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GRANTS READINESS GUIDE

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EDITOR'S NOTE

Securing grant funding can be the key to launching new initiatives, expanding resources or strengthening critical services – but the application process often feels daunting. That's where this **grants readiness guide** comes in. This practical resource walks you through what it takes to be prepared before opportunities even open, so you're never caught scrambling.

In “**Plan ahead**,” you'll learn how to build a foundation that keeps your organization “grant ready” year-round. “**Take action**” provides a step-by-step 30-day roadmap for assembling

your team, developing budgets and narratives and submitting a strong application within a typical grant cycle. Finally, “**A closer look**” offers insights into crafting compelling narratives that answer reviewers' questions and highlight your program's impact.

Whether you're new to grant writing or looking to sharpen your process, this guide is designed to help you compete more effectively for the funding your agency needs.

Lexipol Grants Team

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PLAN AHEAD: THE PROCESS OF PREPARING TO APPLY

Planning ahead for events is a keynote of success for anything in life, and this includes grant applications. A strong and competitive grant application is one that is prepared for – usually not something thrown together at the last minute.

Some grant application periods open on a regular schedule, typically from annually to quarterly. Some are open sporadically, and some open in response to significant events such as disasters or legislative action. Keeping a file full of all the information you need to develop your grant application at your fingertips is one of the first elements of applying successfully. In the grant-writing world this is what is called “being grant-ready,” so that regardless of the particular application and when it opens, you can dig in and concentrate on developing a winning application.

Where do you begin?

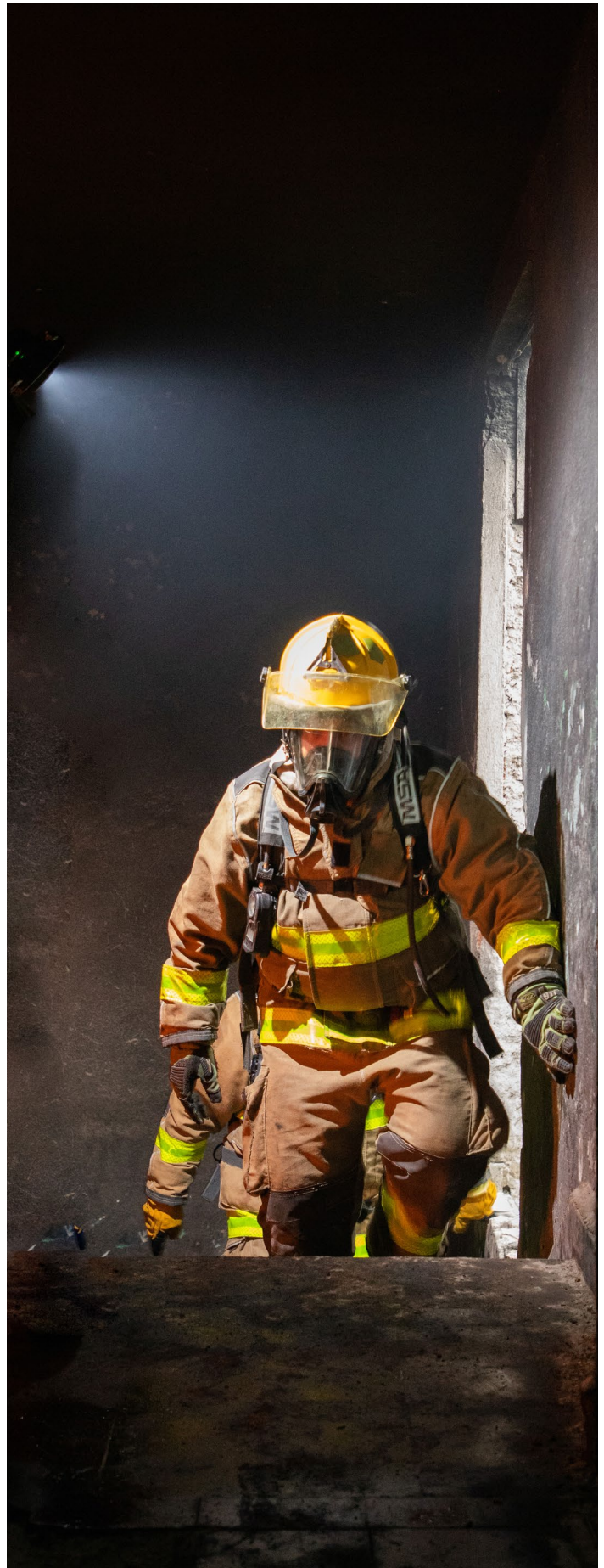
To begin with, determine as definitely as possible what you are applying for and why. Be prepared to spend some time conducting research and asking questions. Keep in mind that all the information you gather must be geared toward helping you justify your need for funding. It takes more than a simple statement like, “We need new radios because the ones we have are old and don’t work” to convince a grant evaluator you deserve funding.

You must be prepared to provide background information about your entity, specific details about your problem, how the problem affects your operations, why you need help (an investment of grant funds) to fix the problem and what the outcome will be. Fortunately, most, if not all, the information you need can be found internally within your organization or community and from the vast resources of the internet.

What information do you need?

In a nutshell, the information you need for any grant is a description of who your community or organization is, what you're seeking, why you need it and how much it's going to cost. That may sound simple, but to convince a grant evaluator your project is worthy of funding, you need to draw factual information from a variety of sources. Here is a rundown of the information you will need to seek and have available.

- **Detailed description of the project.** Include information defining what the need is and what the outcome will be. This should include cost estimates and a budget for the project.
- **Fiscal information for the entity applying.** This includes the entity's current budget and budgets from the previous two years plus any projected budgets. Also include anything that influences the entity's financial situation positively or negatively. Provide detail around revenue sources and how they have changed over time or may change in the future. Detail expenditures by major category and how they have changed over time or may change in the future. These are important facts to help show why you alone can't fund your project.
- **Information for a community and/or organizational profile** such as population trends, income trends, community/organizational history and governing body information. Get real numbers. Grant evaluators need to understand the community or organization applying. If a community is low-income and can't afford new radios for the police department, then the grant evaluators need to see in real figures how poor the community is. Wikipedia is a good source for some of this information.
- **U.S. Census Bureau data.** There is a plethora of useful statistics in Census information, such as data around demographics, populations, race, occupations, household information, income, poverty levels and much more.
Grant funders love to see numbers and statistics, and these numbers help you





prove your case for how underresourced and needy your community or entity might be. Find U.S. Census Bureau data at <https://data.census.gov/>.

- **Poverty/unemployment/disadvantaged population information.** Some of this can be gleaned from U.S. Census Bureau data. A good source for unemployment statistics is U.S. Bureau of Labor Statistics at <https://www.bls.gov/>.
- **Public safety information profiles** of local law enforcement, fire, EMS and emergency management entities. Numbers of personnel, vehicles, incident or call data and any trends such as increasing or decreasing call volumes.
- **Recent community or industry/commercial trends** and economic development activities.
- **Catastrophic events such as disasters, industry closures, rapid development and population explosions.** When did the event(s) occur? What kind of impact has this had on the community or your entity?
- **Letters/statements of support.** Having someone from outside your organization verify your need lends credibility to your project.
- **Biographies and experience of CEOs, project lead person(s).** Who will have supervisory responsibility over the project and administration of the grant, and what are their qualifications? Grant funders will need assurance that the funds they are providing are being managed efficiently and effectively. The qualifications of people associated with managing the grant will be vital to assuring them.
- **Laws, legal requirements, standards and regulations** relevant to your request. You may need to cite these to justify your ask.
- **Studies or testimonials** that clarify and justify the need for your project.
- **Examples** of other entities that have undertaken similar projects.
- **Data detailing the problem or need and potential outcome.** This may be hard to find, but there is a good chance there is some other entity out there that has experienced the same situation as you.

What do you do with all this information?

Gathering all this information may be a bit daunting. It is a lot to do and will take time and effort. This is why beginning the research and discovery process before you need the information is important. The hours you spend gathering information before a grant opens will spare you from the anxiety of a last-minute rush to find it. Grant applications thrown together in a hurry are often not near the quality of those that have been planned and prepared for.

You may not need or use all the information you assimilate for a particular grant, but it is far more advantageous to have a complete pool

of information at hand when a grant application period opens so you have everything you may need, rather than scrambling to find the information after the application opens and you are up against a deadline. Obtaining some information may be time-consuming, requiring research or contacting others who must also spend effort to find what you've requested.

Some grants may only require 500 words or less of narrative content – others can require 25 pages or more. Regardless of the particular grant you are pursuing, when you are armed with a folder full of information, statistics and data about your entity and your need, you will be grant-ready and well on your way to grant success.

PRIOR SUCCESS STORIES

An invaluable asset and good information to have on hand is stories of other entities that have successfully accomplished exactly what you are attempting. You may know of another agency that was awarded a grant for a similar project – contact them for a copy of their application. Often private foundations list award recipients on their websites, and government entities are required to make award recipients public knowledge. Reviewing their applications will provide insight into the type of information you need for a successful application and how best to present it to reviewers.





TAKE ACTION: HOW TO APPLY IN 30 DAYS

Grants are a cornerstone of funding for public safety agencies, municipalities, nonprofits and school districts across the United States.

Unlike loans, grants are financial awards that do not require repayment, provided the recipient adheres to the terms and conditions set forth by the funder. They are offered by federal agencies, state and local governments, private foundations and corporate giving programs. Each grant has a defined purpose in support of programs, services or initiatives that align with the funder's mission and priorities.

For police departments, fire departments and municipalities, grants play a vital role in securing resources that may not otherwise fit within limited budgets. Federal programs such as the [Department of Justice's COPS Office grants](#) or [FEMA's Assistance to Firefighters grants](#) provide

millions of dollars annually to enhance public safety, improve equipment, expand training and strengthen community services. Similarly, state and local grants help cities fund infrastructure, critical equipment, technology upgrades and community-based programs.

Most competitive grant programs follow an open application period that typically lasts 30–60 days. This means applicants must not only prepare compelling proposals but also manage their time efficiently within relatively short windows. For agencies where staff already juggle public service duties, this compressed time frame underscores the importance of having a clear, organized process for applying.

The following **grant timeline** outlines how to prepare an application over a typical 30-day window. While some opportunities may allow more time, achieving the 30-day window ensures that even under tight deadlines, public safety agencies and municipalities can respond effectively.

GRANT TIMELINE

Day 0:

- Even before the 30-day grant timeline begins, you should create an account in the funder’s online portal as early as possible to ensure you can access the grant materials, complete all required forms and successfully submit the application by the deadline.

Day 1–5: Understand the grant opportunity

- Read the Notice of Funding Opportunity (NOFO) or Request for Proposals (RFP).
- Identify eligibility, funding priorities, deadlines and required attachments.



- Confirm you have the necessary permissions and authorizations to submit the grant application in accordance with your organization’s protocols. Determine in advance who is authorized to sign the required grant documents.
- Assemble your internal team: grant staff, department leadership, finance officers and project partners. For police and fire departments, this step may include coordinating with city managers or county administrators to ensure alignment with broader municipal goals.
- Create an outline of the grant draft from the instructions found in the NOFO, RFP or grant guidelines.
- Request letters of support when required.

Day 6–15: Research and program design

- Collect organizational data, needs assessments and statistics to demonstrate the scope of the problem.
- Develop a program design or project plan that meets both community needs and the funder’s priorities.
- Begin drafting the proposal narrative.

Day 16–25: Writing and budget development

- Draft the full proposal narrative with clear goals, objectives, activities and evaluation measures in accordance with the NOFO, RFP or grant guidelines.
- Develop a detailed, funder-compliant budget in coordination with your finance office and the NOFO, RFP or grant guidelines. For public safety agencies, this may include equipment, technology, training plans and/or community engagement strategies.
- Secure letters of support when required.

Day 26–30: Review and submission

- Conduct internal reviews and revisions for clarity and compliance with the NOFO, RFP or grant guidelines.
- Verify all attachments, forms and signatures are complete and correct.
- Prepare the final package in the funder’s required format.
- Submit the application well before the deadline to allow time for troubleshooting technical issues.

GRANT APPLICATION PROCESS

1. Assembling the stakeholder team

The first and most important step in preparing a competitive grant application is assembling the right team of stakeholders. A grant proposal is rarely the work of an individual agency or department. Instead, it requires the collaboration of people who understand the organization’s mission, the community’s needs, the technical requirements of the funding agency and the financial and operational capacity to deliver the project. For municipalities, police departments and fire departments, this step is especially critical because grant applications often demand cross-departmental input and documented support from leadership.

A stakeholder team should be intentionally diverse in its expertise. At minimum, the team should include:

- A grant lead who coordinates deadlines, assignments and communication with the funder.
- Department leadership (e.g., a police chief, fire chief or city manager) who provides vision, authority and strategic alignment.
- Subject matter experts who can define the program’s design, technical specifications and community impact (for example, a battalion chief for fire equipment requests or a police lieutenant for training initiatives).
- Finance or budget staff who ensure accuracy, compliance with funder requirements and integration with municipal accounting practices.

Equally important is establishing clear roles and expectations from the outset. Each stakeholder should understand their responsibilities, such as who provides narrative content, who will supply data, who will draft the budget and who has authority to sign official documents. In public safety settings, this prevents last-minute confusion, such as delays in obtaining a city council resolution or miscommunication about equipment specifications. A simple project management tool (like a timeline, task tracker or shared folder) can help the team stay organized and accountable.





2. Accessing the application portal

Nearly all grant applications are submitted through an online portal managed by the funding agency. Whether it is [Grants.gov](https://www.grants.gov) for federal opportunities, FEMA's [GO \(Grants Outcomes\) system](https://www.fema.gov/grants-outcomes) for fire service grants, the Justice Department's [JustGrants](https://www.justgrants.gov) portal for law enforcement programs, or a state or local online platform, timely access to these systems is essential. To avoid delays and errors, it is advisable to register for these online portals prior to the grant opening. Failing to register early is one of the most common and preventable reasons organizations miss deadlines.

The first task is to identify the correct portal for the funding program. Federal grants require registration in [Grants.gov](https://www.grants.gov) and often additional systems such as the System for Award Management ([SAM.gov](https://www.sam.gov)) or federal payment system. State grants may have their own submission portals managed by departments of education, emergency management or public safety. Foundations and corporate funders may use widely known platforms. For municipalities, police departments and fire departments, this step often requires coordination with internal IT staff

or administrative offices to confirm secure access and compliance with city or county policies.

Next, create or confirm an active account. Many portals require multiple layers of authorization. For example, in JustGrants, the entity administrator (often the finance director or city clerk) must assign roles to staff who can prepare and submit the application. In FEMA's GO system, a department head or city manager may need to approve the account before the grant manager can log in. These steps can take several days to complete, so it is critical to start immediately once an opportunity is identified.

Organizations should also test the system early. Log in, verify the account works and review the application layout, character limits and required forms.

Finally, determine who has authority to sign and submit the application. Portals usually require the official applicant such as a city manager, mayor or department head to provide the final authorization. Identifying this person in advance ensures signatures are ready and prevents last-minute delays when deadlines approach.

3. Developing the budget

A strong budget is one of the most important parts of any grant application. Funders want to see not only how much money is being requested but also how those funds will be used responsibly to achieve the project's goals. For municipalities, police departments and fire departments, the budget is often subject to additional scrutiny because it must align with city, department or county financial practices and demonstrate accountability to both the funder and the public.

The budget should clearly connect to the narrative of the proposal. Every line item must correspond to a specific activity, resource or outcome described in the grant. For example, if a police department is requesting funding for new body-worn cameras, the budget must include the cost of cameras, data storage, training and maintenance.

When developing a grant budget, it is important to consider not only what the project requires but also what the funder permits awarded funds to cover. Common components of a budget include:

- **Personnel:** Wages and expenses for staff working directly on the grant-funded project. For municipalities, this often requires coordination with human resources and payroll to ensure accurate figures.
- **Fringe benefits:** Health insurance, retirement contributions and other benefits associated with personnel costs.
- **Equipment:** Prioritize items with a competitive purchase price and long lifespan.
- **Supplies:** Consumable items such as office materials, training manuals and small tools.
- **Contractual services:** Costs for consultants, trainers and service providers.
- **Travel/training:** Conference fees, mileage and specialized training relevant to the program.
- **Indirect costs:** A percentage of administrative overhead, if allowed by the funder. Municipal agencies may use a federally negotiated indirect cost rate agreement if one exists.

Accuracy and compliance are non-negotiable. Work closely with your finance department to ensure the budget matches your organization's chart of accounts and follows funder guidelines. Many grant programs disallow certain costs (such as entertainment, lobbying or unrelated capital projects), and submitting a budget with unallowable expenses can disqualify an otherwise strong proposal.

4. Developing the narrative

The narrative is the main section of the grant application. While the budget shows how funds will be spent, the narrative explains why the project is needed, what it will accomplish and how it will be carried out. A strong narrative persuades reviewers by telling a clear, evidence-based story of need, capacity and impact. This section is often where the community's most pressing challenges are brought to life with data and real-world examples, statistics, crime trends, service gaps and infrastructure needs.

Data is one of the most powerful tools in your narrative. Reviewers look for concrete numbers and evidence to substantiate your case, rather than relying solely on examples.

Review the grant NOFO, RFP or grant guidelines to best understand what information is required in the narratives.

Narratives often include the following key components:

a. Statement of need

- Clearly describe the problem the grant will address.
- Use supporting evidence and data: crime statistics, fire incident reports, Census data and community surveys. For example, a police department might cite FBI Uniform Crime Reporting (UCR) data showing a rise in violent crime, while a fire department may present NFIRS data indicating high call volume without sufficient protective gear.



- Incorporate community voices where possible, such as feedback from town halls or stakeholder meetings.

b. Project description

- Outline the specific activities, services or purchases the grant will support.
- Explain how the project addresses the identified need.
- Provide details: number of people served, type of equipment purchased, scope of training sessions.

c. Goals and objectives

- Define broad goals (e.g., “increase community safety”).
- Break goals down into measurable objectives (e.g., “equip 100% of patrol officers with body-worn cameras within 12 months”).

d. Methods and implementation

- Describe the steps your organization will take to achieve the objectives.
- Identify responsible parties, timelines and partners.

e. Evaluation plan

- Demonstrate how success will be measured.
- Connect the data and metrics directly back to the problem statement.

5. Assembling the application

Once the narrative, budget and attachments are finalized, the next step is to assemble the application package. This stage is about ensuring all components are complete, consistent and organized according to the funder’s requirements. Even strong proposals risk rejection if materials are missing, mislabeled or uploaded incorrectly.

Begin by carefully reviewing the application checklist provided in the funder’s guidelines or online portal. Confirm that all required documents – such as narratives, budgets, forms and attachments – are included and formatted correctly (PDF, Word, Excel, etc.). Pay attention to naming conventions and file size limits, which vary by system.

It is also essential to maintain consistency across all pieces. For example, the project title, budget totals and contact information should match exactly in every section and attachment. For municipalities and public safety agencies, this may also mean ensuring resolutions, letters of support and departmental approvals are properly signed and current.

Finally, create a single internal folder with the final versions of all application materials. This not only simplifies submission but also ensures a record is available for future reference or audits. Clear, organized assembly demonstrates professionalism and reduces the risk of errors at the submission stage.

6. The review process

Prior to being submitted, every completed grant proposal should go through a review process. This stage should include all components of the application (narrative, budget, attachments, etc.). The review process helps ensure the application is accurate, complete and competitive. A strong review process not only catches errors but also strengthens the overall proposal by improving clarity, alignment and persuasiveness.

A comprehensive review typically includes three levels:

- **Content:** Examine whether the proposal is comprehensive and fully answers each question.
- **Compliance:** Ensure the proposal complies with all formatting, length and submission requirements, as many applications are

rejected outright for not following instructions. Verify all required attachments such as audits, board lists, letters of support and council resolutions are included and properly signed. Confirm that acronyms, terminology and budget categories are consistent with the funder's definitions.

- **Technical:** Have a colleague or subject matter expert review the proposal for clarity and technical accuracy and consider a mock review using a scoring rubric to identify weaknesses.

7. Final submission

Once all components of the grant application are complete and reviewed, it's time to submit the grant application in full compliance with the NOFO, RFP or funder's guidelines. The process is now complete. **1**



A CLOSER LOOK: WHAT'S IN A NARRATIVE?



This section will take a closer look at important components of an application narrative and provide tips to ensure every question in the solicitation is answered. It's a look at what reviewers want to see.

First, determine if you are eligible.

Before you even begin the process of developing grant narratives, first and foremost be certain your request is in bounds. Make sure your project aligns with the funding priorities of the grant source and the entity you represent is an eligible applicant. If your project does not clearly fall within the parameters of what a particular grant will fund, your chances of getting funded will be significantly reduced – and most likely eliminated.

A good way to determine your eligibility for funding even if your project is within the scope of fundability for a grant is to review the grant's history and see if the funder has funded similar requests in the past. Often the funding history of a particular grant can be found on the website for the grant.

Importance of the narratives

There are two parts to every grant: the application (fill-in-the-blank parts) and the narratives. Once you have appropriately completed the fill-in-the-blank parts, you must address the parts that win your award – the narratives. Everything you do within any grant application must justify what you are asking for (the need). After you've conducted your research and assembled a file full of data, you're prepared to dive into narrative development.

Your objective with a grant narrative is simple: When a grant evaluator gets to the end of your application, you should have them convinced your proposal is worth funding. Keep that in mind throughout development of your grant narratives. This is easily said but perhaps not so easily done. The depth and length of your narratives will vary depending on the requirements of the grant you are working on, what the grant maker asks for in the narratives and the complexity or size of your request. Asking for new handheld radios for 1,000 firefighters should naturally be expected to require more explanation than four new radios for each of a small fire department's four trucks.

The basic parts

The basic elements found in any grant proposal are the same, though they may be distributed differently based on the narrative questions asked. Following is the full spectrum of everything you need to be prepared to address. Some grants may not ask for all these elements.

- **Entity profile.** Describe specifically who the applicant is. In addition to the basic information such as community or entity demographics, there are the qualities, attributes and circumstances unique to each situation that need to be revealed, particularly if they have a direct impact on your project. Examples include a rapidly expanding population due to development, a recent industrial closure that has shaken a community's economy or a dramatic increase in crime rates.
- **Description of your request.** What item(s) are you requesting with your application and what is the purpose? If you are requesting equipment, be careful not to mention any specific brand or model. Grant evaluators disapprove of sole sourcing, and for federal grants it is not allowed; this could result in your application being dismissed.
- **Description of the problem/need.** Describe the problem you seek to address with your application and how your request will fix the problem.
- **Define how many people** are affected by this project and how they will be impacted. Are they a historically marginalized community or an economically disadvantaged one? Where are they located?
- **Describe what the outcome will be** in terms of goals and objectives.
- **Describe how your request aligns** with the grant and grantor objectives (priorities).
- **Cost/benefit analysis.** This is the part a lot of people struggle with. Cost/benefit is best described as an expression of the investment on a per-person or per-use basis and what (if any) kind of savings will be realized.
- Here are two examples, with varying levels of detail:
 - **Example #1:** “The safety investment of this project comes to \$8,778 per firefighter for the 120 firefighters of the region.”
 - **Example #2:** “In the region, handheld radios are used at an average of 1,100 fire, EMS and rescue calls annually for incident-critical communications by the five stakeholders. Even a minor incident could have 10 or more incident-critical communications that rely upon this communications equipment for dispatch, incident response and incident management. A major incident could have hundreds, perhaps over 1,000, incident-critical communications among multiple public safety agencies. With a conservative estimate of 50 uses per incident to relay incident-critical information, this communications equipment will relay an estimated 550,000 incident-critical communications annually over the projected 10-year use of these radios. At \$675,924 for this project, this makes the investment in assured reliable handheld two-way communications only \$1.22 per use over the projected 10-year use of the radios.”
- **Financial need.** Thoroughly describe why your entity cannot finance the project. Be as descriptive as possible. Many grants fail because the grantee failed to demonstrate a financial need.
- **Budget narrative for the entity applying.** Some grants simply ask you to attach a copy of your budget. For many grants a one-page summary showing the key categories of your budget is all that is necessary.
- **Project budget narrative.** Provide an itemized cost (investment) for the entire project. Be conservative with your request – ask for only the bare essentials needed. The key is what is needed, not what is wanted. Generally, the more conservative and smaller your request, the better your chance of being awarded. You can price yourself out of a grant by asking for too much. Grant guidelines usually provide a ceiling limit for the amount that can be requested.



Writing style

Every writer has their own style. Style alone will not result in a winning grant proposal. However, a writing style that is cumbersome and difficult to read will impede reviewers and make it more difficult for them to approve the application. Some general rules for award-winning narratives include:

- Avoid run-on sentences.
- Don't overstate or inflate your situation and need.
- Try not to generalize – be specific.
- Define any acronyms or trade-specific terms used in the narratives.
- Avoid too much technical detail unless it is asked for. Too much technicality bogs the reviewer down and distracts them from the purpose of your application. Evaluators will want to see the facts, but they need them expressed in a way they will understand.
- Show, don't tell. Showing rather than telling has greater impact when explaining something in a narrative.

Here's an example that demonstrates the difference:

- **Telling:** Somewhere County needs \$1 million in grant funding for a communications system infrastructure upgrade. Our fire and police department radios do not work any longer, and we can't afford to purchase the new equipment.
- **Showing:** Somewhere County is seeking \$1 million for a communications system infrastructure upgrade. We cannot fund this necessary upgrade. An economic downturn the past three years caused a loss of taxable revenue to the county and used up all the county's reserve funds. The county is taxing at the maximum rate allowable by law and in FY2025 has \$15 million in expenses balanced against \$12 million in revenue. Our five municipalities have all undergone similar financial crises and only have \$50,000 total between them that is available for capital improvements. Due to the age of our 20-year-old communications infrastructure, we have limited transmission and reception capabilities with all our mobile and handheld radios. This seriously impacts our emergency response capabilities.

Point of view (POV)

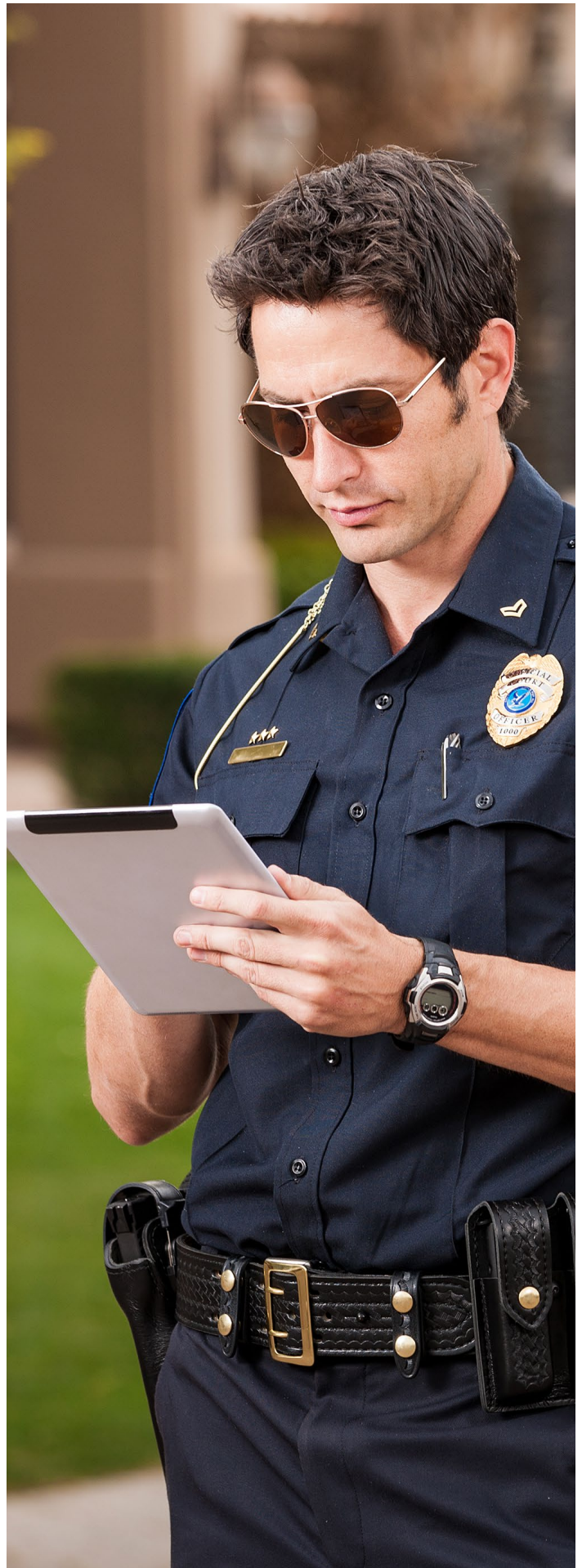
The grant writer will need to determine a POV to write in. A big part of this is understanding who your audience is. Writing from the first person is fine in some situations, particularly if you are dealing with a local audience. More often a third person approach is preferable, in particular for grants that require a lot of detail, facts and figures and explanation. A combination of first- and third-person voices is also acceptable.

Write in the present tense as much as possible, as it is more vibrant and engaging, although writing at least some of the narrative in the past tense is unavoidable because you will no doubt have to present some historical perspectives.

Regardless of the voice or style you are writing in, be certain to use good grammar and a style that is easily readable. It is a good idea to have your narratives reviewed by someone else to check for grammatical and factual errors and make sure everything is understandable. Another set of eyes may also discover significant points that were missed or statements that need further clarification.

If you have any real-world examples or life experiences to support why the grant you are applying for is necessary, it may be advantageous to provide a brief synopsis of the event or situation.

The amount of detail you can provide in any narrative will be defined by character limits. Most grants will have a character or page number limitation.



Using a grant writer

Preparing a grant application and developing narratives can be a bit daunting, particularly for more complex grants requiring a lot of detail. It may be best in such situations (or if you are just not comfortable with all the nuances of grant writing) to use the services of a professional grant writer. Professional grant writers are adept at their trade, and the investment you make in their services could be the critical step needed for developing a winning grant proposal.

Be aware that if you contract the services of a professional grant writer, you still have the responsibility of working with them to provide information they need. When using the services of a professional grant writer, a successful application

represents an effective working relationship between the grant writer and the applicant. The grant writer's ability to develop an award-winning application is directly affected by the responsiveness of the applicant to their requests for information.

One final word of advice

Be aware that your grant application will have the attention of a reviewer or panel of reviewers for perhaps only 15 minutes, and you will be competing with dozens, maybe even hundreds of other applications. To be successful, your grant application needs to be a standout both in terms of what you are requesting and the way it is prepared and presented. **1**)



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More Resources



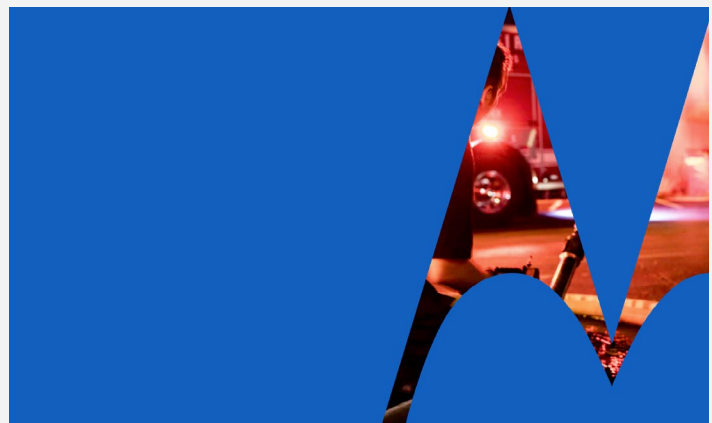
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