



NEBRASKA COMMISSION ON LAW ENFORCEMENT AND CRIMINAL JUSTICE

301 Centennial Mall South • Lincoln, NE • 68509-4946 • 402/471-2194 • 402/471-2837 (Fax)

In accordance with Legislative Bill LB63 in 2009 (Neb. Rev. Statutes, sec. 81-1447 thru 1451), the Nebraska Commission on Law Enforcement and Criminal Justice (Nebraska Crime Commission) is pleased to announce that it is seeking applications for qualified counties and tribes in the State of Nebraska.

2017 Office of Violence Prevention (OVP) Request for Application (RFA)

AWARD PERIOD

July 1, 2017 – June 30, 2018

AWARD AMOUNT

APPROXIMATELY

\$350,000

DEADLINE

All applications are due February 15th, 2017 by 5:00 p.m. (CST)

CONTACT INFORMATION

For assistance with the requirements of this solicitation, contact:

Chris Harris Director of Office of Violence Prevention, at 402/471-3813 or
Chris.Harris@nebraska.gov

In accordance with the Americans with Disabilities Act, the State would like to provide reasonable accommodation with respect to a grant application to persons with disabilities. If you need a reasonable accommodation, please contact the Nebraska Crime Commission, (402) 471-2194 (TDD 800-833-7352).

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2017 Office of Violence Prevention (OVP) Request for Application (RFA)

OVERVIEW

The Office of Violence Prevention (OVP) role is to promote and assess statewide gun violence prevention programs in the State of Nebraska. The Office of Violence Prevention (OVP) aids privately funded organizations, local government subdivisions, and other community leaders and advocacy groups in developing projects throughout Nebraska that work in the areas of crime prevention, intervention, enforcement and reentry.

DEADLINE

The 2017 Office of Violence Prevention (OVP) Application must be submitted to the Nebraska Crime Commission by 5:00 p.m. (CST) on February 15, 2017.

ELIGIBILITY

To be eligible for Office of Violence Prevention Grant Funds, an applicant must be one of the following:

- Community-Based Agency or Organization, including Faith-Based Organizations
- Community Team
- A state agency;
- A unit of local government (i.e., city, county, town);
- School District
- Federally or State recognized Indian Tribe

If an applicant, without the 501(c)(3) status is interested in applying, they must seek out an eligible applicant listed above to apply on their behalf to act as the fiscal agent. The applicant could then contract with the community team to operate the project.

Eligible applicants, who are not non-profit agencies, may contract with non-profit agencies for the provision of services. Eligible applicants may not require the contracted agency to provide match.

FUNDING PURPOSE

The purpose of these funds is to address street and gang violence, homicides and injuries caused by firearms as outlined in LB63 in 2009 (Neb. Rev. Statutes, sec. 81-1447 thru 1451. The application should clearly address the steps taken by all funded programs.

The Office of Violence Prevention shall prioritize funding to implement evidence-based strategies or standardized replicable practices that have been researched and have demonstrated positive outcomes. Priority for funding is given to communities and organizations seeking to implement violence prevention programs which appear to have the greatest benefit to the state and which have, as goals, the reduction of street and gang violence, and the reduction of homicides and injuries caused by firearms. In March of 2015, the Nebraska Legislature passed LB 167 which also included the creation of youth employment opportunities in high-crime areas as an additional priority focus. The Legislature found that to effectively address these issues, communities must develop a multi-faceted approach that includes violence prevention activities, intervention, enforcement, and rehabilitation.

FUNDING REQUIREMENTS

Office of Civil Rights – Pursuant to 28 C.F.R. Section 42.302, all recipients of federal funds must be in compliance with Equal Employment Opportunity Plans (EEO) and Civil Rights requirements. Although the Office of Violence Prevention is funded through the Nebraska State Legislature, the Nebraska Crime Commission implements best practices as responsible stewards for all grant monies within our agency.

Equal Employment Opportunity Assurance of Compliance – Compliance is required with the following federal laws which prohibit discrimination on the basis of race, color, national origin, religion, sex, age or disability. These are Title VI of the Civil Rights Act of 1964; Omnibus Crime Control and Safe Streets Act of 1968; Section 504 of the Rehabilitation Act of 1973; Title II of the Americans with Disabilities Act of 1990; Age Discrimination Act of 1975; and the Title IX of the Education Amendments of 1972.

Non-supplanting of Funds – Office of Violence Prevention funds cannot be used to supplant (replace) other existing funds. Funds presently appropriated for the project may not be deliberately decreased due to additional state funds made available through the Crime Commission. The application's budget narratives should clearly explain requests to ensure supplanting will not occur by including how position(s) or costs were funded, why funding is no longer available, when support ends or any temporary funding agreements or arrangements.

Certified Assurances, Drug Free Workplace and Lobbying – As recipients of federal funds, the Crime Commission must sign and pass on certain Certified Assurances and requirements to sub-grantees. Certified Assurances, Drug Free Workplace, and Lobbying forms must be signed and included with the grant application.

Debarment - A Debarment form which certifies the agency or individuals in the agency are not barred from doing business with the federal government must be signed and returned with the application.

Special Conditions - Awarded applicants must sign Special Conditions which include but are not limited to requirements under federal and state laws in addition to requirements for accounting, data collection and reporting. Victim assistance programs must maintain nondiscrimination information on victims (race, national origin, sex, age and handicap). This information will be forwarded to the Crime Commission as part of the program's annual statistical performance report.

Fiscal Requirements - Commingling of funds on either a program-by-program or project-by-project basis is prohibited. The sub-recipient's accounting system must maintain a clear audit trail for each source of funding for each fiscal budget period and include the following:

- Separate accountability of receipts, expenditures, disbursements and balances.
- Itemization of all supporting records of grant receipts, expenditures and match contributions in sufficient detail to show exact nature of activity.
- Data and information for each expenditure and match contribution with proper reference to a supporting voucher or bill properly approved.
- Maintain hourly timesheets describing work activity, signed by the employee and supervisor, to document hours personnel worked on grant related activities. Each hour must be documented in same manner.
- Maintenance of payroll authorizations and vouchers.
- Maintenance of records supporting charges for fringe benefits.
- Maintenance of inventory records for equipment purchased, rented, and contributed.
- Maintenance of billing records for consumable supplies (i.e., paper, printing) purchased.
- Provisions for payment by check.
- Lease agreements and contracts for services (if applicable).
- Maintenance of travel records (i.e., mileage logs, gas receipts).

FUNDING LIMITATIONS

Operating Expenses	
Allowable	Unallowable
Postage Expense: cost of postal services, including advances for postage meter expenses, post office box rental, stamps, etc.	Office Equipment: includes purchase and rent of all office equipment and furniture, office furnishings, desks, chairs, bookcases, copying and faxing machines, etc.
Communication Expense: includes voice, data, and internet; costs for telephone and other telecommunications services.	Office Space: includes purchase and rent of space for office, warehousing, permanent parking facilities (state cars only) and storage.
Food and/or Beverage: costs for youth in conjunction with a program or service through the Community-based Juvenile Services Aid Program.	Overtime Costs: costs associated with overtime rate of pay for personnel. This includes personnel for agencies who are subcontracted through this grant.
Dues & Subscription Expense: costs of dues, subscription, memberships, royalty fees, annual license fees, notary fees; as it pertains to the Community-based Juvenile Services Aid Program. Subject to reviewer discretion.	Office Supplies: costs of office supplies, such as stationery, forms, paper, ink, unexposed film, desk mat, calendars, stapler, floor mats, pens, pencils, pictures, inkjet/toner cartridges, ribbons, bookends, key, batteries, books, etc. These include expenses incurred in publishing reports and legal notices, advertising, duplication and copying services, book binding, picture framing, film processing, photographic services, etc.
Conference Registration: registration fee for employees' attendance at a conference or similar event. An agenda is required before final payment can be made.	
E-Commerce Expense: costs of renting webpage space and related fees. Costs and fees for using online information services and data bases.	
Educational & Recreational Expense: supplies used educational (including training sessions and conferences) and recreational purposes such as sporting equipment, teaching aids, books, manuals, workbooks, videos, etc.	Indirect Organizational Costs: charges to a grant or contract for indirect costs which include costs of an organization that are not readily assignable to a particular project, but are necessary to the operation of the organization and the performance of the project. Examples of costs usually treated as indirect include those incurred for facility operation and maintenance, depreciation, and administrative salaries.
Utilities Expense: includes natural gas, electricity, water, sewer, chilled water, coal, propane, and steam.	Construction of Facilities: construction of secure detention facilities, secure youth treatment facilities, secure youth confinement facilities, capital construction of facilities, capital expenditures, and the lease or acquisition of such facilities.
Auditing Expense: contractual services for the state auditor or other auditing, accounting and CPA firms.	
Scholarships: costs for scholarships provided to youth are allowable on a case-by-case basis. Provide proper documentation that illustrates a positive effect on youth.	Food and/or Beverage: costs are unallowable under any grant, cooperative agreement, and/or contract. Therefore, food and/or beverages cannot be purchased for any meeting, conference, training or other event. This restriction does not impact direct payment of per diem amounts to individuals attending a meeting or conference, as long as they fall within the guidelines. Additionally, this restriction
Incentives: costs for incentives provided to youth are allowable on a case-by-case basis. Provide proper documentation that illustrates a positive effect on youth.	

FORMAL THIRD-PARTY EVALUATION

Each Project will require a Formal third party evaluation. Funds can be request to complete a third party evaluation. The Office of Violence Prevention may provide an evaluator if the project is in need of an evaluation. The Office of Violence Prevention will coordinate with the project or program if the evaluation will be provided by the Office of Violence Prevention.

MATCH REQUIREMENTS

Match is not required by the grant guidelines, however, some cash and/or in-kind match is strongly encouraged to document support and long term sustainability for the project. The match for the project will need to be detailed and explained in the detailed budget narrative.

Expenditures of matching funds do not need to occur on a quarterly basis. However, by the end of the project period the total cash match must be met.

GRANT COMMENCEMENT AND DURATION

Nebraska Crime Commission requires that funded projects be implemented within 30 days from the start date listed on the Grant Award or other date specified by the grant administrator. The project period for the 2017 Office of Violence Prevention Grant is July 1st, 2017 – June 30, 2018. The project period may start on July 1st, 2017, however reimbursement takes place several weeks thereafter. The failure of a sub-grantee to implement a project within this timeframe, or timeframe agreed upon by the grant administrator, may result in the loss of grant funds

GRANT APPROVAL TIMELINE

20	Dec	2016	Grant Announcement
15	Feb	2017	Application Due Date
TBD	Mar	2017	Review by NCC Staff
TBD	Mar	2017	Office of Violence Prevention Advisory Council
TBD	Mar	2017	Commission Funding Panel Final Review and Funding Determination
05	May	2017	Nebraska Crime Commission (Appeals Only)

REPORTING REQUIREMENTS

- Applicants will be required to develop goals, objectives and performance indicators as instructed on the appropriate forms in the application kit.
- Upon awarding of funds, applicants will be required to submit quarterly activity and cash reports to the Office of Violence Prevention/Crime Commission.

APPLICATION FORMAT

- Applications must be typewritten.
- The original must be stapled and 2-hole punched at the top.
- The remaining 2 copies must be stapled in the upper left hand corner (2-hole punch not required).
- The 2 copies of the application may be double sided; the original must be single sided.
- The completed application must be sent in PDF format to Chris.Harris@nebraska.gov
- If the applicant recreates the application on their computer, the application format and layout is to be exactly (word for word and design) as the Nebraska Crime Commission's official application. The application and instructions may change from year to year.
- Do not include cover letters or cover pages.
- Do not put applications in folders.
- Charts and/or graphs must be in black and white on 8 ½ x 11 paper.
- Application must be single spaced, 1" margins on top, bottom, left and right, 12 point font, and all pages numbered.
- Additional information in the form of Appendixes will not be accepted.
- Adhere to the page limits listed for each section of the application.
- Sources of data and/or statistics must be cited immediately following the information or under the graph/chart, etc.

APPLICATION SUBMISSION

Faxed copies will not be accepted. Submit 1 original, 2 copies and 1 PDF of the application. The Nebraska Crime Commission will not be held responsible for late applications due to mail service issues. The Crime Commission is located on the 5th floor of the Nebraska State Office building at 14th and M streets. In the case of severe weather, contact the Nebraska Crime Commission office prior to attempting to deliver your application.

You must submit the following by 5:00 p.m. (CST) on Friday, February 15, 2017:

- 1) PDF copy of your application emailed as an attachment to Chris.Harris@nebraska.gov
- 2) One (1) original and two (2) copies to the Crime Commission:

Submit Applications to Mailing Address:

Nebraska Crime Commission
P.O. Box 94946
Lincoln, NE 68509

Personal Delivery/Overnight:

Nebraska Crime Commission
5th Floor
301 Centennial Mall South
Lincoln, NE 68509

EVIDENCE-BASED PRACTICES

The Office of Violence Prevention shall prioritize funding to implement evidence-based strategies or standardized replicable practices that have been researched and have demonstrated positive outcomes.

Classification System for Evidence Based Programs in Nebraska

- I. **Model Program/ Fully Evidence Based Practice** – The program satisfies the following five criteria:
 - a. The program demonstrated effectiveness with a randomized experimental study (RCT) or two quasi-experimental studies in which the treatment group showed a significant difference on the target outcome as compared to the control group.

- b. The effect lasted for no less than 1 year after the intervention.
 - c. There is at least one independent replication with a RCT or two more quasi-experimental evaluations.
 - d. The combination of designs adequately addressed all the threats to internal validity (i.e., the design allowed for a strong inference of causality).
 - e. The program has produced no compromising negative side effects.
- II. **Effective** – One RCT or two quasi-experimental designs document the program’s effectiveness. Furthermore, an evaluator has replicated the program’s effectiveness with an RCT design or two quasi-experimental designs but the researcher was not an independent investigator.
 - III. **Promising** – There has been one successful RCT or two quasi-experiments that document the effectiveness of the program but there was no replication study available **OR** the program matches the dimensions of a successful meta-analysis practice.
 - IV. **Inconclusive** – There has been one successful RCT or two quasi-experimental evaluations of the program but there are contradictory findings in these or additional studies **OR** the program would be promising or effective but the effects are short in duration.
 - V. **Ineffective** – The RCT or two quasi-experimental evaluations failed to show significant differences between the treatment and control group.
 - VI. **Harmful** – The RCT or two quasi-experiments showed that the control group scored higher on the targeted outcome than did the treatment group and the difference is statistically significant.
 - VII. **Insufficient Evidence** – There is no RCT or less than two quasi-experimental evaluations of the program to date.

RESOURCES

Please reference the following sites for further definition, clarification, and examples that you can relate to within your own community:

- Office of Justice Programs, National Institute of Justice: <http://www.crimesolutions.gov/>
- Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention, Model Programs Guide: <http://www.ojjdp.gov/MPG/>
- Center for Disease Control and Prevention: <http://www.cdc.gov/violenceprevention/youthviolence/prevention.html>
- Shared Resources from the Public: <http://www.findyouthinfo.gov/shared-resources>
- Promising Practices Network: <http://www.promisingpractices.net/>
- Technical Assistance Partnership for Child and Family Mental Health: <http://www.tapartnership.org/content/juvenileJustice/publications.php?id=topic10>
- National Center for Mental Health and Juvenile Justice: <http://www.ncmhjj.com/resources/default.shtml>
- Guidebook: Measuring Success: A Guide to Becoming an Evidence-Based Practice: <http://www.vera.org/pubs/measuring-success-guide-becoming-an-evidence-based-practice>
- Vera Institute of Justice, Models for Change, Systems Reform in Juvenile Justice: <http://www.vera.org/sites/default/files/resources/downloads/measuring-success-v2.pdf>
- Guidebook: Improving the Effectiveness of Juvenile Justice Programs: A New Perspective on Evidence-Based Practice : <http://www.modelsforchange.net/index.html>
- SAMHSA National Registry of Evidence-Based Programs and Practices: <http://nrepp.samhsa.gov/>
- Center for the Study and Prevention of Violence Institute of Behavioral Science, Blueprint Programs: <http://www.colorado.edu/cspv/blueprints/>
- Search Institute: <http://www.search-institute.org/content/what-kids-need>
- Foundation Strategy Group, Collective Impact: <http://www.fsg.org/tabid/191/ArticleId/211/Default.aspx?srpush=true>
- National Clearinghouse on Families & Youth: <http://ncfy.acf.hhs.gov/tags/evidence-based-practice>

- New Jersey, Listing of Evidence-Based Programs:
<http://www.state.nj.us/humanservices/das/prevention/curricula/EBP%20link%20page.pdf>

APPLICATION INSTRUCTIONS

Section I: Applicant Information

Applicant Name is the organization acting as the applicant. If a group of organizations are pooling their funds, only one organization can be designated as the Lead Applicant.

Federal I.D. number must be for the organization serving as the applicant or Lead Agency.

Project Director is the individual who will serve as the main point of contact and will receive all grant correspondence. It is recommended that the Project Director and Project Coordinator be different when possible.

Fiscal Officer can only be the Lead Agency's Fiscal Officer and **cannot** be the Project Director or Project Coordinator.

Authorized Official is the Agency's Board Chair or Director.

SectionII: Budget Summary

Budget Summary Page: On this page you will indicate the total amount of grant funds requested in each category. If the agency is providing the match directly to the program, please indicate this in the appropriate category. If the agency match is existing expenditures, please place the required match amount in the 'other' category. The following are additional clarifications for filling out the Budget Summary Pages for each detailed category:

- Category A – Personnel: funds in this category should reflect positions hired directly by the agency with Office of Violence Prevention funds. Personnel refer to wages and fringe benefits for regular full-time or part-time salaried employees. Other persons working on the project who are not on the regular payroll must be classified either as contractual or consultant. Salaries may not exceed those normally paid for comparable positions in the community and/or unit of government.
 - **Direct Salaries:** Write in the title or position of each employee who will be involved in the project, including new positions to be filled. Include in the budget narrative if the position is new or existing. If the position is existing, but is a new request, it will need to be indicated how this position was being funded prior to this request. Across from each position listed, enter the annual salary of the position; percent of the time to be devoted to the project (2080 hours annually = 100% or full-time); amount of funds being requested for the position; the amount of matching funds; the source of matching funds; fringe benefits; and the total cost for the position. Each line you will enter the subtotal of the amount of funds being requested, matching funds and total of all direct salaries. **We are now asking to identify if each personnel position is full-time or part-time, new or existing, current annual salary and requested annual salary.**
 - **Fringe Benefits:** All fringe benefits are to be based on the employer's share only. The employee's share is to be withheld from his/her wages. Only basic fringe benefits of insurance offered by the agency (health, life, professional liability, etc.), FICA, unemployment insurance, workers compensation, costs of leave (holidays, sick leave, vacation) and pension/retirement can be included. Vacation and leave time would be included in normal working hours

(FTE 2080 hours/year) and are not added benefits. Funds to support cafeteria plans are not allowed by the Crime Commission.

- **Total Personnel Budget:** Enter the total amount of funds being requested, matching funds and total of all salaries and fringe benefits for the each position in the Total Cost section. You will need to enter the total cost for each column and line in the Total Personnel Budget. Also enter these totals on the “Budget Summary” pages.
- **Personnel Budget Narrative:** A budget narrative must be attached if funds are requested and/or match is provided. The narrative must include the following for each position:
 - Breakdown of how the cost for each position was determined (i.e. 500 hours x \$5.00 an hour = \$2,500) for both the requested funds and matching funds; (including funding source for matching funds);
 - Fringe Benefits requested for each position. In the example note how fringe benefits are appropriately pro-rated based on the amount of state dollars requested.
 - **Only include basic fringe benefits and provide details explaining each benefit requested or matched. Example: Health Insurance @ \$6,000 per year/single coverage; FICA @.0765 of total salary, etc.**
 - Explanation if each position is existing, new request for a position to fund existing position, or new position for the program;
 - Explanation if each position is full-time or part-time;
 - Explanation of how each position is relevant to the project;
 - Description of the duties of each position. Include primary responsibilities and specific duties. Identify any new duties if this position was previously funded.
- **Job Descriptions:** A job description is required for each requested personnel position.
- **Category B – Consultants and Contracts:** funds in this category should reflect programs/services contracted out to individuals or agencies. If the agency does not directly operate the program, but relies on a non-profit or other entity to run the entire program, the whole budget is shown as a contract. There must be a current legal contract on file between the agency (lead) and the contractor. **IMPORTANT** – The Agency is still fiscally responsible and must ensure all funds are spent properly by any contracted programs/services. Consultant and Contracts must adhere to the federal guidelines of the maximum rate of **\$81.25/hour or \$650/day**. The rate for independent consultants must be reasonable and consistent with that paid for similar services in the market place. To breakdown the costs for the consultant, please use the categories or fully explain what is included in the \$650.00 per day cost. The prior approval threshold for noncompetitive procurements (sole source) is \$50,000. Lodging, meals, and travel costs should be included in the daily rate, which would prohibit additional charges above the full daily rate. Adherence to procurement procedures outlined in Nebraska State Statute 23-3108 applies to consultant and contractual agreements. If the estimated value is \$20,000 or more

then the agency must adhere to the competitive sealed bidding process. If the estimated value of the purchase is equal to or exceeds \$5,000, but is less than \$20,000, then a record of at least three informal bids must be documented. In the situation that a purchase is less than \$5,000, the agency must adhere to their procuring procedures.

- Category C – Travel: Program related travel for personnel hired by the agency and paid with Office of Violence Prevention funds should be shown in this category.
 - Mileage: List the cost for mileage. Enter the amount requested and the amount provided as match. Enter the total cost in the "total" column. Mileage rate is \$.54 cents/mile.
 - Air Fare: List the cost for air fare (coach or least expensive class). Enter the amount requested and the amount provided as match. Enter the total cost in the "total" column.
 - Meals: List the cost for meals. Enter the amount requested and the amount provided as match. Meal allowance in Omaha is \$59 (breakfast \$15, lunch \$16, dinner \$28). Enter the total cost in the "total" column.
 - Lodging: List the cost for lodging. Enter the amount requested and enter the amount provided as match. Enter the total cost in the "total" column. In-state lodging allowance is \$91 per night for all areas except Lincoln and Omaha, which is \$107 per night.
 - Other Costs: List other anticipated costs associated with the consultant. Enter the amount requested and the amount provided as match. Enter the total cost in the "total" column. Per Diem Rates:
<http://www.gsa.gov/portal/category/21287>
- Category D – Operating Expenses: Funds in this category should reflect expenses incurred by the agency as part of any direct operation of program(s). Operating expenses for a contracted agency are reported under Category B. **Please reference the Operating Expenses (Unallowable/Allowable) Chart on Page 5 of this document.**
- Category E – Other: Funds requested in this category are those that do not fit anywhere else. Ensure that totals in the Budget Summary and Budget Narrative match. Contact Program Administrator before using this section to ensure requested expenses will not “fit” elsewhere.

Budget Summary Narrative: Please reference the Budget Narrative Example on Page 3 of the application when filling out each category’s budget narrative. Applicants must provide a detailed budget narrative explaining the expenses for each category above, by requested project/activity. Your request must also clearly state which of your community plan’s priorities it addresses. For example, if you are requesting personnel for two different unrelated activities, provide a paragraph narrative for each personnel request, and explain how they fit into your plan. Requested activities must be grouped under priorities and strategies from the current community plan. Any other activities for which funds are requested should be provided under the same narrative.

Budget Summary Supporting Data: Provide data to support the need for this funding request. You may include data that is referenced in your community plan, be sure all data is current. After each request, please provide data that supports the need for that request. If this information is found within your community plan and is current, please be sure to include that data. We are requesting this information because data may not be current on the community plan that the grant review team references from the Nebraska Crime Commission website. We are looking to gather objective figures that display the need for a specific position or program requested for funding. If you are requesting equipment or office space, please provide information that displays the need for that additional space.

***All rates, item descriptions, and budgeting requirements are derived from the Department of Administrative Services – State Accounting Division, Office of Justice Programs 2014 Financial Guide, and Operating Instructions at the Nebraska Commission on Law Enforcement and Criminal Justice.**

Section III: Memorandums of Understanding

For agencies applying as a group, submit a current copy of an MOU signed by each participating board chair or director commitment to pool their Office of Violence Prevention funds to accomplish the project(s) in this application.

Section IV: Required Forms

Read all required forms carefully and have them signed by the authorized official (lead board chair or director) for the grant application.

Section V: Goals, Objectives, and Performance Indicators

Goals: The goal for the project is the ultimate outcome desired. These are broad based, but realistic and achievable. There is generally one goal for a specific grant project.

Measurable Objectives:

Measurable objectives reflect how your project will assist in reaching the stated goal(s). They also address the problem(s) identified and documented in the Problem Statement as well as the identified needs.

A measurable objective is something you are going to do, utilizing the grant funds, by a certain amount (measurable) within a certain time period. Objectives **must** be measurable.

Measurable objectives always use the words to increase, to decrease, or to maintain. Do not use words such as to provide, to train, to establish in measurable objectives. These are activity statements. Once you have written an objective, ask yourself if it allows you to measure something.

A project will normally have **one to three** objectives for each goal. Remember, most projects have one broad based overall goal.

To help you in developing measurable objectives, review your project's activities and ask yourself what statistical data will you gather to prove your project is working? You don't need to be overly detailed in statistical data, but focus on three to five things to measure which will prove your project is making a difference and works. These will be your Performance Measures or

Indicators for your project and will be used as part of your project's report to the Crime Commission. Also, check your objectives to make sure you have objectives specific to the funds requested.

EXAMPLE: To increase the number of youth participating in Life Skills training course (to do something) from 0 to 100 (by a certain amount) within a 12-month period (within a certain time frame).

The measurable objective above relates to a **new** program. The baseline number is zero because the program did not exist in the previous year.

If you were applying for funds to expand or enhance an **existing** program, the objective may read as follows.

EXAMPLE: To increase the number of youth participating in Life Skills training course (to do something) from 100 to 120 or 20% (by a certain amount) within a 12-month period (within a certain time frame).

Baseline Statistics:

How do you know what you're starting number or measure will be for your measurable objectives? Baseline Statistics are the statistics for the most current year stated in the Problem Statement which documents the problem(s). This is a good test to see if the statistics in the Problem Statement are relevant in documenting the stated problem or problems. If you identify something, which needs to be measured in the Performance Indicators, check your statistics in the Problem Statement to determine if you need to add statistical data. Also ask yourself if these statistics are key in documenting the problem and will they help in showing the success of your program. There may be numerous statistics you can gather, but you need to determine which ones are the **most** important.

Performance Indicators:

Performance Indicators are the data, which will be collected during your project to measure each objective and will show if the program is successful. Performance Indicators are in direct relationship to the baseline data stated in the Problem Statement. Ask yourself what statistical data will show if your program is successful.