



Request for Proposals for:

Scaling Data Integration:

*Advancing Pay for Success, Systems Change,
and Supportive Housing for Vulnerable,
Justice-Involved Populations*

March 8, 2017

Notice Regarding Public Disclosure: Please note that all information submitted in this procurement process may be made public if directed by the Corporation for National and Community Service (CNCS) or required by law. This may include the names of organizations that submitted proposals, contact information, summaries of proposals and budgets, reviewer ratings and comments, and other information.

Table of Contents

Section I: Timetable	3
Section II: Introduction and Overview	4
Section III: Definitions and Background	5
Section IV: Services Available through this RFP	7
Section V: Proposal Evaluation and Service Recipient Selection Process	9
Section VI: Format and Content of the Proposal	10
Section VII: Service Recipient Expectations	26

Section I: Timetable

A. Release Date of this RFP

March 8, 2017

B. Live Bidders' Webinar/Teleconference

Date: March 20, 2017

Time: 1:00pm ET

Registration Link: [Register here for the March 20 introductory webinar](#)

Webinars will be recorded and made available at www.csh.org/pfs

C. Instruction for Submitting Written Questions

Submit to: pfs@csh.org Please submit all questions by 5pm Eastern Standard Time on April 5, 2017 in order to ensure a response.

D. Due Date/Time and Instructions for Submission of Optional Notices of Intent to Apply:

Interested applicants are strongly encouraged to submit Notices of Intent indicating the intention to submit full proposals. Notices of Intent should be submitted via email.

Due Date: March 27, 2017

Submit by email to: pfs@csh.org

E. Due Date/Time and Instructions for Submission of Full Proposal

Applicants must submit all application materials electronically. The application narrative must be submitted using the provided PDF application form. Attachments must also be submitted electronically. Late submissions will not be accepted.

Due Date/Time: April 7, 2017
8:00pm Eastern Standard Time

Submit by email to: pfs@csh.org

F. Interview Stage

Following the review and ranking of the written applications, CSH will schedule phone interviews with the top-ranked applicants. Final determinations will be made based on the results of the interview stage.

G. Anticipated Announcement Date of Service Recipient Awards

Approximately May 5, 2017

Section II: Introduction and Overview

A. Purpose of this RFP

The Corporation for Supportive Housing (CSH) is seeking eligible and qualified state and local governments or tribes that are interested in participating in a new project that will inform the development and use of an integrated data tool focused on criminal justice and homelessness data. Selected participants will receive technical assistance to access and integrate data from the homeless and criminal justice systems to target supportive housing in order to spur greater coordination/integration between the homeless/housing and criminal justice systems.

Priority will be given to governments or tribes that will use this technology and technical assistance to accelerate the development of Pay for Success (PFS) projects that are in the pipeline or that demonstrate an interest in developing future PFS projects as a tool to scale supportive housing initiatives. CSH expects applicants to be at various stages in developing PFS projects.

This new technical assistance opportunity is made possible through grants CSH received through the Pay for Success (PFS) program of the Corporation for National and Community Service's Social Innovation Fund (SIF) and the Laura and John Arnold Foundation.

CSH anticipates that each Service Recipient will receive approximately 12-18 months of assistance. In this round of competition, CSH intends to select 4 Service Recipients.

B. About CSH, the Social Innovation Fund, and the Laura and John Arnold Foundation

- **The Corporation for Supportive Housing** transforms how communities use housing solutions to improve the lives of the most vulnerable people. We offer capital, expertise, information and innovation that allow our partners to use supportive housing to achieve stability, strength and success for the people in most need. CSH blends over 20 years of experience and dedication with a practical and entrepreneurial spirit, making us the source for housing solutions.
- **The Social Innovation Fund**, a program of the Corporation for National and Community Service (CNCS), combines public and private resources to grow the impact of innovative, community-based solutions that have compelling evidence of improving the lives of people in low-income communities throughout the United States. The PFS program of SIF aims to:
 - Strengthen and diversify the pipeline of governments and nonprofit organizations that are prepared to engage in PFS projects
 - Assess the potential of PFS to address a variety of social issues relating to diverse populations in diverse geographic contexts
 - Attract capital to high-performing institutions seeking to strengthen, grow and sustain effective solutions for challenges facing low-income communities
- **The Laura and John Arnold Foundation** improves the lives of individuals by strengthening social, governmental, and economic systems. The foundation's strategy is to systematically examine areas of society in which underperformance, inefficiency, concentrated power, lack of information, lack of accountability, lack of transparency, lack of balance among interests, or other barriers to human progress and achievement exist. LJAF then applies a rigorous and comprehensive entrepreneurial problem-solving approach to these areas, considering all possible strategies, tactics, and resource allocations to effect solutions. The LJAF approach is not limited to what has been tried, or even what has been proposed, in the past.

Instead, LJAF seeks to incentivize bold, creative thinking and effort, with the goal of igniting a renaissance of new ideas and approaches applied to persistent problems.

C. Application Overview

Description

CSH is soliciting applicants who are interested in informing the development and testing the use of an integrated data framework and matching tool focused on criminal justice and homelessness data. The integrated data tool will allow for communities to easily and consistently produce matched lists of frequent users who could be targeted for connection to supportive housing. Additionally, it is CSH's hope that the project will support other systems change efforts to advance supportive housing for the target population and enhance the ability of communities to accelerate the progress of PFS initiatives and shift systems toward a focus on outcomes.

Eligible lead applicants

Government (state, county or city) or tribes in communities participating in the [Data-Driven Justice initiative](#). Governments that have received prior support from SIF PFS or are currently receiving SIF PFS support are eligible and encouraged to apply.

Eligible interventions

Supportive housing

Target population

The anticipated target population for this initiative is individuals who are part of a cohort of people who cycle between multiple public systems – jails, emergency rooms, hospitals, detox facilities and homeless shelters – at enormous expense to these systems and with poor outcomes. See the definition of Super Utilizers/Frequent Users in the next section for more details.

Section III. Definitions and Background

A. Background on this Initiative

Harnessing the power of data is a critical step in creating, implementing and sustaining effective solutions to complex social problems and affecting real and lasting systems change. CSH is a national leader in the field of cross systems data work, driven by our efforts to advance data-driven targeting strategies through our FUSE initiative as well as our involvement in Pay for Success and the national Data-Driven Justice initiative (see Section B below for definitions of FUSE and PFS).

The use of integrated data can define the need for supportive housing in a given community, make the case for alignment of scarce housing and services resources, ensure that supportive housing is targeted to those who are most in need and engage mainstream systems in reinvesting or investing in bringing supportive housing to scale. Although supportive housing and PFS efforts can move forward with incomplete data, the true potential of supportive housing, PFS and other outcomes-focused initiatives cannot be realized if a community is only engaging in one-off data matching efforts through ad hoc data pulls or analyses. Real system transformation hinges on a clear sense of how people move through multiple systems of care, what outcomes and costs they are experiencing and how these outcomes change when they are connected with a given intervention. The ability to closely monitor and adapt interventions during implementation is equally important to maintain positive outcomes.

While the use of cross systems data is key to achieving the impact stated above, consistent and continued use of data can be extremely challenging at the local level. Jurisdictions are often faced with challenges related to resources and capacity, concerns around privacy and data ownership and the length

of time it takes to match data over and over again to track progress over time. By not fully tackling shared data challenges across multiple jurisdictions engaging in similar efforts, we may be missing out on the opportunity to develop solutions with wide-ranging applicability and wasting effort on duplicative data-sharing at the community level. Through this RFI, CSH, in partnership with the University of Chicago Center for Data Science and Public Policy and other partners, will work with communities to develop an integrated data tool that will facilitate data sharing; implement integrated data systems to help further systems change efforts; and explore the feasibility of coupling this with PFS to expand supportive housing as a solution within the selected jurisdictions.

B. Key Definitions

Data-Driven Justice initiative

The Data-Driven Justice initiative is a bipartisan coalition of [130+ city, county, and state governments](#), along with representatives from the technology sector, who have committed to using data-driven strategies to divert low-level offenders with mental illness out of the criminal justice system and change approaches to pre-trial incarceration, so that low-risk offenders no longer stay in jail simply because they cannot afford a bond. These innovative strategies, which have measurably reduced jail populations in several communities, help stabilize individuals and families, better serve communities, and often save money in the process.

FUSE Model

Frequent Users Systems Engagement, or FUSE, is a CSH signature initiative that combines data-driven targeting, policy and systems reform, and targeted supportive housing to improve outcomes for individuals that cycle between multiple crisis systems of care, such as the homeless, health, and criminal justice systems. CSH has worked with more than 30 communities nationwide to plan, implement and evaluate [FUSE](#) initiatives.

FUSE initiatives that target specifically those individuals who frequently go between incarceration and homelessness are currently being implemented and/or explored as Pay for Success transactions in at least four communities.

Pay for Success

Pay for Success refers to the concept of paying for positive social impact, rather than paying solely for services performed. Under this model, impact is measured rigorously and “success payments” are made based on agreed-upon metrics. Pay for Success typically includes performance-based contracting between an entity paying for the achievement of outcomes (the ‘end payor’), often governmental entities, and the organizations responsible for implementing a given intervention, often non-profit organizations.

Pay for Success financing varies, but most structures support Pay for Success programs by providing working capital to implement and/or scale an intervention that has been proven to produce desired outcomes, such as cost savings over time. This upfront capital investment can be provided by a variety of investors and/or philanthropic sources, which typically receive repayment via the success payments, along with a modest return on investment. In exchange for this, investors accept the repayment risk associated with the possibility that the project does not produce the required outcomes. Learn more about PFS and CSH’s work in PFS communities at www.csh.org/pfs.

Super Utilizers/Frequent Users

In communities across the country, there is a cohort of people who cycle between emergency rooms, hospitals, jails, detox facilities and homeless shelters, at enormous expense to these systems. Through

administrative data integration and analysis, the highest utilizers can be identified and targeted for supportive housing. There is ample evidence that this strategy dramatically reduces costs to public crisis systems. In Los Angeles County, 10% of the homeless population accounts for 72% of homeless healthcare costs. When comparing the year before and after entering supportive housing among this group: ER visits decreased 71% on average, inpatient readmissions dropped 85%; and total costs decreased 81% (Flaming, et al. 2013). A study of 100 chronically homeless individuals in Denver found that supportive housing led to a 76% reduction in the number of days spent in jail (Perlman, et al. 2006).

Supportive Housing

Supportive housing is a combination of affordable housing and supportive services designed to help vulnerable individuals and families use stable housing as a platform for health, recovery and personal growth. Supportive housing can take many forms, including an apartment, a duplex or a single family home. Tenants in supportive housing have a lease, just like any other tenant, with all the rights and responsibilities of leaseholders. The services available in supportive housing are flexible, voluntary and tenant-centered. Depending on the needs of the target population, services can include case management, mental health services, primary health services, substance abuse treatment, employment services and parenting skills.

Section IV. Services Available through this RFP

A. Overview of Technical Assistance

The technical assistance to be provided through this competition will fall primarily into the three categories outlined below. The jurisdictions selected will:

Data Integration and Matching

- Receive access to and participate in the design of a secure, web-based tool where jail and homeless data is matched for purposes of identifying individuals that are frequent users of both systems and for whom outcomes could be improved via connection to supportive housing. Access to the tool will be provided through the initiative for selected recipients for the first approximately 12 months, after which communities may have to pay for data storage.
- Work collaboratively with CSH and the University of Chicago Center for Data Science and Public Policy (DSaPP) to determine the system requirements for the tool, data structuring, and reporting requirements. This collaboration will test the tool, establish parameters for regular matching, develop and test reporting functionality, and create file exports for integration with other community systems, such as hospitals and health data exchanges.
- Participate with other selected communities, CSH, DSaPP, and the project evaluator in a Learning Collaborative designed to identify systems change opportunities spurred by data integration, learn best practices in using integrated data to reform systems, FUSE, PFS and other topics to be identified.
- Collaborate with other participating communities to develop a data integration blueprint so additional communities can use the tool and replicate the work. This would include recommendations on using the matched data to support other data integration efforts, such as those in the health and behavioral health sectors.
- Receive technical assistance to further the goals of the Data-Driven Justice initiative particularly through ensuring that one or more members of the criminal justice system are engaged in the project design and that supportive housing is included as a solution to which people can be diverted.

- Receive support on systems change and building the structural capacity to use data to target vulnerable populations in to supportive housing

Pay for Success

- CSH will work with each participating community to develop a customized plan to clearly identify how the data integration and matching efforts can prepare communities to engage in PFS and/or further PFS projects that are currently in development.
- Receive a PFS landscape summary that will include at minimum:
 - One or more target populations that could be targeted for a SH initiative based on the data analysis
 - Cost benefit analysis with the target population to evaluate potential opportunities to use PFS as a tool to implement SH for the target population or to further articulate the anticipated value creation from implemented such a model.
 - Outcomes that could be generated through connecting the target population with supportive housing and links to evidence to develop this
 - Action plan to continue progress through PFS feasibility or within transaction structuring.

Service Provider Capacity Building

In addition to the assistance described above, jurisdictions selected for technical assistance in communities with SIF PFS projects in development may have the opportunity to receive additional assistance from CSH and the Nonprofit Finance Fund in the form of one or more trainings. This will include the provision of capacity-building technical assistance to a cohort of supportive housing service providers within one of the jurisdictions receiving CSH technical assistance to help the service providers prepare for PFS and outcomes driven approaches. This training is geared toward service providers with stable operations who are ready to engage in higher-level strategic thinking regarding outcomes-based financing. CSH will select the recipient jurisdiction in summer 2017. The jurisdiction selected to receive additional assistance for service providers will be selected based on the following criteria:

- The degree to which service providers in the jurisdiction need additional preparation (e.g. planning to scale up while maintaining fidelity to program models, identification of outcome measures appropriate for a PFS contract) to be ready for PFS financing;
- The degree to which service providers in the jurisdiction are interested in pursuing outcome-based financing, as determined by participation in informational calls/meetings/webinars about PFS financing.
- The degree to which service providers are able to collect, analyze, and share data on relevant outcomes.
- Networks of service providers or existing collaboratives with history of working together. Greater need, interest, and access to data make service provider assistance more likely.

B. Estimated Value of Award

Applicants that are selected as Service Recipients will receive a customized, robust package of technical assistance designed to facilitate the achievement of the outcomes above. We anticipate that the value of services received by each Service Recipient will range from \$150,000-\$200,000 including match sources depending upon the length of assistance and specific support needed. This includes technical assistance provided by CSH, access to the secure data matching platform, the support of CSH's partners for tool development (University of Chicago Center for Data Science and Public Policy) and the evaluation (Harder + Co).

Section V. Proposal Evaluation and Service Recipient Selection Process

A. Proposal Review Procedures

All proposals accepted by CSH will be reviewed to determine whether they meet eligibility criteria, which include:

- Lead applicant is a government (state, county or city) or tribe
- Interest in receiving technical assistance to match homelessness and criminal justice data and access to sufficient HMIS and criminal justice data. Sufficiency requires, among other things, multiple years of individual-level and event-level electronically stored data for hundreds of people.
- Interest in exploring or furthering a Pay for Success initiative with supportive housing as the targeted intervention.
- Jurisdiction is participating in the Data-Driven Justice initiative. To learn more about the effort and to learn how to sign on, visit this site: <http://www.naco.org/node/129601>.
- Expressed intent from government-level executives such as Mayor, Commissioner, Sheriff, Chief Technology Officer or similar from each participating legal entity to share data, sign Memorandums of Understanding and otherwise export data for the data integration tool. The executive should note concerns and objections to approving legal agreements at this time.
- Intent to commit a minimum of \$50,000 in in-kind staffing dedicated to this effort as demonstrated by a letter of commitment from the organization/division providing the staff.
- If selected, comply with all applicable financial and administrative requirements associated with the prime grant from CNCS, including but not limited to the financial management standards and the standards for documentation of personnel expenses found in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and the National Service Criminal History Check requirements. More information can be found at <http://www.nationalservice.gov/resources/terms-and-conditions-cnsc-grants>, and <https://www.nationalservice.gov/resources/criminal-history-check>

Proposals that do not meet these criteria will be rejected. A review committee will evaluate and rate all remaining proposals based on the evaluation criteria described below. The review committee will include key staff from CSH, CSH's collaborating partners for this grant, as well as external experts with expertise related to data integration, pay for success, supportive housing, and/or vulnerable populations. Following the review and ranking of the written applications, CSH will invite top ranking candidates to be part of an interview. The interviews will also be scored and final determinations will be made based primarily upon the scores received in the interviews.

B. Proposal Scoring Criteria

As described in Section VI, the review team will use the following criteria to score the written proposals:

- Access to Data (30 points)
- Pay for Success Project Potential (30 points)
- Supportive Housing Intervention Design (10 points)
- Strategic Alignment and Leadership Team (25 points)
- Project Environment (5 points)

In addition to the scoring criteria above, CSH may also consider other balancing factors, such as geography and issue area diversity of projects in development across the country, to determine where technical assistance would be of greatest value to the data integration and PFS fields.

Section VI. Format and Content of the Proposal

A. Notice of Intent to Apply

Applicants are strongly encouraged, though not required to submit a Notice of Intent to submit a full proposal. Notices of Intent will be non-binding and are intended to help CSH determine how to deploy personnel and expertise to review applications and issue awards. Notices of Intent should contain the information below and are due on March 27th, 2017.

Notices of Intent should include the following information:

- Name of lead applicant division/organization
- Name of lead applicant point of contact including:
 - Mailing address
 - Phone number
 - E-mail address
- Name(s) of other organizations on applicant/program team

Notices of Intent should be submitted electronically to pfs@csh.org per the instructions provided in Section I.D.

B. Proposal Instructions and Format

Please submit a complete electronic version of the application including all relevant attachments using the submission information in Section I.

The full proposal should include:

- **Application**
 - Complete responses to all relevant sections of this application as included in Section VI.C.
- **Attachments**
 - Letter of commitment to provide a minimum of \$50,000 in in-kind staffing and related benefits dedicated to this initiative
 - Documentation of data accessibility from a government-level executive such as Mayor, Commissioner, Sheriff, Chief Technology Officer, or similar from each participating legal entity of the express intent to share data, sign Memoranda of Understanding, and otherwise export data for the data integration tool.
 - Copies of relevant data sharing MOUs if available
 - Additional letters of support for the project such as those from:
 - Governor/County Executive/Mayor's Office
 - Jurisdiction's central budget office
 - Agency that is anticipated to lead implementation efforts (e.g. Department of Health and Human Services)
 - Anticipated PFS project end payor

C. Proposal Components and Scoring

The criteria for Service Recipient selection will broadly include: the applicant’s team including leadership qualifications and the inclusion of relevant stakeholders, availability of or strategy to acquire relevant data, PFS potential, description and understanding of the target population, experience in implementing supportive housing and a prevalence of high quality service and housing providers as well as a plan for accessing housing and services resources for this project, and connection of this effort with other local and/or state priorities. CSH anticipates selecting Service Recipients that have demonstrated interest, commitment from the relevant governmental departments and/or preliminary thoughts about how the PFS model could scale supportive housing and meet the needs of vulnerable populations within the homelessness and criminal justice systems that are identified through the data matching process.

CSH anticipates that Service Recipients will require technical assistance in many if not all of the proposal areas outlined in this section. Through this application, we are simply seeking to understand the thinking and progress that the applicant has made to date in each of these areas.

1. Applicant Details

1a. Application contact

This should be the person who will serve as the primary contact during the application process.

Name and job title:	<input type="text"/>
Division/Organization:	<input type="text"/>
Email:	<input type="text"/>
Telephone:	<input type="text"/>
Address:	<input type="text"/>
State/City:	<input type="text"/>
ZIP code:	<input type="text"/>

1b. Project lead

This should be the member of staff who will be responsible for day-to-day management of the project.

Please write “see above” if the same as the contact in 1a.

Name and job title:	<input type="text"/>
Division/Organization:	<input type="text"/>
Email:	<input type="text"/>
Telephone:	<input type="text"/>
Address:	<input type="text"/>
State/City:	<input type="text"/>
ZIP code:	<input type="text"/>

1c. Jurisdiction/Geography

The anticipated geographic location of the project e.g. County X, City of Y

<input type="text"/>

1d. Lead applicant

The organization that is serving as the lead for this application. Lead agency should be a government entity with authority and administrative responsibility for homeless or jail data (or both), either at the agency or at the county manager (for example) level.

1e. Other government agencies or units also involved in this application

Please provide a list of any other government agencies or units within the jurisdiction that have a stake in the success of this project, including the homeless system and criminal justice systems, and with whom you are working.

1f. Other community partners also involved in this application

Please provide a list of any non-profit organizations or other community partners (not within government) that have a stake in the success of this project and with whom you are working.

2. Access to Data (30 points)

All applicants must respond to all items in this section.

CSH is anticipating that most applicants will require some support in analyzing and matching data, but is seeking applications that reflect a clear ability to access relevant data for purposes of this initiative.

2a. HMIS data: Is the lead applicant the administrator of the community's Homeless Management Information System (HMIS)?

- Yes No

If no, please identify which organization administers the HMIS system and describe that organization's relationship to the lead applicant. Has the organization agreed to allow access to HMIS data for this project and are the appropriate releases of information in place to allow its use under HMIS guidelines? If yes, please provide a letter from the HMIS administrator which documents this commitment.

2b. **Additional information about homelessness data:** Please describe the quality of the HMIS data, including vendor used (if any), and how many years in use. Describe any additional sources of data that include information regarding the homelessness experiences of persons in the community. Include which entity administers this data source(s) and current status of access to it on the part of the lead applicant.

2c. **Criminal justice data:** Is the lead applicant the administrator of the community's criminal justice data?

Yes No

If no, please identify which organization administers the criminal justice data system and describe that organization's relationship to the lead applicant. Has the organization agreed to allow access to criminal justice data for this project? If yes, please provide a letter from the criminal justice data administrator which documents this commitment.

2d. **Additional information about criminal justice data:** Please describe the quality of the jail data, including vendor used (if any), and how many years in use. Describe any additional sources of criminal justice data that include information regarding criminal justice experiences in the community

(law enforcement, probation, courts, etc.). Include which entity administers this data source(s) and current status of access to it on the part of the lead applicant.

2e. **Data sharing:** Is data currently shared between the two systems identified in 2a and 2c above?

Yes No

If yes, describe what data is shared and for what purpose. If either yes or no, please describe the status of current or prior efforts to share data between the two systems. Include a description of support from an executive-level officer to share these data and any steps that need to take place before data can be shared.

2f. **Additional data:** If there are other data outside of jail and homeless system data that you are interested in including in the project, please list them below.

Type of Data	Data Source Name	Administrator of Source

2g. **Data integration and matching:** Describe the ability of the jurisdiction to integrate and analyze data across multiple systems. Include information on any prior data integration/matching efforts and any existing data warehouses or efforts to create such warehouses. Include whether or not these systems have a Memorandum of Understanding in place and provide copies of any relevant MOUs as attachments to this application. Also describe how this project would enhance any current data matching protocols or warehouse already in place.

2h. **Current use of data:** Please describe how the lead applicant’s agency or organization currently uses data and information technology to drive decision making processes and performance management. Please describe monitoring processes that are currently in place to evaluate performance.

2i. **Commitment to maintain access to integrated data tool.** CSH is working with the leadership of the national DDJ initiative to ensure the sustainability of the tool’s infrastructure. Please describe the jurisdiction’s intent to work with CSH and our partners to take over operation of the tool at the end of the project period.

3. Pay for Success Potential (30 points)

3a. **Current status of PFS projects:** Please describe any PFS projects that are currently in any stage of development in your community. In your description please note the anticipated target population, intervention, key roles that have been identified such as end payer and highlights of any work that has been done to date in terms of cost benefit analysis or financial modeling. If no PFS projects are currently in development, please put TBD for name of project and describe your jurisdiction’s interest in developing a PFS project in the future.

Name of PFS Project #1:

Has this project received prior or current SIF PFS support?

Yes No

Name of PFS Project #2:

Has this project received prior or current SIF PFS support?

Yes No

Name of PFS Project #3:

Has this project received prior or current SIF PFS support?

Yes No

3b. **Target population:** CSH anticipates that communities interested in this initiative intend to focus on meeting the needs of super utilizers of the homelessness, criminal justice and possible other systems of care through supportive housing. Please describe any current efforts underway to meet the needs of this target population including the systems collaborating as part of such efforts.

3c. **Desired outcomes from a PFS initiative:** Please provide an overview of the overall outcomes that the jurisdiction would like to achieve through a PFS initiative that provides supportive housing to the target population. CSH anticipates that Service Recipients will receive technical assistance in this area, but is seeking to obtain a general idea to the extent desired outcomes are known. Examples include housing stability, reduction in jail or emergency room utilization, or significant reduction in Medicaid costs.

3d. **Potential end payor:** One of the most critical roles to be filled in any potential Pay for Success transaction is that of potential end payor. An end payor is an entity that stands to benefit from the successful implementation of the intervention in terms of cost savings and/or other desired outcomes and is at the table to determine the feasibility of making success payments if a PFS transaction were to move forward.

Which entities do you anticipate might be payors for the outcomes that would be included in the PFS initiative? Describe the role of these entities on the team or the status of the relationship with them if not yet on the team. Be sure to note if the anticipated end payor is the lead applicant. Applicants are encouraged to provide a letter of support from the anticipated end payor(s) for your PFS project as an attachment to the application.

4. Intervention Design: Supportive Housing (10 points)

All applicants must respond to all items in this section.

Quality supportive housing projects are as diverse as the communities in which they are located and CSH is excited to work with the selected Service Recipients to design the most appropriate model for the community and selected target population. Despite these differences, all quality supportive housing:

- Targets households whose heads of household are experiencing homelessness, at risk of homelessness, or are inappropriately staying in an institution. They may be facing multiple barriers to employment and housing stability, including mental illness, substance use, and/or other disabling or chronic health
- Is affordable, meaning the tenant household ideally pays no more than 30% of its income toward rent
- Provides tenant households with a lease or sublease identical to non-supportive housing — with no limits on length of tenancy, as long as lease terms and conditions are met
- Proactively engages members of the tenant household in a flexible and comprehensive array of supportive services, without requiring participation in services as a condition of ongoing tenancy
- Effectively coordinates with key partners to address issues resulting from substance use, mental health and other crises, with a focus on fostering housing stability
- Supports tenants in connecting with community-based resources and activities, interacting with diverse individuals including those without disabilities, and building strong social support networks.

For more information on quality supportive housing, see www.csh.org/quality

CSH is seeking applications that demonstrate the jurisdiction's intent and ability to create quality supportive housing that meets the needs of the selected target population.

4a. Housing strategy: To the extent this information is available/known please describe the **housing** strategy being considered for this initiative. Include whether you intend to access existing units of rental housing, develop additional units of housing, or a combination of both. Include any funding sources that could be used to create this housing.

4b. **Service strategy:** To the extent this information is available/known please describe the **service** strategy that you are considering for the initiative. Please provide any relevant detail on anticipated evidence-based service models for justice-involved people such as the use of Forensic Assertive Community Treatment (FACT or ACT) teams, Critical Time Intervention (CTI) or Integrated Care Management (ICM). What kinds of services do you anticipate delivering? (e.g. case management, support with activities of daily living, employment supports, peer supports, parenting classes, mental health and/or substance abuse counseling, etc.) Include any funding sources that could be used to deliver these services.

4c. **Existing supportive housing:** Provide a brief overview of any supportive housing in the jurisdiction that is currently serving a population similar to the target population:

4d. **Supportive housing providers:** Provide a brief overview of supportive housing providers in the jurisdiction that can deliver high quality supportive housing. Also address to what extent the providers you describe are interested and/or likely partners for this initiative.

5. Strategic Alignment and Leadership Team and (25 points)

All applicants must respond to all items in this section.

CSH is seeking applications that demonstrate the presence of key divisions/organizations on the project team as demonstrated in both sub-section 1 (Applicant Details) of this section as well as described below. CSH will seek to identify presence of or potential of relevant competencies related to financial and management infrastructure, budgeting processes, associated staff/qualifications, information technology systems, supportive housing, and experience with the target population. Because of the multi-pronged technical assistance opportunities available through this opportunity, at a minimum applicants should designate one more team members in each of the following areas: data integration liaison, Pay for Success planning liaison, supportive housing resource liaison.

5a. **Strategic Alignment:** Describe how this project is aligned with the Data-Driven Justice initiative and any other national or local efforts to enact criminal justice system reform. Describe how this project is aligned with local efforts to scale supportive housing and/end homelessness in the community.

5b. **Team Member #1:** Describe the key qualifications of the **lead staff person** identified in Section VI.C.1b.

Name of Staff Person #1:

Division/Organization of Staff Person #1:

5c. **Team Member #2:** Describe the key qualifications of any other key staff who will serve on the project team as the **data integration liaison(s)**.

Name of Staff Person #2:

Division/Organization of Staff Person #2:

5d. **Team Member #3:** Describe the key qualifications of any other key staff who will serve on the project team as the **PFS planning liaison(s)**.

Name of Staff Person #3:

Division/Organization of Staff Person #3:

5e. **Team Member #4:** Describe the key qualifications of any other key staff who will serve on the project team as the **supportive housing resource liaison(s)**.

Name of Staff Person #4:

Division/Organization of Staff Person #4:

5f. **Team Member #5:** Describe the key qualifications of any other key staff who will be members of the project team.

Name of Staff Person #5:

Division/Organization of Staff Person #5:

5g. **Overall staffing:** Describe the overall staffing that will be dedicated to this initiative if selected including percent of full time employees (FTE). Include the titles and organizations/divisions of any dedicated staff.

5h. **Advisory Board:** Does your jurisdiction have an advisory board of focus group that includes direct service provider staff and persons that have previously been incarcerated and/or homeless?

Yes No

If no, please describe your jurisdiction's willingness to create such a board or group to inform this initiative.

5i. **Letters of support:** Please include any additional letters of support that you feel would strengthen your application. Such letters could include those from:

1. Governor/County Executive/Mayor's Office
2. Jurisdiction's central budget office
3. Agency that is anticipated to lead implementation efforts (e.g. Department of Health and Human Services)
4. Entities/executives providing access to key data systems such as HMIS and criminal justice
5. Anticipated PFS project end payor

6. Project Environment (5 points)

All applicants must respond to all items in this section.

CSH is seeking applications that demonstrate a clear commitment to stop the revolving door between homelessness and incarceration through the use of shared data for targeting supportive housing and furthering Pay for Success efforts. This will be evidenced by the description of motivation for considering the model, connection with other initiatives in the jurisdiction, and potential to scale up the model if successful. CSH is also seeking to understand barriers to the initiative that may be present for the purpose of determining if they can be successfully addressed through the technical assistance process.

6a. **Jurisdiction interest:** Why is the jurisdiction interested in this initiative?

[Please provide a brief summary of your motivation for participation in this project.]

6b. **Low-Income Communities:** Describe how this initiative would serve Low-Income Communities. Consistent with the broader purpose of SIF, the intent of the PFS Program is to encourage the implementation of PFS strategies in order to enhance the reach and impact of innovative community-based solutions that have evidence of improving the lives of people in low-income communities*.

* Low-Income Communities are defined as:

- A population of individuals or households being served by a service recipient on the basis of having a household income that is 200 percent or less of the applicable federal poverty guideline, or
- Either a population of individuals or households, or a specific local geographic area, with specific measurable indicators that correlate to low-income status, such as, but not exclusive to, K-12 students qualifying for free or reduced lunch, long-term unemployment, risk of homelessness, low school achievement, persistent hunger, or serious mental illness.

6c. **Barriers to implementation:** Are you aware of any regulatory and/or statutory barriers to data integration or to PFS implementation in your jurisdiction? If so, please describe including any plans to address these potential challenges.

6d. **Scaling:** If the intervention is successful, what is the potential for scaling it up within your jurisdiction?

Section VII. Service Recipient Expectations

A. Memorandum of Understanding

To be considered eligible for the selection process, successful applicants will need to be willing to enter into an MOU with CSH over the terms of the technical assistance.

B. Knowledge Sharing

Selected Service Recipients should be willing to make key documents from the PFS development process publically available. In addition, CNCS and CSH will collaborate with selected Service Recipients to collect, disseminate and discuss best practices and lessons learned.

C. Evaluation

The Laura and John Arnold Foundation and the SIF PFS initiative seek to contribute to building the evaluation base for funded projects. A program-wide evaluation of the initiative will be conducted by an independent, third-party evaluator. Service Recipients are required to participate in the evaluation and collaborate with the evaluators. Activities will include participation in focus groups, one site visit, and occasional phone interviews throughout the project.