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Board Cover Memorandum

To Board of Education

From Kyla Johnson-Trammell, Superintendent
Sondra Aguilera, Chief Academic Officer

Meeting Date August 10, 2022

Subject Grant Agreement – Sutter Bay Hospitals dba Alta Bates Summit Medical Center – Violence Prevention Programs – Community Schools and Student Services Department

Ask of the Board Ratification by the Board of Education of Grant Agreement with Sutter Bay Hospitals dba Alta Bates Summit Medical Center to support violence prevention programming.

Background Youth violence is a serious problem that can have lasting harmful effects on victims and their families, friends, and communities. Youth violence refers to harmful behaviors that can start early and continue into young adulthood. The young person can be a victim, an offender, or a witness to the violence. Youth violence includes aggressive, violent, disruptive and problem behaviors, among others. Some violent acts—such as bullying, slapping, or hitting—can cause more emotional harm than physical harm. Others, such as robbery and assault (with or without weapons), can lead to serious injury or even death.

In a nationwide survey of high school students, about six percent reported not going to school on one or more days in the 30 days preceding the survey because they felt unsafe at school or on their way to and from school. In 2014, more than 200,000 school-aged youth between the ages of 5 and 18 sustained non-fatal injuries from physical assaults, and nearly 2,000 were killed in homicides. In addition to causing injury and death, youth violence affects communities by increasing the cost of health care, reducing productivity, decreasing property values, and disrupting social services.

A systematic review of 53 studies found that universal school-based violence prevention programs were associated with reductions in violent behavior at all grade levels. The review also found that the programs appeared to be effective in reducing violent behavior among students in all school environments, regardless of socioeconomic status, race and ethnicity, or crime rate. The evidence also shows that specific programs have been associated with reductions in

delinquency and alcohol and substance abuse, and improvements in academic performance.

Discussion

This grant is supporting reinstatement of the OUSD Violence Prevention Program, staffed by a dedicated Program Manager who will serve the entire student body by developing and implementing strategic initiatives to prevent youth violence. The term of the grant will be January 1, 2022 through December 31, 2022.

Pursuant to Board Policy 3290, the Board delegated authority to accept grants valued up the amount stated in section 20111 of the Public Contracts Code to Chief Delegates. The Chief Academic Officer has accepted this grant and we recommend ratification.

Fiscal Impact

Grant in the amount of \$75,000.00

Attachment(s)

- Grant Management Face Sheet
- Grant Agreement

OUSD Grants Management Face Sheet

Title of Grant: ABSMC_OUSD Violence Prevention Grant Agreement_2022	Funding Cycle Dates: 01-01-2022 to 12-30-2022
Grant's Fiscal Agent: (contact's name, address, phone number, email address) Mindy Landmark Sutter Bay Hospitals dba Alta Bates Summit Medical Center 2000 Powell Street, 10th Floor Emeryville, CA 94608 510-869-8226 landmam@sutterhealth.org	Grant Amount for Full Funding Cycle: \$75,000.00
Funding Agency: Sutter Bay Hospitals dba Alta Bates Summit Medical Centers	Grant Focus: Violence Prevention
List all School(s) or Department(s) to be Served: District-wide	

Information Needed	School or Department Response
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How will this grant contribute to sustained student achievement or academic standards?	By reducing violence that impacts our students, our students will be more engaged in learning
How will this grant be evaluated for impact upon student achievement? (Customized data design and technical support are provided at 1% of the grant award or at a negotiated fee for a community-based fiscal agent who is not including OUSD's indirect rate of 4.22% in the budget. The 1% or negotiated data fee will be charged according to an Agreement for Grant Administration Related Services payment schedule. This fee should be included in the grant's budget for evaluation.)	Development of a Violence Prevention Strategic Plan; Increase in referrals for counseling for students impacted by violence
Does the grant require any resources from the school(s) or district? If so, describe.	Yes -- see In-Kind Section
Are services being supported by an OUSD funded grant or by a contractor paid through an OUSD contract or MOU? (If yes, include the district's indirect rate of 4.22% for all OUSD site services in the grant's budget for administrative support, evaluation data, or indirect services.)	Services are supported by an OUSD funded grant
Will the proposed program take students out of the classroom for any portion of the school day? (OUSD reserves the right to limit service access to students during the school day to ensure academic attendance continuity.)	No
Who is the contact managing and assuring grant compliance? (Include contact's name, address, phone number, email address.)	Name/Title: Barbara McClung Site: 922 Address: Phone: 415-533-3709 Email: barbara.mcclung@ousd.org

Applicant Obtained Approval Signatures:

Entity	Name/s	Signature/s	Date
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Principal/Administrator


Chief Academic Officer

Sondra Aguilera

DocuSigned by:
Sondra Aguilera
B072CB8033A0406

6/2/2022

Grant Office Obtained Approval Signatures:

Entity	Name/s	Signature/s	Date
Senior Business Officer	Lisa Grant-Dawson		
Superintendent	Kyla Johnson-Trammell		8-11-2022

GRANT AGREEMENT

THIS GRANT AGREEMENT (this “Agreement”) is dated and effective as of January 1, 2022 (the “Effective Date”), by and between Oakland Unified School District (“Grantee”), and Sutter Bay Hospitals, a California non-profit public benefit corporation doing business as Alta Bates Summit Medical Center (“Grantor”).

WHEREAS, Grantee is a school district located in Alameda County that serves approximately 48,700 students with the mission that all students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success;

WHEREAS, Grantor is a tax-exempt charitable organization and a nonprofit healthcare organization whose charitable mission includes promotion of the general health of the community, including services to address behavioral health;

WHEREAS, pursuant to its mission and in response to community need, Grantee will improve access to violence prevention initiatives within the district;

WHEREAS, Grantor will support Grantee by partially funding Grantee’s organizational costs, subject to the terms and conditions of this Agreement;

NOW, THEREFORE, in consideration of the aforesaid premises, the parties mutually agree as follows:

1. **Term.** The Effective Date of this Agreement shall be as set forth in the recitals. Payment of the Grant (as defined below) pursuant to this Agreement shall be made within 30 days of execution of the Agreement.
2. **Grant.** Subject to the terms and conditions of this Agreement, Grantor commits to provide Grantee a one (1) year grant of Seventy-Five Thousand Dollars (\$75,000) (“Grant”).
3. **Performance Standards, Duties and Responsibilities.**

As a condition to receiving the Grant, Grantee shall do the following:

- a. **Exhibit A** sets forth a program description, program goals, and objectives for services to be provided. No later than January 31, 2023, Grantee shall submit a report to Grantor, detailing, among other relevant information, achievement of the annual objectives. The report also shall indicate the status of the improvements intended by the Grant in accordance with the purpose stated in Exhibit A, uses of the Grant proceeds, the actual and projected costs, and such other relevant information as requested by Grantor.
- b. Grantee shall use the Grant proceeds solely in accordance with the program description and objectives stated in Exhibit A.

c. Within six (6) months of the end of Grantee's 2022 fiscal year, Grantee shall provide Grantor with a copy of its audited annual financial statement for the fiscal year. Such audit shall receive an unqualified opinion from an independent auditor.

d. Grantee shall provide Grantor with timely notice of any event or circumstance that materially impairs Grantee's financial position or substantially interferes with Grantee's ability to offer the services it has agreed to provide as set forth in this Agreement.

e. **Insurance.** During the term of this Agreement, Grantee shall obtain and maintain all proper and necessary insurance to guard against all applicable risk at its sole cost and expense, including, but not limited to, the following:

- (i) General Liability Insurance in an amount not less than \$1,000,000 per occurrence, \$3,000,000 General Aggregate, \$3,000,000 Products and Completed Operations Aggregate.
- (ii) Workers' Compensation or Employers Liability Insurance as required by California law.
- (iii) Employers' Liability Insurance with limits of \$1,000,000 Per Accident/\$1,000,000 Per Disease/\$1,000,000 Disease Policy Limit.
- (iv) Professional Liability Insurance (Errors and Omissions) covering negligent acts, errors or omissions arising out of the rendering of or failure to render professional services, whether committed or alleged to have been committed by Grantee or by its employees, contractors or others for whom the Grantee is legally responsible with minimum limits of \$1,000,000 each claim, \$3,000,000 aggregate.
- (v) All-Risk Property insurance to cover risks of loss of Grantee's property at full replacement cost.

f. During the entire Term of this Agreement, Grantee shall maintain its status as an entity exempt from taxation under the Internal Revenue Code and as a tax exempt organization. Grantee shall immediately notify Grantor of any action or notice from the IRS or DHHS which could result in loss of Grantee's exempt status [or its certification as an FQHC].

4. **Notices.** All notices or other communications required or permitted to be given under this Agreement shall be in writing and shall be deemed to have been duly given if delivered personally in hand, by electronic mail, or mailed certified mail, return receipt requested, postage prepaid on the date posted, and addressed to the other parties at the following addresses:

Grantor: Sutter Bay Hospitals dba Alta Bates Summit
Medical Center
2000 Powell Street, 10th Floor
Emeryville, CA 94608
landmam@sutterhealth.org
Attn: Mindy Landmark
Manager, Community Health

with a copy to: Sutter Health Office of the General Counsel
2000 Powell Street, 12th Floor
Emeryville, CA 94608
Attn: Chief Legal Officer, Bay Area

Grantee: Oakland Unified School District
1000 Broadway, Suite 150
Oakland, CA 94607
Attn: Curtiss Sarikey, Chief of Staff

5. **Publicity.** Grantor and Grantee will work collaboratively on the content and distribution of all public statements in which Grantor's contribution to Grantee is disclosed. The parties agree to coordinate any press release and/or publication relating to Grantor's support. Notwithstanding the foregoing, Grantee may not use the name(s), trademark(s), or trade name(s) of Grantor, its subsidiaries or affiliates, except with the prior written consent of Grantor.

6. **Prohibited Uses.** Funds received by Grantee under this Agreement shall be used solely for charitable, tax-exempt purposes to help address one or more of the significant community health needs in Alameda County. No funds received by Grantee under this Agreement shall be used in the performance of any partisan political activity, or to further the election or defeat of any candidate for public office. There shall be no religious worship, instruction or proselytization as part of or in connection with Grantee's performance of this Agreement.

7. **Inspection and Audits.**

a. **Books and Records.** Grantee agrees to keep and maintain full, true and complete records, contracts, books, and documents as are necessary to fully disclose to Grantor, or its authorized representatives, upon audits or reviews, sufficient information to determine compliance with all state and federal regulations and statutes.

b. **Inspection and Audit.** Grantee agrees that the relevant books, records (written, electronic, computer related or otherwise), including, without limitation, relevant accounting procedures and practices, financial statements and supporting documentation shall be subject, at any reasonable time, to inspection, examination, review, audit, and copying at any office or location of Grantee where such records may be found by Grantor's designated representative.

c. **Period of Retention.** All books, records, reports, and statements relevant to this Agreement must be retained a minimum of five years. The retention period runs from the effective date of this Agreement. Retention time shall be extended when an audit is scheduled or in progress for a period reasonably necessary to complete an audit and/or to complete any dispute resolution or litigation which may ensue.

8. **Compliance with Applicable Laws.** During the Term of this Agreement, Grantee shall comply with all applicable laws, ordinances and codes of the Federal, State and County governments.

9. **Remedies.** Except as otherwise provided for by law or this Agreement, the rights and remedies of the parties shall not be exclusive and are in addition to any other rights and remedies provided by law or equity, including, without limitation, actual damages, and to a prevailing party reasonable attorneys' fees and costs.

10. **Force Majeure.** No party shall be deemed to be in violation of this Agreement if it is prevented from performing any of its obligations hereunder due to accidents, fires, explosions, or acts of God, including, without limitation, earthquakes, floods, winds, or storms. In such an event the intervening cause must not be through the fault of the party asserting such an excuse, and the excused party is obligated to promptly perform in accordance with the terms of this Agreement after the intervening cause ceases.

11. **Indemnification.** To the fullest extent permitted by law, Grantee shall indemnify, hold harmless and defend, Grantor from and against all liability, claims, actions, damages, losses, and expenses, including, without limitation, reasonable attorneys' fees and costs, arising out of any alleged negligent or willful acts or omissions of Grantee, its officers and employees under this Agreement.

12. **Waiver of Breach.** Failure to declare a breach or the actual waiver of any particular breach of this Agreement or its material or nonmaterial terms by either party shall not operate as a waiver by such party of any of its rights or remedies as to any other breach.

13. **Severability.** If any provision contained in this Agreement is held to be unenforceable by an arbitrator or a court of law or equity, this Agreement shall be construed as if such provision did not exist and the non-enforceability of such provision shall not be held to render any other provision or provisions of this Agreement unenforceable.

14. **Assignment.** Grantee shall not assign, transfer nor delegate any rights, obligations or duties under this Agreement without the prior written consent of Grantor.

15. **Proper Authority.** The parties hereto represent and warrant that the person executing this Agreement on behalf of each party has full power and authority to enter into this Agreement.

16. **Governing Law.** This Agreement and the rights and obligations of the parties hereto shall be governed by, and construed according to, the laws of the State of California.

17. **Dispute Resolution.** Any dispute arising out of or in connection with this Agreement, including any question regarding its existence, interpretation, validity or termination, will be referred to and definitively resolved by binding arbitration pursuant to the California Code of Civil Procedure Section 1280, et seq., and the arbitration shall be administered in accordance with the American Arbitration Association (AAA) rules applicable to commercial arbitrations. The place of arbitration will be Emeryville, California. The judgment of the arbitration tribunal will be accompanied by a written statement of the basis for such judgment and may be enforced by any court having proper jurisdiction. The provisions of this Section will survive the termination of this Agreement.

18. **Entire Agreement and Modification.** This Agreement and its integrated attachment(s) constitute the entire agreement of the parties and such are intended as a complete and exclusive statement of the promises, representations, negotiations, discussions, and other agreements that may have been made in connection with the subject matter hereof. Unless an integrated attachment to this Agreement specifically displays a mutual intent to amend a particular part of this Agreement, general conflicts in language between any such attachment and this Agreement shall be construed consistent with the terms of this Agreement. Unless otherwise expressly authorized by the terms of this Agreement, no modification or amendment to this Agreement shall be binding upon the parties unless the same is in writing and signed by the respective parties hereto.

19. **Survival.** Termination or expiration of this Agreement for any reason shall not relieve either party of any obligation or liability incurred prior to the expiration or termination of this Agreement. The following provisions shall survive termination or expiration of this Agreement, in addition to those that by their nature are intended to survive termination: Sections 4, 5, 6, 7, 9, 11, 16, 17, 21, and 22

20. **Counterparts.** This Agreement may be executed in counterparts, each of which will be an original and which together will constitute one and the same instrument. A photocopy or scanned digital image of the executed Agreement may be used as if it were the original Agreement.

21. **No Third Party Beneficiary.** Nothing contained in this Agreement is intended nor shall it be construed to create rights running to the benefit of third parties.

22. **No Referrals.** Nothing in this Agreement, or any other written or oral agreement, is intended to induce or influence the admission or referral of any patient to or the generation of any business between Grantor and Grantee. This Agreement is intended by the parties as a community benefit to address significant community health needs.

SIGNATURE PAGE TO FOLLOW

SIGNATURE PAGE

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed to be effective as of the Effective Date set forth above.

Sutter Bay Hospitals dba Alta Bates Summit Medical Center

By: Emily Webb

Name: Emily Webb

Title: Vice President External Affairs, Bay Area

Date: 06/06/2022

Oakland Unified School District

By: DocuSigned by:
Sondra Aguilera

Name: Sondra Aguilera

Title: Chief Academic Officer

Date: 6/2/2022

Approved as to form by OUSD Staff Attorney Joanna Powell on 6/1/2022.

Joanna J. Powell

EXHIBIT A

Performance Expectations

Grantee will fund the Oakland Unified School District's Violence Prevention Program.

Program Description

The Oakland Unified School District (OUSD) Behavioral Health Director, in partnership with the District Superintendent and Chief of Staff, will reinstate the OUSD Violence Prevention Program, staffed by a dedicated Program Manager who will serve the entire OUSD student body by developing and implementing strategic initiatives to prevent youth violence.

Program Goals

To reduce instances of violence on campus and increase students' sense of safety and well-being.

Program Objectives

1. Between January 1, 2022- September 30, 2022, the Violence Prevention Program Manager will orchestrate the development of and author the 2022-2025 Interagency Violence Prevention Strategic Plan.
2. Between January 1, 2022- September 30, 2022, actively engage at least 10 diverse stakeholder groups (e.g., ACPHD, City of Oakland DPV, violence prevention partners, children's hospital, etc.) to inform the strategic plan.
3. Between September 30, 2022 - December 31, 2022, the Violence Prevention Program Manager will implement the 2022-2025 Interagency Violence Prevention Strategic Plan at all district schools.
4. Between September 30, 2022 - December 31, 2022, increase violence prevention referrals district-wide by 25%.
5. By December 31, 2022, reduce suspensions for violence district-wide by 10%, as compared to baseline December 31, 2021 baseline of 877 suspensions for violence (759 (violence), 71 (bullying/harassment), 47 (weapons)).

Program Metrics and Reporting

All data required herein will be provided by Grantee to Grantor without identification of any patient information as determined to be de-identified consistent with state and federal law.

Grantee will provide to Grantor:

- 1) Collection and reporting of the following:
 - Deliverable: Draft VP Strategic Plan vetted and approved by Behavioral Health Director and Superintendent and Chief of Staff (or Designee)
 - # and type of stakeholder groups
 - Status report of Interagency Violence Prevention Strategic Plan implementation
 - % change in violence prevention referrals (# of violence prevention referrals)
 - % change in suspensions for violence (# of suspensions for violence)

- 2) Oakland Unified School District's annual, cumulative report of the metrics in item 1 above, including a narrative describing success stories and challenges reported in the Community Health Reporting Portal (see attachment for an example of the Community Health Grant Report).
 - One-year report for the period of January 1, 2022 to December 31, 2022, due January 31, 2023

Community Health Grant Report



Organization Name: <i>[Will auto-populate in the Reporting Portal]</i>	
Program Name: <i>[Auto-populated]</i> Address: <i>[Auto-populated]</i>	Reporting Period: <i>[Auto-populated]</i>
Contact Completing this Form:	Contact Email: _____ Phone: _____
Program Description (See Definitions and Examples page): <i>[Auto-populated]</i>	
Grant Goal(s) (See Definitions and Examples page): <i>[Auto-populated]</i>	
Population Served (Check all that apply) <i>[Auto-populated]</i> <input type="checkbox"/> At-risk youth <input type="checkbox"/> Homeless <input type="checkbox"/> Minorities <input type="checkbox"/> Persons with disabilities <input type="checkbox"/> Underinsured or Uninsured <input type="checkbox"/> Women (Predominantly) <input type="checkbox"/> Men (Predominantly) <input type="checkbox"/> LGBTQIA+ <input type="checkbox"/> Low-income <input type="checkbox"/> Rural communities <input type="checkbox"/> Broader community <input type="checkbox"/> Other-please specify:	
Age (Check all that apply) <i>[Auto-populated]</i> <input type="checkbox"/> Infants <input type="checkbox"/> Children <input type="checkbox"/> Teens <input type="checkbox"/> Adults <input type="checkbox"/> Seniors	
Race/Ethnicity (Check all that apply) <i>[Auto-populated]</i> <input type="checkbox"/> African American/Black <input type="checkbox"/> Asian <input type="checkbox"/> Native Hawaiian or Other Pacific Islander <input type="checkbox"/> Native American <input type="checkbox"/> Latinx <input type="checkbox"/> White <input type="checkbox"/> Multi-ethnic	
Language (Check all that apply) <i>[Auto-populated]</i> <input type="checkbox"/> English <input type="checkbox"/> Spanish <input type="checkbox"/> Cantonese <input type="checkbox"/> Vietnamese <input type="checkbox"/> Tagalog <input type="checkbox"/> Mandarin <input type="checkbox"/> Korean <input type="checkbox"/> Asian Indian Languages <input type="checkbox"/> Russian <input type="checkbox"/> Other(s)-please specify:	
Objectives (See Definitions and Examples page; insert more rows as needed):	1. <i>[Auto-populated]</i>
	2. <i>[Auto-populated]</i>
	3. <i>[Auto-populated]</i>
Objective Evaluation Method(s) <i>Please list the methods you used to evaluate your Objectives (e.g., surveys, interviews, focus groups, health records, observation checklist, health-related assessments, internal records).</i>	

Community Health Grant Report



Metrics

Please review the metrics that were identified on your Grant Application/Grant Agreement. Check the boxes below for the metrics that you will report. If you have metrics to report that do not appear on the checklist, check the "Other" box. Feel free to report on additional metrics that were not identified in your Grant Application/Grant Agreement.

[On the online reporting portal] A text box will appear below the Metrics list for each of the metrics that you have checked. Enter the overall count/result for each metric into its text box.

Metric(s)	Count/Result
<input type="checkbox"/> REQUIRED: # of persons served (unduplicated): Total number of unduplicated individuals who received a service from the program	
<input type="checkbox"/> # of encounters: Total number of interactions between participants and program staff/providers (e.g., patient visits)	
<input type="checkbox"/> # who received mental health services directly from the program	
<input type="checkbox"/> # who received substance use services directly from the program	
<input type="checkbox"/> # who received case management services directly from the program	
<input type="checkbox"/> # placed in interim housing through the program (emergency shelter or interim housing)	
<input type="checkbox"/> # placed in permanent housing through the program	
<input type="checkbox"/> # who retained permanent housing through the program (e.g., via rent/utility assistance)	
<input type="checkbox"/> # provided with employment services by the program (e.g., job/skills training, resume writing, job placement)	
<input type="checkbox"/> # of meals provided by the program	
<input type="checkbox"/> # provided with nutrition education by the program	
<input type="checkbox"/> # of transportation services provided by the program (vouchers, rides)	
<input type="checkbox"/> # of class, workshop, or support group sessions provided by the program	
<input type="checkbox"/> # of community events provided by the program (fairs, family days)	
<input type="checkbox"/> # who received services from a primary care provider (PCP)	
<input type="checkbox"/> # referred to a primary care provider (PCP)	
<input type="checkbox"/> # enrolled in insurance by the program	
<input type="checkbox"/> # of vaccines provided by the program	
<input type="checkbox"/> # of surgeries, diagnostic procedures, etc. provided by the program	
<input type="checkbox"/> # of health screenings provided by the program (preventive or diagnostic)	
<input type="checkbox"/> # trained to be community health workers/health navigators/peer educators by the program	
<input type="checkbox"/> # referred out to social services (e.g., behavioral health, housing/food/financial assistance, childcare, employment supports)	
<input type="checkbox"/> Other -- Check this box to add your own metric(s) below	
1. "Other" Metric:	
2. "Other" Metric:	
3. "Other" Metric:	
4. "Other" Metric:	
5. "Other" Metric:	
6. "Other" Metric:	
7. "Other" Metric:	
8. "Other" Metric:	
9. "Other" Metric:	
10. "Other" Metric:	
11. "Other" Metric:	
12. "Other" Metric:	

Evaluation Narrative

For this reporting cycle, provide a summary of the impact to the target community. *(150 words minimum)*

If applicable, describe any other achievements or outcomes related to grant objectives.

Briefly describe any challenges in meeting the grant objectives. What would you do differently next time?

Please share any moving or telling stories to support the work, services, or activities of your program.
(150 words minimum)

Describe the strategies planned to sustain your work beyond this grant. *(150 words minimum)*

Briefly describe any challenges in conducting the evaluation or collecting metrics for the program.

Financial Summary (For grants restricted to a specific program)
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Please complete the financial summary template to report:

1. Actual expenditures compared to the approved budget. This report should cover all project activities to date using Sutter Health funds, excluding other sources of income.
2. Any amount of Sutter Health funds that remain unspent at the end of this reporting period.

CONTACT

Please send questions to:

Bryden Johnston
Coordinator, Community Health
East Bay

510-833-3450
johnsb3@sutterhealth.org

DEFINITIONS and EXAMPLES

Program Description	Brief, 1-2 sentence description of program goal, services provided, and population served.
<i>Example</i>	<i>Everett Youth Open Truth is a program to address the prevalence of obesity among middle school youth in the Mission Neighborhood in San Francisco by implementing a youth-led counter-marketing campaign focused on sugar sweetened beverages.</i>
Goal(s)	A broad statement of the expectation of the long-term result of your program.
<i>Example 1</i>	<i>Reduce the prevalence of obesity in middle school youth</i>
<i>Example 2</i>	<i>Middle school youth become active participants in their school community</i>
Program Objectives	Strategies or implementation steps to attain the identified goals. Objectives are specific, measurable, and have a defined completion date. They outline the “who, what, when, where, and how” of reaching the goals. Program objectives should include both <i>process</i> and <i>outcomes</i> objectives.
Process Objectives	The measurable activities/services/strategies that are delivered as a part of program implementation.
<i>Example P1</i>	<i>From September 2018-December 2018 organize 10 Youth Leadership Team meetings at Everett Middle School during which youth will be trained to develop a counter-marketing social media campaign focused on sugar sweetened beverages.</i>
<i>Example P2</i>	<i>From January 2019-June 2019, the Youth Leadership Team will implement the counter-marketing campaign, using at least one social media platform.</i>
Outcomes Objectives	The measurable effect in the target population of the program. Outcomes objectives should identify the change that is expected and will be measured during the grant period.
<i>Example O1</i>	<i>By the end of the counter-marketing campaign, 25% of Everett Middle School youth will demonstrate awareness of the impacts of sugar sweetened beverage consumption and marketing tactics.</i>
<i>Example O2</i>	<i>By the end of their participation in the Youth Leadership Team, 80% of team members demonstrate an increase in their confidence to identify and address issues in their school community.</i>

Reference: Centers for Disease Control and Prevention (2007). *Developing Program Goals and Measurable Objectives*. Accessed from: <https://www.cdc.gov/std/program/pupestd/developing%20program%20goals%20and%20objectives.pdf>