

Target Area: FUNDING

4.x.x	BASIC	COMPETENT	PROFICIENT
	Identifies an area in which the office can strategically create improvement plans to build their internal capacity	The ability to complete tasks that meet the requirements of the SORH grant in a way that is universally accepted by peers as the norm	When the expectations of completing tasks exceed the norm they are considered proficient, allowing for innovation and pace-setting strategies for the office

Rationale: The NOSORH Proficiencies workgroup envisions that every SORH has competency to meet all requires for SORH funding. The key elements of Funding are: cost sharing, partner investments in the SORH office, diversifying revenue sources and grant seeking. SORH may engage partners, seek grants and other sources of funds, and host revenue generating activities as a strategy to expand the capacity of the SORH and broaden its reach.

1. SORH Match

1. Available matching funds for programs	SORH are not able to utilize any of matching dollars toward programmatic purposes	SORH are able to utilize at least 15% of matching dollars toward programmatic purposes	SORH are able to utilize at least 25% of matching dollars toward programmatic purposes
2. Professional services leveraged as matching funds	SORH has no access to professional services indicated as matching funds	SORH has limited access to professional services allocated to the matching funds	SORH has access to, and benefits from, professional services allocated to the matching funds

2. Partner Investments

1. Direct support from state partners for SORH programs	SORH does not engage external partners who could support office efforts	SORH external partners support efforts with in-kind support, but no funding for programming	SORH external partners provide matching funds or specific financial support for SORH programming
2. Supplemental partner support for joint programs (C)	SORH external partners do not support joint endeavors	SORH external partners offer support towards joint endeavors, but without supplemental funding	SORH external partners supplement SORH funding toward joint endeavors
3. Development of joint programs with partners (CDI, C)	SORH does not engage with external partners for activities	SORH activities with external partners assist with promotion but do not generate revenue for partners	SORH activities with external partners assist in revenue generation for expanding reach of joint programs

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3. Revenue Diversification

1. Expansion of base funding beyond grant and match dollars	SORH does not have a plan to engage in activities which will grow or expand the current revenue base of the office	SORH has an adopted plan to engage in activities that will grow or expand the revenue base of the office	SORH actively engages in activities which will grow or expand a diverse revenue base of the office
2. Revenue generation through SORH-hosted activities for state constituents (CDI, C, TA)	SORH is unable to host activities for constituents' due to funding constraints	SORH hosts activities for constituents but does not generate any revenue	SORH hosts activities which generate revenue to, at a minimum, cover costs

4. Grant Seeking

1. Identifying appropriate funding opportunities	The SORH office does not seek additional funding opportunities, and no staff person is assigned to conducting this activity	The SORH office seeks additional funding opportunities that strategically align to office priorities, as a team effort without an assigned staff person for these activities	The SORH has staff and other resources assigned, and a plan in place, to strategically identify and seek additional funding that aligns to the office priorities and state needs
2. Using appropriate data	Office relies on updated data from previous grant applications to support future grant applications	Office seeks additional support from data experts to identify appropriate data for inclusion in grant applications	SORH has a staff member that is fully able to identify, analyze, and describe pertinent data to grant applications
3. Organizational personnel, policies and procedures for submission	Office has limited knowledge of organizational policies and procedures related to grant submission	Office has understanding of organizational policies and procedures related to grant submission	SORH has applied knowledge of the local organization policies and procedures related to grant submission, with an identified responsible staff member