

b. what percentage of your program and Agency serves each of those programs.

SERVICES	PERCENTAGE OF PROGRAM BUDGET	PERCENTAGE OF AGENCY BUDGET

c. Provide a demographic breakdown based on age for each of the programs you operate, indicating the number of individuals served who are age 0-3, 4-17, 18-64, 65-74, and 75 and above.

AGE	Number Served
Less than 18	
18-24	
25-35	
36-46	
47-57	
58-68	
69-79	
Greater than 80	

2. Either explain that this program proposal does not duplicate a service already being provided in our community **OR** if the program is duplicative, explain how this program proposal will increase access and outcomes of an underserved population.
3. Describe how the program demonstrably improves the individual ability to achieve progress according to relevant metrics (NOMs, HEDIS, KPI's etc.) that you use.
4. What evidence based or evidence supported model(s) are you implementing/using? If this model is already being implemented in your agency, to what degree of fidelity is it followed?
5. What efficiencies or change projects has your agency/program completed in the last year that impacted this proposal? What was the outcome and savings from the efficiency or change project related to this proposal?

6. List your collaborators and explain how your program collaborates with the other programs, providers, or organizations to improve the overall efficiency of services offered to priority populations.
7. Describe how your program is able to address the cultural and linguistic needs of the people served in the program.
8. How do the Board's contributions to your program enable you to leverage resources from other fiscal or community sources?
9. Write a brief program description that would be understood by the general public.
10. How will your program/services improve the expected outcomes for our most disadvantaged populations who do not have other resources to access services.
11. Indicate how your program improves the individual's and/or family's natural supports and pro-social activity and involvement (assets/resiliency) and actively supports an individual's progression through the recovery process.
12. Does your program work across county jurisdictions to meet the needs of individuals across the catchment area? Please describe the efforts that your agency/program has engaged in to identify underserved geographic areas and increase services in those localities.
13. Please describe the efforts that your agency/program is making to expand access to services to individuals in need.

Part Two: Organizational Health and Effectiveness

1. Describe your organizational structure including a description of departments and the number of administrative personnel assigned to each program.
2. Have you met all of the deadlines for reporting services rendered and efficacy within each of the past three years?
3. Please answer the following grid questions by referring to your last audit.

What percentage of your overall budget goes to administrative overhead?	
What is your overall revenue to expense percentage for the past fiscal year?	
What is that percentage for the past 3 fiscal years cumulative?	
What is your asset to liability ratio for the past fiscal year?	
What is your operating reserve ratio to annual budget?	

4. How do you track the hours of your providers and evaluate the efficiency of their efforts?
5. Provide an analysis of your funding sources indicating the percentage of the overall budget received from each source.
6. What percentage of your budget comes from matching grants? What programs do you have in place to leverage resources?
7. What percentage of last year's budget was diverted to programs that were not initially part of your request for funding? What were those diversions?
8. Do you engage an outside auditor? Can you provide your most recent financial audit?
9. What processes do you have in place to verify that staff members meet or exceed minimum standards of care? Describe your QA/QI program.
10. Is your fee schedule readily accessible and easily understandable?
11. How do you track success? Can you demonstrate attainment of defined goals and satisfaction of industry standard benchmarks?
12. What assessments have you done in your catchment area to assess client needs? Where are the greatest current gaps in service?
13. Describe the processes that you have in place to evaluate individuals upon intake and prioritize their receipt of services. What is the size of each waitlist that you have and what is the average length of time that an individual spends on the waitlist for services?
14. How do you guarantee that the services you offer are the least restrictive options that are reasonably available and capable of meeting a client's needs?
15. What is your system for receiving and responding to complaints from individuals served?
16. Please provide copies of annual reports and marketing materials.
17. Please share your mission statement, values statement, and copies of any strategic planning documents that you have generated.