

## INTERACTIVE STUDENT ANALYSIS

### SAMPLE GRANT PROPOSAL

Sample Proposal

Over the years the Ohio Office of Criminal Justice Services (OCJS) has received requests from grant applicants for copies of successful grants, to tailor future proposals off these “model” grants. OCJS has been reluctant to fulfill these requests simply because copying another organization’s proposal style or idea is no guarantee of funding.

As a new customer service to constituents, OCJS has created the following Sample Grant Proposal, complete with fictitious names and sources. While not all the components of this Sample Proposal are required from OCJS grants, it is a good example of a universal—and sound—funding proposal.

#### Sample Grant Proposal

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## INTERACTIVE STUDENT ANALYSIS

City of Summerville  
Department of Public Safety



Cover Letter

January 2, 2003

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 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

## INTERACTIVE STUDENT ANALYSIS

### SUMMARY

The Summerville Police Department, having served the City of Summerville for 137 years, is experiencing a high incidence of cardiovascular and musculo-skeletal 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 is proposed that a fitness center be developed where 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, with requested funds totaling \$28,498. Future maintenance of the project will be possible through appropriations from the Summerville City Council and 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, on 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 the expanding community.

Since the late 1880's, 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.

Summary/Introduction

## INTERACTIVE STUDENT ANALYSIS

### 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 musculo-skeletal and cardio-vascular 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. On 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 musculo-skeletal problems are preventable through a regular regimen of weight training. Citing the works of Baker (1991) and Oldfield (1987), Dr. Updike indicated that exercises to 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 cardio-vascular 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 likelihood of cardio-vascular and musculo-skeletal problems increases. Draught (1993) discovered that police officers that exercise regularly, whether on their own or as part of a department fitness program, experienced significantly less cardio-vascular and musculo-skeletal 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) 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-staffed forces 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 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.

Problem Statement

## INTERACTIVE STUDENT ANALYSIS

### 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 the first year, emphasis will be placed on setting up the project, evaluating the pre-program health of the participants and training various participants.

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

- A. To reduce the use of employee sick leave for cardio-vascular problems by 20% 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% decrease in the amount of requested sick leave due to cardio-vascular illness.

- B. To reduce the use of employee sick leave for musculo-skeletal problems by 40% 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 Pratt (1990) suggest that eight months of regular fitness training, on average, lowers the pre-program resting pulse rate by 20%, 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, a more conservative objective has been chosen.

Objectives

## INTERACTIVE STUDENT ANALYSIS

### PROJECT DESCRIPTION

The proposed project is comprised of several different, but related activities:

A. Physical Evaluation of the Officers

The first component of this project is the physical examination of all Summerville P.D. 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

Another 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 gym. This room will accommodate the Universe 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 equipment:

- Universe 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.

Project Description

## INTERACTIVE STUDENT ANALYSIS

### EVALUATION

To determine whether project objectives are being met, Dr. N. Cruncher of the Department of Statistics at the University of Summerville will formally evaluate the project. The evaluation Dr. Cruncher has proposed consists of two strategies for assessing project 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. It will also 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 correct the problem.

B. **Outcome Evaluation**

Of primary interest is whether the proposed fitness regimen actually improves the fitness of officers and reduces their time off from work. 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. 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.

Evaluation

### FUTURE FUNDING

Despite the fact that most of the costs involve one-time purchases, it will be necessary to plan for future funding of certain aspects of the project. These costs include maintenance of the fitness equipment, periodic training of new officers in the proper uses of 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.

Future Funding

## INTERACTIVE STUDENT ANALYSIS

### 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

Universe 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	\$1800
20 hours of consultation @ \$22.50/hr.	\$540

Evaluation Consultant: Dr. N. Cruncher	\$1800
14 days of consultation @ \$250.00/day	\$3500

**PROJECT TOTAL** **\$28,498**

#### Personnel

Lt. Stone will devote 20% 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%.

#### Equipment

The listed cost of the fitness equipment was determined through a competitive bidding process. Of the five vendors that responded to the bid, 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 are their usual and customary rates, and are supported by their education and experience.

Budget/Narrative

## INTERACTIVE STUDENT ANALYSIS

### REFERENCES

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- Oldfield, G.R. "Muscle Toning and Subsequent Likelihood of Injury." *Musculo-Skeletal Symptomatology* 33 (2): 56-72.
- Pratt, B.T. "Pulse Rate and Workouts: A Correlation Analysis." *Journal of Recreation and Physical Fitness* 17 (8): 3-7.

References

### Questions for document:

1. What information, if any, is not relevant to the purpose of the proposal in the introduction?
2. How effectively does the writer anticipate and answer the readers' potential questions in the problem statement?
3. The writer includes an objectives section to explain the objectives of the proposed project. What are the advantages and disadvantages of this approach?
4. The writer includes this statement in the 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." Why did the writer include this statement? Does this statement improve or detract from the persuasiveness of the proposal?
5. The writer includes specific information on how the Summerville Police Department will evaluate the success of the project. Why would the writer include this section?
6. The writer includes a statement that the Friends of the Summerville Police Department will ensure that the police department can sustain the project. Why did the writer include this statement?