



COLORADO

**Department of Health Care
Policy & Financing**

**Request for Applications
No Wrong Door Regional Pilots
APPLICATION SUBMISSION DEADLINE:
March 14, 2016**

Program Contact:

Aron Snyder

aron.snyder@state.co.us

303-866-5717

Table of Contents

I.	Background	3
II.	Regional No Wrong Door Entities	6
III.	Section 1: Introduction	8
IV.	Section 2: Terminology	9
V.	Section 3: Eligible Applicants	10
VI.	Section 4: Available Funding	11
VII.	Section 5: Grant Preferences and Review Criteria.....	11
VIII.	Section 6: What to Expect in the Grant Agreement	11
6.1:	Invoicing	12
6.2:	Evaluation Vendor Quarterly Reports	12
IX.	Section 7: How to Apply	12
7.1:	Application Timeline	12
7.2:	Submission Instructions and Due Date	12
7.3:	Application Package	13
7.4:	Application Outline	13
7.5:	Request for Application Response	15
7.6:	Budget Narrative and Justification	19

I. Background

Colorado faces a demographic sea change over the ensuing decades. Projections call for the number of seniors to reach 1.5 million by 2040, more than doubling from 700,000 in 2015. Current trends indicate that 69 percent of seniors will need to use Long-Term Services and Supports (LTSS) in their life-time. Meanwhile, advances in technology and medicine are helping people with disabilities live longer. All Coloradans will be affected in one way or another by these changes, some profoundly.

As a result of these changes, the state's LTSS entry point system will face unprecedented demand that it is not currently prepared to handle from both a capacity and a funding standpoint. Colorado has multiple types of LTSS entry point organizations that operate with little communication between each other. The variety of actors in the system produces a very complex path that individuals must navigate to access LTSS. The need for an LTSS delivery system that is more efficient and consumer-friendly is pressing. In an effort to address these problems, Colorado has taken several steps to reduce the complexity of its LTSS service system.

In 2012 the Community Living Advisory Group (CLAG) and the Office of Community Living (OCL) at the Department of Health Care Policy and Financing (the Department) were created by Executive Order to recommend strategies for creating a person-centered LTSS system. In 2014, Colorado responded to the Olmstead Decision by creating Colorado's Community Living Plan (CCLP). The CCLP built upon the CLAG's work by developing a series of strategies and goals to help people with disabilities remain in their communities. These strategies and goals included:

- Creating comprehensive access points for all LTSS;
- Creating a funding a system of LTSS that supports people of all ages, disabilities and pay sources;
- Preventing the unnecessary institutionalization of people who could otherwise live in the communities of their choice if they are provided with the right services and supports; and
- Improving communication among LTSS agencies to ensure the provision of timely, accurate and consistent information about service options.

As a result of the work of the CLAG and CCLP, the Department and partnering agencies are working together to create a seamless entry point system, also known as a No Wrong Door (NWD) system, for LTSS.

To understand what Colorado needs to do to implement NWD, it is essential to understand where Colorado's entry point system currently stands by comparing it to the six fully functioning Aging and Disability Resource Center (ADRC) criteria identified by the Administration for Community Living (ACL). These criteria provide a framework to discuss the functions needed to create a NWD system.

Function 1: Information, Referral and Community Awareness

Colorado has a fragmented system for providing information, assistance and referrals. Medicaid pays some organizations to provide these services, while others are funded through federal, state and local funds. In effect, Colorado has created entry point systems around funding streams rather than around the needs of people trying to access information about LTSS options. Furthermore, consumers can be confused by fragmented responsibilities among entry point organizations. For example, each entry point has disparate business processes for applications, intake and screening. These organizations are often poorly connected to each other, making it difficult to create streamlined referrals. Even when an agency refers someone for help, there is often no way to share information, forcing consumers to retell their stories at each encounter with an entry point. Additionally, follow-up procedures after successful referrals are inconsistent across the state, sometimes leaving consumers to navigate the system themselves after they receive a referral. Colorado recognizes that the challenge in creating a more person-centered LTSS access system lies in increasing coordination and visibility for all individuals in need of LTSS.

A marketing plan that clearly delineates where consumers can go for assistance will also be crucial in developing a NWD system. Coloradans face a complex network of LTSS entry points. Many people do not know where to turn for information, referral and assistance resources. The lack of a marketing plan to inform people of all ages, disabilities and income levels about what is available in their communities contributes greatly to the confusion. Colorado wants to be certain that the marketing plan that is ultimately developed will be the most helpful to the consumer, and is aware that branding across fragmented organizations will take significant stakeholder work.

Function 2: Person-Centered Counseling

To provide robust person-centered counseling, entry point staff across organizations must be well-versed in all options available to consumers regardless of age, disability or pay source. Unfortunately, Colorado's entry point organizations currently serve distinct populations characterized by age, income level and disability. The LTSS options presented are often dictated by an organization's funding sources. Thus a person who receives information from an entry point agency from an organization that only serves Medicaid clients might learn about some Medicaid options but very little about other choices. Even within the Medicaid entry point system, clients might not receive the full range of Medicaid options depending on the type of disability or age.

Another challenge is that staff members of the various organizations are not required to go through the same level or kind of training, creating varying approaches to person-centered counseling.

Function 3: Streamlined Eligibility Determination for Public Programs

Colorado lacks a coordinated, standardized intake and screening process for public programs. Intake and screening is often disconnected from the information, assistance and referral networks, meaning consumers are left to navigate the system on their own. Several entry point organization serve only Medicaid-eligible consumers while several others have no formal interaction with the Medicaid system and cannot track the Medicaid eligibility of their clients. At the same time, public programs lack a seamless process for eligibility determination. In many cases, County Departments of Social Services (DSS) determine a person's financial eligibility independent of organizations that assess the person's functional eligibility for Medicaid LTSS. Even within the Medicaid program, different organizations determine functional eligibility depending on a consumer's type of disability.

Additionally, there is no data system that connects demographic, eligibility and assessment data for most individuals seeking Medicaid LTSS. Currently, the data system used in determining financial eligibility for Medicaid does not interface with the systems used for functional eligibility determination. The lack of data system integration means agencies are not automatically notified when a client receives an eligibility determination. This obstacle, in turn, can result in delays in enrollment.

Function 4: Person-Centered Transition Support

To effectively deliver person-centered transition support, the entry point system must be able to create formal linkages between and among the major pathways that people travel while transitioning from one setting of care to another, or from one public program to another. The entry point system can play a pivotal role in these transitions to ensure that people understand their options and receive LTSS in the setting that best meets their needs and preferences. Promoting formal and robust partnerships between entry point agencies and critical pathway providers, such as hospitals and nursing facilities, would go a long way towards meeting the objective of comprehensive and consistent person-centered transition support.

Function 5: Consumer Populations, Partnerships and Stakeholder Involvement

Under the current entry point system, agencies involve stakeholders and partners to varying degrees. Since a fully-functional entry point system must serve persons with all types of disabilities regardless of age and income, a wide variety of stakeholders, including consumers, LTSS programs and providers and state agencies, must actively participate in not only designing and refining the entry point system but also in providing the services.

Function 6: Quality Assurance and Continuous Improvement

Colorado faces significant challenges in constructing a standard, high-quality entry point system. Quality assurance and continuous improvement depend on adequate coordination and staff capacity as well as an integrated IT solution or interoperability to support data sharing. Staff capacity, which is crucial for implementing continuous

improvement activities, varies across organizations. Some organizations are understaffed given their workload and limited funding for entry point services and turnover is high. While local organizations are largely responsible for staff training, there is no common set of qualifications or training protocols. Creating a consistent and standardized training process that is implemented at the state level will greatly help address the lack of a trained workforce, ultimately leading to significantly improved experiences for consumers trying to access LTSS.

II. Regional No Wrong Door Entities

In working with stakeholders during the planning phase, the model that was developed proposes a regional NWD entity to ensure that the six functions are carried out through a network of partnering organizations at the regional level.

The network may take various shapes, but will likely involve contracts between the NWD regional entities and local organizations and service providers that have enough staff and are interested in being a part of the network.

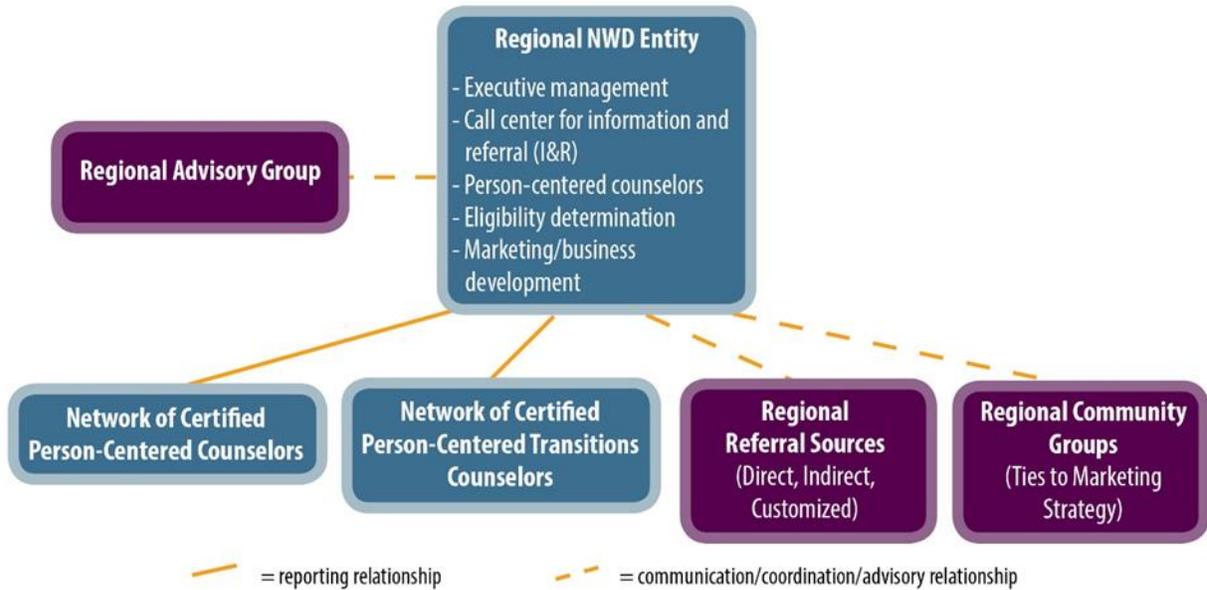
During the pilot phase, a lead agency will serve as the regional NWD entity. The lead agency will be responsible for creating a network of partnering organizations and overseeing day-to-day operations of the NWD entity. For example, a Single Entry Point (SEP) organization in a given region might apply to serve as a regional entity. The SEP will be responsible for building a network of other area entry point organizations, with each organization responsible for carrying out a specific function.

The lead agencies other responsibilities include:

- Providing updates and reporting outcomes to the state;
- Ensuring accountability among partnering organizations;
- Managing the entities day-to-day operations;
- Convening relevant organizations to streamline Medicaid eligibility determinations;
- Developing a marketing and communications plan to build community awareness of NWD;
- Develop relationships with all types of referral sources who can refer individuals to NWD;
- Soliciting input from a wide range of stakeholders;
- Serving as an information and referral source for individuals seeking information on LTSS;
- Training person-centered counselors and person-centered transition counselors;
- Developing local business processes and protocols for the network of person-centered counselors and person-centered transition counselors;
- Developing a network by establishing agreements with partnering agencies;
- Establishing linkages with other community-based organizations, such as Regional Care Collaborative Organizations, crisis service centers, etc.

Partnering organizations who may wish to be part of the network can provide resources and support to NWD functions. Resources may include staff, office space, office equipment, data and IT systems.

The graphic below shows the proposed NWD Regional Structure.



III. Section 1: Introduction

The Department is pleased to announce a new opportunity to pilot and test streamlined access to Long- LTSS through the creation of regional NWD system pilots. The proposed NWD system is open to all individuals seeking LTSS, regardless of age, disability or pay source.

Through a grant from the federal ACL, the Department will award grant funds to three to five regional pilot sites (pilots). The Department is requesting grant applications from any organization interested in serving as a lead agency to establish a regional pilot site by working with local partnering organizations. The purpose of the pilots is to help the Department determine how to implement NWD statewide. Pilots are expected to be comprised of the following network of organizations carrying out LTSS entry point functions:

- Aging and Disability Resource Centers (ADRCs)
- Area Agencies on Aging (AAAs)
- Single Entry Points (SEPs)
- Community Centered Boards (CCBs)
- Centers for Independent Living (CILs)
- County Departments of Social Services (DSS)

Applicants are also expected to define the geographic region they will serve as a pilot site. One organization in the network must serve as the lead agency for the pilot to ensure the pilot carries out the following six functions of a NWD system, as defined by the ACL:

1. Information, referral and community awareness
2. Person-centered counseling
3. Streamlined eligibility determination for public programs
4. Person-centered transition support
5. Consumer populations, partnerships and stakeholder involvement
6. Quality assurance and continuous improvement

The pilot period is expected to begin on July 1, 2016 and conclude on September 30, 2018. The Department's total budget for pilot operations is \$904,725. These funds are expected to serve as a supplement to the current operating budgets of the network of organizations that comprise the pilot sites. The total number of pilots will be determined by reviewing the proposed budgets in each application and determining how much supplemental funding is needed. Pilots are expected to have different budgets based on different factors in each region.

The initial contract term resulting from grant fund awards is one year: July 1, 2016 through June 30, 2017. Subject to available funding and pilot performance, the Department may renew the contract for another fifteen (15) months.

Grant funds must be used to connect individuals to LTSS by carrying out the six functions of a NWD system.

IV. Section 2: Terminology

ACL means the Administration for Community Living

Community partners means organizations who will be working closely with the pilot sites to support NWD functions or organizations who will refer individuals to the pilot sites, such as hospitals and nursing facilities. It can also mean organizations that consumers will be referred to by the pilot sites such as Regional Care Collaborative Organizations and foodbanks.

Department means the Colorado Department of Health Care Policy and Financing established pursuant to title 25.5. Colorado Revised Statutes

Entry point functions means the six functions of a NWD system, as defined by the ACL:

1. Information, referral and community awareness
2. Person-centered counseling
3. Streamlined eligibility determination for public programs
4. Person-centered transition support
5. Consumer populations, partnerships and stakeholder involvement
6. Quality assurance and continuous improvement

Entry point organizations means organizations that perform entry point functions to connect individuals to LTSS. These organizations include:

- Aging and Disability Resource Centers (ADRCs)
- Area Agencies on Aging (AAAs)
- Single Entry Points (SEPs)
- Community Centered Boards (CCBs)
- Centers for Independent Living (CILs)
- County Departments of Social Services (DSS)

Evaluation vendor means the team from the Center for Collaborative Governance at the University of Colorado at Denver who will be working with the pilots to measure stakeholder outcomes. The evaluation vendor is responsible for developing metrics, establishing an evaluation plan with the pilots and developing the final evaluation report for the pilots that includes a summary of next steps.

Lead agency means one of the entry point organizations from each regional pilot site that will ensure all six functions of a No Wrong Door system are carried out, convene the other local entry point organizations to implement the regional pilot site and will serve as the primary contact in communicating with the Department and other stakeholders

Learning community sessions means periodic meetings among the pilot sites that will be held to glean best practices and lessons learned to refine the pilots

LTSS means Long-Term Services and Supports

NWD means No Wrong Door

NWD Project Team means State staff and contractors who will oversee the regional pilot sites.

Pilot period means the time period between July 1, 2016 and September 30, 2018 when regional pilot sites are operating

Referral sources means any individual, advocacy group, community organization or other entity that refers individuals to the regional pilot site

Regional pilot sites means a network of LTSS entry point organizations within a defined geographic area that will receive grant funds from the Department to implement a NWD system within said geographic area to help the Department determine how to implement NWD statewide following the conclusion of the pilot period

V. Section 3: Eligible Applicants

Eligible applicants are those who meet all of the criteria outlined in this request for applications. Applications that do not meet all of the criteria will be disqualified and the application will not be evaluated.

Applicants selected to receive funds must participate in learning community sessions and work with the evaluation vendor. Applicants who are awarded funds must invoice the Department on a monthly basis.

Selected applicants are required to:

- Demonstrate collaboration with community organizations; and
- Ensure individuals are connected to LTSS in a timely manner

VI. Section 4: Available Funding

Total funding for the pilots is \$1,065,225. This figure includes \$160,500 in one time startup costs. The Department's total budget for pilot operations is \$904,725. The pilot period is expected to begin on July 1, 2016 and conclude on September 30, 2018. These funds are to serve as a supplement to current funding. Budgets in applications will be reviewed to determine how much supplemental funding is needed for each pilot.

The initial contract term resulting from grant awards is one year: July 1, 2016 through June 30, 2017. Subject to available funding and pilot performance, the Department may renew the contract for the duration of the pilot period.

VII. Section 5: Grant Preferences and Review Criteria

The grant applications will be reviewed and scored by a review panel. The panel will be comprised of individuals who are deemed qualified by reason of training and/or experience, who have no personal or financial interest in the selection of any particular applicant and will judge the merits of the applications received in accordance with the evaluation factors stated in this request for applications. The sole objective of the review panel will be to recommend to the NWD Project Team those applications which most accurately and effectively meet the goals of the pilot program within the available monetary resources. The review panel will ensure that applicants selected to serve as regional pilot sites are from both urban and rural areas in Colorado.

Preference will be given to grant applications that clearly demonstrate the applicant's ability to carry out the six functions of a NWD system and the ability to collaborate with other LTSS entry point organizations.

The applicant review criteria are attached to this request for applications.

Announcement of the applicant entities qualifying to receive funding will be posted on the Department's website at <https://www.colorado.gov/hcpf/no-wrong-door-implementation-grant> and written notifications will be sent to each applicant.

VIII. Section 6: What to Expect in the Grant Agreement

The Department will execute contracts with applicants who are selected to serve as regional pilot sites. The contents of the successful applicant's grant application will become part of the contractual obligations. The Department reserves the right to negotiate final terms of the contract prior to signing the contract. Contract execution is contingent upon receiving all necessary State approvals. Contracts resulting from this request for applications will begin no earlier than July 1, 2016 and will have an initial term no longer than September 30, 2018.

6.1: Invoicing

Selected applicants will be required to submit monthly invoices in a format specified by the Department.

6.2: Evaluation Vendor Quarterly Reports

The Department is contracting with staff and faculty from the Center for Collaborative Governance at the University of Colorado at Denver (evaluation team) to evaluate referral source and consumer satisfaction with the regional pilot sites. The evaluation vendor will create an online customer satisfaction survey that pilots will utilize and request customers to complete upon the completion of the services provided.

The evaluation vendor will also conduct site visits with the regional pilot sites and submit quarterly reports to the NWD Project Team. The reports will include status updates on the progress of the pilots. Pilot sites will be expected to assist the evaluation vendor in preparing these reports.

IX. Section 7: How to Apply

7.1: Application Timeline

The following table shows the application timeline:

- Department releases request for applications February 15, 2016
- Letter of intent due from applicants February 19, 2016
- Applications due March 14, 2016; 5:00 pm MST
- Grant award announcement March 23, 2016
- Pilot start date July 1, 2016

7.2: Submission Instructions and Due Date

Applications should not exceed 25 pages, double-spaced, with 1-inch margins and a font size of not less than 11, preferably Tahoma, Times New Roman or Calibri. The page limit does not include the table of contents, description of the applicant, budget narrative and justification and the appendices.

Applications shall be submitted via email or regular U.S. mail. Emailed submissions are preferred. The proposal should be submitted as a PDF file or a Microsoft Word document. One electronic file is preferred but a separate file(s) for the, description of the applicant, budget narrative and justification and the appendices is acceptable. Other submission options are to mail a flash drive with the electronic file(s) as described in the previous sentence or to mail or hand deliver a hard copy of the entire application.

Applications must be received by the Department no later than 5:00 p.m. MST on March 14, 2016. Postmark dates will not be considered and no applications will be accepted after this stated due date and time.

Please email, mail or deliver the application to:

NoWrongDoor_RFA@state.co.us

Aron Snyder
Colorado Department of Health Care Policy and Financing
Office of Community Living
1570 Grant Street
Denver, CO 80203

7.3: Application Package

The application shall present a full and complete description of the qualifications of the applicant to meet the requirements of the NWD pilot program. Incomplete or late applications will be disqualified from funding and will not be reviewed.

7.4: Application Outline

Complete proposals must include the items outlined below. Required page limits are included for guidance.

a. Table of Contents

b. Request for grant application response

- i. Description of the applicant
- ii. Proposal

Note: Proposals will be scored by assigning a maximum of 100 points across five criteria in six sections:

1. Introduction (not scored)
2. Community Assessment
3. Person-Centered Approach
4. Stakeholder Engagement
5. Partnerships/Collaboration
6. Capacity of Lead Agency

c. Budget Narrative and Justification

d. Appendices

- i. Appendix A – The lead agency and each partnering organization shall submit a letter of commitment that:
 1. Outlines their role and responsibility in the pilot;
 2. Includes the names, titles, phone numbers and email addresses of all agency staff members that will be involved in the pilot and addresses how staff members will utilize their expertise in the pilot;
 3. Explains how their organizational and business processes will support the pilot;
 4. States the applicant’s willingness to comply with all grant requirements. For the lead agency, this includes complying with HIPAA requirements and a submitting a Health Insurance Portability and Accountability Act business associate agreement to protect personal health information;
 5. Is on official business letterhead from each organization that is applying to be part of the pilot; and
 6. Provides the entity’s State of Colorado Vendor number. An applicant can obtain a State of Colorado Vendor number by registering at www.Colorado.gov/vss.
- ii. Appendix B – For the each applicant’s lead agency, copies of any State or federal certifications or licensures.
- iii. Appendix C – For the applicant’s lead agency, provide documentation to demonstrate the organization’s financial viability, i.e., the organization’s most recently audited financial report, year-to-date financial statement and the first page of the organization’s most recently filed IRS form 990. If the organization cannot supply such information, provide a written explanation in this appendix.
- iv. Appendix D – Organizational Chart 1: Provide an organizational chart of the lead agency.
- v. Appendix E – Organizational Chart 2: For the lead agency, provide an organizational chart with an explanatory narrative for this project that incorporates resources and staffing from all partnering organizations, indicating the relationship to the lead agency’s existing organizational chart.
- vi. Appendix F – Please include a detailed work plan outlining how the applicant will implement a person-centered approach. Include all steps and time frames for completing them.
- vii. Appendix G – Please include vitae for key project staff.

7.5: Request for Application Response

Applications should address the main topics noted below and ensure that all requested information is included in the response.

a. Description of the Applicant

- i. Legal and business name of the lead agency.
- ii. Name, address, telephone, fax and email address for the primary contact person for the lead agency.
- iii. Clear identification of the lead agency.
- iv. Indicate the geographic area the applicant proposes to serve.

b. Proposal (Maximum Length of 25 Pages) – Maximum 100 Points

Introduction – Not Scored

- Applicant should include a brief introduction-no more than 265 words-that concisely describes the proposed project, including goals and objectives.

Community-Assessment – Maximum 10 Points

- Describe the lead agencies and partnering organizations' current best practices in carrying out some of the six functions of a NWD system
- Describe where applicant organizations can improve in carrying out some of the six functions of a NWD system.
 - Describe how applicant organizations will improve processes for carrying out these functions.
 - Describe how applicant organizations will track changes or fixes to improving processes.
 - Include applicant's plan for using funds to improve delivery of these functions.

Person-Centered Approach – Maximum 35 Points

- Describe the applicant's proposed approach to using grant funds to advance changes in accessing LTSS and in carrying out the six functions of a NWD system.

- Describe the applicant’s approach to ensuring all partnering organizations and employees are significantly involved in all of the pilot’s work, including person-centered training sessions and meetings with the Department.

NOTE: The Department will cover costs associated with person-centered training sessions. Both the lead agency and partnering organizations should expect to send staff members to these sessions.

- Describe the applicant’s proposed process for coordinating the functional and financial Medicaid eligibility determinations.
 - Examples of proposed processes include having one contact at the DSS and one contact at the pilot site or conducting joint site visits to individuals between the county eligibility technician and the case manager.
 - Alternatively, if applicant is not ready to develop a process, describe applicant’s plan for engaging the regional DSS and/or case management office to develop a process.
 - This effort could include leveraging the DSS’s access to process improvement resources available through the Department.
- Describe what the applicant believes the ideal system looks like from the client perspective. If the applicant is selected as a pilot site, explain how the applicant will know if it is successful in its efforts.
- As an appendix, include a comprehensive work plan outlining how the applicant will implement the person-centered approach described.

Stakeholder Engagement – Maximum 15 Points

- Describe the role of stakeholders in developing this application.
- Describe who all of the applicant’s stakeholders are and how they reflect the diversity of the community the applicant proposes to serve.
- Describe the different methods applicant plans to use to engage stakeholders, which include consumers and referral sources, over the course of the pilot period to make improvements that support more person-centered business processes.

- Methods of stakeholder engagement may include:
 - Surveys;
 - Key informant interviews;
 - Focus Groups; and
 - An advisory council
 - Describe how frequently applicant plans to engage stakeholders.
 - If applicant decides to utilize an advisory council for stakeholder engagement, describe how applicant plans to meaningfully engage participants and bring in diverse perspectives.
 - Will the applicant use bylaws or a charter to articulate roles and responsibilities?
 - What will be the advisory council's decision making authority?
 - What mechanisms will the applicant have in place for the advisory council to incorporate feedback to affect change?
- Describe the applicant's approach for incorporating stakeholder feedback into change processes.

Partnerships/Collaboration – Maximum 25 Points

- Describe how the lead agency and partnering organizations will coordinate carrying out the six functions of a NWD system across all involved organizations.
- Describe how the lead agency and partnering organizations will share decision-making responsibility.
- Describe what mechanisms are in place to resolve conflicts among partnering organizations.
- Describe how the applicant will establish partnerships and coordinate with referral sources and community partners. Examples of community partners include, but are not limited to, Regional Care Collaborative Organizations, Mental Health Centers, nursing facilities and case management agencies.
 - Include plans to establish linkages with the mental health system and crisis services.
 - Describe how the partnerships will reflect the diversity of the region the applicant proposes to serve.

- Describe how the applicant will establish linkages to public and private non-LTSS resources, such as food banks and housing and transportation services.
- Describe how the applicant will leverage available resources among all affected partners. Examples of resources include:
 - Data
 - Existing IT systems
 - Funding
 - Business processes
 - Shared infrastructure, such as telephones and office space

Note: Applicants can describe any other existing resources they deem relevant to this application.

Capacity of the Lead Agency – Maximum 15 Points

- Identify the lead staff position from the lead agency that will be involved in the pilot.
 - Describe this position’s authority to affect change and engage external partners at the local level.
 - As an appendix, please include an organizational chart for the lead agency.
- Describe the lead staff position’s ability to establish relationships and/or build on existing ones to engage all partners involved in the pilot.
- Describe the lead agency’s demonstrated experience and authority to effectively lead and coordinate the activities described in this application.
 - Please include any examples of when the lead agency oversaw a community-wide initiative.
- Describe the lead agency’s capacity to fully support and implement the pilot.
 - As an appendix, please provide an organizational chart with an explanatory narrative for this project that incorporates resources and staffing from all partnering organizations, indicating where they link into the lead agency’s existing organizational chart.

- Describe the lead agency’s ability to participate in the evaluation of the pilot.
 - Describe how the lead agency will provide financial data, including expenditures from partnering organizations.
 - Describe how the lead agency will ensure the pilot captures data related to consumer satisfaction, referral source satisfaction and other programmatic data identified by the evaluation vendor.
- Describe how any of the applicant organization’s efficiencies, experience or other factors position it to successfully fulfill its obligations under the NWD pilot program, given the available funding.

7.6: Budget Narrative and Justification

- Include a multi-year budget covering the entire proposed budget period as well as a budget covering both individual years (the budget for the second year should span from July 1, 2017 – September 30, 2018).
 - Clearly delineate all budget line items and ensure they are consistent with work plan objectives.
- Indicate estimated program and administrative costs with a justification of estimated expenditures. Administrative costs should not exceed ten percent of total expenditures.
- Indicate any estimated additional funds that may be leveraged to implement the regional pilot site.