



G R A N T W R I T I N G

*Identifying & Applying for
Funding in a Competitive Market*



OHIO DEPARTMENT OF PUBLIC SAFETY

- Administration
- Bureau of Motor Vehicles
- Emergency Management Agency
- Emergency Medical Services Division
- Office of Criminal Justice Services
- Ohio Homeland Security
- Ohio Investigative Unit
- Ohio State Highway Patrol

Bob Taft, Governor
Kenneth L. Morckel, Director

Karhlton F. Moore
Executive Director

Office of Criminal Justice Services
1970 West Broad Street
P.O. Box 182632
Columbus, Ohio 43218-2632
(614) 466-7782
www.ocjs.ohio.gov

Message from the Executive Director:

As the executive director of the Ohio Office of Criminal Justice Services (OCJS), I am pleased to present the 2nd edition of Grant Writing – Identifying & Applying for Funding in a Competitive Market. This guide is a compilation from a variety of sources, including OCJS staff, grant reviewers, and successful grantees. While this guide may provide valuable information for grants awarded by OCJS, it was specifically prepared for all types of programs. Also, because programs, priorities, technologies, funding levels, and many other details change, advice in this guide will also change with time. Following the advice given here does not guarantee funding, although we hope it will help applicants write better and more competitive proposals. Another factor to be considered is that most funding agencies receive more proposals than there are funds to support. Organization priorities and the desire for a balanced portfolio of projects influence what is ultimately funded.

Should you be awarded grant dollars, keep in mind that you need to continue to “defend” your proposal by following the grant terms and conditions. In these fiscally tight times, everyone is being held to higher standards and grantees need to demonstrate the usefulness and effectiveness of their programs in order to continue to be eligible for funding. Finally, keep OCJS and other funding agencies informed by publicizing your progress and your successes.

I hope that you find this guide informative and wish you success in your grant-writing endeavors.

Karhlton F. Moore
Executive Director
Ohio Office of Criminal Justice Services

Mission Statement

“to save lives, reduce injuries and economic loss, to administer Ohio’s motor vehicle laws and to preserve the safety and well being of all citizens with the most cost-effective and service-oriented methods available.”

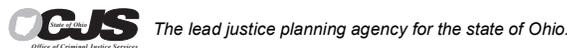


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GRANT WRITING

Identifying & Applying for Funding in a Competitive Market

ABOUT THIS GRANT WRITING GUIDE

Going after grants has become part of the criminal justice professional's life. Even if it's not part of our formal job description, we often get saddled with this responsibility as part of "other related duties." But unlike other duties in which we may have received formal training, grant seeking and grant writing are more likely learned the hard way — on the job. Because grants can be critically important to the work we do, we owe it to ourselves, our organizations, and to those we serve, to do the best job possible to perfect our grant-writing skills.

There are countless sources of information on grant writing. Many are very good, and some are now available on the World Wide Web. But few focus on grant writing for criminal justice professionals. And while more generic courses and materials may serve your needs, this brief, readable guide tailored for an audience of criminal justice practitioners will hopefully save grant seekers time.

The original edition of this guide, titled *Grantsmanship and Alternative Funding for Law Enforcement*, was produced to address the funding information needs of the law enforcement community. As more and more copies of the guide circulated, however, it became clear that criminal justice practitioners outside law enforcement found it useful. Years after its first appearance, constituents still ask for copies. The Office of Criminal Justice Services (OCJS) has updated the guide with new information, especially regarding web-based sources of information.

Please use this as only a starting point. There are many other worthwhile resources for grant writers that deserve your attention in your search for funds.

APPLYING FOR GRANTS

Approaching a Funding Agency by Letter

Why Use a Letter of Inquiry as the Initial Step?

There are several good arguments for approaching a funding agency by letter instead of by telephone or in person. The principal reason is that many organizations, especially private foundations, require a letter of inquiry as a first step. A letter of inquiry saves time from developing a full proposal if the funding agency is not interested.

Another reason is that some people may not express themselves well verbally in person. They may fail to state their case in the most effective manner possible. Since there is often only one opportunity to present your project to a funding organization, a good first impression is vital to gaining their interest.

Inquiring by letter also decreases the chance that important information will be left out. The applicant can control the order in which the information is presented, unlike in a conversation where one has to respond to questions as the funding representative asks them.

The letter of inquiry also serves as an important informational tool for the funding organization to become acquainted with the subject matter of your project. The letter gives the funding agency a chance to see the applicant's writing ability, as well as attention to neatness and detail. The more care and serious preparation the applicant puts into this letter, the more likely it is that the organization will want to see the full grant proposal.

What Should Be Included in My Letter?

There are several pieces of information that should be included in a letter of inquiry. The first item should be an overview of the proposed project. What activities are to be performed? Who will be staffing the project? Answering these questions will give the funding agency an idea of who the applicant is and what he or she intends to do.

What Are the Intended Benefits and Who Will Benefit?

Next, the letter should include a brief discussion of the project's intended benefits, and who should benefit from the project. Government agencies and private foundations alike want to think that their investment will make some kind of a difference for someone in society. Tell the grant provider exactly what these benefits will be and who will benefit from them.

Are There Similar Projects that Exist?

At least one paragraph should be devoted to any similar existing projects, if any, and what they offer. This is the time to point out gaps in current services. In pointing out what is missing, do not attack someone else's projects. Simply let the funding organization know that there are similar projects, but that the project you are proposing will improve upon those efforts.

What is Your Proposed Budget?

A letter of inquiry should include an estimated amount to give the funding agency an idea of how much the proposed project will cost. Some agencies may use the preliminary budget to screen out those projects that are either too expensive or too modest by their funding standards. There is no need at this time to break up the totals into separate categories. There will be an opportunity to do this if you are asked to submit a more formal proposal.

Approaching a Funding Agency Through a Proposal

Once an initial inquiry to a funding organization as been made, and the applicant has been encouraged to apply, a request for funding will need to be submitted. Some funding organizations have their own application forms, many of which can now be downloaded from their web sites. This will vary by agency. If an agency has its own application form, it is important to use the most up-to-date version, and to complete every part of the application as thoroughly and accurately as possible.

There are several formats that can be used for a generic proposal. Each has its own merits and there is nothing magic about any one of them. The format that follows should meet the applicant's needs.

Cover

While not necessary, a cover for the proposal can help it look more professional. It will also serve to protect it through the handling it will have. If a cover or binder is used, keep it plain and tasteful. A binder that is too elaborate can arouse suspicion that there is an attempt to make up for a lack of substance.

Cover Letter

While the project proposal should be able to stand on its own, it should be accompanied by a cover letter that tells the recipient who is sending the proposal, what the project intends to do, and how much funding is being requested. It should also express appreciation to the funding agency for considering the request.

Title Page

At a glance, the person receiving your proposal should be able to tell:

- (1) that it is a proposal;
- (2) the project title;
- (3) what organization is submitting it, and
- (4) the date it was submitted.

Summary

Sometimes referred to as an abstract, the summary is a one-page overview of the proposal. Essentially, the summary is a window into the entire proposal. It should contain the same elements as the proposal itself, but in a much briefer form. The summary should contain a sentence about the applicant, the problem to be addressed, the method, and the cost of the project. Write this after the proposal is completed so that it accurately reflects the proposal's contents. An easy way to prepare this is to pull one or two key points from each section of the proposal.

Introduction

The introduction offers a brief overview of the organization, its history, and noteworthy accomplishments. It establishes the credibility of the agency requesting funding. Therefore, the goal of the introduction is to gain the trust of the funding organization.

There are several ways to establish credibility. For example, if a victim-witness program is applying for funds, it might help to mention how long it has been in existence, how many employees it has, how many citizens it serves, and its annual budget. The introduction is an opportunity to let the reader know something about the applicant before examining the details of the request. In the case of law enforcement agencies, *why* they exist is a well-known fact. However, the agency may use this section to discuss the community it serves, how it differs from other agencies, or other aspects that make it unique.

Need/Problem Statement

The purpose of the application for funding should be to meet a need or solve a problem. Therefore, spell out for the funding organization exactly what need is going to be met or what problem is going to be solved. Don't take it for granted that the need is so self-evident that it doesn't require explanation. A clear and concise picture of the existing situation should be painted for the funding agency. The statement should also include the reasons and causes of the problem. This section of the proposal will enable the reader to learn more about the situation and will help establish the fact that your organization has a clear understanding of the problem or need and can effectively address these issues.

Being able to express the problem in the proposal shows that the applicant knows what the problem is. If the applicant is simply trying to get its hands on available funds and has not thought through a specific problem, it will be difficult to convince a funding organization to provide money. Therefore, the applicant needs to know exactly what need is not currently being met.

For example, not having a computer or the extras that go along with one is not a problem in and of itself. The identifiable problem would be something like the existence of youth gangs in the neighborhood. The desire for a computer, then, would simply be a tool that could be used to help develop effective methods to help solve the gang problem.

Program Objectives

Objectives are often confused with goals. Goals are typically more abstract and conceptual. Objectives must be tangible, specific, concrete, measurable and achievable in a specific time period. Objectives are the measurable outcomes of the project. There should always be certain measurable outcomes that the hopeful grantee wants to achieve. For example, maybe a supervisor of a victim-witness assistance program has an objective to increase the number of crime victims interviewed by staff by 25 percent. Another objective might be to increase by 10 percent the number of victim referrals to social service agencies. With percentages attached, these objectives are measurable. It is important to remember that the measurable impact of the project will relate directly back to the extent of the problem. The key here is to let the funding organization know how much of an impact on the problem can be expected. Objectives tell the funding agency what the future condition of the problem will be within a specific time frame.

Make the program objectives realistic. If the proposal or application says that recidivism will be decreased by 50 percent, the funding agency may see it as an impossible objective destined for failure. Try to be realistic about the amount of change the project will try to bring about.

Methods/Program Description

If the concept of objectives is understood, then methods should be easy. They are simply the way the objectives are going to be met. Basically, the program description explains the specific activities that will be conducted to achieve the objectives. These specific activities should relate directly back to the reasons and causes of the problem or need. If a police chief intends to reduce muscle injuries in officers by 10 percent, the method he uses to achieve this objective may be to purchase certain exercise equipment that helps strengthen muscles, tendons and ligaments. If, on the other hand, the problem is a high number of DUIs in the community, the method might be to institute a local DUI hotline that allows citizens to report information about suspected drunk drivers that have been observed on the road. When thinking of methods, think about what the project proposes to do.

Evaluation

There are some very good arguments why a formal evaluation should be part of the project that is being proposed. It may be required by the funding agency or foundation. From the grant provider's standpoint, projects that have no proven value should not be funded again. Having the results of a quality evaluation tells the provider how to invest in the future.

Even if a funding organization does not require an evaluation, doing one is still a good idea. Including an evaluation in the application sends a message to the sponsor that the applicant is not afraid to know whether the project is making a difference. It also says the applicant wants to know early on what changes and improvements need to be made to keep the project on the right track.

Additionally, positive evaluation results can be used later to strengthen the case as the applicant prepares proposals for further funding. Sooner or later the grant funds will run out. If the grantee has to make a case to local government officials to pick up the tab, that case will be much stronger if armed with positive evaluation results.

The results can also assist others who are considering similar projects. If the applicant's agency is doing something really important or innovative, chances are others will want to try it as well. The evaluation results will help prevent mistakes that may have been made earlier.

There are two main types of evaluation: process evaluation and outcome evaluation. Process evaluation looks at how, when and where a project is set in motion. If something is breaking down in the way a project is being carried out, it will surface during a process evaluation. Process evaluations conducted early in the project's life will allow for problems to be quickly and easily resolved.

The other type of evaluation is known as an outcome evaluation. If, in the proposal, it was promised that the project would do something for a group of people, the outcome evaluation will show if it was successful in meeting the objectives.

A credible evaluation should be objective. To ensure objectivity, someone outside the agency should do it. This does not mean that the applicant cannot perform a satisfactory evaluation. It simply means that in-house evaluations are often looked upon as suspicious and may be perceived by funding agencies as self-serving. Whenever possible, use an evaluator who has no financial or personal interest in the outcome of the project.

Budget

Make sure the items in the budget are reasonable. This includes salaries, benefits, equipment, contractual, supplies, travel and consultants. The funding organization is likely to take a very close look at each item. Justify them fully before adding them to the budget section of the proposal.

A budget narrative, often required in proposals or applications, explains each budget item. The applicant should explain why the item is needed for the project and how it arrived at the cost. It is a good idea to include this information even if it is not required. It allows the applicant to justify everything that makes up the project budget.

Personnel

For some projects, the qualifications of the staff members are very important. This is especially true of research projects, where those reviewing the proposal will closely examine the researchers' education and experience. Even with direct service projects, staff qualifications can strengthen the case for funding. On the other hand, if the credentials of staff are weak, the funding organization may question taking a chance on the project.

When stating the qualifications of the project personnel, keep it simple. A good reviewer will not be impressed with a lot of padding on a resume. Stick to the information that is important to the proposed project.

Letters of Cooperation and Support

The success of certain types of projects depends on the cooperation of other agencies. For example, if an agency decided to start a community-based residential program for youth offenders, the agency needs to be assured that there are referrals. The agency must get letters from the heads of agencies on which the project depends. Some funding organizations insist that these letters be included in the grant application. Make sure these letters are current, on the agency's letterhead, and that they explain exactly how the agency intends to contribute to the proposed project.

Letters of support, while not critical to the actual functioning of a project, lend credibility to the project by reinforcing the idea that it is worthwhile. These letters should come from respected members of the community whose opinions are valued on the topic of concern. If a project has been in existence for some time, the project applicant might want to ask those who have benefited from the efforts for a letter of support.

General Guidelines When Seeking Funds

Check Eligibility for Funding

One of the most common mistakes grant seekers make is applying for funds for which they are not eligible. This wastes time for both the applicant and the funding organization. To avoid this problem, check the funding agency's eligibility requirements and areas of interest. Often these will be mentioned in catalogs, directories or on web sites.

Don't Solicit Funds Over the Telephone

As a general rule, it is not a good idea to ask for funds over the telephone. It puts the caller in the same category with all other telephone solicitors who are regarded by many as an annoyance. It is also quite easy for a funding organization to say no to a faceless, anonymous person. On the other hand, a telephone call for a contact or other general information is acceptable.

Read Grant Applications Carefully

If a request is being submitted for funds on an agency's application form, read the instructions carefully and then complete the application as instructed. All applicable blanks should be filled in with accurate, relevant information. Putting N/A in a blank that is clearly applicable irritates those who have to process the application. Too many of these mistakes can result in the application being rejected. Some agencies score applications based on completeness.

Neatness Counts

Just as following instructions counts, so does neatness. If using a typewriter, proofread the work carefully. Where corrections are necessary, make them neatly so the corrections don't distract the reader. If using a computer, be sure to replace the ink cartridge when the print is no longer dark and sharp. It may seem silly to talk about mechanics, but funding organizations have little else to judge you by, so the appearance of your work becomes another detail that can make or break your case.

Good Writing Skills Are a Must

Good writing goes a long way in impressing those who sit on proposal review panels. Busy professionals faced with mountains of proposals will be grateful if the writing is simple and to the point. Reviewers are often put off by proposals that are too wordy.

Keep Word Choice Simple and to the Point

One thing to remember is to keep word choice simple and to the point. Words like contradiction, disinclination, and prevaricate have their place in written work, but not in a grant proposal. The words in a proposal should be easy to understand, and should not sound stuffy. Stick with short, concise words whenever possible.

One related fault in writing proposals is the use of jargon or other unfamiliar words. When drafting a grant proposal, it is very important to write on a layperson's level. If technical terms are necessary, remember to explain them fully.

If the applicant is not a good writer and does not have the time or willingness to become one, then find someone who is. This can be a colleague or perhaps a volunteer, retiree, or someone else outside the organization who has had proven experience with writing. Do not, however, simply take someone's word that they are a good writer. Request a writing sample, preferably one that gives evidence of good grammar, spelling, sentence structure, and organization. Take the selection of the proposal writer very seriously because the funding request will be judged by their work.

FINDING GRANTS

Federal

Catalog of Federal Domestic Assistance (CFDA)

U.S. Government Printing Office

Washington, D.C. 20402

www.cfda.gov

The CFDA is perhaps the best tool for those seeking federal funds. It is a single book that gives detailed information about what federal funds are available, who may apply, how to apply, and what the deadlines are. It also answers many other questions that a grant seeker may ask.

The CFDA can be purchased for approximately \$60. The price includes not only the catalog but also the update.

For fund seekers who choose not to purchase the CFDA, they may check the reference section of the local public or college library for a copy. The CFDA contains detailed instructions on how to use it. Should these seem difficult to understand, a reference librarian can help explain them.

There is also an on-line version of the CFDA. The index can be scrolled through to find specific programs, then click on the link that will go to that agency's web site. An on-line CFDA is available at: www.cfda.gov

The Foundation Grants Index

The Foundation Center

79 Fifth Avenue

New York, NY 10003

Telephone: (212) 620-4230

www.fdncenter.org

This source provides information about previous grants funded under the subject of criminal justice. Foundations are listed alphabetically by state.

National Directory of Corporate Giving

www.fdncenter.org

This book includes more than 1,400 foundations identified by the Foundation Center as being established and funded primarily by corporations and approximately 600 giving programs funded directly by companies. This book is also published by the Foundation Center listed above.

Federal Register

www.gpoaccess.gov/nara

The Federal Register is a publication of federal notices, proclamations, and executive orders. It is of interest to grant seekers because of the frequent announcements it carries about grants, contracts, cooperative agreements, requests for proposals (RFPs), solicitations and other funding opportunities. It is published Monday through Friday, except holidays.

Not only does the Federal Register carry announcements, it also includes the name and telephone number of the program officer in charge of overseeing a particular grant program. These people can be very helpful in answering questions applicants may have prior to formally applying.

A subscription to the Federal Register can also be ordered from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C., 20402, or www.gpoaccess.gov/nara. It is also available on microfiche. Checks, money orders, VISA and MasterCard are accepted, or it can be charged to an agency's Government Printing Office Deposit Account if the agency has arranged for one in advance.

Criminal justice agencies that want a hard copy of the Federal Register should consider sharing the cost of a subscription with one or more other agencies. If the grant seeker chooses not to subscribe to the Federal Register but would still like to use it, he or she should check with local public or university libraries for availability.

GRANTS.GOV

www.grants.gov

This site allows organizations to electronically find and apply for competitive grants from all federal grantmaking agencies.

Private

Foundation Directory

The Foundation Center
79 Fifth Avenue
New York, NY 10003
Telephone: (212) 620-4230
www.fconline.fdncenter.org

Foundation Directory

The Foundation Center-Cleveland
1422 Euclid Avenue, Suite 1600
Cleveland, OH 44115-2001
Telephone: (216) 861-1934
www.fdncenter.org/cleveland

Perhaps the best guide to private foundations is the Foundation Directory published by The Foundation Center in New York. The Foundation Directory includes several pieces of information which should be of interest to the fund seeker.

Of obvious importance is the foundation's name and address, as well as a section "Purpose and Activities" for those types of projects and programs that are most likely to interest the foundation in question. It should be noted that the purposes and activities listed are

somewhat broad. The cautious user will regard this as a general guideline, and will not assume their project will automatically be funded.

The user can also see the size range of grant awards. This can be helpful in determining which foundations are likely prospects for the particular project.

Check the reference section of the local library for availability of the Foundation Directory. The librarians can be helpful in showing grant seekers how to use it most effectively.

IDENTIFYING GRANT SOURCES

The first step in seeking funds for criminal justice projects is identifying potential sources of support. While this part of grantsmanship may seem like an easy one, it requires time, patience, and investigation. Each item below is designed to introduce the reader to an important source of criminal justice funding.

Federal Sources

Department of Justice (DOJ)

**U.S. Department of Justice
950 Pennsylvania Avenue, NW
Washington, D.C. 20530-0001
Telephone: (202) 514-2000
www.usdoj.gov**

For those involved in crime and justice-related fields, the DOJ is the most likely source for federal funds. DOJ offers discretionary money for which they will solicit applications as well as administering formula grants to the subdivisions below. Each subdivision has its own purposes and goals for fund seekers to utilize.

National Institute of Justice (NIJ)

**810 Seventh Street, NW
Washington, D.C. 20531
Telephone: (202) 307-2942
www.ojp.usdoj.gov/nij**

The NIJ, the research section of the U.S. Department of Justice, awards grants primarily to academic researchers for state-of-the-art research on crime control. The money available here is on a discretionary basis. Proposals submitted to NIJ are reviewed by national experts prior to approval of the award. Since the scope of NIJ is primarily research, generally research projects from highly qualified researchers are considered.

Office of Juvenile Justice and Delinquency Prevention (OJJDP)

**810 Seventh Street, NW
Washington, D.C. 20531
Telephone: (202) 307-5911
www.ojjdp.ncjrs.org**

OJJDP is concerned with the involvement of youth in delinquent behavior. Money available from this office is through Title II formula grant monies administered by the Ohio Department of Youth Services as well as additional discretionary money (see State Sources). Its greatest impact is through the formula grants it awards to the states. The states in turn make awards to localities for primarily direct service projects designed to prevent and control delinquency and to improve the administration of juvenile justice.

Bureau of Justice Assistance (BJA)

810 Seventh Street, NW
Washington, D.C. 20531
Telephone: (202) 616-6500
www.ojp.usdoj.gov/bja

BJA also awards formula grants to the states. It oversees a discretionary award program that is published periodically. The Ohio Office of Criminal Justice Services administers the Justice Assistance Grant (JAG) Program for the state of Ohio (see State Sources).

The Office of Victims of Crime

810 Seventh Street, NW
Washington, D.C. 20531
Telephone: (800) 421-6770 (for grant seeking information)
(202) 307-5983 (for general Office of Victims of Crime information)
www.ojp.usdoj.gov/ovc

The Office of Victims of Crime awards money to participating states for the purpose of funding victim assistance programs. It also directs funds to the states for crime victim compensation programs that meet certain requirements. The fund is administered through the Ohio Attorney General's Office (see State Sources).

State Sources

If seeking funding from a state agency, one way to find out what state agencies do is to contact those that are likely to have relevance to a certain program. By simply looking up the state agency listings in the *State of Ohio Telephone Directory*, one can get the addresses of the agencies as well as the names and phone numbers of those who oversee various programs.

Once an applicant has the name and address of these agencies, it is a good idea to ask the agency to put the applicant's organization on their mailing lists for newsletters, bulletins, Requests for Proposals (RFPs), solicitations and any other documents that could relate to the grant seekers' future program funding.

A listing of state agencies can also be found in the blue pages of any Ohio telephone directory. If the number of the agency is not listed, call the general information number for the State of Ohio at (614) 466-2000.

The Ohio Office of Criminal Justice Services (OCJS)

140 East Town Street, 14th Floor
Columbus, OH 43215
Telephone: (614) 466-7782
www.ocjs.ohio.gov

OCJS is the lead justice planning agency for Ohio. Through research, evaluation, grant administration and programmatic initiatives, OCJS serves agencies and communities

involved in the prevention, intervention and reduction of crime throughout Ohio. OCJS administers the following federal funds:

- ◆ Justice Assistance Grant Program (JAG) (formerly Byrne Memorial State and Local Law Enforcement Assistance Program (Byrne), and Local Law Enforcement Block Grant (LLEBG))
- ◆ Violence Against Women Act (VAWA)
- ◆ Family Violence Prevention and Services (FVPS)
- ◆ Residential Substance Abuse Treatment Program (RSAT)
- ◆ Criminal Justice Information System (CJIS)
- ◆ Bulletproof Vest Partnership (BVP)
- ◆ National Criminal History Improvement Program (NCHIP)
- ◆ Project Safe Neighborhoods (PSN)
- ◆ State Shelter Baseline Funding

Ohio Department of Public Safety (ODPS)

1970 West Broad Street
P.O. Box 182081
Columbus, OH 43218-2081
Telephone: (614) 466-2550
www.ohiopublicsafety.com

The Federal Highway Safety Act of 1966 provides for federal funds to be given to various highway safety activities. These funds are administered through the Department of Public Safety to state agencies and local jurisdictions to be used for, but not limited to, education, enforcement and engineering activities.

Ohio Department of Alcohol and Drug Addiction Services (ODADAS)

Ohio Department of Alcohol and Drug Addiction Services
280 North High Street, 12th Floor
Columbus OH 43215-2550
Phone: (614) 466-3445
www.odadas.state.oh.us

The scope of ODADAS is both the prevention of alcohol and other drug use among high-risk youth, and the treatment of other alcohol and drug users. The Drug Free Schools and Communities Act of 1986 provides funds to establish or expand programs for the prevention of alcohol and other drug use among high risk-youth. Local education agencies in conjunction with law enforcement agencies who have experience assisting with drug abuse resistance instruction for students K-6, are eligible to apply.

ODADAS also supports community-based treatment approaches. A wide range of technical assistance is available including notification of Federal Requests for Proposals (RFPs) and access to state-of-the-art resources for treatment services. The department also facilitates local collaborative efforts with alcohol and other drug treatment agencies and Alcohol, Drug Addiction, Mental Health Services boards.

Ohio Department of Education (ODE)

25 South Front Street
Columbus, OH 43215-4183
Telephone: (877) 644-6338
www.ode.state.oh.us

Since the 1987-88 school year, the ODE has administered The Drug Free Schools and Community Act grant programs providing funding to Ohio schools for the development of comprehensive tobacco, alcohol, and other drug prevention programs.

Ohio Department of Health (ODH)

246 North High Street
Columbus OH 43216-0118
Telephone: (614) 466-5250
www.odh.ohio.gov

The Ohio Department of Health offers grants relating to a variety of public health programs to organizations in Ohio, including county and local health departments.

Ohio Department of Job and Family Services (ODJFS)

30 East Broad Street, 32nd Fl.
Columbus OH 43215-3414
Telephone: (614) 466-6282
www.jfs.ohio.gov

The Office of Child Care and Family Services releases Requests for Proposals (RFP) on issues such as Child Welfare Services, Family Violence Prevention, Elder Abuse Prevention, and other areas that address services affecting children, adults and families. Contact ODJFS to be placed on the RFP mailing list.

Ohio Department of Mental Health (ODMH)

30 East Broad Street, 8th Fl.
Columbus OH 43215-3430
Telephone: (614) 466-2596
www.mh.state.oh.us

The Ohio Department of Mental Health provides grants that fund research investigating issues of concern to the mental health community.

Ohio Department of Youth Services (ODYS)

51 North High Street
Columbus OH 43215
Telephone: (614) 466-4314
www.dys.ohio.gov

The Ohio Department of Youth Services administers a subsidy program known as RECLAIM Ohio (Reasoned and Equitable Community and Local Alternatives to the Incarceration of Minors). The purpose of RECLAIM is to promote the community placement of adjudicated

youth. Contact ODYS for more information about this program, its purposes and eligibility requirements.

Ohio Attorney General

Crime Victims Assistance Office (for victim assistance grants)
150 E. Gay Street, 25th Fl.
Columbus, OH 43215
Telephone: (614) 466-5610
www.ag.state.oh.us/crimevic/crimevictimservices

(for D.A.R.E. grants)
30 E. Broad St., 17th Fl.
Columbus, OH 43215-3428
Telephone: (614) 466-4320
www.ag.state.oh.us

The Attorney General's Crime Victims Assistance Office offers assistance to local victim services programs. Programs administered by the office include the State Victims Assistance Act (SVAA) and the federal Victims of Crime Act (VOCA). The Attorney General also administers state funds for Drug Abuse Resistance Education (D.A.R.E.).

Private Sources

Law enforcement professionals and other criminal justice practitioners tend to overlook private sources. Foundations, however, can be an important source of support for law enforcement projects. Interests in the private sector are varied; therefore, don't overlook private foundations in the search for financial support.

Their diverse areas of support within the community include: neighborhood violence prevention, programs directed at keeping youths away from crime in high-risk neighborhoods, gun violence prevention, and crisis intervention. Examples of these organizations and the programs they have supported include:

- ◆ George Gund Foundation and the Cleveland Foundation: Task Force on Violent Crime, designed to develop a prevention plan for youth in high-risk neighborhoods.
- ◆ Gund Foundation: Helped neighborhood organizations to develop partnerships with the Cleveland Police Department to reduce crime.
- ◆ Cleveland Foundation: The Gun Safety Institute received support from the Foundation to develop a curriculum for the Solutions Without Guns project.
- ◆ Cleveland Foundation: Supported the Cuyahoga County Critical Incident Stress debriefing program, which helped police officers, firefighters, and other emergency personnel deal with stressful job situations.
- ◆ Columbus Foundation: In its annual report, the Columbus Foundation listed as one of its priorities, "Make neighborhoods safe environments secure from crime and violence."

ALTERNATIVE SUPPORT AND FUNDRAISING

Why Pursue Alternative Funding?

Grant Support May Run Out

There are a number of very good reasons to go after alternative funding sources. One obvious reason is that grant support simply may run out. For example, some of the federal justice monies administered by OCJS stipulate four years of funding only. The program that fails to plan ahead for a financial future will be in trouble. Therefore, it is wise for the project director to explore other sources of financial stability.

Alternative Funding May be a Mandatory Requirement

Another reason to seek alternative funds is that it may be required by the funding source. Justice programs often require that applicants provide project match. Match may be cash or in-kind match such as personnel, facilities or supplies. The type and amount of match required will vary from program to program.

The time to think about alternative funding sources is before the first grant is received. All too often project staff receive a start-up grant and then forget their funding future until late in the grant period. How the project will be funded in the future should be on the grantee's mind well before any financial axe may fall.

Self Sufficiency

Another good reason for considering funding alternatives early is the message it conveys to prospective funding organizations. If a funding agency knows that the fund seeker has already explored several other avenues, the agency will be more inclined to help than if the applicant relied exclusively on their money to fund the operation. Remember that people and organizations are more likely to help those who are helping themselves.

The Long-Term Survival of the Project

Perhaps the most important reason to explore funding alternatives is the long-term survival of the project. Foundations and other grant-giving organizations typically consider a grant as seed money, or money to get a promising project off the ground. Few foundations want to permanently adopt projects. Therefore, it is up to those in charge of the project to plan for a more stable funding base.

What Are Some Alternative Sources of Support?

Business and Industry

Businesses and manufacturing firms can be an excellent source of alternative funds for justice-related projects. Public safety and the administration of justice is everyone's concern, and local businesses or corporations will often contribute resources to support worthy projects.

Chambers of Commerce

Perhaps the best method of soliciting financial support from business and industry is through the Chamber of Commerce or a service organization. This insulates the grant seeking agency from the ethical dilemmas associated with getting contributions directly from particular businesses. It also often facilitates the acceptance of financial gifts, that for some public agencies must by law go directly to a general fund.

Local Units of Government

Local units of government are also good sources of funding. In fact, for most criminal justice projects, local government is the most important source. City council members, county commissioners, and township trustees all have a strong interest in supporting the prevention and control of crime and delinquency.

In approaching these sources, ask the same questions that would be asked when approaching funding agencies and foundations. What are we proposing to do? Why is our project important to the community? Can the community afford the consequences of not having the project?

Fund-Raising Projects

There are many fund-raising activities that should be considered when trying to find funds for community projects. Entertainment events, such as concerts or sporting events, can generate considerable amounts of revenue. The sale or auction of donated items may also yield positive results. The same can be said of events such as art shows and other benefits where the items and services are donated, and the proceeds are then used to benefit the project.

Sandusky: A Success Story

Just how much can be raised from fundraising?

In Sandusky, Ohio the purchase and initial training of two law enforcement K-9s at the cost of \$12,000 was funded by community effort. A local group of citizens concerned with the crime problem spearheaded the effort. One of the department's officers regularly attended the community meetings where the subject of police dogs was raised. The group started the fundraising, obtained media coverage, and ended up with the purchase of two dogs.

The Sandusky Police Department acquired four \$600 Police Special Mountain Bikes and related equipment totaling \$3,000 funded through the community. The patrols had been using bikes from the property room, which proved to be more of a problem than they were worth. The captain in charge contacted local bike shops for support and also appeared before several groups on the subject. This resulted in a donation by a local bike shop, with the rest of the money covered by community donations.

Sandusky is located on Lake Erie and the Sandusky Bay. There are 3,000-4,000 boat docks here, and boating is very popular. Several waterfront interests came together over the

growing congestion and recklessness in and around the Bay. The city was approached about starting a maritime patrol. The idea was studied and eventually instituted. Funding for maritime patrols was available on a matching basis from the state. The local share was generated by a mooring tax on boats docked in the city.

Project Income

User Fees

Some law enforcement-related services could justify charging a fee to users to help decrease costs. These are based on the notion that users should pay at least a nominal fee for the service they are getting. Don't overlook this — these user fees can be an important source of revenue for a project.

Often the project will use a sliding fee schedule that is based on the client's ability to pay. For those who are truly indigent, the fee may be waived to ensure that no one who needs the service is denied it.

Forfeiture Income

Some law enforcement agencies, especially those participating in drug enforcement task forces, may have the opportunity to generate forfeiture income. Forfeiture income is income derived from cash or material goods such as automobiles, boats, and real estate, which are seized in the course of law enforcement activities. Those agencies for whom this avenue is available should contact the local county prosecutor for details on how to recover these assets, how they should be divided, and what accounting procedures must be used to ensure a proper audit trail.

GRANT STAFFING STRATEGIES

For many agencies, it is probably unrealistic to have one or more persons on staff who do nothing but handle grant-related activities. There are some very good reasons, however, why these duties justify the full time of at least one individual. The person given grant responsibilities will have to spend a good deal of time in the local library. There is also the process of writing the proposals or applications. Plowing through draft after draft takes time. If the grant seeker is fortunate enough to receive one or more grants, he or she must see that the project is being carried out as planned, prepare quarterly reports, and maintain fiscal and programmatic records.

Few public agencies are large enough to employ individuals simply for grant writing and fund seeking. Ordinarily what happens is that these responsibilities are given to someone who is responsible for a number of other related duties. These staff members must juggle grant activities with everything else they are expected to do. The result? All their duties may suffer.

Volunteers

One way to avoid this common problem is to employ competent volunteers to help with grant seeking duties. Just about every community has a few people who are willing to devote some time to helping with fund-raising efforts. Part of the problem is finding them — the other part is using them as effectively as possible.

If interested in using volunteers, consider several questions: How many volunteers are necessary? What type of work will the volunteers be doing? Who will supervise them? Where will they work? Who will hire them? Volunteers are not only an asset, but also a responsibility. Take this responsibility as seriously as other fund-raising duties.

Senior citizens organizations are extremely good sources for volunteer assistance. Many citizens want to stay active long after retirement. As the baby boom generation continues to reach retirement age, this pool of possible volunteers will be substantial. Volunteering for community projects, including fund-raising efforts for local safety projects, is one way for them to contribute.

College interns can also be used for many grant-related activities. For example, an English major could be used to author or edit a draft proposal. An accounting or finance major could work on the proposal budget. A social science major with good library skills could tackle a needed literature review. Competent student interns present a number of possibilities that should be explored.

Professional Grant Writers

The agency or group that has some money in its budget to hire a professional grant writer should consider doing so. A professional grant writer can be a good investment, especially if the amount of funds being sought is large.

A free-lance writer generally charges either a flat fee, a percentage of the grant, or a combination of these two methods. The flat fee means that the agency seeking funds will pay for the grant writer's service regardless of whether or not the proposed project is funded. The percentage method is safer for the agency, but not necessarily for the free-lancer whose livelihood then depends on the proposal being funded.

It should be noted that few, if any, funding organizations find it acceptable to reimburse grant writers with the organization's grant money. Therefore, the fee paid to professional grant writers must come from local funds and not from the grant.

Hiring a professional grant writer makes more sense when the amount of funds being sought is large. Otherwise, an agency could find itself spending more money on preparation of the grant proposal than the exercise is worth.

FURTHER READING

Readers are encouraged to learn as much as possible about grants and grant writing. The following is a list of sources the Ohio Office of Criminal Justice Services has found useful in preparing applications and proposals.

Bauer, David

The "How to" Grants Manual: Successful Grantseeking Techniques for Obtaining Public and Private Grants, 4th Edition

Phoenix, AZ: Oryx Press, 1999.

Davis, Mark S.

Grantsmanship for Criminal Justice and Criminology

Thousand Oaks, CA: Sage Publications, 2000

The Foundation Center

The Foundation Directory, 1993 Edition

New York, NY: The Foundation Center, 1993

The Foundation Center

Grants for Children & Youth

New York, NY: The Foundation Center, 2000

Geever, Jane

The Foundation Center's Guide to Proposal Writing, 3rd Edition

New York, NY: The Foundation Center, 2001

The Grantseeker's Handbook of Essential Internet Sites

Alexandria, VA: Capitol Publications, 2000

The Grantsmanship Center

The Grantsmanship Book

Los Angeles, CA: The Grantsmanship Center

Hall, Mary

Getting Funded: A Complete Guide to Proposal Writing, 3rd Edition

Portland, OR: Continuing Education Publications, Portland State University, 1988

SAMPLE PROPOSAL

For many years applicants to the Ohio Office of Criminal Justice Services have asked for copies of successful grant applications after which to model their own. The agency has been reluctant to fulfill these requests simply because trying to copy another organization's style or substance is no guarantee of funding.

As an alternative, OCJS has put together the following grant proposal with entirely fictitious names and sources. What is real, however, is that this draft reflects a competitive criminal justice grant, intended to provide an accurate view of how to draft a basic funding proposal.

Sample Proposal Includes:

- **Cover Letter**
- **Summary**
- **Introduction**
- **Problem Statement**
- **Objectives**
- **Methods**
- **Evaluation**
- **Future Funding**
- **Budget/Narrative**
- **References**
- **Letter of Support**

COVER LETTER



January 2, 2005

Mr. Fred Brown
MacAllister Foundation
1295 Corporate Way
Summerville, OH 44123

Dear Mr. Brown:

In response to your request of last Tuesday, I am submitting this proposal for \$28,498 to increase the public safety of the City of Summerville by improving the overall physical fitness of the officers of the Summerville Police Department.

The Summerville Department of Public Safety hopes that your Foundation will respond favorably to this effort to better serve the citizens of Summerville.

Sincerely,

Darrell R. Jones
Director

SUMMARY

The Summerville Police Department, having served the City of Summerville for 137 years, is experiencing a high incidence of cardiovascular and musculoskeletal problems among its sworn officers, resulting in fewer officers on the street. This problem has reached a point where public safety may be in jeopardy. Research shows that regular exercise will help keep law enforcement officers fit for duty. Project objectives include reducing by 20 percent the use of sick leave due to these problems.

It, therefore, is proposed that a fitness center be developed at which Summerville officers can regularly exercise. This project involves the renovation of the basement of the Police Department as a workout room, the purchase of exercise equipment, and training of all participants. The proposed program will be conducted under the close supervision of medical and exercise professionals. The project budget for which funds are requested totals \$28,498. Future maintenance of the project will be possible through appropriations from the Summerville City Council and through volunteer fund-raising efforts carried out by the Friends of the Summerville Police Department.

INTRODUCTION

The Summerville Police Department began serving the City of Summerville in 1865. It was in that year that Zeke Foster, upon returning from military service in the War Between the States, was sworn in as the first Chief of Police. Chief Foster was the only police officer until 1882, when the City Council appropriated monies to hire three additional officers to help keep order in this expanding community.

Since the late 1880s, both Summerville and its Police Department have continued to grow. The 2000 U.S. Bureau of Census figures indicate that Summerville has a population of 19,481. This represents a population increase of 15 percent over the 1980 census. New businesses and industries, attracted by the ample labor force resulting from bankrupt farming, have provided an unexpected source of economic growth.

To serve this community, the Summerville Police Department now has 39 full-time sworn officers. The current police force is 65 percent male, 35 percent female. Exactly half are between the ages of 35 and 45. Of the remaining 50 percent, half are younger than 35 and half are older than 45. The average tenure for officers is 18 years.

All sworn personnel have completed the required basic law enforcement training. Eighty percent of these officers have at least 120 hours of advanced training in such subjects as homicide investigation, accident investigation, SWAT techniques, baton and other non-lethal force, crime prevention, and missing children investigation.

The Summerville Police Department was one of only two Ohio law enforcement agencies that successfully underwent certification by the National Council of Law Enforcement Excellence. This designation denotes that the department has achieved exceptionally high standards of performance in all six bureaus. In addition, fifteen officers have earned commendations for service beyond the call of duty, and three officers have been awarded the Mayor's Medal of Merit for risking their lives to save others.

PROBLEM STATEMENT

One of the consequences of an experienced police force is that a number of officers have become statistically more likely to suffer from health problems, most notably musculoskeletal and cardiovascular problems. A recent examination of employee absentee records revealed that 33 percent of all sworn personnel have missed at least 15 days in the previous calendar year. Upon closer examination of the records, it was discovered that the sick leave was used for heart attacks, arteriosclerosis, back problems, torn ligaments and tendons, pulled muscles, and other fitness-related conditions.

Contact with Morgan Feinberg, M.D. revealed that the officers he treated suffered from health problems including all the above conditions. Similar contact with other Summerville area physicians confirmed this pattern.

In a recent presentation to the Summerville Police Department executive staff, Dr. Farron Updike of the Department of Exercise Physiology at the University of Summerville stated that the majority of work-related musculoskeletal problems are preventable through a regular regimen of weight training. Citing the works of Baker (1991) and Oldfield (1987), Dr. Updike indicated that exercises which stretch and tone body musculature at least three times per week will reduce these problems by a statistically significant margin. He also stated that the same is true of cardiovascular disease: aerobic exercise at least three times a week will significantly reduce the incidence of heart and other circulatory disorders in any non-smoking adult population.

Research on job-related health problems among law enforcement officers mirrors what occurs in the general population. In a task analysis of police officers, Lewis (1992) documented the regular necessity to run, jump, and lift. All these activities contribute to the need for exceptional fitness. Conversely, where such fitness is absent among police officers, the higher the likelihood of cardiovascular and musculoskeletal problems. Draught (1993) discovered that police officers that exercise regularly, whether on their own or as part of a department fitness program, experienced significantly less cardiovascular and musculoskeletal problems than officers who did not regularly work out.

When law enforcement officers are off work, whether for health problems or other reasons, the community they serve is at greater risk of criminal victimization. One study (Fisk, 1988), for example, shows that the response time for police-related 911 calls is significantly longer when shifts are staffed at below recommended strength. A closely related problem is the added stress suffered by officers who must try to serve the community short-handed.

Another line of research on the consequences of under-manned forces is that which explored the ability of officers to engage in proactive policing. Traditionally, when officers are not responding to assigned calls, they patrol designated areas in an attempt to proactively enforce laws. However, when a substantial number of agency's officers are off work due to health problems, the remaining officers are barely able to handle assigned calls. The most important consequence of having a substantial number of disabled officers off work, then, is a community whose safety needs are not being met. In the most extreme cases such as those detailed by Farber (1991), the issue becomes one of life and death.

OBJECTIVES

Given the importance of making steady, incremental progress toward employee health, it is unlikely that demonstrable results will be possible in the first year. During this time emphasis will be placed on setting up the project, evaluating the pre-program health of the participants, and training the various participants.

In order to assess the extent to which the proposed project remedies the problems noted above, it will be necessary to quantify the results in order to measure the project's effectiveness. The following are the project objectives:

- A. To reduce the use of employee sick leave for cardiovascular problems by 20 percent during the second full year of the project.

On the basis of organizational health studies by Grafmiller et al. (1986), there is reason to believe that a regular exercise program such as that proposed in this project will result in a 20-25 percent decrease in the amount of requested sick leave due to cardiovascular illness. Given the fact that many of the subjects in Grafmiller's study were already somewhat fit, we have chosen the more conservative end of this estimate as our objective.

- B. To reduce the use of employee sick leave for musculoskeletal problems by 40 percent during the second full year of the project.

Research undertaken at the University of Stockholm's Institute for Adult Health Studies (Lindstrom et al, 1992) revealed that the effects of regular weight training are dramatic for even adults who have not been involved in any type of fitness regime. As compared to the control subjects, who were identical to the experimental subjects in all respects, Lindstrom's subjects cut in half the amount of time off work due to illness and injury.

- C. To lower the average resting pulse of unfit employees by five beats per minute.

Studies by Moritz, Delker, and Storer (1998) and by Pratt (1990) suggest that eight months of regular fitness training, on average, lowers the pre-program resting pulse rate by 20 percent, or 16 beats per minute for the individual whose original resting pulse was 80. The subjects in this study, however, consisted of adult males between the ages of 18 and 35. Given the fact that the Summerville officers are older than Pratt's subjects, we will adopt a more modest objective.

METHODS

The proposed project is comprised of several different, but related components. These are:

- A. Physical Evaluation of the Officers

The first component of this project is the physical examination of all Summerville Police Department's sworn employees. Of special interest for purposes of the project are resting pulse rate, target pulse rate, blood pressure, and percentage of body fat of the program participants. Dr. Feinberg will perform the physical examinations of all participating officers.

The measurement of body fat will be conducted at the University of Summerville's Health Center under the direction of Dr. Farron Updike.

B. Renovation of Basement

The first phase of this project involves the renovation of the basement of police headquarters. The space is currently being used for storing Christmas decorations for City Hall.

The main storage room will be converted into a gymnasium. This room will accommodate the Universal weight machine, the stationery bike, the treadmill, and the rowing machine. Renovation will consist of first transferring all the Christmas decorations to the basement of the new City Hall. Once that is accomplished, it will be necessary to paint the walls, install indoor/outdoor carpeting, and set up the equipment.

A second, smaller room will be converted into a locker room. Renovation will include painting the floors and the installation of lockers and benches.

To complete the fitness center, a third basement room will be equipped as a shower room. A local plumber will tap into existing plumbing to install several showerheads.

C. Purchase of Fitness Equipment

The Department of Public Safety has identified five vendors of exercise equipment in the greater Summerville area. Each of these vendors' submitted bids for the following pieces of equipment:

- ◆ Universal Weight Machine
- ◆ Atlas Stationary Bike
- ◆ Yale Rowing Machine
- ◆ Speedster Treadmill

D. Training of Officers

Participating officers must be trained in the safe, responsible use of the exercise equipment. Dr. Updike of the University of Summerville will hold periodic training sessions at the department's facility.

EVALUATION

In order to determine the extent to which the project objectives are met, Dr. N. Cruncher of the Department of Statistics at the University of Summerville will formally evaluate the project. The evaluation he has proposed consists of two strategies for assessing the project's success:

A. Process Evaluation

It is necessary to determine the extent to which the officers have been adequately evaluated prior to beginning the fitness program. Further, it will be necessary to ensure that participating officers are working out the required three times per week. If the evaluator determines that any of these conditions are not being met, he will advise the project director who will promptly remedy the problem.

B. Outcome Evaluation

Of primary interest is whether the proposed fitness regimen actually improves the fitness of officers and therefore reduces their time off from work. In order to determine the extent to which the project is responsible for the improved fitness to the officers, Dr. Cruncher will collect extensive data on the pre-project health statistics of the participants. The variables will include resting pulse, target pulse, blood pressure, percentage of body fat, and the maximum amount of weight the participants can safely and comfortably bench press.

At six-week intervals throughout the project period, Dr. Cruncher will collect the same data on all participants. The pre- and post-project data will be compared using t-tests and analysis of variance.

FUTURE FUNDING

Despite the fact that most of the costs involve one-time purchases of merchandise or property, it will be necessary to plan for future funding of certain aspects of the project. These costs include, but are not limited to, maintenance of the fitness equipment, periodic training of new officers in the safe uses of the equipment, and supplies such as towels and soap.

The Summerville City Council has indicated that if the project is funded, it will appropriate maintenance. A similar commitment from the Friends of the Summerville Police Department will ensure that the department can sustain the project in the future.

BUDGET and BUDGET NARRATIVE

Personnel

Salaries and Wages	
Project Director: Lieutenant Stone	
\$38,290 X 20% X 2 years	\$15,316
Fringe Benefits	
\$15,316 X 26%	\$3982

Equipment

Universal Weight Center	\$1800
Atlas Stationary Bike	\$895
Yale Rowing Machine	\$912
Speedster Treadmill	\$1195

Supplies

Towels, bath soap, disinfectant	\$358
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Consultants

Consulting Physiologist: Dr. Farron Updike	
24 hours of consultation @ \$22.50/hr.	\$540
Evaluation Consultant: Dr. N. Cruncher	
14 days of consultation @ \$250.00/day	\$3500

PROJECT TOTAL	\$28,498
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Personnel

Lt. Stone will devote 20 percent of his time serving as Project Director for the two years of the project. The standard rate for the City of Summerville employee benefits is 26 percent.

Equipment

The listed cost of the fitness equipment was determined through competitive bidding. Of the five vendors that responded to the bid invitation, Miller's Sports Mall submitted the lowest bid.

Supplies

The costs of the supplies was based on 40 towels at \$6.00 per towel, 120 bars of soap at \$.40 per bar, and four 2-gallon bottles of disinfectant at \$17.50 per bottle.

Consultants

The hourly and daily rates requested by Dr. Updike and Dr. Cruncher, respectively, are their usual and customary rates, and are supported by their education and experience.

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LETTER OF SUPPORT

Friends of the Summerville Police Department

January 2, 2005

Mr. Fred Brown
MacAllister Foundation
1295 Corporate Way
Summerville, OH 44123

Dear Mr. Brown:

It has come to my attention that the Summerville Police Department intends to approach your foundation for the funding of its fitness program. I offer the following comments in support of the program.

Our board has had a number of discussions with the Chief of Police and the Director of the Department of Public Safety. We informed them that while we wholeheartedly support their idea, our organization cannot fund a project of this magnitude. We are, however, in a position to fund the maintenance of the project once the major objectives have been accomplished.

We therefore support the Summerville Police Department Fitness Project and hope you will act favorably upon their request.

Sincerely,

Ida Mae Tucker
Chairperson

A Nonprofit Service Organization





TED STRICKLAND, GOVERNOR
HENRY GUZMÁN, DIRECTOR

WWW.PUBLICSAFETY.OHIO.GOV

For more information, or to order copies
of this publication, contact the
Ohio Office of Criminal Justice Services
1970 W. Broad St.
Columbus, OH 43223
Telephone: (614) 466-7782
Fax: (614) 466-0308
www.ocjs.ohio.gov

