risk premises.

3. Types of Data

Various types of data can be utilized to identify and analyze criminal justice problems.

These various types of data include:

A. Problem Data - used to measure a problem in terms of:

- size
- rate
- change over time

B. Individual Data - data which describes the characteristics of persons involved in the problem. They may be:

- victims
- offenders
- others

C. Environmental Data - refers to characteristics of the setting in which the problem occurs and events. They may be:

- event data
- target data
- neighborhood data
- social context data
- economic context data
- non-criminal justice agency policy data
- other

D. System Data - refers to the structure and operation of the:

- law enforcement system
- courts system
- corrections system
- social service delivery system
- crime prevention system
- juvenile justice system
- sub-system of each of the above systems

## IV. PROJECT GOAL(S)

After you have identified and analyzed the problem, the next step in the application involves developing project GOALS.

Definition:

GOAL - A desired future state plans expressed as results to be achieved (general -- not time-limited)

Examples:

A. To improve the quality of justice
B. To reduce crime
C. To increase professional skills
D. To protect individual rights
E. To increase efficiency in the Criminal Justice System

## V. MEASURABLE OBJECTIVES

After you have identified and analyzed the problem, the next step in the application process involves developing project MEASURABLE OBJECTIVES.

1. Definition:

   OBJECTIVE - A specific condition to be attained by a specific program of activities (time-limited and measurable)

   Example:

   To reduce, through improved case scheduling, the length of time needed to process felony cases from the present average of 240 days to a maximum average of 180 days by January, 1979.

2. Developing Good Measurable Objectives

   Good measurable objectives have the following characteristics:

   - Objectives should start with the word "to" followed by an action verb
   - Objectives should be adopted by top management
   - Objectives should specify a target date for accomplishment
   - Objectives should be realistic, attainable and challenging
   - Objectives should be measurable and verifiable
   - Objectives should be consistent with the resources available or anticipated
   - Objectives should avoid or minimize dual accountability for achievement when joint effort is required
   - Objectives should be directly related to the overall goal(s) of the project
   - Objectives should be subject to revision (as needed)
   - Objectives should be consistent with basic organizational policies and practices
   - Objectives should be communicated in writing and verbally by the project manager to subordinates who will be working on the project

3. Measurable Objective: Form

   **TO: Action Verb / Specifics of the Objective / BY: Date or Time Period**

Example:

TO: Divert/ 150 first referral juvenile offenders /from the juvenile justice system /By: July 3, 1979

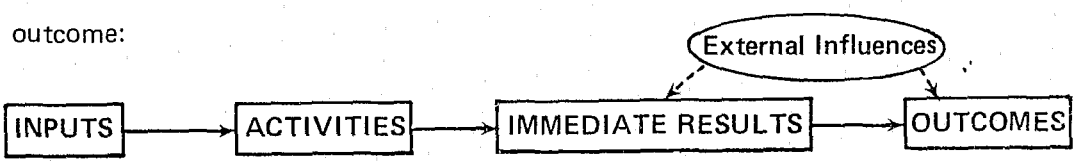
TO: Screen/ an average of 50 pretrial defendants referred to this Pretrial Intervention Program /During: /Subgrant Period

TO: Conduct/ 3 counselor training workshops for an average of 25 participants per session /During: Jan., March, July, Oct., 1978

## VI. GENERAL PROJECT DEVELOPMENT

1. Overview

It is extremely important to "think through" the sequence of events that will (should) take place when the project begins. One way to do this is by using the following framework to determine the logical steps that will be taken to arrive at the project's outcome:




2. Definitions

INPUTS: Are all the resources needed for a project to work; the "people and things" of a project.

Example: Staff, facility, target population, supplies, etc.

ACTIVITIES: The operations of a project, how project inputs are put to use, what people do in the context of the project. These activities may include objectives developed for the project and tasks to achieve those objectives.

Example: To conduct residential security survey in 100 homes; to make recommendations to improve residential security in 75 homes; to educate those citizens who participate in this project about the causes of residential burglary and methods to reduce the likelihood of victimization.

IMMEDIATE RESULTS: The short-term consequences of project activities.

Example: Improved home security; better educated citizens.

OUTCOMES: The long-term, planned or unplanned impact or project interventions on the problem addressed and on the environment.

Example: A reduction in residential burglary in target area due to increase in citizen knowledge and improved home security.

EXTERNAL INFLUENCES: Anticipated or unanticipated influences which have an effect on the outcome(s) and/or immediate results.

Example: Residential burglary may decrease in the target area as a result of improved economic conditions in that particular city or state.

Following the above framework when developing your project can help to assure that the logical steps of the project are properly defined. This process will aid in determining the project's evaluation plan. It will also assist project management by providing a step-by-step framework on which to monitor the project's progress.

## VII. EVALUATION

This section of the grant application is designed to enable the applicant to determine how the project's effectiveness and efficiency will be determined. Evaluation is an important part of a project's efforts. Through evaluation information, the project manager will be able to monitor the progress that is being made and determine if there are any problem areas which require special attention. Evaluation data is needed to enable a project director to justify requests for continuation or alternative funding.

Funding decision-makers place a great deal of emphasis on project accountability. They demand objective data which verifies the project's accomplishments. By building an evaluation component into the project prior to beginning operation, the project manager will be able to routinely generate information that is relevant to both management and to the funding agency.

### 1. Determine Information Needs

In developing an evaluation plan, the first thing to do is to determine what information is needed. The needs of various information users should be considered. These would include:

- the project director
- the funding agency
- legislative bodies
- citizen groups

One way to begin to identify information needs is to use the framework developed in the preceding section:

It is quite likely that you will meet information needs if you can measure each of the project's: inputs, activities, immediate results, and outcomes. Therefore, a plan should be developed to monitor the progress made toward achieving each of these. In addition, you should review the "Evaluation Indicators" section of the appropriate program area in the Program Development Guidelines to determine which of those data elements should be collected by your project.

2. Develop Information-Gathering Plan

In developing a plan to generate needed information, the applicant should first specify what information is needed. Then for each type or group of information, the following questions should be asked:

- Is the information/data available?
- How will the information be obtained?
- Who will obtain it?
- When or how often is it needed?
- Can information be verified? How?
- How will information be summarized? Analyzed?
- How will information be used?

Example:

Information needed - To determine if the project is improving home security.

Information available - None

How obtained? Through a follow-up telephone survey of a sample of homes in the target area.

Who will obtain? - Project's volunteer aides who will be supervised by project personnel.

When needed?- Two months prior to termination of grant.

Can information be verified? How?- Yes. Through in-person interviews and home visits with survey respondents.

How will information be summarized?- In monthly reports. Analyzed?- In written descriptive analysis by Project Director.

How will information be used?- To communicate project accomplishments.

3. Measuring abstract Goals

Very often the goals of a project are abstract in nature, i.e. to improve justice; to improve client well-being; etc. Such abstract terms must be made measurable in order to be able to evaluate the project's effectiveness. To do this, we must find INDICATORS that are measurable and logically related to the abstract goal. An indicator is an approximate measure of an abstract term or concept.

Example:

| Concept | Indicator | Data |
|---|---|---|
| 1. Rehabilitation | Recidivism Rates | Reconviction Data |
| 2. Staff Morale | Turnover Rates | Average Personnel Turnover |
| 3. Improved Efficiency | Costs | Average Cost per Unit |
| 4. Improved Justice | Speedy Trial | Average Trial Time |

Concept: Improved Justice

A speedy trial is often considered an indicator of an effective justice system. Thus, we must collect data on the length of time it takes to complete a criminal trial. We should gather this information over a period of time, before, during, and after the project, to determine if there has been any change in this measure. Often, standardized measures are available to measure abstract goals. If you encounter difficulty in measuring your outcome or goals, consult with your local planner or the BCJA.

## VIII. SUMMARY

Having completed the tasks in the previous sections, you should find that the

most difficult parts of completing a grant application have been completed. The remaining sections of the grant are relatively mechanical. You should develop a timetable for implementation and procedures to organize your staff to accomplish your goals and objectives. You must also describe the resources you plan to use and develop a budget. The grant application instructions you received with your application should answer any questions concerning these areas.

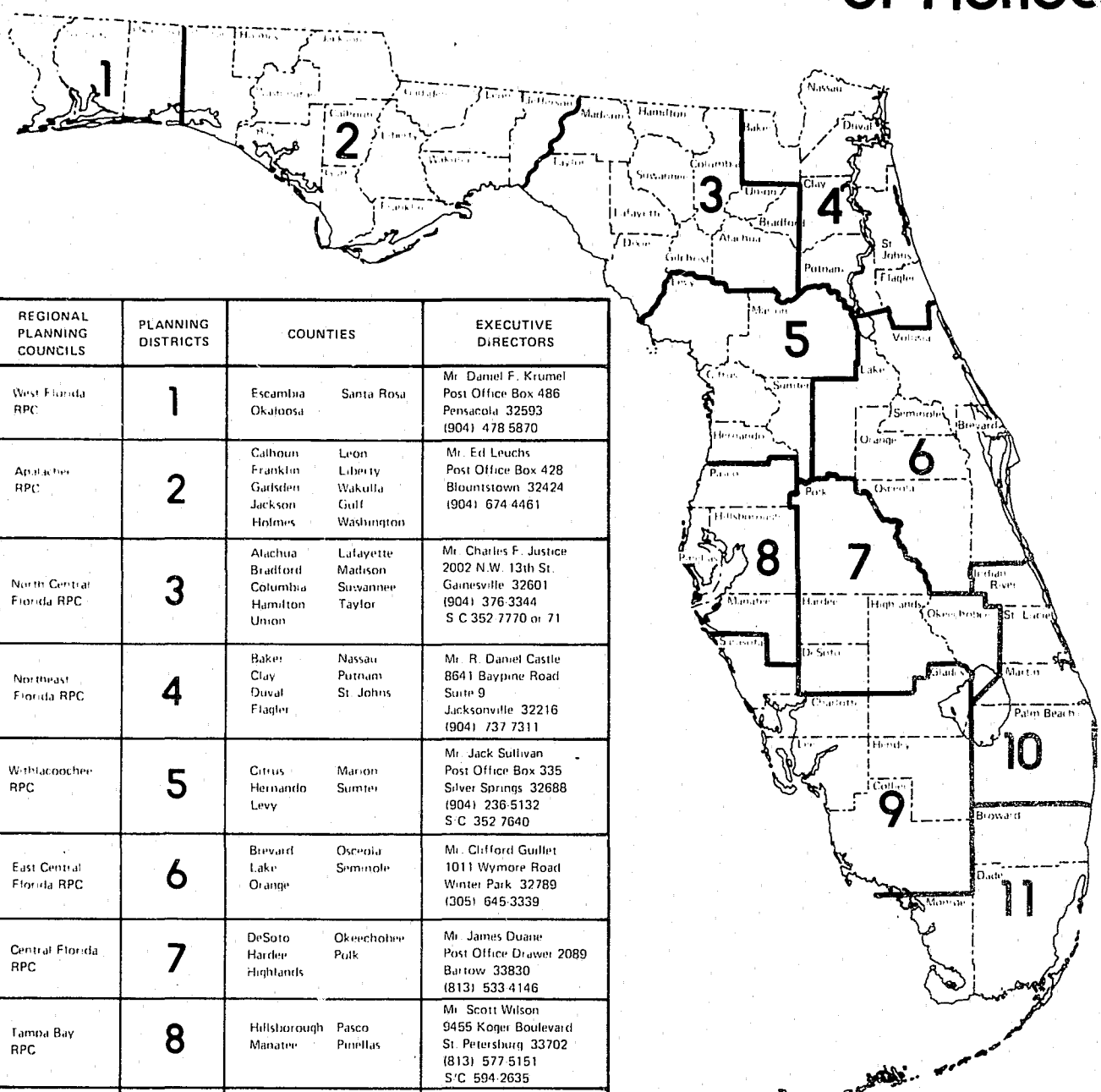
The tasks discussed in this booklet may require the applicant to spend a little more time than is required to complete his application. However, this pre-implementation planning is very important. It can assure that the project is targeting on a real problem; it can assure that the project can document its accomplishments and meet the information needs of decision-makers; and it can avoid extra time later to respond to deficiencies in the project application. It appears as though this can be time well spent!

# APPENDICES

## DIRECTORY: PLANNING AND GRANTS MANAGEMENT TEAMS

| | |
|---|---|
| Planning & Evaluation Section Administrator | (904)488-8016<br>(904)488-0515<br>(904)488-2140 |
| Grants Management Coordinator | (904)488-2140<br>(904)488-8016 |
| Fiscal Programs Coordinator | (904)488-2140<br>(904)488-8016 |
| Standards and Goals Coordinator | (904)488-0515 |
| Evaluation Specialist | (904)488-8016 |
| Technical Assistance Specialist | (904)488-0515 |
| Crime Prevention Team | (904)488-8016 |
| Law Enforcement Team | (904)488-2140 |
| Courts/Corrections Team | (904)488-2140 |
| Information Systems Team | (904)488-8016 |
| Juvenile Justice & Delinquency Prevention Team | (904)488-8016 |

# Regional Planning Councils of Florida




| REGIONAL PLANNING COUNCILS | PLANNING DISTRICTS | COUNTIES | EXECUTIVE DIRECTORS |
|---|---|---|---|
| West Florida RPC | 1 | Escambia, Santa Rosa, Okaloosa | Mr. Daniel F. Krumel<br>Post Office Box 486<br>Pensacola 32593<br>(904) 478-5870 |
| Apalachee RPC | 2 | Calhoun, Leon, Franklin, Liberty, Gadsden, Wakulla, Jackson, Gulf, Holmes, Washington | Mr. Ed Leuchs<br>Post Office Box 428<br>Blountstown 32424<br>(904) 674-4461 |
| North Central Florida RPC | 3 | Alachua, Lafayette, Bradford, Madison, Columbia, Suwannee, Hamilton, Taylor, Union | Mr. Charles F. Justice<br>2002 N.W. 13th St.<br>Gainesville 32601<br>(904) 376-3344<br>S.C 352 7770 or 71 |
| Northeast Florida RPC | 4 | Baker, Nassau, Clay, Putnam, Duval, St. Johns, Flagler | Mr. R. Daniel Castle<br>8641 Baymine Road<br>Suite 9<br>Jacksonville 32216<br>(904) 737-7311 |
| Withlacoochee RPC | 5 | Citrus, Marion, Hernando, Sumter, Levy | Mr. Jack Sullivan<br>Post Office Box 335<br>Silver Springs 32688<br>(904) 236-5132<br>S.C. 352 7640 |
| East Central Florida RPC | 6 | Brevard, Osceola, Lake, Seminole, Orange | Mr. Clifford Guillet<br>1011 Wymore Road<br>Winter Park 32789<br>(305) 645-3339 |
| Central Florida RPC | 7 | DeSoto, Okeechobee, Hardee, Polk, Highlands | Mr. James Duane<br>Post Office Drawer 2089<br>Bartow 33830<br>(813) 533-4146 |
| Tampa Bay RPC | 8 | Hillsborough, Pasco, Manatee, Pinellas | Mr. Scott Wilson<br>9455 Koger Boulevard<br>St. Petersburg 33702<br>(813) 577-5151<br>S'C 594-2635 |
| Southwest Florida RPC | 9 | Charlotte, Hendry, Collier, Lee, Glades, Sarasota | Mr. Roland Eastwood<br>2121 West First Street<br>Ft. Myers 33902<br>(813) 334-7382<br>S/C 552 1490 or 91 |
| Treasure Coast RPC | 10 | Indian River, Palm Beach, Martin, St. Lucie | Mr. Sam Shannon<br>Post Office Box 2395<br>Stuart 33494<br>(305) 286-3313 |
| South Florida RPC | 11 | Broward, Monroe, Dade | Mr. Barry Peterson<br>1515 Northwest 167th St.<br>Suite 429<br>Miami 33169<br>(305) 621-5871 |

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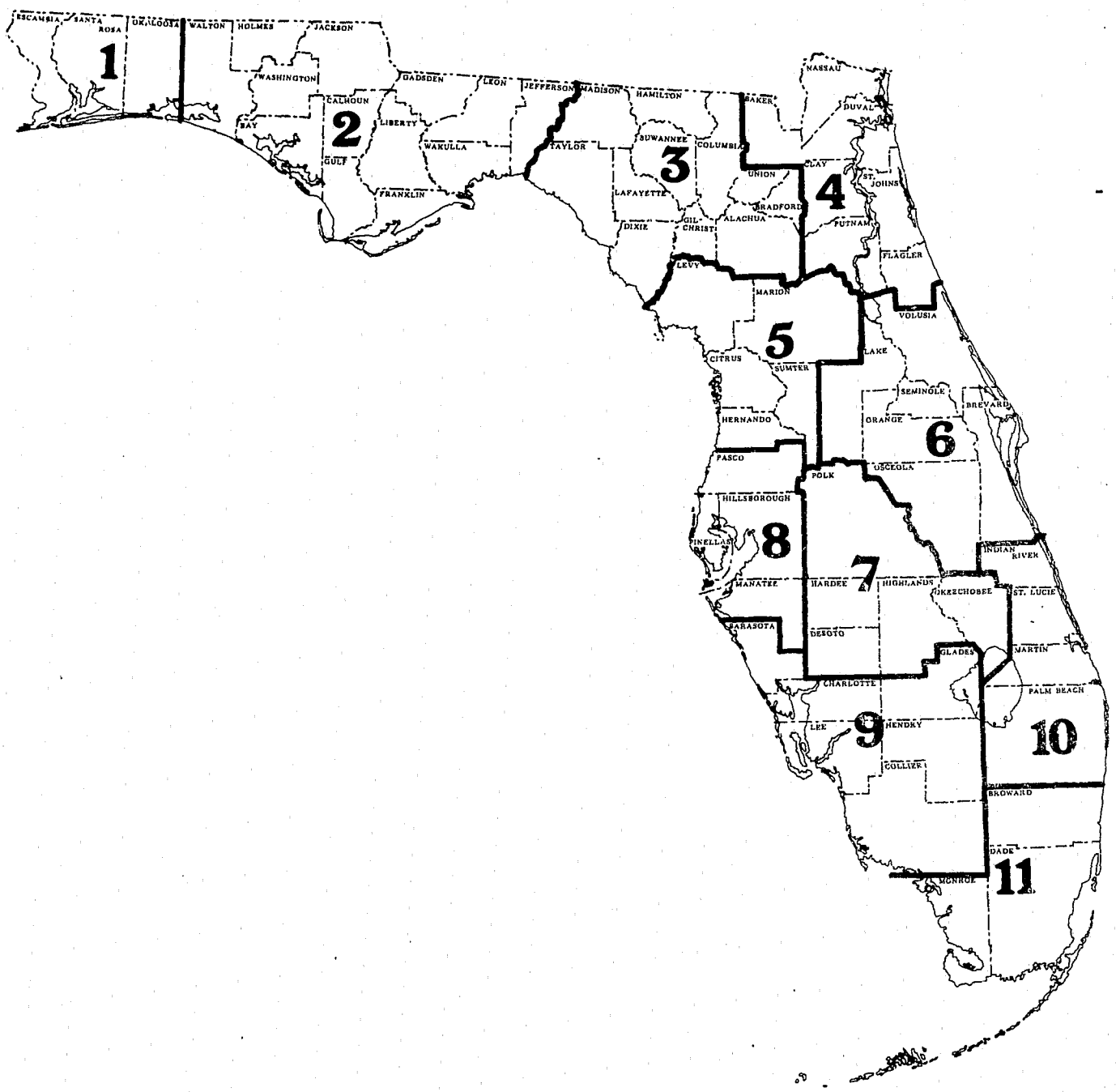
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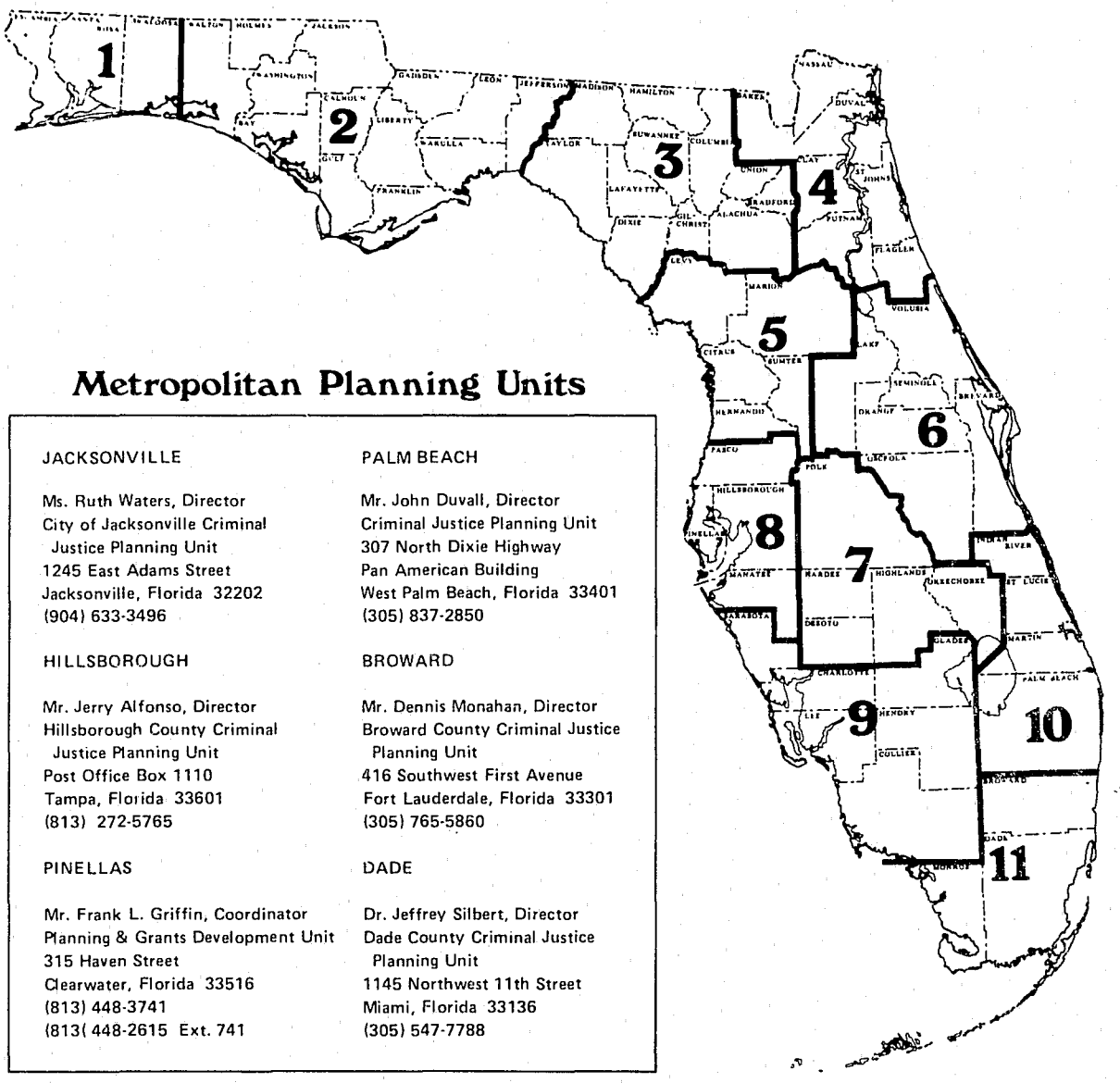


## Metropolitan Planning Units

**JACKSONVILLE**

Ms. Ruth Waters, Director
City of Jacksonville Criminal Justice Planning Unit
1245 East Adams Street
Jacksonville, Florida 32202
(904) 633-3496

**HILLSBOROUGH**

Mr. Jerry Alfonso, Director
Hillsborough County Criminal Justice Planning Unit
Post Office Box 1110
Tampa, Florida 33601
(813) 272-5765

**PINELLAS**

Mr. Frank L. Griffin, Coordinator
Planning & Grants Development Unit
315 Haven Street
Clearwater, Florida 33516
(813) 448-3741
(813( 448-2615 Ext. 741

**PALM BEACH**

Mr. John Duvall, Director
Criminal Justice Planning Unit
307 North Dixie Highway
Pan American Building
West Palm Beach, Florida 33401
(305) 837-2850

**BROWARD**

Mr. Dennis Monahan, Director
Broward County Criminal Justice Planning Unit
416 Southwest First Avenue
Fort Lauderdale, Florida 33301
(305) 765-5860

**DADE**

Dr. Jeffrey Silbert, Director
Dade County Criminal Justice Planning Unit
1145 Northwest 11th Street
Miami, Florida 33136
(305) 547-7788

## Florida's Local Planning Units