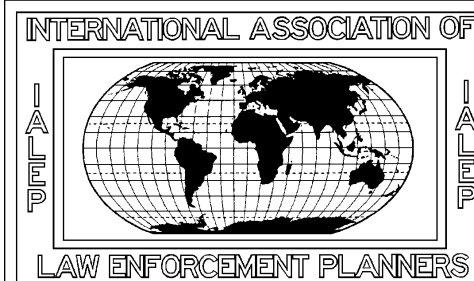


INTERNATIONAL ASSOCIATION OF LAW ENFORCEMENT PLANNERS



THE 2000 COMMUNITY POLICING AWARD

Asheville, North Carolina, Police Department

Submitted by Alan Hyder

Nestled between the Great Smokies and the Blue Ridge Mountains, Asheville North Carolina is a community of immense pride and diversity. Chartered in 1883, Asheville has endured a past with peaks and valleys similar to our mountainous terrain. Much of this past is woven into the fabric of life in Asheville today.

Asheville, a community of 68,000, embraces not only racial and ethnic diversity, but differences that go beyond the color of our skin or our religious beliefs. We are a community of environmentalists, business and industry leaders, retired persons, young people, new age believers, and Bible belt enthusiasts. Just a few of the many distinctions that Asheville has been honored with this year include:

#1 place to live in the small town category of 50 Most Alive Places To Live – Modern Maturity Magazine

Ranked as “your own best place to retire” – Money Magazine

6th of the top 25 arts destinations in the USA in 2000 – American Style Magazine

One of the top mountain destinations in the Southeast – Southern Living Magazine Reader’s Choice poll

The Asheville Police Department is proud of the recognition that our community has received over the last few years, but we know that this recognition does not come without challenges and opportunities.

Community Policing Overview

In early 1993, the citizens of Asheville lacked confidence in the Asheville Police Department. Crime was on the rise and the Police Department was more reactive than proactive in developing solutions.

The challenge for staff was to develop a comprehensive community policing strategy that embraced the entire community. A strategy was developed and officers went through extensive training in community policing techniques prior to implementation. Asheville received a grant to hire two community policing facilitators to simplify the transition from traditional policing philosophies to community policing

philosophies.

Community-oriented policing in Asheville emphasizes “problem solving with community interaction, allowing the community and other agencies to work with police to solve persistent problems based on the concept of shared responsibility.” A central goal of the Asheville Police Department is to partner with the community to enhance the quality of life and resolve neighborhood concerns. This goal recognizes that the police, working on their own, cannot solve all the problems of a neighborhood and community. Only through working in partnership and in concert with residents will we improve the quality of life and livability in our neighborhoods. The Mission and Values adopted by the department were developed with input from the staff and community. Involving the community in the beginning of this process guaranteed early acceptance of the philosophy. These community-based guidelines clearly emulate the ideals of community policing.

MISSION

The mission of the Asheville Police Department is to provide community leadership to promote individual responsibility and a commitment to improving the City’s quality of life through crime control and public safety while serving all people with fairness and respect.

VALUES

How the Asheville Police Department works to achieve our mission and degree of our success depends upon our values. Values are statements of the standards and beliefs that are the most important to the employees of the Department and our community in achieving our mission.

Following are the base line values of the Department:

We believe the police and the community share in the responsibility for crime control and public safety, and that the role of the police is defined by the community it serves.

We subscribe to the principle that services will be delivered in a manner, which preserves and upholds democratic values within our neighborhoods.

We are committed to maintaining the highest level of quality service, integrity and professionalism in everything we do, and our capability to achieve this is determined by the diversity and quality of our work force.

We accept responsibility to react to criminal activity in a way that emphasizes prevention and which is marked by vigorous law enforcement.

We recognize and support the principle that the public has a right to be informed about police operations.

We believe in working collaboratively with neighborhoods to better understand the nature of neighborhood problems and to develop meaningful and cooperative strategies to address them.

We are committed to managing the public’s resources in the most efficient manner possible.

We are committed to the belief that no person’s claim to dignity and civil rights is any less than another’s claim, and that neither age, social status, race or even deviant conduct diminishes entitlement to decent treatment and respect.

We recognize our members to be the greatest and most important asset of the department, and that only through mutual respect, cooperation and teamwork can the community be best served.

The commitment from the Asheville Police Department extends beyond the training of existing employees. New employee selection criteria and promotion criteria include exercises specifically designed to test an applicant’s aptitude towards community policing. Specific exercises that measure interpersonal skills and judgement skills have been included in the hiring process to make sure that officers are well suited to perform in an environment that promotes the community policing philosophy.

Asheville’s balanced approach to community policing emphasizes the need for the community to be responsible for its own safety by being involved in crime prevention and controlling their neighborhoods. The Police Department provides technical assistance to the community both in identifying the sources of problems and in organizing efforts to address them.

Major Components

Although all Asheville police officers are expected to apply community policing principles in their daily activities, there are several special units and programs that emphasize community policing. The cornerstone of community policing in Asheville is the Police and Community Together (PACT) Team which consists of six officers and a sergeant. The role of this team is to focus on problems or concerns, which are primarily

identified by residents within the affected neighborhoods. When a complaint is received, it is evaluated by a PACT Team officer to determine its root causes. Once the complaint is validated and the root cause identified, the citizens and PACT Team officers' work together to develop a plan to address the problem. Whenever possible, community support is developed prior to implementation of that plan. PACT Team officers also conduct bike and foot patrols in the City.

A second special community-policing unit is focused on Asheville's public housing developments. The Asheville Resident Government Unified Strategies (ARGUS) program is run in cooperation with the Asheville Housing Authority. It binds the residents and the Asheville Police Department in a partnership to interdict drugs and crime at the neighborhood level. ARGUS officers also coordinate with other law enforcement agencies to bring about a multifaceted crime solving approach. This team has three officers who work closely with all seventeen public housing developments. They concentrate their efforts in the four to five developments that offer the greatest challenges and opportunities. They operate out of an office in one of the developments and conduct high visibility patrols, sometimes on a bicycle; they work on community problems; and they support citizen patrol programs in three communities. They do not respond to calls for service, but they do handle investigations of crime in the public housing developments. They also sponsor youth activities in these developments.

Other community policing activities have been designed to encourage citizen involvement in crime prevention. These include:

A Citizens Police Academy;

An Advanced Citizens Police Academy;

Citizens on Patrol;

Volunteer programs, which include a group that enforces handicapped parking, a reserve unit, and volunteer chaplains;

A Police/Citizens Advisory Board that advises the Chief and other public officials on police policy; and

Citizen input on promotion review boards.

Beyond the extensive volunteer opportunities provided by the department, officers are involved in assisting community members in developing and maintaining community watch groups. There are over 200 active community watch programs in the city. The Department also sponsors four citizen patrol groups with fifty-two active participants. Officers regularly organize and attend community meetings to discuss crime problems and what can be done to address them. The Asheville Police Department has also developed a Community Resource Directory that includes questions citizens regularly ask and suggests who in the department to call about them.

Special Initiative

The idea of Community Resource Centers emerged in Asheville as a way to give neighborhoods a sense of ownership and to empower them to solve problems within their communities. The citizens of the community located in and around the community resource center are owners of the centers. The Asheville Police Department is a guest in the community and does not consider locating a resource center there without the consent and formal invitation of the

neighborhood.

A resource center can be an asset to neighborhoods by becoming a catalyst for citizen action in a wide variety of circumstances. Yard and vacant lot clean-up, removal of junk vehicles, street repair requests, fix-up projects, drug concerns, noise concerns, and general overall quality of life issues are a small sampling of needs that can be addressed in a comprehensive manner.

In December 1993, the Asheville Police Department approached the West Asheville Business Association with the idea of establishing the City's first Community Resource Center.

West Asheville is a unique community that blends small business and residential neighborhoods to create a small town atmosphere. The area struggled with many of the issues and concerns that face small towns across the country. Burglary, speeding, drug traffic and other police issues made the West Asheville community one of the largest originators of 911 calls.

Through the leadership of the West Asheville Business Association, a building was located, donations for building materials were solicited, and the first resource center was established. The community and the police joined together to create a place where they could work together to address the many concerns of the West Asheville community.

In December 1994, a second resource center was opened in the Montford community. Spearheaded by a local attorney, the center was established out of a clear recognition for the need of an on-going police presence in the Montford area. Neighborhood and police once again worked hand-in-hand to solicit donations and provide sweat equity to open the Montford Resource Center.

And the story doesn't end there. Two more resource centers were opened in 1997 and 1999. The Oakley Resource Center, located in East Asheville, and the Eagle/Market Street Resource Center in Central Asheville have rounded out the initiative so that each geographic region of Asheville now boasts a center. These resource centers were also requested and established by the neighborhoods.

The objectives of the resource centers are simple:

Reduce crime in neighborhoods

Develop an on-going collaborative training and education program, which will increase the capacity and commitment of the community to help provide security and prevent crime their neighborhood.

Maintain effective communication and community relations between City government and the community.

Educate the community in regard to City ordinances, i.e., abandoned houses, junk cars, noise, etc. and solicitation for compliance.

Provide and promote comprehensive safety and drug awareness programs in the community.

Promote the necessity for individual and collective community responsibility for the promotion of lawful and beneficial goals to the community.

Improve the quality of life overall in the community.

Each center is responsible for its own programming and evaluation methods. Surveys were used at all of the resource centers to measure elements

such as facility recognition and usage. All centers expected a higher rate of usage than was achieved originally, but have seen increases in usage as programming has developed.

In West Asheville, 78% of the survey respondents were aware of the center and its location; however, only 38% had actually visited the center. A total of 63% would consider supporting the center financially and 53% were interested in volunteer opportunities. The statistical numbers in Montford were somewhat similar. A total of 92% of respondents were aware of the center and 41% had visited it. A total of 61% would consider supporting it financially and 43% would consider volunteering at the center.

All centers are staffed with police trained citizen volunteers and have become community focal points to the areas they serve. A volunteer coordinator works with the Crime Prevention Unit to screen and train prospective volunteers. Volunteers answer the telephones, take messages for officers, answer general questions relating to the center and the community, and take incident reports either by walk-in traffic or by telephone. They also participate in special events hosted by the resource centers and in survey data collection. In 1999, citizen volunteers in these four resource centers logged over 5000 volunteer hours.

Each resource center hosts a variety of programming options that is specific to the particular community that it serves.

Some of these activities include:

Halloween Haunted Houses

Easter Egg Hunts

Community Picnics

Christmas parties

Youth artist contests

Neighborhood trash clean-ups

Street dances and block parties; and

Midnight basketball

Each resource center has established by-laws and operates under the direction of a citizen-comprised Board of Directors.

The Asheville Police

Department is currently in the process of decentralizing and upgrading the resource centers to serve as district headquarters for officers working in the different areas of town. Supervisors, investigators, PACT officers, and others will be headquartered in these centers.

The Community Resource Centers have been a tremendous asset to the greater Asheville community. The evidence of their success can be found in both anecdotal and actual evaluations.

Several different anecdotal pieces of evidence point to the success of this initiative:

Positive comments in neighborhood meetings about the centers and the high visibility of officers;

A significant number of concerns



reported directly to the resource centers rather than to Police Headquarters; and

Extremely positive public comments during the January 2000 reaccreditation public hearings.

A Quality Assessment Customer Survey provides us with the concrete evidence of the success of the resource centers. In 1997, 65% of customers surveyed were very satisfied with neighborhood policing and the police resource centers. Four reasons that they were satisfied were low crime rates in neighborhoods, police visibility, rapid response by police, and courtesy of the officers. In 1998, that percentage increased to 79%. These survey results clearly indicate the popularity of police resource centers in Asheville.

Other Initiatives

The purpose of the Community Resource Centers is to bring communities together to problem-solve and make a difference in their neighborhoods. As this began to happen, the need for several other initiatives surfaced in the Asheville Police Department.

The first of these initiatives was the formation of a Nuisance Abatement Officer position. Nuisance abatement is designed to deny criminals the use of real property as a base of operations and to secure owner cooperation in removing the criminal element from offending properties. Through a grant received by the Police Department, a police officer was reassigned to the nuisance abatement position. That officer assists the public in eliminating persistent crime problems and improving the quality of life in our neighborhoods.

The second initiative that grew out of Community Resource Centers was the

formation of Community Enhancement Teams. Asheville neighborhoods experience the full range of problems common to urban cities. Infrastructure, crime, safety, traffic, and transportation concerns are all issues common to the City's neighborhoods. These issues routinely overlap and affect the quality of life in our community. Prior to 1999, the City's response to neighborhood issues was disjointed. City departments often worked in an insulated environment; therefore, they sometimes found themselves working against each other. A lack of coordination and appropriate information resulted in neighborhood problems not being adequately addressed.

In 1999, the City formed neighborhood enhancement teams to promote an environment of coordination and information sharing. Police, Fire, Administration, Parks, Planning and Zoning, Building Safety, Traffic Engineering, and Public Works are departments that typically make up a community enhancement team. These teams address neighborhood problems in a comprehensive manner and work with communities to develop solutions that are all encompassing. The team implements the solution and then tracks the results and makes adjustments where necessary.

One of the most important elements of this project is the continuous flow of information between the people that work directly with neighborhoods and know where problems exist. This regular exchange allows staff to address concerns before they become problems.

The most significant outgrowth of Community Policing in Asheville, however, has been the development of Community Oriented Government that is practiced throughout the City of Asheville organization. In 1995, the City of Asheville was experiencing a dynamic that many other communities in this country were also experiencing. Federal and State cutbacks, demands for increased governmental services, and citizens who didn't know who picks up the garbage and who writes the social security checks were just a few of the challenges that cities across the country were struggling to comprehend.

The City of Asheville began to look for ways to address the lack of confidence that the community had in local government and to offer an outlet for the growing discontent and apathy felt by many residents. Asheville bridged this gap by developing a comprehensive community strategy designed to involve all departments. This strategy was initiated by the City Manager with coordination by the Assistant City Manager.

In designing the strategy, several outreach techniques were used to determine the feasibility and direction that the initiative should follow. These techniques included:

- Surveying the community to determine customer expectations;

- Surveying other cities to see what community initiatives were taking place in other parts of the country;

- Surveying staff to determine how they wanted to be involved and what activities they were already doing to facilitate Community Oriented Government;

Engaging staff and community groups in developing a vision, mission, and organizational philosophy;

Developing performance measures based on departmental involvement in Community Oriented Government.

A central focus of the initiative was to encourage neighborhoods to get involved and to take greater responsibility for their future. It was decided that the City needed to become more proactive in providing opportunities for our customers to become involved. The City developed a four pronged approach designed to increase customer involvement. This approach included:

Developing Community Access Centers – By utilizing existing parks and recreation facilities and personnel, the City created a greater presence in neighborhoods by providing information and personalized attention to customer needs within the community. A total of nine Community Access Centers were equipped with computer access, information, maps, and other equipment installed to provide better information to residents.

Providing Community Information – Select information that was available within various departments was compiled and is offered through the Community Access Centers. A guide to City services was developed and the City's Internet web site was upgraded to provide interactive information.

Utilizing Community Enhancement Teams – Providing a coordinated response to problems, issues and/or opportunities within our

community became a top priority. Teams of employees with diverse backgrounds are utilized to problem solve with neighborhoods. By using a unified approach and drawing on the expertise of departments throughout the City, issues were addressed in a proactive manner. A lead team consisting of employees from Building Safety, Public and Community Information, Engineering, Fire, Planning and Development, Police, Parks and Recreation, Public Works, and Water Resources was developed to oversee the process.

Encouraging Community Involvement – To increase community involvement in making decisions that impact the future of the City, community meetings, focus groups and neighborhood meetings are held. Surveys were also conducted to provide the necessary feedback on the types of services and future programs that the community finds most desirable. Quarterly City Council community meetings are held, as well as neighborhood meetings involving City staff and neighborhood representatives.

This plan was used as an outline for departments in the City to follow when developing new programming. The City of Asheville realized at the beginning of the process that flexibility was the key to the success of Community Oriented Government. It is important that Community Oriented Government become a philosophy, not just a program. It must become a way of thinking and believing for City employees as well as the citizenry.

As Community Oriented Government evolved, a shift in needs began to take place within the community. Residents began to see that the City was serious in our desire to see the community more involved in government. They began to get more active in community based issues and began to ask for more responsibility in charting the future for the City. The need for more personal, one-on-one contact with the City was a frequent request from citizens. A Community Partnership initiative grew from this need that expanded the idea of Community Teaming and involved



more City employees and community members in the decision-making process.

The Community Partnership initiative encompassed several different strategies:

In 1999, twenty-two employees representing various City departments were trained by the University of North Carolina's

Institute of Government as community facilitators. City departments will call on these community facilitators, usually one from outside the affected department, to facilitate meetings with neighborhoods. The facilitators are objective and are only interested in making sure that the meeting is conducted in an orderly, professional manner.

In 1999, the City began a Neighborhood Walking program that was designed as an extension of Community Enhancement Teams. A team of employees representing a cross section of City departments canvass neighborhoods to proactively address concerns/issues through a

comprehensive assessment of streets and sidewalks, security issues, lighting, abandoned vehicles, abandoned housing, traffic concerns, and illegal dumping. The team walks the neighborhood, talks to residents, and compiles a list of concerns to be addressed. These concerns are prioritized and assigned to the appropriate department to coordinate resolution or to schedule necessary improvements, based on funding.

Various City departments have begun to solicit partnerships and sponsorships for activities going on in the City. The Police Department has partnered with neighborhood and business organizations for Police Resource Centers to be located in communities within the City. The Parks and Recreation Department has partnered with civic groups,

neighborhood organizations, and business associations to provide parks, greenways, festivals and other amenities. The Building Safety Department has partnered with professional organizations to provide workshops to the community on a variety of issues.

A Neighborhood Matching Grant Program was established to provide a source of funds, up to \$2000, to neighborhood organizations for qualifying projects or programs to benefit the neighborhood. The neighborhood organization must match City funds with donations or in-kind contributions. In three years, 20 different projects have been funded through this matching grant program.

Community Oriented Government, as well as Community Policing, is more than just a program in Asheville, it is the way that we do business. There are no programs or projects planned, no purchases made, or no meetings held without the philosophies of personal empowerment and community building firmly in place.



And our community has enthusiastically embraced these concepts. Last month, over 300 of our residents joined together to participate in the design of a center city park. Last week, a similar number rallied to discuss a new freeway that will soon be built in our city. Individuals, neighborhoods, and entire communities have turned their living spaces into clean,

safe, desirable places to live. Not through sitting back and letting someone else take responsibility for their futures, but by taking their neighborhoods back, house by house, block by block.

Summary

Community Policing has been extremely successful in Asheville with the Community Resource Centers being a focal point of the initiative. In this community, however, its impact has significantly broadened by its becoming the springboard for Community Oriented Government. This City-wide initiative has literally changed the way our community views itself and local government.

By looking at it in this light, Community Policing has served as the foundation for every major initiative that this community has achieved in the last three years. This is an impact that goes beyond numbers and statistics; it's all about people.

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GRANT WRITING: A BEST PRACTICE GUIDE

by Bridget Newell, Ph.D.

Many law enforcement agencies today utilize grants, which are available from a variety of sources including the federal government, to fund their programs. Public sector grants are primarily federal and state grants made to local and state governments or to government agencies. The process of securing grant funds requires the completion of a grant proposal, a process that is summarized in this outline.

Grants can be both competitive and non-competitive. Non-competitive grant applications are approved if the grantee meets the requirements or formula established for the grant program. Competitive grants are only awarded when a grantee successfully meets preset criteria, through a written proposal submitted in competition with other prospective grantees.

I. Purpose

A grant proposal is a formal, written request for funds to support a specific program or project. While the exact content of a grant proposal is determined by funding agency guidelines, most grant proposals include information that explains (1) why the funds are needed, (2) what the funds will be used for, and (3) how the funds will be managed.

When planning and writing a grant proposal, it is important to remember that most proposals are submitted in a highly competitive forum. No grant proposal is guaranteed to receive funding, hundreds of grant proposals may be submitted to the same organization to compete for the exact same funds. Given this fact, grant writers must view their grant proposal

as a document with at least two goals: (1) to inform the reader of their plans, and (2) to persuade the reader that their project is worthy of funding. That is, they must sell their readers on all of the following points:

The need or problem they will attempt to “fix” with the grant money is significant and worthy of funding.

The project or program the funds will be used for is well planned and has a good chance of success.

The agency requesting the funds is capable of successfully managing the funds and completing the proposed project on schedule.

Finally, grant proposals must respond to readers’ needs and expectations. This means that grant writers must:

Include details sufficient for clarifying plans to a reader who is unfamiliar with them and who may be reading several other grant proposals at the same sitting.

Include good reasons for funding the proposed project.

Ensure that the proposal is well written and easily accessible. Readers who have trouble accessing or understanding important information will not be convinced that the proposed project deserves funding.

II. Content

Most funding agencies provide guidelines (directions) that identify the information they expect to find in grant proposals submitted to them. These guidelines are invaluable resources and should be viewed as the final word on what should and should not be included in the grant proposal. Do not omit information required by the

guidelines. Failure to adhere to the guidelines can be justification for rejecting the proposal.¹

Despite differences in grant proposal guidelines, most grant proposals require the same general kinds information. The overview below outlines a number of pieces you can expect to include in most grant proposals.

Application Form: In some cases, grant proposals can consist of only a form that must be completed by the grant applicant. In other cases, a completed application form must accompany a more detailed written proposal. In either case, the grant writer’s responsibility is to include all requested information.

Cover Letter: A cover letter (also called a letter of transmittal) serves as an introduction to the proposal and can be used as a screening tool for readers. Given that it might be the first component readers see, this letter can be viewed as the initial tool writers use to sell their plans to the funding agency. A typical letter of transmittal includes three sections: (1) an opening that identifies the proposal, (2) a middle that introduces and sells the proposed project or plan, and (3) a closing that contains contact information.

Grant agency requirements differ, however, many detailed written proposals are required to be composed of the sections outlined below:

Section: Abstract or Summary

Purpose: An abstract provides a concise summary of the grant proposal and therefore includes significant information from each section of the proposal. Because it functions as a stand-alone overview of the proposal, readers may also use it as a screening tool.

Questions Answered:

Why are you writing this grant?

What is the purpose of your grant?

How will this grant meet your need?

Section: Problem or Need Statement

Purpose: This section of the proposal thoroughly describes the need (or problem) that will be met (or solved) through the use of the grant funds. When writing this section, writers should attempt to show that they understand the need/problem and that it is significant or worthy of immediate attention.

Questions Answered:

What is the problem?

Why does it exist?

Who is impacted by it?

Section: Solution or Scope

Purpose: Also called the problem description, this section provides a detailed explanation of how the funds will be used to address the problem or need. In other words, what do you propose to do with the funds? When writing this section, writers should attempt to show that the plan they advocate will successfully resolve the problem or address the need.

Questions Answered:

How will you solve the problem (or meet the need)?

What are the details of your plan?

Why is this plan appropriate?

Section: Methods

Purpose: Sometimes a stand-alone section and sometimes part of the

solutions section, the methods section explains how the project or plan will be implemented. When writing this section, writers should strive to provide details rather than assume that readers will know what they mean.

Questions Answered:

What methods will you use to implement this plan?

What justifies the use of these methods?

Section: Benefits

Purpose: Like the methods section, the benefits section is sometimes a stand-alone section and sometimes part of the solution section. Because this information helps to sell the proposed solution, this section (like all others) should be clear, focused, and detailed.

Questions Answered:

Who will benefit from the proposed solution?

How will they benefit?

Section: Qualifications

Purpose: Also called the capabilities section, this section includes information that persuades the reader that the agency or organization requesting the funds is capable of under-taking and successfully completing the proposed project. To supplement this section, writers often include a collection of resumes in an appendix.

Questions Answered:

Who will be responsible for under-taking, overseeing, and completing the project?

What are the roles, responsibilities, and qualifications of the involved?

Section: Evaluation Plan

Purpose: Funding agencies sometimes require that writers include a plan for evaluating the success of the project. Some agencies require the use of an outside evaluator to ensure objectivity.

Questions Answered:

How will the success of your project be evaluated?

What justifies the use of this evaluation strategy?

Who will evaluate the project?

Section: Time Line

Purpose: This section of the proposal identifies when each segment of the proposed plan will begin and end. Whether presenting this information in a table,

Gantt chart, or calendar format, the writer must show that time will not be wasted.

Questions Answered:

What are the specific scheduled begin and end dates of each component of the plan?

Section: Budget

Purpose: To some readers, this is the most important part of the proposal. It explains how the money will be spent and justifies the need for the proposed amount. Many guidelines require that this section be presented in the form of a line-item budget, and some require a budget narrative that provides a written justification for (or in place of) a line-item budget.

Questions Answered:

Exactly how will the money be used?

Is the requested amount reasonable? Why?

Section: Conclusion

Purpose: Not always requested, but sometimes helpful, this section allows writers to reiterate the key components of their proposal.

Questions Answered:

Highlight issues from problem, solution and benefit sections.

As indicated above, grant agency requirements differ. Therefore, it is best to view the above information as an introduction to grant proposal content or, as discussed below, a planning tool to use when developing a project plan.

III. Strategy – Planning and Writing

Writing a grant proposal is a challenging task, not only because grant proposals include a significant amount of detailed information, but because there is more to submitting a grant than writing the proposal. Before writing the proposals, writers should:

- Develop a solid plan of action, preferably outlined in writing. Rather than piecing together a proposal at the last minute, agencies seeking grant funds can plan ahead by (1) identifying a need or problem that must be addressed, (2) determining how they might address it, and (3) drafting an outline of the plan. The plan and draft can be developed by responding to the question presented in the previous section of this document. This proactive strategy is more likely to result in a clear, complete plan, and having an outline of the final grant proposal makes the grant writing process easier.
- Identify potential funding agencies. Identify agencies or organizations that fund the kind of project identified in the plan. Grant funds may come from government agencies, private foundations, or corporations. Grant writers can undertake an Internet search to identify potential funding sources. One option is to review web sites that contain information about grants and grant funding such as the National Criminal Justice Reference Service's Justice Information Center's web site (<http://www.ncjrs.org/fedgrant.htm>), the Grantsmanship Center's web site (<http://www.tgci.com/>) and the Foundation Center's web site (<http://fdncenter.org/>). Writers can also use a search engine (e.g.

HotBot, Yahoo!, or Infoseek) to search the Internet for law enforcement grants. For best results, read the search engine's guidelines for effective searches.

Additional Funding Agency Resources

Information presented in the World Wide Web can be incomplete. Writers may want to access one of the following sites to identify criteria for evaluating the credibility of web site resources: Westminster College's Evaluating a Web Site (http://www.wcslc.edu/library/Online-info/web_eval/web_eval.htm) or Widener University's Checklist for Information Webpage (<http://www2.widener.edu/Wolfgang-Memorial-Library/inform.htm>).

In addition to web site resources, grant information can be obtained from the Federal Register System, which consists of two publications: the Federal Register, published daily, is used to announce new grant programs; the Code of Federal Regulations, published annually, is a compendium of all government regulations, programs, and announcements. The Federal Catalog of Domestic Assistance (FCDA), published by the OMB, provides extensive information about grants to those seeking federal funding. FCDA contains information such as: a listing and description of federal agencies, a list and description of their programs, who is eligible to apply for grants, the criteria the applicant must meet to be considered for the grant, application deadlines, and changes to existing programs. There are four ways to identify grants and federal assistance programs in the catalog:

- 1) agency – the federal agency administering the program
- 2) function – the categories that identify the specific area of interest covered by the grant
- 3) subject – lists the programs by topic, name, function and category of services
- 4) applicant eligibility – specifies criteria that must be met to be approved the grant

- Request and review grant guidelines from those organizations. In addition to providing information regarding content and format, grant guidelines often include significant information regarding the kind of projects funded by the organization. A careful review of an agency's guidelines usually reveals whether an agency is a viable option for funding a particular project.
- Select an appropriate funding agency. Selecting an appropriate agency (i.e. the one most likely to fund a particular project) becomes easier after thoroughly reviewing grant guidelines and making initial contact with funding agency representatives. Some writers have indicated that they use this initial contact to discuss their ideas and determine whether submitting a grant at that time is worthwhile. After identifying agencies that appear to fund projects similar to their own, writers can request guidelines from them.

When these tasks are complete, writers can draft and revise the proposal according to the guidelines. It is probably best to then have it reviewed by someone unfamiliar with the project.

- Draft and revise the proposal. Experienced writers do not tackle a large project all at once. Rather, they chunk their writing projects, drafting one section at a time until the whole is complete. Grant writers at all levels can do the same; because the guidelines provide specific information regarding content requirements, they can be used to develop an outline of each section of the draft. After making an outline, writers can work on one section at a time until the grant is complete.
- Review the proposal. Most writers have a difficult time reviewing their own work. Because they know what they meant to write, they often have difficulty seeing how different what they meant is from what they actually wrote. For this reason, it is best to ask someone unfamiliar with the project to read the draft to identify unanswered questions, unclear statements, or errors in grammar, punctuation and spelling.

IV. Writing Style

A well-written proposal adheres to the standards of good professional writing. Therefore, grant writers should strive to make their proposals clear and easy to understand. Below are ten tips for good business writing. Writers should be aware that these tips are only guidelines; good reasons for ignoring some of them exist, so writers must use their best judgement when finalizing their proposals.

1. Remember the reader. Reader expectations are established by the grant guidelines, so it is best to include information that is asked for in the order in which readers expect it. Also remember that some readers may not be familiar with law enforcement jargon, so including it may confuse rather than clarify the message. Finally, readers are busy. Many readers review more than one proposal in a sitting. To ensure that a busy reader is left with a good impression, writers should strive to make their writing clear and easy to access.
2. Begin with the main point. Readers should not have to hunt for important information. Forcing them to do so makes their task more difficult and potentially frustrating. By beginning each paragraph with the main point, writers provide context for readers, and they make accessing important information easier.
3. Be concise. Redundant or long-winded sentences and paragraphs are distracting (and sometimes annoying). Use enough words to convey your point, but no more. For example, To begin this project we will etc. is preferable to In order to undertake the beginning of this strategic project, this agency will commence to etc.
4. Use clear specific language. Big words and jargon often complicate rather clarify a message. Plain, straightforward, English is often the most effective approach. For example, it is often preferable to write begin rather than commence and end rather than terminate.
5. Write in a friendly, professional style. An extremely formal or an extremely casual tone often detracts from the message. As a guideline, grant writers can write in the same style they would use to speak to an important, intelligent colleague or supervisor in a professional setting.

6. Prefer active voice. Active voice (She threw the ball.) is preferable to passive voice (The ball was thrown) because it clearly conveys the sentence's subject (she) and verb (threw) in the order in which most people expect to receive them (subject before verb). When possible, write in active voice to let the reader know who did (or will do) what.

7. Move from known information to new information. Good writers provide context for new ideas. They do not simply "jump into" a new topic without warning. Including transitions that connect new ideas to those already present enables readers to follow the discussion and understand how ideas are connected.

8. Avoid complicated sentences. Too many complicated sentences make a document overwhelming and hard to follow. Writers should strive to limit the number of long, complicated sentences by varying sentence length. Clarify messages by adhering to tips 3 and 4.

9. Use correct spelling, grammar, and punctuation. Whether good or poor, writing reflects on the writer. Sloppy writing indicates carelessness; and clear, correct writing suggests that the writer is clear thinking and careful. To make the best first impression, writers should ensure that the final draft is written in correct English.

10. Use signal words. Good writers guide their readers through their documents by including transitional words that tell them what to expect. Therefore indicates that an important conclusion follows;

because indicates that a reason is being presented; first, second and third indicate chronology or steps in a plan; and in addition indicates that the point that follows is directly related to the previous point. These and other signal words can be very helpful to readers, if they are not overused.

V. Format

Many grant guidelines include information about formatting the grant proposal. In these cases, the best option is to follow the guidelines. If no formatting guidelines are provided, writers should follow the basic standards for good professional writing presented below:

- Use different font sizes and styles for headings and body text. Body text can be presented in a 12-point serif font such as Times or Times New Roman. Main headings can be presented in a 12- to 16- point bold sans serif font such as Arial or Helvetica. Subheadings can be presented in a bold version of the body text (This document models the recommended format. Body text is in 12 point Times New Roman, main headings are in 14 point Arial Bold, and subheadings are in 12 point Times New Roman bold.).
- Use vertical lists when appropriate. Vertical lines allow readers to skim for information and they help clarify meaning. Use bullet lists if the order of list items is not important; use numbered lists to reveal chronological order or rank.
- Use one-inch margins and align text on the left (also called ragged right alignment). This is standard professional format.

VI. Resources and Assistance

Undertaking a grant research and writing project can be overwhelming and time consuming, but no writer has to do all of the work alone. Writers should consider options for delegating tasks within their agency, and they should consider contacting the following resources, all of which can offer a wide range of assistance:

- Colleges and universities: Writers can contact local colleges and universities to determine whether they offer classes in grant writing, editing, professional writing, business writing, statistical analysis, and/or research methods. If such courses are offered, writers can contact professors who teach those courses to determine whether they would be willing to develop a class project in which students help with writing, editing, and project evaluation. Many professors strive to incorporate real world experience in their classes and would be glad to help if given time to plan.

Some colleges and universities offer internship programs that allow students to receive college credit for work they do outside of school. Again, writers can contact professors or college representatives in student services to determine whether an internship (paid or unpaid) can be arranged to help with grant writing, Internet research, etc.

- Professional organizations: Some local and national professional organizations for writers, fundraisers, and retired professionals may provide free help or advice on grant writing and research. Again, writers could contact professors at local colleges for information about these resources.

As with most complicated projects, planning ahead and utilizing available resources help to make the grant writing task much more bearable. Additional tips can be found in the resources listed in the bibliography that follows.

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Evaluating a Web Site. Westminster College Giovale Library web site. http://www.wcslc.edu/library/Online-info/web_eval/web_eval.htm.

The Foundation Center web site. <http://fdncenter.org/>.

Grantmaker Information. The Foundation Center web site. <http://fdncenter.org/grantmaker/index.html>.

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1 Locke, Spirduso, and Silverman, page 163.

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DRUG-FREE COMMUNITIES SUPPORT PROGRAM

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) announces the availability of "The Drug-Free Communities Support Program." This 2-page Fact Sheet was written by James M. Simonson, a Program Manager in OJJDP's Special Emphasis Division.

Enacted in 1997, the Drug-Free Communities Act has served as a catalyst for increased citizen participation in efforts to reduce substance abuse among youth. The Fact Sheet describes the Drug-Free Communities Support Program, which is directed by the Office of National Drug Control Policy (ONDCP) in partnership with OJJDP.

The program provides grants of up to \$100,000 to community coalitions that mobilize their communities to prevent youth alcohol, tobacco, illicit drug, and inhalant abuse.

Resources:

"The Drug-Free Communities Support Program" (FS-200108) is available free from the Juvenile Justice Clearinghouse (JJC) in a medium to suit your needs. Please use the document number when ordering. Hardcopies can be ordered online at <http://puborder.ncjrs.org/> or by writing JJC at P.O. Box 6000, Rockville, MD 20849-6000. You also may call JJC at 800-638-8736 to speak with a publications specialist to request that the document be mailed to you.

This Fact Sheet is also available online at <http://ojjdp.ncjrs.org/pubs/fact.html#fs200108> For full-text publications, information on OJJDP or JJC, and other juvenile justice information, visit the following:

OJJDP World Wide Web page at <http://ojjdp.ncjrs.org/>

NCJRS World Wide Web page at <http://www.ncjrs.org/>

For further information about ONDCP, call the Drug Policy Information Clearinghouse, 800-666-3332, or visit the ONDCP Web site, www.whitehousedrugpolicy.gov/

Individual project summaries for each grant award are available via OJJDP's Web site at www.ojjdp.ncjrs.org/dfcs/grantee/grantees.html



LAW ENFORCEMENT PLANNER'S COURSE

by Steve Taratula

Our second Law Enforcement (Police) Planner's Course was successfully completed on April 2-6, 2001 in Torrance CA. Facilitation of the course was under the able hands of Management Consultant, Peter Bellmio. The course resources included a materials binder with module notes, reference articles, bibliographies and a CD-ROM of the presentations.

This session ran Monday – Friday noon versus the Saturday – Wednesday noon schedule and was

Photos were taken by James Chin from LAX Airport Police, who also provided caps and t-shirts for everyone.

the preferred schedule of the two. There were other differences however, a number of excursions provided during the week by Laurie Anderson of Torrance Police Department really added to the networking and rapport building aspects of the course. It should be noted that any excursions are up to the hosting agency's ability to provide and are not to be counted on as part of the course. So, we will look forward to next session in that regard. Laurie and the Torrance Police Department did an exemplary job and certainly raised the bar to a high mark that will be difficult top.

The Course evaluations were constructive, very positive and provided valuable feedback for fine tuning future courses. Some of the comments expressed were:



“Friendly, open training with great participation by all. Also, very organized and great resources to take home”.

“Excellent course! I will recommend it”.

“I feel I got my money's worth and came away with enhanced knowledge in some key areas and some good materials”.

Continued next page



Group Photo taken by Steve Taratula

Those who are interested in future course offerings are advised to keep an eye open for the IALEP web page announcement of the next course which is tentatively scheduled for November 2001 in the northeast region.

Finally, the IALEP Executive Board would like to express its thanks and appreciation to Mark Calhoon of Newport News VA, Police Department, Randall Greeley of Chandler AZ, Police Department, Barry Horrobin of Windsor ONT, Police Service and Steve Taratula of Montebello CA, Police Department for their contribution as Instructors and to their agencies for supporting their participation.

LEPC Instructors:

Peter Bellmio
 Barry Horrobin -
 Windsor Police Service
 Steve Taratula -
 Montebello Police Department
 Randall Greeley -
 Chandler Police Department
 Mark Calhoon -
 Newport News Police Department

2nd Law Enforcement Planner's Class:

Steve Libby - Akron Police Department
 Steve Roberson - Anaheim Police Department
 Mark David - Bernalillo County Sheriff
 Robert Giles - Burbank Police Department
 Doug Reed - Chandler Police Department
 Lon Eilders - Chattanooga Police Department
 Maria Marino - Delray Beach Police Department
 Dan Moody - El Cajon Police Department
 Fred Morrison - El Cajon Police Department
 Linda Phelps - Eugene Police Department
 Terry Smith - Eugene Police Department
 James Chin - LAX Airport Police
 Bonnie Golian - Montgomery County Police
 Rick Marshall - Nye County Sheriff
 Fraser Moffat - Ottawa Carleton RPS
 Al Hoffman - San Rafael Police Department
 Marla McCullough - Santa Monica Police Department
 Susan Grant - Saskatoon Police Service
 Claire Goldsmith - Schaumburg Police Department
 Debra Griffith - Scottsdale Police Department
 Sharon Sprott - Spokane Police Department
 Matthew Barnes - Thornton Police Department
 Michael Morehouse - Thornton Police Department
 Dave Koenig - Torrance Police Department
 Bob Leinweber - Torrance Police Department
 Geoff Rizzo - Torrance Police Department
 Mike Heckleman - USC Public Safety
 Ab Humayun - Vancouver Police Department
 Steve Schnitzer - Vancouver Police Department
 Susan Morris - Virginia Beach Police Department

PLANNER CERTIFICATION

The International Association of Law Enforcement Planners (IALEP) provides certification of law enforcement planners at two levels: Certified Law Enforcement Planner, and Advanced Law Enforcement Planner.

Certification has been developed for the following purposes:

- to recognize the professional abilities and accomplishments of individual law enforcement planners;
- to promote and encourage professional development by individuals in the field of law enforcement planning;
- to provide the employers of law enforcement planners a reliable measure of professional competence; and
- to provide employers of law enforcement planners with a basis on which to establish position descriptions.

Criteria for Certified Law Enforcement Planners includes:

Education (college or university):

6 semester hours in writing, composition or literature

3 semester hours or equivalent in general statistics

3 semester hours or equivalent in research methods

1 year planning w/ 4 year degree, OR
3 years planning w/ 2 year degree, OR
5 years planning (no degree)

9 of 20 topical areas/credit equivalents

Advanced Certified Law Enforcement Planner:

Certified Planner +

4 year college (university) degree

5 years experience in a law enforcement agency, AND
3 years planning in law enforcement

14 of 20 topical areas/credit equivalents

Requirements for both levels:

Current IALEP membership

Chief Executive signature verifying assignment and experience

Immediate supervisor signature verifying assignment and experience

Applicant signature

Completed application

Written explanation of coursework, training, and experience

Certified copies of college/university transcripts

Copies of certificates

US\$50 fee (per certification level)

If you meet the qualifications for both levels of certification, you may apply for both at the same time.

To receive a copy of the Certification Application, call Judie Martin at 865-215-7339.

The application is also available on the IALEP website www.ialep.org

IALEP:
www.ialep.org

SouthWest Chapter:
<http://ialepsw.cihost.com>

and the Florida Chapter:
<http://www.colliersheriff.org/ialep>

THE ASSOCIATION OFFICE ADDRESS HAS CHANGED!

PLEASE USE THE FOLLOWING ADDRESS:

P.O. BOX 11437
TORRANCE, CALIFORNIA
90510-1437

(310) 225-5148

Denise Thurston
Office Manager
admin2asst@mediaone.net

Please send any historical
or PALS related
correspondence to:

IALEP Repository
c/o Kansas City (MO)
Police Department
1125 Locust
Kansas City, MO 64106

HELP US GET THE WORD OUT ABOUT IALEP!

There are now funds available to send IALEP members to local and regional events for the purpose of promoting IALEP.

If you are planning to attend any law enforcement-related meetings, conferences, or training, IALEP may pay some or all of your expenses for one day's attendance if you will help promote IALEP.

This is an ongoing opportunity to increase IALEP's visibility, our membership, and our value to our own agencies.

Help us get the word out. Contact any member of the Executive Board for more information.

IALEP ANNUAL PLANNER OF THE YEAR & PROJECT OF THE YEAR AWARDS

IALEP is now reviewing nominations for the annual awards, Planner of the Year and Project of the Year.

The nomination deadline for these awards is June 30, 2001.

Winners of these awards will be recognized at the 2001 Annual Membership Conference in Kansas City, Missouri. Limited funds are available to assist any winner who is unable to attend the conference because of fiscal restraints.

To receive a copy of the Nomination Form check the IALEP web site (Members Only Section - Library List)

or

Contact Judie Martin or Phil Keith at 865-215-7339 (865-215-7412 fax) for a copy of the application or more information about the Awards Program.

If you have any information or notices you would like to see in the next issue of the *Exchange*, or any comments on this issue, send them to:

Lisa Hopkins, FDLE
PO Box 1489
Tallahassee, FL, 32302

Fax 850-410-8514

or E-Mail at

lisahopkins@fdle.state.fl.us

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2001 Annual Conference International Association of Law Enforcement Planners

Hosted by the

Kansas City, Missouri Police Department
September 9-14, 2001



Conference Topics

The IALEP 2001 Conference Committee is currently in the process of scheduling speakers. Along with classes designed to update and enhance your planning skills, we are also looking at off-site interactive sessions such as a problems solving exercise involving Crime Prevention Through Environmental Design (CPTED). In addition to outside speakers, we would also like to "showcase" the expertise of our membership. If you have a specific project/program or topic that has impacted your agency and would be of assistance to others, please contact us.

Scheduled Activities

A Sunday "Welcome" is planned at the hotel. Monday evening we plan an early social event at a near-by restaurant inside the newly renovated Union Station. This will allow you a few hours of "free time" after you eat. Wednesday night, it's Bar-B-Que, Baseball and Jazz at 18th and Vine. Of course, during the conference time will be set aside for "Patch/Pin" trading. A "Closing Awards" banquet will conclude the conference on Thursday night.

Conference Hotel

Hyatt Regency Crown Center Hotel
2345 S. McGee
Kansas City, Missouri 64108
(816) 421-1234 Toll Free 1-800-233-1234

The daily room rate will be \$104.00 plus 13% tax. When you make your reservation, please be sure to mention that you are attending the International Association of Law Enforcement Planners Conference. To reserve your room, contact the Hyatt at (816) 421-1234 or Toll Free at 1-800-233-1234, specify the Kansas City, Missouri Hyatt Regency Crown Center. The above room rate will be available to attendees until August 23, 2001. For those of you driving or renting a vehicle, there is a daily-reduced parking fee of \$5.25 with an unlimited number of "ins and outs."

For More Information

The 2001 Conference will be hosted by the Kansas City, Missouri Police Department. Please check our conference web site at: <http://www.policeplan.net>

Should you have questions, please contact us at our designated conference telephone line: (816) 889-6053. This telephone is located within the Planning and Research Unit and will be answered Monday - Friday, 8:00am - 5:00pm (CST). If no one is available to receive your call, please leave a "Voice Mail" message and we will return your call promptly.



2001 Annual Conference International Association of Law Enforcement Planners



Hosted by the
Kansas City, Missouri
Police Department

Hyatt Regency Crown Center Hotel
September 9-14, 2001

REGISTRATION FORM

Name _____
 Rank/Title _____
 Department/Agency _____
 Mailing Address _____
 City / State or Country _____ Postal Code _____
 Phone _____ Fax# _____
 E-Mail Address _____

Registration Fees (in US Dollars)	IALEP Members	Non-Members <small>(Includes Membership)</small>	Total
Early Registration <small>(Postmarked before August 1, 2001)</small>	\$325	\$375	\$ _____
Regular Registration <small>(Postmarked August 1, 2001 to September 1, 2001)</small>	\$350	\$400	\$ _____
Late Registration <small>(Postmarked after September 1, 2001 or paid at door)</small>	\$375	\$425	\$ _____

(Payable to IALEP 2001 Conference / FEID 43-1569519) TOTAL DUE \$ _____

YES! This is my first IALEP Annual Conference.

Guest Registration

Guest Name(s) _____

Note: Outing and meal tickets will be sold during the first day of the Conference.

Mail this form to: IALEP 2001 Conference
 c/o Kansas City, Missouri Police Department - Planning and Research Unit
 1125 Locust Street, Kansas City, Missouri 64106

Conference or Registration Questions: Officer Mike Wilson or Officer Phil Johnson
 Planning and Research Unit, KCPD 816-889-6053 / Fax 816-889-6064

Conference Website: www.policeplan.net

**Questions about IALEP? Visit the Association Website at www.ialep.org
 See you in Kansas City!**



IALEP Exchange
c/o Lisa Hopkins
Florida Department of Law Enforcement
Post Office Box 1489
Tallahassee, Florida 32302

Bulk Rate
U.S. Postage Paid
Tallahassee, FL
Permit No. 883

**IN THE FUTURE,
THE EXCHANGE WILL BE PROVIDED
VIA THE IALEP WEB SITE.
MEMBERS WILL BE SENT NOTIFICATION
(BY EMAIL) WHEN EACH ISSUE IS PUBLISHED.**

**IF YOU CANNOT RECEIVE THE EXCHANGE IN
THIS WAY, CONTACT THE ASSOCIATION OFFICE
TO REQUEST A HARD COPY.**