



## Examples of Goals and Objectives from Actual Proposals

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### Example #1

**Funder:** Department of Behavioral Health-Contracts Unit, County of Riverside

**Submitted by:** Family Service Association of Western Riverside County (FSA)

**Grant request:** not disclosed

**Project Description:** To fund Prevention and Early Intervention (PEI) services through a program called CARE (Community Assistance and Resources for the Elderly) to older adults in three communities of the East Valley Region of San Bernardino County. Services which will focus on assisting seniors before possible mental health issues escalate to higher levels of treatment will be provided in community-based settings (i.e. Senior Centers and Senior Nutrition sites and in the homes to frail or geographically/socially isolated elders) and will include the prevention and early identification of depression, dementia, substance abuse and suicide and other mental health issues due to the aging process, trauma and/or bereavement. (

The goal of the CARE program is to facilitate the process of healthy aging for older adults by delivering mental health prevention and early intervention techniques that maintain positive mental health. The project is designed to achieve the stated objectives of the PEI established by DBH:

1. Increase collaboration between senior centers and DBH and community-based organizations
2. Seek and identify older adults in need of prevention and early intervention services
3. Improve access to mental health services for older adults living in remote areas
4. Decrease the number of older adult hospitalizations
5. Increase the services for seniors who are caretakers of children or disabled adults
6. Increase the number of activities and events for seniors
7. Reduce the rate of suicide



### Example #2

**Funder:** Community Development Block Grant, County of Riverside.

**Submitted by:** Family Service Association of Western Riverside County (FSA)

**Grant request:** \$55,000

**Project Description:** To continue funding the Mead Valley Community Center, a vital one-stop-shop where community members access health education, medical screenings, youth and senior programs, utility assistance, commodities, pediatric medical services and have a safe place to participate in recreational activities and special events. It is the only local source of medical and social assistance for Mead Valley youth and families. ()

**What are the goals and objectives of the project, service, or activity? How will you measure and evaluate the success of the project both qualitative and quantitative?**

The goal of the youth programs provided at the Mead Valley Community Complex is to provide low-to-no-cost activities for children, teens and young adults that enhance social, emotional, physical and recreational functioning of elementary, middle and high school aged children.

Overall, it is anticipated that up to 33% more youth will be served in the Youth Program during the FY 2009-2010. The center will increase the number of children/youth seen at the Center and meet the following objectives:

1. \*After School Program: Increase the number of youth who participate in the program to 20 kids.
2. \*Youth Summer Program: Provide a six-week long summer youth program for at least 40 children ages 5-14 that includes age appropriate activities such as sports and recreation activities, games, arts and crafts, and health education presentations. Children are at the center for six hours per day.
3. \*Youth Leadership Program: Provide a youth leadership program for about 10 youth ages 13 to 25 years old to participate in a program plan to meet identified needs in their community, participate in a youth symposium (mini-conference) where they will interact with local government representatives, youth leaders and other professionals from the Mead Valley/Perris community; and complete a minimum of eight hours of community service each month.
4. \*Provide a new Ballet Folklorico class for up to 20 children at the center to learn Hispanic heritage dances to increase knowledge of their culture and promote diversity.



5. \*Provide a Girl Scouts program at the center that will accommodate up to 15 girls.
6. \*Expand services to include the Youth Clean-up Crew and Tomás Rivera Youth Leadership Project that will have about 15 active youth members.
7. FSA staff is required to collect data about the program that includes: demographic data about each client served, the number and types of services received and the frequency of the services. This information is reported to the County of Riverside as required to determine whether the annual goals and objectives for the program are met.



### Example #3

**Funder:** Grossmont Health Care District

**Submitted by:** ElderHelp

**Grant request:** \$75,000

**Project Description:** To fund the Elder-Help Concierge Club to combine high quality care management services with in-home volunteer services and use an innovative fee-based system – membership program that delivers the support systems seniors need at a price they can afford – that will support ElderHelp to both serve more seniors and better sustain the program over time.

**Measurable Objectives related to each goal include:**

**Goal 1:** Of those Concierge Club members who feel at risk of losing their ability to age in place, a significant number will feel an increased sense of independence and ability to remain in their own homes through participation in the Concierge Club.

**Measurable objectives:**

- ElderHelp will enroll a minimum of 130 Concierge Club members over the 12 month grant period.
- 80% of members enrolled will utilize Concierge Club services.
- ElderHelp will retain 85% of its members after 12 months.
- Member Care Managers will assess and develop care plans for Concierge Club members in need of long-term care management.
- Member Care Managers will reassess, monitor and conduct home visits with each member quarterly.
- ElderHelp will recruit, train and personally match a minimum of 97 volunteers over the 12-month grant period.

**Goal 2:** The Concierge Club is cost-effective by delaying and averting nursing home costs and spend-downs on Medi-Cal, saving each member \$1,600 annually on home care services, and discounting up to 25% of additional services.

**Objectives:**

- Volunteers will donate a minimum of 6,500 hours or \$143,000 of home-based services to Concierge Club members over the 12 month grant period.
- ElderHelp will assess each member for their risk of nursing home placement utilizing the Instrumental Activities of Daily Living Scale, the Activities of Daily Living Scale and availability of family support.
- 80% of members enrolled in Concierge Club will utilize the Preferred Provider Network



**Goal 3:** The Concierge Club will significantly and meaningfully improve the quality of life for members.

**Objectives:**

- 90% of members will report satisfaction with Concierge Club benefits and services members over the 12 month grant period.
- ElderHelp will retain 75% of all volunteers after 12 months.
- 85% of volunteers will fulfill their 1 year, 6 hour per month commitment.
- ElderHelp will fulfill 100% of ride requests to personal, social, recreational and medical appointments within 7 days of request receipt.
- Of those Concierge Club members with low socialization, ElderHelp will personally match these members with a friendly visitor who will provide up to 4 activities per month.

**Goal 4:** Of Concierge Club members identified with one or more chronic disease, a significant amount will report an increase in knowledge and a reduction in healthcare utilization.

**Objectives:**

- Support chronic disease management by linking and transporting members to health screenings, clinics and health education opportunities each quarter.
- Member Care Managers will accompany members to medical appointments for advocacy and improved medical literacy and understanding.

**Goal 5:** Of those Concierge Club members determined to be at risk for falls, monthly participation in specified membership activities will contribute to a statistically significant decrease in risk.

**Objectives:**

- ElderHelp Member Care Managers will administer a minimum of 75 Falls Prevention Risk Assessments over the 12 month grant period.
- 90% of non-driving, high risk members will utilize escorted transportation services
- The volunteer-led home repair team will respond to 100% of all home modification requests for falls risk reduction.
- 100% of friendly visiting volunteers will learn specialized senior fitness and strengthening tools to apply during their member visits to decrease falls risk.

**Goal 6:**

Provide Outreach and Information & Referral services to seniors in the Grossmont Healthcare District to increase awareness and accessibility to services.

**Objectives:**

- ElderHelp will provide a minimum of 750 seniors with Information & Referral services over the 12 month grant period.
- ElderHelp will conduct 6 outreach activities each quarter.
- ElderHelp will conduct outreach activities reaching a minimum of 1200 seniors and community residents.



#### Example #4

**Funder:** Unnamed foundation funding senior health

**Submitted by:** Little Tokyo Service Center (LTCS), Community Development Corporation

**Grant request:** \$50,000

**Project Description:** To support the Senior Services Program and its endeavors to serve Japanese and API seniors living in Los Angeles. Three areas of particular need in this senior population are bilingual case management, care giving to delay nursing home care and alleviate isolation, and transportation services. ()

#### Goals and Objectives

**Case management:** The major goals that LTSC hopes to accomplish are as follows:

1. Provide comprehensive intake and needs assessment for senior clients;
2. Provide basic case management for senior clients including referrals, advocacy and other assistance; and
3. Provide intensive case management for senior clients with more severe cases.

*Anticipated Outcomes for Case Management:* LTSC anticipates the Senior Services Program will conduct 500 information and referral intakes and needs assessments for senior clients.

1. Approximately one third of these intakes will consist of new senior clients calling LTSC for the first time and the remainder will be senior clients who have accessed LTSC's services in the past but are seeking assistance for a new issue.
2. From the 500 intakes the Program will provide basic case management for 60 unduplicated clients and intensive case management for 30 unduplicated clients.

**Caregiver Coordination:** The 3 major goals that LTSC hopes to accomplish are as follows:

1. Recruit Japanese-speaking/Japanese descent caregivers in Los Angeles County;
2. Match trained caregivers with frail seniors needing in-home care; and
3. Maintain senior independent living and delay nursing home care.

*Anticipated Outcomes for Caregiver Coordination*

1. The Senior Services Program will conduct caregiver outreach and reach 600 people.
2. LTSC anticipates recruiting 10 Japanese speaking or Japanese descent caregivers/companions in the Little Tokyo area, South Bay area and San Fernando Valley.

**Transportation Referral:** The 2 major goals that LTSC hopes to accomplish are as follows:

1. Assist seniors in filling out applications to transportation service programs and providing required documentation to qualify for service; and
2. Teach seniors how to access services, and when necessary, facilitate access to the service by providing translation.

*Anticipated Outcomes for Transportation Referral* - LTSC anticipates enrolling 48 clients in existing county or city transportation programs.



### Example #5

**Funder:** Community Technology Foundation (Zero Divide)

**Submitted by:** Ink People Center for the Arts

**Grant request:** \$50,000

**Project Description:** To build the capacity of individuals from computer illiteracy to proficient levels of video production and design skills. Individual and small group instruction will be tailored to specific needs and interests will allow drop-in, as well as scheduled classes. The Digital Media Zone (DMZ) will be used to build digital media capability, including graphics, web design, video, and audio. By giving program participants open access to technical assistance, technology support, and administrative support program participants are able to develop their programs in relative safety.

#### **Projected short and long-term outcomes:**

##### **Short term:**

1. Project participants will become proficient in one or more of the software programs being taught (Photoshop, Dreamweaver, iMovie). We will track how many attend the classes, how many finish, and what the level of change is in their use of the software. This will be observed by teachers and mentors that will also administer interviews to gain pre- and post-self-evaluations of the students.
2. Project participants will be more skilled and confident in their ability to create an end product (graphic, web site or video). We will track the number who successfully create projects. Teachers and mentors will keep notes and record their observations, both qualitative and quantitative.
3. Project participants will become involved in a community change project. We will track the numbers and diversity of needs identified, and record how the participants organize around those challenges. Mentors will keep notes and record their observations.
4. Project participants will feel engaged in civic discourse. If so, there will be a sufficient number of projects produced to hold a public viewing and forum. Participants will be guided in planning the public event, and observations will be recorded. If possible, the event will be recorded for cablecast on public access TV.
5. The project will expand, deepen and enhance The Ink People's capacity and service delivery to this and other populations. Expanded services will be documented to the extent they are offered to other participants. We will track the numbers of participants through class sign-ups and attendance records. Also, we will keep track of the number of video programs produced for cablecast on public access TV.





**Long term:**

1. Youth participants will continue to engage in creating community change and use our studio resources. We will track the number of digital lab users over time, and the number of flyers, broadsides, web sites, and videos created.
2. Positive change will occur to better our community and the lives of its residents. The long range change may be traceable by logging all the individual projects and correlating them to trends and shifts in community attitudes and services.
3. The youth will go on to live happy, productive lives deeply involved in community life. Over time, we will document stories and testimonials that come back to us.



### Example #6

**Funder:** Federal Department of Health and Human Services

**Submitted by:** Family Service Association of Western Riverside County (FSA)

**Grant request:** not disclosed

**Project Description:** New program entitled – “No HIV for Me” will provide realistic, gender-specific prevention education services focused on the intersection between juvenile delinquency and STD/HIV infection for female adolescents. The program will specifically target young women ages 9-17 that are deemed at risk for juvenile delinquency and will provide a gender specific approach that is focused on HIV/AIDS awareness, prevention and support services in a collaborative manner.

***From funder: Describe how the project will contribute to a reduction in attitudes that support stigma, and increase number voluntarily undergoing STD/HIV testing and affect youth participation in positive activities. (2-points)***

FSA is a multi-service organization that has been serving families since 1953. Our motto “Family Strength is Community Strength” exemplifies the purpose of FSA developing this new HIV Prevention program for teens. The agency has the expertise to not only develop new programs to meet pressing community needs, but to also work at the community advocacy level.

Beginning as a counseling agency, services have expanded over the years to include a variety of health and human service programs that serve a wide range of low-income clients, ranging from infants to the elderly. Our core services include Mental Health (including a variety of prevention efforts, such as Parent Education), Child Development Centers, Community Centers, and Services for Seniors (Housing, Nutrition and Adult Day Care).

FSA has also had extensive experience working in low-income communities with and provide asset-based approach to identifying and addressing community problems. In the 1990’s the Community Center in Mead Valley was the pilot for this approach, which builds on community strengths instead of trying to simply provide services to solve problems.

Our work has included sensitive community problems such as child abuse, domestic violence and mental illness. This year, we were selected to provide a Summer Youth Employment Program for 75 low-income youth who are now working at various FSA locations.



In our prevention work, our **goal**, reflective of the overarching goal of the HIV Prevention program, is to demonstrate multi-level intervention through collaborative local partnerships with community and youth leaders who work with female youth, male gangs, and HIV/AIDS service providers to provide direct services to girls at-risk for juvenile delinquency. FSA will collaborate with the YWCA and Operation SafeHouse to provide services directly to at-risk teens. Further, the collaborative effort will include the Youth Accountability Teams (sponsored by the Riverside County Probation Department) to identify and refer at-risk teens to the program. The program will be delivered in “community-friendly” and accessible sites, including FSA Community Centers located throughout the City of Riverside and the Mead Valley/Perris area, the YWCA (City of Riverside) and the Operation SafeHouse Emergency Shelter for Runaway and Homeless Youth.

1. The **purpose** of the “**No HIV For Me**” project is to increase HIV/STD prevention knowledge and reduce the risk of contracting HIV/STDs among girls between the ages of 9-17 who are considered at risk for juvenile delinquency using multi-level interventions and approaches. This will include the provision of **Group-Level Interventions**, including the provision of two evidence-based, gender-responsive curriculums:
  - Reducing the Risk (FSA Community Center Sites and YWCA site)
  - Street Smart (Operation SafeHouse Emergency Shelter for Runaway and Homeless Youth)
2. The project was designed, and these specific curricula selected based on the key elements of HIV/AIDS education programs that US-based researchers have concluded make programs more likely to succeed, including:
  - Focusing on reducing specific risky, sexual behaviors;
  - Using theoretical approaches to behavior change that have proved successful as a basis for program development;
  - Having a clear message about sexual activity and condom use and continuously reinforcing this message;
  - Providing accurate basic information about the risks of adolescent sexual activity and about methods of avoiding intercourse or using condoms against HIV infection;
  - Dealing with peer pressure and other social pressures on young people to be sexually active;
  - Providing modeling and practice of communication, negotiation, and refusal skills;
  - Using a variety of teaching methods that involve the participants and help personalize information;
  - Using teaching methods and materials appropriate to students' age, sexual experience, and culture;
  - Selecting as teachers people who believe in the program and then training them to be effective.



3. The project will contribute to a reduction in attitudes that support stigma, and increase number voluntarily undergoing HIV/STD testing through the delivery of the curriculum and linkage with local HIV/STD testing facilities. The project will also encourage participants to participate in positive activities, including the promotion of available community programs and in activities directly related to the prevention program (including Women and Girls HIV/AIDS Awareness Day).
4. The **Community-Level Interventions** will target groups and agencies in the local community providing youth activities in the promotion of the program including the sharing of resources and other capacity building and technical assistance services on the subject of HIV prevention. For example, FSA sponsors an Annual Children's Conference that reaches a wide audience of service providers, practitioners, parents and government leaders.
5. FSA will also establish an Advisory Committee for the "No HIV for Me" project. Membership of this Committee will include the following:
  - All project collaborators (FSA, YWCA, Operation SafeHouse)
  - Inland AIDS Project
  - Riverside County HIV/AIDS Program (Public Health)
  - Riverside County Probation Department (Youth Accountability Team Program)
  - Riverside County Gang Task Force
  - Local School Districts
  - Youth participants
  - Parents and caregivers
  - Foster and group home agencies



**Example #7**

**Funder:** Midsize foundation funding capacity building in specific geographic areas (place-based)

**Submitted by:** Statewide membership and capacity building organization

**Grant request:** \$100,000 a year over two years for a total of \$200,000.

**Project Description:** Two-year intensive capacity building project for 20 youth-serving organizations – with a focus on tailoring activities to the specific needs of participating organizations – to strengthen and advance their leadership, governance and internal operations, and measurably improve their ability to sustain their organization over time.

**Provide overview of near-term goals, input (planned activities), results (indicators that the activity was successful) and outcomes (measurable program, operation and/or behavior change).**

Near-term goals:	Input	Results	Outcome
I. Capacity building project will strengthen and advance the leadership, governance and internal operations of participating groups.	A. 20 youth-serving groups from 5 counties will participate in the project	1. 20 will complete the first year, 18 will complete two-years.	<ul style="list-style-type: none"> <li>• 90% will add line in budget for future capacity building at end of project.</li> </ul>
	B. 100% will participate in self-assessment process.	2. 100% will identify capacity building outcomes they will seek to achieve over two-year period.	<ul style="list-style-type: none"> <li>• 90% will achieve goals they set for themselves with the project time-frame.</li> </ul>
	C. Train five experienced local consultants in CAN methods and content.	3. Each consultant will work with at least two organizations.	<ul style="list-style-type: none"> <li>• 80% of participants will report satisfaction with consulting.</li> </ul>
	D. Hold six peer-learning events during two-years.	4. 100% will participate in five of six events.	<ul style="list-style-type: none"> <li>• 75% will develop one collaboration project with another nonprofit.</li> </ul>
	E. Each participant receives 24 hours of consulting from any consultant they choose who is involved in the project	5. 100% will use coaching and/or consulting option.	<ul style="list-style-type: none"> <li>• 90% will achieve consulting out-comes they set for their organization.</li> </ul>
	F. Hold eight workshops over two years.	6. Each organization will participate in seven of eight workshops.	<ul style="list-style-type: none"> <li>• Workshops will be rated four or better with five being the highest rating.</li> </ul>
	G. Establish easy to access web-based information including a list-serve, blog, forum formats.	7. All organizations will use the website set up for project participants	<ul style="list-style-type: none"> <li>• List-serve and Blog will be managed by project participants after project completion.</li> </ul>

II. Groups will measurably improve accuracy, consistency and clarity of their financial accounting and reporting.	H. Eight hours of consulting to assess and recommend improvement to accounting and financial reporting systems.	8. 100% will use the accounting assessment and consulting.	<ul style="list-style-type: none"> <li>• 75% will develop more clarity, consistency and/or accuracy in their accounting process.</li> <li>• 100% without internal control policies will adopt them. Those with policies will update them,</li> </ul>
	I. One of the eight workshops [see E] will be about accounting and financial reporting.	9. 100% will participate in accounting and financial training.	
III. Participating groups will enhance their ability to be a sustainable organization.	J. One of eight workshops will be on proposal writing.	10. All groups will participate in the workshop.	<ul style="list-style-type: none"> <li>• 80% will send a proposal to one new funder within six months of training.</li> </ul>
	K. One of eight workshops will be on leadership.	1. All executive directors and one board member per organization will participate in the workshop.	<ul style="list-style-type: none"> <li>• 90% of participants will identify one aspect of leadership they will adopt for their organization.</li> </ul>
IV. Participating groups will adopt more visible and transparent accountability practices.	L. One out of eight workshops will be on accountability.	14. 100% will participate in accountability workshop.	<ul style="list-style-type: none"> <li>• 90% of participants will post their 990 on their web site.</li> <li>• 80% will add “How are we Accountable” to their board and staff meeting agenda,</li> </ul>
V. Effectiveness of youth programs of participating groups will be strengthened and improved.	M. Provide one peer learning event on Youth Development.	15. 100% will participate	<ul style="list-style-type: none"> <li>• 75% will increase the number of young people that participate in their programs.</li> </ul>
	N. Provide two days (20 total) of consulting to 10 groups wanting to improve their services	16. 100% will use the consulting lessons to improve their programs.	



### Example #8

**Funder:** James Irvine Foundation

**Submitted by:** Ink People Center for the Arts

**Grant request:** \$50,000

**Project Description:** To fund the Media and Arts Resource Zone (MARZ) project, an arts and media after-school program, that works with youth to develop leadership and job skills, to improve self-esteem, and to deepen community connections by focusing on the core fields of video documentary making, music, art, and creative writing.

#### **What is the goal of the proposed project?**

*Cultural participation projects support the active engagement of Californians from all socioeconomic and ethnic backgrounds with quality art from a variety of sources and cultures. These projects aim to broaden, deepen, and/or diversify participation in the arts and culture. Please choose one or all that apply.*

1. **Broaden participation:** Attract greater numbers of the current target audience.
2. **Deepen participation:** More deeply engage the current audience with the work presented or with the organization.
3. **Diversify participation:** Attract a new demographic of audience. This might include attracting a different age group, a more ethnically diverse audience, or residents from a different geographic area. We consider all aspects of diversity.

#### **List 1 to 3 objectives of the project.**

*Indicate your projected target(s) of success. Objectives should be specific, measurable, and time-bound statements of purpose intended to guide the activities toward the goal. Examples:*

(a) **Broadening**—To expand young adult audiences by 10 percent (or 1,000 people) through the development of a series of social networking events on the second Thursday of each month in 2009.

(b) **Deepening**—To convert 500 single-ticket purchasers from the past year into season ticket holders in 2009 by offering higher levels of engagement including pre- and post performance educational activities with the artistic talent.

(c) **Diversify**—To attract Latino audiences through a strategic partnership with a local community group or hometown association that will provide relevant programmatic knowledge and comprehensive outreach to its constituencies in 2009 so that Latino audiences reflect the surrounding community's demographics of 45 percent



**Creative Connections Fund**

a) **Broaden** - To expand our target audience of 'general' and 'core' participants by 10% yearly through an aggressive outreach campaign, the development of new opportunities for participation, and a strategic broadening of community partnerships.

b) **Deepen** - To strengthen our participants' connection to the arts, community, and their sense of leadership potential. General participants will demonstrate a 5% increase in these variables every six months; core participants will demonstrate an increase of 15% in six months.

c) **Diversify** - To increase our general and core participation by at-risk youth and youth who have one or more parent who is incarcerated, through strategic partnerships with a local AmeriCorps agency focused on this target population, as well as County Health and Welfare services that will provide best practices in program design and coordinate long-term referral/outreach support, so that by 2010, 90% of our program population and 15% of the Ink People membership will consist of this demographic.