

**Mississippi Bar Foundation (MBF)**

**Request for Proposals (RFP) for**

**Bank of America  
Foreclosure Prevention & Community Redevelopment Grant Program  
2018-2020 Funding Cycle**

**Grant Deadline: October 30, 2017, 12:00 PM NOON CST**

**Grant Inquiries: Kenneth Wheatley, Grants Director  
krwheatley@comcast.net**

**Release Date: October 2, 2017**

**643 North State Street | Jackson, MS 39202 | Phone: (601) 948-4471**

In 2016, the Mississippi Bar Foundation (MBF) was awarded approximately \$4.6M in Bank of America (BA) national foreclosure prevention settlement funds. As a condition of the agreement, the U.S. Department of Justice (USDOJ) and Bank of America (BOA) designated the nation's Interest on Lawyers Trust Account (IOLTA) programs as the recipients of settlement funds. The sole purpose of these funds is to provide legal aid assistance in two areas: **foreclosure prevention legal assistance (FP)** and/or **community redevelopment legal assistance (CR)**.

**Foreclosure Prevention Legal Assistance (FP)** - Direct legal counsel, advice, representation, mediation and prevention services to borrowers who are at risk of losing their homes to foreclosure.

**Community Redevelopment Legal Assistance (CR)**- Legal assistance, primarily through policy and impact work, transactional law and representation, that seeks to revitalize or stabilize low-income communities (rather than individual clients) and has a far-ranging and sustainable impact on the communities served.

The MBF seeks to fund eligible Mississippi nonprofit legal aid service providers to address foreclosure prevention and/or community redevelopment legal matters impacting Mississippi. **Services must target low-income Mississippi families and communities.** Additionally, community redevelopment funds cannot be used for individual services unless the applicant can demonstrate that improving the situation of an eligible individual client(s) would result in a systemic impact. Grant funds must be used to make things better for the whole, and not just the parts. Grantees may propose a variety of foreclosure prevention legal assistance (FP) and community redevelopment legal assistance (CR) activities such as, but not limited, to the following:

- Legal representation in foreclosure actions;
- Legal representation in predatory lending actions;
- Review of loan documents and counseling;
- Loan modification assistance;
- Foreclosure community education and awareness activities;
- Homeowner education and outreach activities;
- Foreclosure policy planning activities;
- Community redevelopment policy planning activities;
- Projects designed to preserve, rehabilitate, or develop new affordable housing for low income families and communities; and
- Projects with far-reaching and lasting community impact such as preserving, rehabilitating, or developing new affordable housing for low and moderate-income persons and communities.

Grant funds are designated for foreclosure prevention legal assistance (FP) and community redevelopment legal assistance (CR) activities only. No funds awarded through this grant

program shall be used for lobbying or any other activities designed to influence any legislation pending before local, state, or federal elected officials.

**Applicants must propose a 36-month project period beginning January 1, 2018 to December 31, 2020.**

- **Single-focus grants addressing either FP or CR and are limited up to \$450,000 allocated over the 36-month project period.**
- **Dual-focus grants addressing both FP and CR and are limited up to \$600,000 allocated over the 36-month project period.**
- **Grant funds may be renewed annually during the three-year project period contingent upon satisfactory progress toward project goals and objectives; appropriate use and financial management of awarded funds; and compliance with all programmatic reporting requirements as directed by the MBF.**

The MBF anticipates awarding up to one-third, or approximately \$1.5M, of the \$4.6M BOA funds during the 2018-20 BOA Funding Cycle. Applicants are free to apply for up to the \$450,000 and \$600,000 amounts, respectively. The MBF, in its discretion, reserves the right to award any number and any amount for grants under this and future BOA Cycles; moreover, the MBF reserves the right to reduce and/or not to fund any submitted proposals under this Request for Proposals.

#### **Application Submission Requirements**

Applicants must submit both a hard copy and an electronic copy. Failure to comply with the application submission requirements as discussed herein shall result in immediate disqualification from funding consideration. **Applicants must follow a two-step application submission process as follows:**

**Step 1[Hard Copies Only]:** Applicants must submit seven (7) hardcopies of the completed application to the following:

**Attn: Angie Cook  
MS Bar Foundation, Inc.  
643 N. State Street  
Jackson, MS 39202**

**Step 2 [Electronic Copies Only]:** Applicants must submit via email an **electronic copy** of the application both in MS Word & Adobe.pdf to the following on or before the deadline:

Angie Cook: [acook@msbar.org](mailto:acook@msbar.org)  
Kenneth Wheatley: [krwheatley@comcast.net](mailto:krwheatley@comcast.net)  
Email Subject Line: *2018-2020 BOA Grant Application: [Insert Agency]*

**Applications are due by 12:00 p.m. (noon), October 30, 2017.**

- **All mailed or shipped hard copies must be post marked no later than October 30, 2017**, per Step 1 above.
- MBF staff must receive **all hand-delivered copies** by or before the 12:00 p.m., noon CST, October 30, 2017, per Step 1 above.
- **Electronic copies** must be emailed by the 12:00 p.m., noon CST, October 30, 2017, per Step 2 above.
- **Faxed copies** will not be accepted.

### **Application Format**

Applicants must adhere to the following application formatting requirements:

- 10 narrative pages (maximum)
- 11-point font either in Calibri or Times New Roman
- 1" margins, single-spaced and single-sided pages
- **Bind each hard copy using the appropriate sized binder clip (Do not staple)**
- Number all pages in the lower right corner
- Place the applicant's name in a header located at the top center of each page
- Use section headings and/or subheadings within the body of the narrative to organize presented information
- Appendices are limited to 5 pages maximum (attach relevant documents only)
- Budget Narrative is limited to 7 pages maximum
- Submitted in both MS Word and in PDF formats (no faxes)
- All copies must be legible and in the same color as the original copy

Failure to comply with application formatting requirements will result in immediate disqualification for funding consideration.

### **Application Cover Page**

Include information for Items 1-7 below on the **Application Cover Page**. The Application Cover Page does not count against the 10-page narrative limit (see Appendix 1).

1. Applicant Organization, Address, Telephone, & Website
2. Chief Administrative Officer & Email Address
3. Board Chairperson
4. Person Preparing Application, Telephone, & Email Address
5. Project Director, Telephone, & Email Address
6. Request Category: Foreclosure Prevention legal assistance (FP), Community Redevelopment legal assistance (CR), or both FP/CR
7. Request Amount

### **Executive Summary (1/2 to 1 page max.)**

In one page or less, provide an overview of your proposed project. The Executive Summary does not count against the 10-page narrative limit.

### **Section 1: Needs Statement (1-2 pages max.) (15 Points)**

1. Clearly identify the specific geographical area(s) and/or target population(s) targeted by the proposed project and estimate the total number of people/families to be impacted by the proposed grant project.
2. Demonstrate the degree of need by providing current, valid, and relevant data and anecdotal information to document current foreclosure and community redevelopment issues and trends affecting the proposed target population(s)/target community. Please document your data sources.

### **Section 2: Goals and Objectives (1 page max.) (20 Points)**

Applicants must propose **S.M.A.R.T. Objectives**- specific, measurable, achievable, realistic, and time bound. Effective goals and objectives are measurable. **The project period is three years.**

1. State your proposed project goals.

2. State your measurable project objectives.

**Note:** Applicants are advised not to propose more than three to four project goals; however, each goal statement may involve multiple objective statements. Objective statements must be related to the project goals.

**Note:** An example of how to organize your grant goals and objectives is provided in Appendix 2.

**Note:** Instructions on “How to Write Effective Goals and Objectives” is provided in Attachment 1.

**Section 3:      Implementation Plan                      (4-5 pages max.)              (40 Points)**

1. Discuss your organization’s experience in providing foreclosure prevention (FP) and/or community redevelopment (CR) legal assistance. Include in this discussion the types of services you provided, who and how many you currently serve and/or have served; where services were provided; and when services were rendered. Identify and briefly discuss any best practices and/or successful models used for addressing FP and/or CR, and whether or not you will implement said best practices and/or successful models under this grant.
2. Provide a detailed discussion explaining how your organization will accomplish the proposed project goals and objectives by discussing who, what, when, where, and how you will implement the proposed FP and/or CR services.
3. Discuss your methods and how often you will reach out to the target population and/or the general public to inform them about the proposed services.
4. Discuss your project management plan by identifying project staff responsible for daily operations of the project. Discuss the pertinent supervisory roles and provide an agency and a project organizational chart. Attach resumes or job descriptions (if To Be Hired) for the project manager and lead project attorney.
5. Discuss your plans for leveraging other funds to support the proposed project. Specify the proposed leveraged amount and source(s) of leveraged funds.
6. Discuss your plans for sustaining the proposed project activities once grant funding has ended.

**Section 4: Evaluation (1 page max.) (10 Points)**

Applicants must describe the process by which your organization captures evaluation and/or quality control data and information for rendered services.

1. Briefly describe your organization's current mechanisms for capturing and reporting data on rendered legal services, and how these processes will be adapted for this grant.
2. Identify whom and how often evaluation/quality control data is collected by your organization.

**Note:** All grant recipients will be required to collect monthly FP and/or CR project evaluation information to participate in this program. This data will be subsequently reported to MBF through quarterly or semi-annual progress reports until all awarded funds have been expended. Additional reporting details will be provided once grantees have been selected.

**Section 5: Budget (7 pages max.) (15 Points)**

Applicants must submit a **budget narrative** covering a 36-month project period. The budget must be allocated and labeled as follows:

<b>Year 1:</b>	January 1, 2018 to December 31, 2018
<b>Year 2:</b>	January 1, 2019 to December 31, 2019
<b>Year 3:</b>	January 1, 2020 to December 31, 2020

Applicants must submit a project budget that is accurate and aligns with the proposed project activities. The budget consists of a budget summary form and a budget narrative (7 pages maximum), which should immediately follow the grant narrative.

**(A)** All applicants must complete the **Budget Summary Form** (see Appendix 3).

**(B)** All applicants must submit a **Budget Narrative**. Complete the budget narrative using the following line item order: **A) Personnel, B) Fringe Benefits, C) Travel, D) Equipment, E) Operating Expenses, F) Contractual Services, G) Other, and GRAND TOTAL**

**(C)** If you are a 501 (c)(3) nonprofit organization, then you must provide a copy of your IRS tax-exempt determination letter as one of your application attachments.

**(D)** If you are a 501 (c)(3) nonprofit organization, then you must also include the following budget-related documents:

- **Copy of most recent End of year financial statements**

**Equipment** and **Indirect/Administrative Costs** (overhead costs) are unallowable costs under this program.

Grantees will be required to track monthly expenditures and provide a report on expended funds in the progress reports.

Applicants are advised to make reasonable budget requests. MBF reserves the right to disallow and/or disapprove all budget requests when such requests are deemed unreasonable, unnecessary, and/or unresponsive to this grant program.

**Note:** See Appendix 4 for instructions on “How to Write an Effective Grant Budget Narrative.”

**Note:** If you request fringe benefits, then you must show each individual fringe benefits rate or percentage. Show the monthly premium amount for health insurance, if requested.

**Note:** Provide sub-totals for each requested line item in the budget narrative.

**Note:** End of year financial statements must be scanned and saved to an Adobe.pdf file for the electronic submission. Only provide pertinent information so as not to include excessive pages.

### **Application Review & Scoring**

The MS Bar Foundation (MBF) will conduct a competitive review of all compliant grant applications. Applicants must score a minimum of 70 out of 100 possible points to be eligible for funding consideration. MBF will select the highest rated proposals with the potential to provide the greatest impact as determined by the *MBF Grants Review Committee* in accordance with BOA Foreclosure Prevention program goals. If necessary, MBF shall reserve the right to request an in-person presentation of any submitted application eligible for funding consideration.

#### **Applications will be rated using the following scale:**

- Needs Statement (15 points)
- Goals and Objectives (20 points)
- Implementation Plan (40 points)
- Evaluation Plan (10 points)
- Budget (15 points):
  - Budget Summary Form (Appendix 3)
  - Budget Narrative



**Note:** Points will not be awarded for application appendices/attachments.

**Award Notification**

MBF will contact all applicants in writing pertaining to the disposition of an eligible application submitted for funding consideration under this RFP. We anticipate that such notification will be given no later than **December 15, 2017**.

Successful applicants may be required to attend a grants implementation meeting.

MBF will not return any submitted applications.

Final funding decision rests solely with the MS Bar Foundation.

**Appendix 1**  
**Mississippi Bar Foundation**  
**Bank of American Grant Application Cover Page**

**Sample**

- |   |  |
|---|--|
| <b>1. APPLICANT NAME:</b>               | ABC Agency                                   |
| <b>ADDRESS:</b>                         | P. O. Box 1234<br>Jackson, MS 39225          |
| <b>PHONE:</b>                           | 601-123-4567                                 |
| <b>WEBSITE:</b>                         | www.abc.org                                  |
| <b>2. CHIEF ADMINISTRATIVE OFFICER:</b> | Jane A. Doe<br>janeadoe@abc.org              |
| <b>3. BOARD CHAIRPERSON:</b>            | Joseph B. Doe                                |
| <b>4. PERSON PREPARING APPLICATION:</b> | Jill C. Doe<br>601-123-7890<br>jcdoe@abc.org |
| <b>5. PROJECT DIRECTOR:</b>             | Jill C. Doe<br>601-123-7890<br>jcdoe@abc.org |
| <b>6. REQUEST CATEGORY:</b>             | Foreclosure Prevention                       |
| <b>7. REQUEST AMOUNT:</b>               | \$ 450,000                                   |

## Appendix 2

### How to Organize the Goals and Objectives

*These are organizational examples only.*

#### Example 1

**Goal 1:** To provide foreclosure legal assistance to low-income families living in the first congressional district.

**Objective 1.1:** To hire two (2) full-time staff attorneys within 30 days of grant award.

**Objective 1.2:** To conduct three (3) foreclosure prevention legal clinics per quarter during the 12-month project period.

**Objective 1.3:** To increase the number of closed cases by December 31st of each project period by a minimum of 10% when compared to the baseline year of 2016 (Closed cases N= 200).

**Goal 2:** To improve the administrative operations of the Magnolia County Drug Court Program.

**Objective 2.1:** To conduct a formative evaluation of the Magnolia County Drug Court Program by July 31, 2018.

#### Example 2

<b>Goal A: To provide law related education to 11th and 12th grade students at ABC High School to increase interest in the legal profession.</b>
<b>Objective A.1:</b> To provide a minimum of eight (8) hours of law related education to one 11th grade class and three 12th grade classes by May 31, 2018.
<b>Objective A.2:</b> At least 25% of 11th grade students and at least 50% of 12th grade students will demonstrate increased knowledge in how to construct a basic legal contract as measured by pre- and post-test assessments by May 31, 2018.
<b>Goal B: To increase knowledge of civil law matters among first-time petitioners in Magnolia County.</b>
<b>Objective B.1:</b> To develop a comprehensive civil law reference manual by July 31, 2018.
<b>Objective B.2:</b> To disseminate a minimum of 2,000 copies of the civil law reference manual to first-time, adult civil petitioners in Magnolia County by July 31, 2018.

## **APPENDIX 3**

### **Budget Summary Form**

### Budget Summary Form

Applicant Agency: [Insert Agency Name]

Cost Categories	2018	2019	2020	Total Budget
A. Personnel				
B. Fringe Benefits				
C. Travel				
D. Equipment	n/a	n/a	n/a	n/a
E. Operating Expenses				
F. Contractual				
G. Other				
GRAND TOTAL				

**Appendix 4**  
**How to Write an Effective Grant Budget Narrative**  
*(For Instructional Purposes Only)*

**A. Personnel**

List each position to be employed under the grant by title and employee's name, if available, otherwise state, "To Be Hired (TBH)." Identify the percentage of time devoted to duties for each position. For example, 100% equals 1 full-time equivalent (FTE) position (40 hrs. /wk.), whereas 50% equals 1 part-time FTE position (20 hrs. /wk.), and 25% equals 1 part-time FTE position (10 hrs. /wk.). If some other percentage is used, then you must identify the number of hours to be worked based on a 40-hour workweek. Identify the rate of pay for each position. Always show the annual salary figure and the monthly rate of pay times the number of project months (usually 12 mos.). Briefly describe the duties for each position and include a job description in the appendix. Finally, always be prepared to justify your requested salaries. Ideally, you should base your requested salaries on the fair market value for the duties outlined for each position.

**B. Fringe Benefits**

Identify the individual rate, percentage, or monthly cost for each fringe benefit for all positions requested under personnel. Do not lump the fringe benefits into a single percentage. The fringe benefit rate should be applied to the total personnel cost unless the fringe benefit is not applicable to one or more positions. Calculate the fringe benefits rate for all positions paid out of grant funds based upon the gross salary amount.

**C. Travel**

Divide travel into 3 categories: Out-of-State, In-State, and Local (if applicable). As a guide, you can base mileage, per diem, and lodging expenses on the current federal rate unless your policies state otherwise. Show your calculations including the number traveling for each category. Always justify travel requests.

#### **D. Equipment**

List project equipment under this line item. Be sure that you know what is considered as equipment by the funding source. With federal grant programs, equipment is anything that has a unit cost greater than \$5,000. Justify all equipment requests.

#### **E. Operating Expenses**

This line item is sometimes referred to as Supplies or Commodities. Categorize operating expenses as Utilities, Office Supplies, etc. Notice that computers are listed here as a supply cost. You may also consider showing the rate of consumption for certain items, for example, you could show office supplies consumption at \$175/mo. in the example below, but then you would need to identify what makes up "office supplies" in the narrative description below.

#### **F. Contractual**

Place all contractual positions under this line item. Be sure that you have not confused a contractor with an employee (See IRS guidance). Include the hourly rate of pay and hours agreed upon for contractual work. You may also list other contractual agreements under this line item such as equipment rentals, etc. Always require written and signed contracts with detailed terms such as deliverables, timelines, and compensation, etc.

#### **G. Other**

Place all other requested expenses that do not fit the aforementioned line items under this category.

## **GRAND TOTAL**

Add the subtotals for line items A-G to reach the overall project grand total.

- **Using a blank page, and per application formatting requirements, complete your budget narrative in the following line item order: Personnel, Fringe Benefits, Travel, Equipment, Operating Expenses, Contractual, Other, and GRAND TOTAL. Add as many pages as necessary to complete your budget narrative.**
- Only provide budget narrative. Do not attempt to use this section to circumvent the respective grant narrative page limits.
- Be sure to sub-total each line item
- If you are not requesting funds under a particular line item(s) or sub-line item, then state "\$0.00 requested" or "Not Applicable"
- **Check your math**



### SAMPLE Grant Budget Narrative

#### **Personnel**

<b>1 Project Director (100%)</b>	(\$5,000/mo. x 12 mos.)	\$60,000
<b>1 Administrative Assistant (50%)</b>	(\$2,000/mo. x 12 mos. x .5)	\$12,000
<b>1 Attorney (100%)</b>	(\$4,000/mo. x 12 mos.)	<u>\$48,000</u>
<b>Personnel Sub-total</b>		<b>\$120,000</b>

**Project Director** (Jane Q. Public). This full-time position is responsible for the daily management of the Legal Eagle Project. The Project Director is responsible for submitting all fiscal and programmatic reports to MBF, as well as providing legal services. A detailed job description for this position is attached in Appendix A. Funding for this position in the amount of **\$60,000 per year** is requested from BOA Funds.

**Administrative Assistant** (John Doe). This part-time position is responsible for performing office clerical duties such as typing, answering phones, ordering supplies, greeting clients. This position reports directly to the Project Director. A detailed job description for this position is attached in Appendix A. Funding for this position in the amount of **\$12,000 per year** is requested from BOA Funds.

**Attorney** (To Be Hired). This full-time position is responsible for the daily implementation of the law clinic, which includes performing all clinic legal work such as preparing contracts, reviewing wills, mediation, and litigation. A detailed job description for the Attorney position is attached in the Appendix A. Funding for this position in the amount of **\$48,000 per year** is requested BOA Funds.

#### **Fringe Benefits**

Social Security (FICA) (7.65%)	(\$120,000 x 7.65%)	\$9,180
Retirement (10.75%)	(\$120,000 x 10.75%)	\$12,900
Unemployment (2%)	(\$120,000 x 2%)	\$2,400
Health Insurance (\$450/mo.)	(\$450/mo. x 12 mos. x 2.5)	<u>\$13,500</u>
<b>Fringe Benefits Sub-total</b>		<b>\$37,980</b>

Fringe benefits are for each full- and part-time employee per our policies and procedures. A total of **\$37,980** is requested from BOA Funds.

**Travel**

*Out-of-State:*

Commercial Airfare	(\$350 x 2 staff members x 2 trips)	\$1,400
Lodging	(\$115/night x 6 nights x 2 staff members)	\$1,380
Per diem	(\$35/day x 8 days x 2 staff members)	\$560
Taxi	(\$50 x 2 staff members)	<u>\$100</u>

**Subtotal**

**\$3,440**

- Out-of-State travel costs are requested for the Project Director and one staff attorney to attend **2 mandatory trainings:** Annual LSC grantee meeting in Washington, DC and the ABA Annual Meeting in San Francisco, CA.

*In State:*

Mileage	(600 miles at \$.50/mile)	\$300
Lodging	(\$75/night x 4 nights x 2 staff members)	\$600
Per diem	(\$30/day x 6 days x 2 staff members)	<u>\$360</u>

**Subtotal**

**\$1,260**

- In-State travel costs are requested for the project staff to attend MS Bar Foundation meetings and continuing education conferences.

*Local:*

Mileage	(500 miles x \$.50/mi.)	<u>\$250</u>
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**Subtotal**

**\$250**

- Local travel costs are requested for project staff to carryout legal clinic workshops throughout the Hinds County.

**Travel Sub-total**

**\$4,950**

**Equipment**

- No Equipment Requested

## Operating Expenses

### Utilities:

Rent (\$1,000/mo. x 12 mos. x .5)	\$6,000
Telephones (\$500/mo. x 12 mos.)	<u>\$6,000</u>
<b>Subtotal</b>	<b>\$12,000</b>

### Office Supplies:

Paper	\$500
Pens and pencils	\$200
Postage	\$800
Copying	\$600
Desktop computers (2 x \$600/computer)	<u>\$1,200</u>
<b>Subtotal</b>	<b>\$3,300</b>

**Operating Expenses Sub-total** **\$15,300**

**Utilities:** Rent is requested to cover expenses for the law clinic office space located at 1234 Any place, MS. The law clinic occupies 50% of the 1,200 square foot of office space in a downtown office complex. A total of **\$6,000** is requested from BOA Funds.

Telephone costs are requested to cover expenses associated with the law clinic referrals line. Services include local and long distance services with unlimited calls at \$500 per month. A total of **\$6,000** is requested from BOA Funds.

**Office Supplies:** Office supplies are requested for items such as paper, pens and pencils, postage, photocopying, and 2 desktop computers project staff to support law clinic services. A total of **\$3,300** is requested from BOA Funds.

## Contractual Services

1 Ph.D. level evaluator	(\$100/hr. x 75 hrs.)	\$7,500
1 Court Reporter	(\$35/hr. x 100 hrs.)	\$3,500
1 Color Copies	(\$115/mo. x 12 mos.)	<u>\$1,380</u>
<b>Contractual Sub-total</b>		<b>\$12,380</b>

**Evaluator:** Funds are requested to conduct a comprehensive program evaluation using the services of a Ph.D. level evaluator. The evaluator will conduct quantitative and qualitative evaluation processes to assess the effectiveness of law clinic services. The hourly rate of pay for this project consultant is \$100 per hour. A total of **\$7,500** is requested from BOA Funds.

**Court Reporter:** A court report is requested for assist with depositions. The contracted reporter will be a certified reporter to be compensated at a rate of \$35 per hour. A total of **\$3,500** is requested from BOA Funds.

**Color Copier:** A high volume color copier is requested so that project staff can produce high-quality literature such as brochures, pamphlets, and fliers to dissemination project information throughout our target area. A total of **\$1,380** is requested from BOA Funds.

**Other**

Law Library Insurance	(\$50/mo. x 12 mos.)	\$600
Law Journal Subscription Fee	(\$100/mo. x 12 mos.)	<u>\$1,200</u>
	<b>Other Sub-total</b>	<b>\$1,800</b>

**Law Library Insurance:** Funds are requested to maintain insurance for our vast law library, which is used by staff attorneys, law school interns, and it is also open to the public. A total of **\$600** is requested from BOA Funds.

**Law Journal Subscription Fee:** Funds are requested to ensure that the latest law journals are available to our staff attorneys, law school interns, and paralegal staff through an annual subscription. A total of **\$1,200** is requested from BOA Funds.

**GRAND TOTAL \$192,910**

*This is sample only to illustrate how to write an effective budget narrative. Other funding inferences should not be made based on the fictitious number presented herein.*

## **Attachment 1**

### **How to Write Effective Goals & Objectives**

*(For Instructional Purposes Only)*

## The ABCs of Goals & Objectives

The goals and objectives section is where most grants either fail or succeed. Clearly defined goals and objectives are critical to communicating your program's intent and ultimately for assessing the program's effectiveness through evaluation. The following information is designed to assist you in writing more effective goals and objectives in your grant proposals.

### What is a Goal?

- A goal is what one hopes to achieve
- Goals are general statements relating to the proposed task or activity
- Goals do not contain measurements or timelines
- Goals should be written in one sentence
- Goals should identify the target population

### Examples of Goals:

*To improve the grant writing skills of MAP Subgrantees.*

*To increase the merchant compliance rate in Magnolia Town.*

*To increase domestic violence prosecution rates in the 15<sup>th</sup> circuit.*

*To reduce sexual assault rates among college students in Mississippi.*

*To provide culturally appropriate and language-specific domestic violence information to Hispanic domestic violence victims living in Magnolia Town.*

**TIP:** Note that the above goals do not contain quantifiable indicators or timelines and are succinctly stated. Goals should convey the desired results achieved at the end of the project period, and indicate the condition you intend the program and the target population (the clients) to be at the end of the project period.

### What is an Objective?

Objectives are measurable and specific statements of activities that are directly related to the defined problem and the project's goal.

Objectives involve processes, numbers, percentages, rates, or some unit of measurement that can be evaluated prior to the proposed activity (pre-activity) and after the proposed activity (post-activity).

Objectives provide the roadmap for the implementation and evaluation plans.

### Three Types of Objectives:

- Process Objectives
- Outcome Objectives
- Product Objectives

**Process Objectives**--describe the activities or methods necessary for achieving the program's goal. Process objectives tend to be verbose because they help to describe the program activities, actions, or events. Process objectives usually involve action phrases such as: "*To provide*," "*To establish*," "*To conduct*," "*To hire*," "*To coordinate*," etc.

### Examples of Objective Statements:

*To conduct a minimum of 100 random merchant compliance checks each quarter in Magnolia Town.*

*The Fighting Back Coalition will establish a 24-hour sexual assault hotline for rape victims in the Tri-County area by December 31, 2005.*

*To hire one full-time Master's level Social Worker within 60 days of the grant award.*

*To conduct four 12-weeks, one-hour group counseling sessions for court ordered first-time DUI violators by December 31, 2009.*

**TIP:** Process objectives describe project activities and processes. Process objectives provide the outline for the activities to be discussed in the methods/implementation plan section of the grant. Process objectives describe what you will do. They do not describe the outcome or benefit of the proposed intervention. Be sure to use qualifiers such as "at least," or "a minimum of" when appropriate.

**Outcome Objective-** outcome objectives define a measurable result by describing changes in the behavior, attitudes, skills, or knowledge of the target population as a result of receiving the intervention. Outcomes are the changes/effects or benefits to your target population that result from the intervention. Outcome objectives typically result in an “increase” or “decrease” in the behavior, attitudes, skills, or knowledge of the target population.

Four considerations for writing effective outcome objectives:

1. Specificity

- Who or what is expected to change? (Target Population)
- What or how much change or benefit is expected to occur?
- Where will the change or benefit occur?
- When will the change occur or be completed?

2. Feasibility

- Will the intervention result in a meaningful change for the target population?

3. Measurability

- Can the outcome be measured or evaluated through testing, surveys, observation, etc?

4. Achievability

- Will the intervention result in changes in the behavior, attitudes, skills, or knowledge of the target population during the project period?
- Realistic
- What difference does it make?

**TIP:** Effective outcome objectives specify who or what is expected to change, what and how much change or benefit is expected, where the change will occur, and when. Be sure to use qualifiers such as "at least," or "a minimum of" when appropriate.



Examples Outcome Statements:

*By September 30, 2005, the percentage of alcohol retailers in Magnolia Town who are in compliance with the municipal ordinance prohibiting the display of alcohol advertisements near all public and private schools will increase by at least 50%.*

- Who or what is expected to change?

*Percentage of compliant alcohol retailers*

- What or how much change or benefit is expected to occur?

*50% increase in the compliance rate among alcohol retailers*

- Where will the change or benefit occur?

*Magnolia Town*

- When will the change occur or be completed?

*September 30, 2005*

*A minimum of 50% of domestic violence victims receiving counseling through the Magnolia House Shelter will learn the necessary legal steps to file the paperwork to enforce restraining orders against the offender by September 30, 2005, as measured by pre and post tests.*

- Who or what is expected to change?

*Domestic violence victims*

- What or how much change or benefit is expected to occur?

*50% of domestic violence victims will learn the legal steps to file the necessary paperwork to enforce restraining orders against the offender*

- Where will the change or benefit occur?

*Magnolia House Shelter*

- When will the change occur or be completed?

*September 30, 2005*