



FY18 SMALL GRANTS PROGRAM

FOR BREAST HEALTH SUPPORT PROJECTS
TO BE HELD BETWEEN APRIL 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 Michigan
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Grand Rapids, MI 49505
komenmichigan.org

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KEY DATES

Small grants are reviewed in June, August, and January. Applications are approved and funded as funding is available. The first deadline for submission is May 15, 2017 by Noon. The second submission deadline is July 15, 2017 by Noon. The final deadline for submission is December 15, 2017 by Noon. Submissions received after the first and second deadlines will be reviewed with the next submission group. Early submission is encouraged.

ABOUT SUSAN G. KOMEN® AND KOMEN MICHIGAN

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. Since its founding in 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 Michigan is working to better the lives of those facing breast cancer in the local community. Through events like the Komen Michigan Race for the Cure®, Komen Michigan has invested nearly \$9 Million in community breast health programs in 20 counties and has helped contribute to the more than \$920 million invested globally in research. For more information, call 616-752-8262 x 2016 or visit komenmichigan.org.

NOTICE OF FUNDING OPPORTUNITY AND STATEMENT OF NEED

Komen Michigan is currently offering Small Grants up to \$10,000 to support educational and outreach projects as well as capacity building projects as described below. Innovative approaches to achieving Community Profile Mission Action Plan objectives are encouraged. For applications seeking funds greater than \$10,000 or seeking to provide screening, diagnostic and/or treatment services, please refer to our Community Grants RFA.

The findings from the 2015 Komen Michigan Community Profile revealed disparities in breast health outcomes. It is evident through comprehensive health systems analysis, quantitative, and qualitative data that disparities exist based on race, ethnicity, and geographical location which contribute to social determinants of health. Utilizing the information obtained through this study, the Affiliate recognizes that:

1. Hispanics/Latinas may experience difficulty accessing healthcare services due to language, cost, and/or documentation barriers;
2. Black/African-American women are less likely overall to be diagnosed with breast cancer though more likely to be diagnosed with breast cancer at a late stage and more likely to die from the disease;
3. Women in rural areas are less likely to leave their area for services due to lack of reliable transportation or fear of larger cities. Furthermore, women diagnosed with breast cancer who reside in rural areas are more likely to die of breast cancer;
4. Blacks/African-Americans and Hispanics/Latinas report higher levels of medical mistrust which makes them less likely to seek medical care including preventative services;

Breast cancer survivors across the Komen Michigan service area lack access to survivor support programs that include wellness and lifestyle interventions, particularly services for rural residents and programs that are linguistically inclusive and culturally competent. The 2015 Community Profile can be found on our website at <http://komenmichigan.org/wp-content/uploads/2012/08/Komen-Michigan-2015-Community-Profile-Report.pdf/>.

Drawing from the 2015 Community Profile, Komen Michigan has identified the following small grant funding priorities listed below in order of importance:

1. Pilot or capacity building evidence-based programs with a focus on:
 - Developing creative approaches to community-based/lay navigation programs in order to reach populations who are uninsured, newly insured, and medically underserved.
 - Exploring new approaches to reach low income African American, Hispanic/Latina, and rural communities and provide opportunities to creatively meet identified educational or outreach needs.
 - Addressing disparities in mortality by developing innovative approaches to clinical patient navigation/case management programs providing patient follow-up and support through diagnosis and treatment, excluding patient care costs or clinical services.
 - Creating innovative and culturally competent training and/or education for health care providers.
 - Developing evaluation plans or measures to enhance your organization's ability to quantify outcomes.
 - Piloting new educational programs to meet identified breast health needs from Komen Michigan's Community Profile with the intent to expand the program into a large grant request the following year.

2. Support for local scientific or educational conferences, symposia, and meetings. Preference given to those that enhance the interaction between the healthcare, advocate, survivor, and scientific communities with a focus on engaging populations in-need as described previously.

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:
 - Allegan
 - Barry
 - Berrien
 - Branch
 - Calhoun
 - Cass
 - Clinton
 - Eaton

- Hillsdale
- Ingham
- Ionia
- Jackson
- Kalamazoo
- Kent
- Livingston
- Mecosta
- Montcalm
- Muskegon
- Newaygo
- Ottawa
- Shiawassee
- St. Joseph
- Van Buren
- Washtenaw

- 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:

- Consultant fees
- Meeting costs
- Supplies
- Reasonable travel costs related to the execution of the program
- Other direct program 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
- Equipment, exceeding \$5,000
- Salaries

IMPORTANT GRANTING POLICIES

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

- 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 Michigan.
- 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 program, \$1,000,000 combined single limit of automobile liability coverage will be required.
- Grantees are also required to provide Komen Michigan with a Certificate of Insurance with Susan G. Komen Breast Cancer Foundation, Inc., Susan G. Komen Michigan, 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, that may be used in community outreach and education projects. Check with Komen Michigan for resources that may be used in programming.

SMALL GRANT CATEGORIES

Educational/Outreach Grants

Purpose: To explore new approaches to reduce breast cancer education barriers identified in communities and populations at highest risk of not meeting Healthy People 2020 late-stage diagnosis and death rate targets and identified in the Affiliate's Community Profile. Education and outreach programs must lead to a documented breast cancer action (e.g., getting a screening mammogram; importance of follow-up after an abnormal mammogram).

Amount: Up to \$10,000

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

Travel Grants

Purpose: To assist in travel costs that would be incurred by a breast cancer professional to (1) attend meetings, conferences or symposia leading to an increase in the individual's knowledge about breast cancer that can be used in their daily job responsibilities **or** (2) to present at meetings, conferences or symposia on evidence-based breast cancer interventions that are aligned with Komen's mission. (Note: An individual can not be funded to attend the same conference by a travel grant and a conference grant.)

Amount: Up to \$2,000 per person. Travel grants must be awarded to an organization, not to an individual. Support for individuals cannot be awarded through the Small Grants program.

Conference Grants

Purpose: To support (e.g., logistics; registration fees; presenter fees, etc.) local scientific or educational conferences with presentations/sessions that have an emphasis on the interaction between advocate, public health, health care and scientific communities to address breast cancer disparities to achieve health equity. The presentations/sessions supported by Komen must be focused on breast cancer. (Note: Presenters at a conference can not be funded through a Komen conference grant and a travel grant.)

Amount: Typically, \$2,000, but larger breast health conferences may request up to \$5,000.

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 Michigan must be recognized in all materials.

Capacity Building Grants

Purpose: To support the development of well-defined projects that help build organizational infrastructure to refine/improve skills, strategies or organizational systems that will lead to a decrease in breast cancer disparities to achieve health equity for all.

Amount: Up to \$10,000.

REVIEW PROCESS

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

Statement of Need 30%: Does the program provide services to one or more of the target communities described in the Affiliate's Community Profile? How closely does the program align with the funding priorities stated in the RFA?

Project Design 20%: Is the program culturally competent? Is the program evidence-based? How likely is it that the objectives and activities will be achieved within the scope of the funded program? 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 program? If the proposed program includes collaboration with other organizations, are the roles of the partners appropriate, relevant and clearly defined?

Impact 20%: Will the program have a substantial positive impact on increasing the percentage of people who enter, stay in, or progress through the continuum of care? Will the program 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 program? Is there evidence of success in delivering services to the target population? Is the organization fiscally capable of managing the grant program, including having appropriate financial controls in place? Does the applicant organization have the equipment, resources, tools, space, etc., to implement all aspects of the program? 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 program 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 15%: 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 program? 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:

Sarah Hockin
Grants and Mission Programs Manager
(616) 752-8262 x 2016
shockin@komenmichigan.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 will 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, <http://komenmichigan.org/grants/resources-for-grant-applicants/>, or contact Sarah Hockin at shockin@komenmichigan.org. When initiating an application on GeMS, please make sure it is a **Small Grants** application, designated "SG", and not a Community Grants ("CG") application to apply to this RFA.

Organizations applying for Travel grants only need to complete the Project Profile, Project Abstract, Project Narrative, Travel (Budget) pages in GeMS. On the Project Narrative page, the organization is required to upload a 2-3 page proposal in Word or pdf form detailing the type of meeting, training, conference or symposia that the organization is requesting travel to; if the participant(s) will be attending or presenting; and how attendance or participation would increase the community knowledge of breast cancer. Please also upload a copy of the meeting or conference agenda, if available.

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 PRIORITIES AND 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 main content 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 Travel Grants only, upload a 2-3 page proposal in Word or pdf form detailing the type of meeting, training, conference or symposia that the organization is requesting travel to; if the participant(s) will be attending or presenting; and how attendance or participation would increase the community knowledge of breast cancer.

For Travel and 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 Michigan.**

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. Although grant funding cannot support salary, any individual playing a key role in the project must be included in this section, but would enter \$0 in the salary request fields to properly complete an application.

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?		
• Specific: Who? (target population and persons doing the activity) and What? (action/activity)		
• 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>