
**SUSAN G.
KOMEN®**
NORTHEAST OHIO



Susan G. Komen Northeast Ohio

2017-2018 SMALL GRANTS PROGRAM

FOR BREAST HEALTH SUPPORT PROJECTS
TO BE HELD BETWEEN MAY 1, 2017 AND MARCH 31, 2018

SUSAN G. KOMEN® AFFILIATE GRANTS

TO SAVE LIVES BY MEETING THE MOST CRITICAL NEEDS IN OUR COMMUNITIES AND INVESTING IN BREAKTHROUGH RESEARCH TO PREVENT AND CURE BREAST CANCER.

Susan G. Komen Northeast Ohio
5350 Transportation Blvd., Ste. 22
Cleveland, OH 44125
www.kommenneohio.org

TABLE OF CONTENTS

Key Dates	3
About Susan G. Komen [®] and Komen Northeast Ohio	3
Notice of Funding Opportunity and Statement of Need.....	3
Eligibility Requirements	4
Allowable Expenses.....	5
Important Granting Policies	6
Educational Materials and Messages	6
Small Grant Categories.....	7
Review Process	9
Submission Requirements	10
Application Instructions	10
Appendix A: Writing SMART Objectives	14

KEY DATES

Small Grants applications are accepted throughout the year; however, requests for support of conferences or other educational events must be received at least six weeks prior to the event(s). Applications recommended for funding require board approval prior to award notification. Therefore, applications must be submitted according to the schedule below to allow for prompt approval and payment.

Application Due Date	Board Approval Date	Award Notification Date
Friday, June 23 rd	Monday, July 10 th	Friday, July 14 th
Friday, August 25 th	Monday, September 11 th	Friday, September 16 th
Friday, October 27 th	Monday, November 13 th	Friday, November 18 th
Friday, January 5 th	Monday, January 22 nd	Friday, January 27 th
Friday, February 16 th	Monday, March 5 th	Friday, March 10 th

Trainings on Small Grants will be provided throughout the months of April and May in targeted areas. Please visit Komen Northeast Ohio's [small grants webpage](#) for specific dates, times, and locations.

ABOUT SUSAN G. KOMEN[®] AND KOMEN NORTHEAST OHIO

Susan G. Komen is the world's largest breast cancer organization, funding more breast cancer research than any other nonprofit while providing real-time help to those facing the disease. Komen has set a Bold Goal to reduce the current number of breast cancer deaths by 50 percent in the U.S. by 2026. Komen was founded in 1982 by Nancy G. Brinker, who promised her sister, Susan G. Komen, that she would end the disease that claimed Suzy's life. Komen Northeast Ohio is working to better the lives of those facing breast cancer in the local community. Through events like the Komen Cleveland and Akron Race for the Cure®, Komen Northeast Ohio has invested more than \$15 million in community breast health programs in our 22 county service area and has helped contribute to the more than \$920 million invested globally in research. For more information, call (216) 292-2873 or visit www.kommenneohio.org.

NOTICE OF FUNDING OPPORTUNITY AND STATEMENT OF NEED

Komen Northeast Ohio is currently offering Small Grants up to \$2,500 to support education programs, provider conferences/trainings, and survivor support programs described below. Innovative approaches to addressing the issues identified in the 2015 Komen Northeast Ohio Community Profile and existing health disparities are encouraged. In exceptional circumstances, grants can be made from \$3,000 up to \$5,000. Please consult with Affiliate staff prior to submitting an application requesting more than \$2,500. For applications seeking funds greater than \$5,000 or seeking to provide screening, diagnostic and/or treatment services, please refer to our Community Grants RFA.

Small Grants will only be provided to those counties identified as highest need in the 2015 Komen Northeast Ohio Community Profile, also known as the Communities of Interest. These counties include Ashtabula, Cuyahoga, Harrison, Jefferson, Lorain, and Mahoning Counties.

The findings from the 2015 Komen Northeast Ohio Community Profile revealed many issues and barriers to quality, affordable breast health and breast cancer services in Northeast Ohio. The 2015 Community Profile can be found on our website at www.komenneohio.org.

Drawing from the 2015 Community Profile, Komen Northeast Ohio has identified the following small grants funding priorities:

The funding priority areas are listed below in no particular order

- Quality of Care – Increase the number of evidence-based programs that support the emotional, social, financial, and spiritual well-being of individuals diagnosed with breast cancer and their families within each Community of Interest.
- Education – Initiate and support education efforts focused on increasing awareness and utilization of existing resources, the importance of early detection, and motivating women to action with an emphasis on reaching the low-income, underinsured, uninsured, and/or working poor within the Communities of Interest.
- Health Care System Performance Improvement – Decrease gaps/breakdowns in the breast health continuum of care and reduce systemic barriers to care through the development of strategic trainings and conferences to increase access to and seamless progression through the breast health continuum of care in each of the Communities of Interest.

ELIGIBILITY REQUIREMENTS

Applicants must conform to the following eligibility criteria to apply. Eligibility requirements must be met at the time of application submission.

- Individuals are not eligible to apply. Applications will only be accepted from local/state government agencies under IRS code section 170(c)(1) or nonprofit organizations under IRS code section 501(c)(3) located in or providing services to residents of one or more of the following locations:
 - Ashtabula County
 - Cuyahoga County
 - Harrison County
 - Jefferson County
 - Lorain County
 - Mahoning County
- Proposed projects must be specific to breast health and/or breast cancer and address the priorities identified in the Affiliate's 2015 Community Profile. If a project includes other health issues along with breast cancer, such as a breast and cervical cancer project, funding may only be requested for the breast cancer portion.
- All past and current Komen-funded grants or awards to applicant must be up-to-date and in compliance with Komen requirements.

- Applicant must have documentation of current tax-exempt status under the Internal Revenue Service code.
- If applicant, or any of its key employees, directors, officers or agents, is convicted of fraud or a crime involving any financial or administrative impropriety in the 12 months prior to the submission deadline for the application, then applicant is not eligible to apply for a grant until 12 months after the conviction. After this 12-month period, applicant must demonstrate in its application that appropriate remedial measures have been taken to ensure that criminal misconduct will not recur.

ALLOWABLE EXPENSES

Funds may be used for the following types of expenses, provided they are directly attributable to the project:

- Salaries and fringe benefits for project staff
- Consultant fees
- Meeting costs
- Supplies
- Reasonable travel costs related to the execution of the project
- Other direct project expenses

Funds may **not** be used for the following purposes:

- Research, defined as any project or program with the primary goal of gathering and analyzing data or information.
 - Specific examples include, but are not limited to, projects or programs designed to:
 - Understand the biology and/or causes of breast cancer
 - Improve existing or develop new screening or diagnostic methods
 - Identify approaches to breast cancer prevention or risk reduction
 - Improve existing or develop new treatments for breast cancer or to overcome treatment resistance, or to understand post-treatment effects
 - Investigate or validate methods
- Clinical services or patient care costs (e.g. screening, diagnostics, or treatment)
- Indirect Costs
- Education regarding breast self-exams/use of breast models
- Development of educational materials or resources
- Education via mass media (e.g. television, radio, newspapers, billboards), health fairs and material distribution. These methods may be used to promote projects, but evidence-based methods such as 1-1 and group sessions should be used to educate the community and providers
- Construction or renovation of facilities
- Political campaigns or lobbying
- General operating funds
- Debt reduction
- Fundraising (e.g. endowments, annual campaigns, capital campaigns, employee matching gifts, events)
- Event sponsorships
- Projects completed before the date of grant approval

- Land acquisition
- Project-related investments/loans
- Scholarships
- Thermography
- Projects or portions of projects not specifically addressing breast cancer

IMPORTANT GRANTING POLICIES

Please note these policies before submitting a proposal. These policies are non-negotiable.

- The project must occur between May 1, 2017 and March 31, 2018.
- The effective date of the grant agreement is the date on which Komen fully executes the grant agreement and shall serve as the start date of the grant. **No expenses may be accrued against the grant until the contractual agreement is fully executed.** *The contracting process can take up to six weeks from the date of the award notification letter.*
- Any unspent funds over \$1.00 must be returned to Komen Northeast Ohio.
- At Komen's discretion, grant payment will be made in one installment after grant agreement execution or pending receipt and approval of a final report.
- Grantee will be required to submit one final report that will include, among other things, an accounting of expenditures and a description of project achievements. Additional reports may be requested.
- Certain insurance coverage must be demonstrated through a certificate of insurance at the execution of the grant agreement, if awarded. Grantee is required at minimum to hold:
 - Commercial general liability insurance with combined limits of not less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate for bodily injury, including death, and property damage;
 - Workers' compensation insurance in the amount required by the law in the state(s) in which its workers are located and employers liability insurance with limits of not less than \$1,000,000; and
 - Excess/umbrella insurance with a limit of not less than \$3,000,000.
 - In the event any transportation services are provided in connection with project, \$1,000,000 combined single limit of automobile liability coverage will be required.
 - Grantees are also required to provide Komen Northeast Ohio with a Certificate of Insurance with Susan G. Komen Breast Cancer Foundation, Inc., Susan G. Komen Northeast Ohio, its officers, employees and agents named as Additional Insured on the above policies solely with respect to the project and any additional policies and riders entered into by grantee in connection with the project.

EDUCATIONAL MATERIALS AND MESSAGES

Susan G. Komen is a source of information about breast health and breast cancer for people all over the world. To reduce confusion and reinforce learning, we only fund projects that use educational messages and materials that are consistent with Komen messages, including our breast self-awareness messages - know your risk, get screened, know what is normal for you and make healthy lifestyle choices. The consistent and repeated use of the same messages can reduce confusion, improve retention and lead to the adoption of actions we believe are

important for quality breast care. Please visit the following webpage before completing your application and be sure that your organization can agree to promote these messages:

<http://ww5.komen.org/BreastCancer/BreastSelfAwareness.html>

Breast Self-Exam must not be taught or endorsed

According to studies, teaching breast self-exam (BSE) has not been shown to be effective at reducing mortality from breast cancer and therefore **Komen will not fund education projects that teach or endorse the use of monthly breast self-exams or use breast models**. As an evidence-based organization, we do not promote activities that are not supported by scientific evidence or that pose a threat to Komen's credibility as a reliable source of information on the topic of breast cancer.

Creation and Distribution of Educational Materials and Resources

Komen Affiliate grantees are encouraged to use Komen-developed educational resources, including messages, materials, toolkits or online content during their grant period. This is to ensure that all breast cancer messaging associated with the Komen name or brand are current, safe, accurate, consistent and based on evidence and to avoid expense associated with the duplication of existing educational resources. Komen grantees can purchase Komen educational materials at the Affiliate preferred price. If a grantee intends to use other supplemental materials, they should be consistent with Komen messages.

Komen grantees are eligible to receive preferred pricing for Komen educational materials. Komen materials should be used and displayed whenever possible. To view our educational materials, visit www.shopkomen.com.

Use of Komen's Breast Cancer Education Toolkits for Black and African-American Communities and Hispanic/Latino Communities and Other Resources

Komen has developed Breast Cancer Education Toolkits for Black and African-American communities and Hispanic/Latino communities. They are designed for educators and organizations to use to meet the needs of these communities. The Hispanic/Latino Toolkit is available in both English and Spanish. To access the Toolkits, please visit <http://komentoolkits.org>. Komen has additional educational resources, including on [komen.org](http://www.komen.org), that may be used in community outreach and education projects. Check with Komen Northeast Ohio for resources that may be used in programming.

SMALL GRANT CATEGORIES

Educational/Outreach Grants

Purpose: Explore new approaches to reduce breast cancer education barriers identified in target communities and populations in the 2015 Komen Northeast Ohio Community Profile. Education programs must focus on either (a) peer-to-peer education and/or (b) multi-session, cohort education sessions. **Education programs must lead to a documented action for participants (e.g., mammogram scheduled/received)**. Grantee may collaborate with other organizations to provide a direct service for those who cannot afford one, but this collaboration and follow-up must be documented with a letter of support from the partnering organization. Small grant funds, however, cannot be utilized for these direct services.

Amount: Up to \$2,500

Recognition requirements: Susan G. Komen Northeast Ohio must be recognized in all materials.

Evaluation requirements: A summary of results from any surveys and/or pre-/post-test must be included in the final report. Additionally, grantee is required to monitor and track specific demographic information for all program participants. Please see the Final Report Workplan Template uploaded on Komen Northeast Ohio's [small grants webpage](#).

Conference Grants

Purpose: Support the development and implementation of trainings focused on either (a) evidence-based communication methods/styles, (b) cultural competency, (c) health literacy, and/or (d) Ohio's Breast and Cervical Cancer Project for those working with individuals and families battling breast cancer. The content must focus on breast cancer or breast cancer must make up a significant part of the conference.

Amount: Up to \$2,500.

Recognition requirements: Conference organizers must provide complimentary registration for at least two (2) Affiliate representatives and an Affiliate display area where appropriate. In addition, Susan G. Komen Northeast Ohio must be recognized in all materials.

Evaluation requirements: A summary of results from any surveys and/or pre-/post-test must be included in the final report. Additionally, grantee is required to monitor and track specific demographic information for all program participants. Please see the Final Report Workplan Template uploaded on Komen Northeast Ohio's [small grants webpage](#).

Patient Support Programs

Purpose: Establish or expand free/low-cost survivor support groups and services that use evidence-based strategies to address the psycho-social, emotional, and physical issues faced by breast cancer patients and their family members. Programs should focus on keeping women in treatment to decrease breast health disparity outcomes.

Amount: Up to \$2,500

Recognition requirements: Susan G. Komen® Northeast Ohio must be recognized in all materials.

Evaluation requirements: A summary of results from any surveys and/or pre-/post-test must be included in the final report. Additionally, grantee is required to monitor and track specific demographic information for all program participants. Please see the Final Report Workplan Template uploaded on Komen Northeast Ohio's [small grants webpage](#).

REVIEW PROCESS

Each grant application will be reviewed by at least three reviewers. They will consider each of the following selection criteria:

Percentages listed next to each selection criteria reflect the weight assigned to each category.

Statement of Need 15%: Does the project provide services to one or more of the target communities described in the Affiliate's Community Profile? How closely does the project align with the funding priorities stated in the RFA?

Project Design 20%: Is the project culturally competent? Is the project evidence-based? How likely is it that the objectives and activities will be achieved within the scope of the funded project? Is the program well planned? Is the budget appropriate and realistic? Does the budget justification explain in detail the reasoning and need for the costs associated with the project? If the proposed project includes collaboration with other organizations, are the roles of the partners appropriate, relevant and clearly defined?

Impact 25%: Will the project have a substantial positive impact on increasing the percentage of people who enter, stay in, or progress through the continuum of care? Will the project have a substantial impact on the need described in the funding priority selected? Is the impact likely to be long-term?

Organization Capacity 15%: Does the applicant organization, Project Director and his/her team have the expertise to effectively implement all aspects of the project? Is there evidence of success in delivering services to the target population? Is the organization fiscally capable of managing the grant project, including having appropriate financial controls in place? Does the applicant organization have the equipment, resources, tools, space, etc., to implement all aspects of the project? Does the organization or staff have appropriate licenses, certifications, accreditations, etc. to deliver the proposed services? Does the organization have a plan to obtain the resources (financial, personnel, partnerships, etc.) needed to sustain the project beyond the grant term (if awarded)? Are collaborations (if proposed) likely to be sustained beyond the grant term? Does the applicant organization have long-term support from organizational leadership? obtain the resources (financial, personnel, partnerships, etc.) needed to sustain the project beyond the grant term (if awarded)? Are collaborations (if proposed) likely to be sustained beyond the grant term? Does the applicant organization have long-term support from organizational leadership?

Monitoring and Evaluation 25%: Is there a documented plan to measure progress against the stated program goal and objectives, and the resulting outputs and outcomes? Is there sufficient monitoring and evaluation (M&E) expertise for the project? Are there sufficient resources in place for M&E efforts?

The grant application process is competitive, regardless of whether or not an organization has received a grant in the past. Funding in subsequent years is never guaranteed.

Applicant Support: Questions should be directed to:

Gina Chicotel, Director of Mission
(216) 292-2873 x112
gchicotel@komenneohio.org

SUBMISSION REQUIREMENTS

All proposals must be submitted online through the Komen Grants e-Management System (GeMS): <https://affiliategrants.komen.org>.

APPLICATION INSTRUCTIONS

The application must be completed and submitted via the Komen Grants e-Management System (GeMS), <https://affiliategrants.komen.org>. For an application instruction manual, please visit the [Affiliate's grants webpage](#) or contact Gina Chicotel at (216) 292-2873 x112 or gchicotel@komenneohio.org. When initiating an application in GeMS, please make sure it is a **Small Grants** application, designated "SG", and not a Community Grants ("CG") application to apply to this RFA.

PROJECT PROFILE

This section collects basic organization and project information, including the title of the project, contact information and partner organizations.

Attachments for the Project Profile page (if applicable):

- **Letters of support or memoranda of understanding from proposed collaborators** to describe the nature of the collaboration and the services/expertise/personnel to be provided through the collaboration.

ORGANIZATION SUMMARY (limit 1,000 characters)

This section collects detailed information regarding your organization's history, mission, programs, staff/volunteers, budget, and social media.

PROJECT ABSTRACT (limit 1,000 characters)

This section collects important information about the priorities to be addressed and a summary of the project (abstract). This abstract should include the target communities to be served, the need to be addressed, a description of activities, the expected number of individuals served and the expected change your project will likely bring in your community. The abstract is typically used by the Affiliate in public communications about funded projects.

PROJECT NARRATIVE (limit 8,000 characters)

This section is the core piece of the application. On the Project Narrative page of the GeMS application, please address the following:

After reading the project narrative, an individual should understand all project components and proposed objectives. The project narrative must contain the following information:

- A description of the project or activity
- How the project will further Komen's mission
- How the project will reach the target audience/community
- Address the review criteria

- For conference grants only- anticipated number of participants, description of target participants, description of conference format including specific topics to be covered and speakers, if known.

For Provider Conference Grants only, upload a copy of the meeting or conference agenda, if known.

PROJECT TARGET DEMOGRAPHICS

This section collects information regarding the intended target audience(s) and target locations identified in the project. This does not include every demographic group the project will serve, rather this should be based on the groups that will be primarily served.

PROJECT WORK PLAN

In the Project Work Plan section of the application on GeMS, a single goal and corresponding objectives are required as follows:

- **The Goal** should be a high level statement that provides overall context for what the project is trying to achieve.
- **Objectives** are specific statements that describe how the project will meet the goal. An objective should be evaluated at the end of the project to establish if it was met or not met.

The project goal must have at least one objective; there is no limit to the number of objectives. Please ensure that all objectives are SMART objectives:

Specific
Measurable
Attainable
Realistic
Time-bound

A guide to crafting SMART objectives is found in Appendix A or at <http://ww5.komen.org/WritingSMARTObjectives.html>

Write your Project Work Plan with the understanding that each item must be accounted for in the final report. **The Project Work Plan must include a single goal with corresponding objectives that will be accomplished with funds requested from Komen Northeast Ohio.** Objectives that will be funded by other means should **not** be reported here, but instead, can be included in your overall program description.

Attachments for the Project Work Plan page(s):

- **Evaluation forms, surveys, logic model, etc.** related to demonstrating the effectiveness of your program as defined in your work plan.

BUDGET SECTION

For each line item in the budget, **provide a calculation and a brief justification** explaining how the funds will be used and why they are necessary to achieve proposed objectives. A description of each budget category follows:

KEY PERSONNEL/SALARIES

All requested information in this section must be completed for personnel needed to complete the project. Salaries and/or fringe benefits for any individual playing a key role in the project must also be included in this section.

Attachments Needed for Key Personnel/Salaries Section:

- **Resume/Job Description** – For key personnel that are currently employed by the applicant organization, provide a resume or *curriculum vitae* that includes education level achieved and licenses/certifications obtained. For new or vacant positions, provide a job description (*Two page limit per individual*).

CONSULTANTS

This section should be completed if it is necessary for a third party to help with a piece of the project. Consultants are persons or organizations that offer specific expertise not provided by staff and are usually paid by the hour or day.

SUPPLIES

This section should include office supplies, education supplies, and any other type of supplies the organization will need to complete the project.

Note: Komen grant funds may not be used for the development of educational materials or resources. If awarded project funds, grantees must use/distribute only Komen-developed or Komen-approved educational resources. Komen grantees are eligible to receive preferred pricing for Komen educational materials. Komen materials should be used and displayed whenever possible. To view approved educational materials, visit www.shopkomen.com.

TRAVEL

This section should be completed if travel expenses such as, conference travel, registration fees, or mileage reimbursement by organization staff or volunteers related to project activity is necessary to complete the project.

OTHER

This section should only be used for items that cannot be included in the existing budget sections.

PROJECT BUDGET SUMMARY

This section includes a summary of the total project budget. Match funding must also be entered on this page

Attachments Needed for the Project Budget Summary Section:

- **Proof of Tax Exempt Status** – To document **federal tax-exempt status**, attach the organization's determination letter from the Internal Revenue Service. Evidence of state or local exemption will not be accepted. Please do not attach your Federal tax return. To request verification of your organization's tax-determination status, visit the following page on the IRS Web site:

<https://www.irs.gov/charities-non-profits/eo-operational-requirements-obtaining-copies-of-exemption-determination-letter-from-irs>

APPENDIX A: WRITING SMART OBJECTIVES

Project planning includes developing project goals and objectives. **Goals** are high level statements that provide overall context for what the project is trying to achieve. **Objectives** are specific statements that describe what the project is trying to achieve and how they will be achieved. Objectives are more immediate than goals and represent milestones that your project needs to achieve in order to accomplish its goal by a specific time period. Objectives are the basis for monitoring implementation of strategies and/or activities and progress toward achieving the project goal. Objectives also help set targets for accountability and are a source for project evaluation questions.

Writing SMART Objectives

To use an objective to monitor progress towards a project goal, the objective must be **SMART**.

A **SMART** objective is:

1. **Specific:**
 - Objectives should provide the “who” and “what” of project activities.
 - Use only one action verb since objectives with more than one verb imply that more than one activity or behavior is being measured.
 - Avoid verbs that may have vague meanings to describe intended output/outcomes (e.g., “understand” or “know”) since it may prove difficult to measure them. Instead, use verbs that document action (e.g., identify three of the four Komen breast self –awareness messages).
 - The greater the specificity, the greater the measurability.
2. **Measurable:**
 - The focus is on “how much” change is expected. Objectives should quantify the amount of change expected.
 - The objective provides a reference point from which a change in the target population can clearly be measured.
3. **Attainable:**
 - Objectives should be achievable within a given time frame and with available project resources.
4. **Realistic:**
 - Objectives are most useful when they accurately address the scope of the problem and programmatic steps that can be implemented within a specific time frame.
 - Objectives that do not directly relate to the project goal will not help achieve the goal.
5. **Time-bound:**
 - Objectives should provide a time frame indicating when the objective will be measured or time by which the objective will be met.
 - Including a time frame in the objectives helps in planning and evaluating the project.

SMART Objective Examples

Non-SMART objective 1: Women in Green County will be provided educational sessions.

This objective is not SMART because it is not specific, measurable, or time-bound. It can be made SMART by specifically indicating who is responsible for providing the educational sessions, how many people will be reached, how many sessions will be conducted, what type of educational sessions will be conducted, who the women are and by when the educational sessions will be conducted.

SMART objective 1: By September 2017, Pink Organization will conduct 10 group breast cancer education sessions reaching at least 200 Black/African American women in Green County.

Non-SMART objective 2: By March 30, 2018, reduce the time between abnormal screening mammogram and diagnostic end-result for women in the counties of Jackson, Morse and Smith in North Dakota.

This objective is not SMART because it is not specific or measurable. It can be made SMART by specifically indicating who will do the activity and by how much the time will be reduced.

SMART objective 2: By March 30, 2018, Northern Region Hospital breast cancer patient navigators will reduce the average time from abnormal screening mammogram to diagnostic conclusion from 65 days to 30 days for women in the counties of Jackson, Morse and Smith in North Dakota.

SMART Objective Checklist

Criteria to assess objectives	Yes	No
1. Is the objective SMART?		
<ul style="list-style-type: none"> Specific: Who? (target population and persons doing the activity) and What? (action/activity) 		
<ul style="list-style-type: none"> Measurable: How much change is expected? 		
<ul style="list-style-type: none"> Achievable: Can be realistically accomplished given current resources and constraints 		
<ul style="list-style-type: none"> Realistic: Addresses the scope of the project and proposes reasonable programmatic steps 		
<ul style="list-style-type: none"> Time-bound: Provides a time frame indicating when the objective will be met 		
2. Does it relate to a single result?		
3. Is it clearly written?		

Source: Department of Health and Human Services- Centers for Disease Control and Prevention. January 2009. Evaluation Briefs: Writing SMART Objectives. <http://www.cdc.gov/healthyyouth/evaluation/pdf/brief3b.pdf>