



Corporation for Supportive Housing

Social Innovation Fund  
Pay for Success

Request for Proposals for

**Service Provider Capacity**

**Building:** *Advancing Pay for Success,  
Systems Change, and Supportive Housing for  
Vulnerable Populations*

December 13, 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	6
Section V: Proposal Evaluation and Service Recipient Selection Process	8
Section VI: Format and Content of the Proposal	9
Section VII: Service Recipient Expectations	23

## Section I: Timetable

### **A. Release Date of this RFP**

December 14, 2017

### **B. Live Bidders' Webinar/Teleconference**

Date: December 21, 2017

Time: 1:00pm ET/ 10:00am PT

[Register here.](#)

Webinar will be recorded and made available at [www.csh.org/pfs](http://www.csh.org/pfs)

### **C. Instruction for Submitting Written Questions**

Submit to: [pfs@csh.org](mailto:pfs@csh.org)

Please submit all questions by 8:00pm ET/ 5:00pm PT on January 15, 2018 in order to ensure a response.

### **D. 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. If you feel that there are extenuating circumstances that will impact your ability to submit by the deadline, please contact [pfs@csh.org](mailto:pfs@csh.org) no later than 48 hours in advance to request an extension.

Due Date/Time: January 17, 2018  
by 8:00pm ET/ 5:00pm PT

Submit by email to: [pfs@csh.org](mailto: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**

February 2018

## Section II: Introduction and Overview

### A. Purpose of this RFP

The Corporation for Supportive Housing (CSH) is seeking eligible and qualified nonprofit organizations, governments and tribes that are interested in building the capacity of service providers to deliver successful outcomes which will further high quality Pay for Success (PFS) models. Applicants should be in a community that has or is currently receiving support from the Social Innovation Fund (SIF) to develop PFS projects. The technical assistance provided through this RFP will focus on improving supportive housing providers' operations, financial management and service delivery to ensure the best possible outcomes can be achieved and documented.

CSH intends to select up to four service recipients to receive technical assistance. CSH anticipates that each service recipient will receive approximately 12-18 months of technical assistance.

This new funding opportunity is made possible through FY16 federal appropriations CSH received through the Social Innovation Fund (SIF) Pay for Success (PFS) program of the Corporation for National and Community Service combined with additional grant support from foundation partners.

### B. About CSH, the Social Innovation Fund and Pay for Success

- **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** was a program of the Corporation for National and Community Service that received funding from 2010 to 2016. Using public and private resources to find and grow community-based nonprofits with evidence of results, SIF intermediaries received funding to award subgrants that focus on overcoming challenges in economic opportunity, healthy futures, and youth development. Although CNCS made its last SIF intermediary awards in fiscal year 2016, SIF intermediaries will continue to administer their subgrant programs until their federal funding is exhausted.

### C. Application Overview

#### Description

CSH is soliciting applicants who are interested in using the Pay for Success model to create supportive housing for vulnerable populations. Applicants should be interested in the opportunity to further a Pay for Success initiative in their community by building the capacity of nonprofit service providers.

#### Eligible lead applicants

Eligible applicants are nonprofit organizations, or organizations applying on behalf of nonprofit service providers including public or nonprofit universities, state and local governments (and other political subdivisions), tribes, as well as faith-based organizations from communities that have or are currently receiving support from SIF PFS to develop PFS projects. Eligible nonprofit organizations include those described in as defined in 2 CFR 200.70.

Partnerships of the above organizations are eligible to apply. An eligible Partnership is a formal relationship between two existing eligible applicants as defined above, where the partner organizations

will share responsibilities under the award and should include a legal agreement, such as a Memorandum of Understanding, outlining the roles and responsibilities of each partner. A single lead entity should submit an application.

Communities that are participating in the [Data-Driven Justice Initiative](#) to use data to drive system reform for vulnerable justice-involved populations will be prioritized for this award.

### **Eligible interventions**

Supportive housing

## **Section III. Definitions and Background**

### **A. Background on this Initiative**

PFS is an innovative tool to scale supportive housing and lever to drive system change to address a range of community needs. There is a robust body of evidence on the efficacy of supportive housing to improve health, criminal justice and housing outcomes for the most vulnerable and to create more sustainable funding models for the public systems that serve these persons. Supportive housing serves a range of target populations, including super utilizers of crisis systems, individuals experiencing homelessness, youth and families, and disabled residents of health institutions who wish to live in the community.

Each population has different service needs and varying costs to government when homeless and crossing multiple service systems. CSH is currently engaged in work in multiple jurisdictions to advance the PFS model. Through this work we have seen the potential of PFS begin to be realized as multiple governments have reoriented their systems to focus on paying for outcomes. We also recognize the critical role that service providers play in delivering high quality services for communities. For many service providers, even those with a strong history of delivering supportive housing, there is a significant opportunity to improve operations, data collection and utilization, financial management and service delivery to ensure the best possible outcomes can be achieved and documented. Such capacity building and assistance for service providers is the focus of the technical assistance and training to be delivered through this opportunity.

### **B. Overview of the Pay for Success Model**

#### ***The Pay For Success Concept***

Pay for Success (PFS) initiatives are often public-private arrangements that enable a government to test or expand innovative programs while paying only for those that achieve agreed-upon target outcomes. PFS initiatives are typically associated with preventive social solutions and are put in action through contracts between a government (or other payor for social outcomes) and a nonprofit social service provider. PFS initiatives involve payors and service providers who agree that all or some portion of payment for services will not be paid until an agreed-upon set of outcomes or level of impact has been verified. Such payments for outcomes are known as success payments. Achievement of outcomes is typically verified by an independent evaluator agreed upon by all parties to a contract.

#### ***PFS Financing***

Under PFS initiatives, it may take several years to verify the outcomes that trigger success payments. In many cases, service providers will not have the resources to self-finance the costs of implementing a preventive intervention during this verification period. For this reason, the service providers may require upfront private financing from third-party funders (often philanthropists or community-based lenders). Often referred to as a “social impact bond,” this financing helps service providers bridge the

financial timing gap between when intervention services are rendered and outcomes are verified. Such third-party financing is typically at-risk, with their return of capital (and any potential return on investment) dependent, in whole or in part, on the achievement of the outcomes identified in the contract.

### ***Phases of a PFS Transaction***

Typically, PFS initiatives go through three distinct development phases:

1. Feasibility assessment – in which interested parties identify a priority target population, an intervention to implement, social outcomes to target, and the capacity of key parties to implement a contract.
2. Contract structuring – in which the PFS initiative stakeholders, including the PFS government payor, the service provider, third-party investors (where applicable), and the outcomes evaluator, negotiate the specific terms of the contract.
3. Contract implementation – in which the contract is executed, initiating the implementation of services to the target population, the on-going evaluation/validation of contract outcomes, and the payment for achieved outcomes by the government payor.

### **C. 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, parenting skills, and trauma-informed care. In dozens of studies, supportive housing has been proven to be an effective intervention that improves housing stability, can reduce the use of expensive crisis care (e.g., ERs, detox, hospitalization, nursing homes), and improves outcomes even for the most vulnerable individuals with complex needs.

### **D. 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.

## Section IV. Services Available through this RFP

### Overview of Technical Assistance

The technical assistance to be provided through this competition will fall primarily into the two categories outlined below.

#### 1. Service Provider Capacity Building

CSH is partnering with the Nonprofit Finance Fund (NFF) to design and deliver the assistance outlined in this section.

##### *About NFF*

For more than 35 years, NFF has been working to connect money to mission, providing nonprofits with strategic financial management consulting services, access to capital, and thought leadership and advocacy. NFF has always asserted that creating a strong, well-capitalized, and durable nonprofit sector is crucial to delivering mission-driven programs and services. Organizations using clear, accurate, and relevant financial data in decision-making can better understand their ability to handle risk and pursue opportunities; therefore, they are better able to create sustainable and successful business models that deliver effectively and meaningfully on mission.

##### *Service Provider Capacity Building Support*

Selected recipients will have the opportunity to:

- Participate in a readiness assessment to flag key areas of support needed
- Participate in the Supportive Housing Pay for Success Readiness Academy which include two multi-day in person training sessions covering topics such as:
  - Overview of the PFS model and implications for service providers
  - Intellectual Capital: Investments in data and metrics
  - Financial Capital: The impact of outcomes-oriented funding on capitalization, planning and financial health
  - Human/Social Capital: How PFS impacts staff, boards, and partners and what's expected in a PFS contract
  - Designing a quality Supportive Housing intervention
- Receive an individualized coaching plan and follow up support. Service providers that are ready to engage in deeper financial consulting work may also have the opportunity to engage in more in depth follow up. This capacity building support is anticipated to include: strategic considerations for the organization stemming from participation in a PFS project such as capitalization planning, consideration of the impact of PFS involvement on other lines of business within the organization, programmatic financial data analysis, full cost calculations and supplemental fundraising needs.

#### 2. Furthering Pay for Success Project Development

CSH will also work with each provider and other key stakeholders to move forward the overall PFS transaction in development. This work will include, but is not limited to:

- Working with each service provider to fully review current costs of services provided and develop a detailed service delivery model
- Reviewing or further developing the overall housing and services plan for the PFS initiative to be implemented and ensuring alignment among the partners and leverage components
- Defining the eligibility and enrollment strategy in collaboration with end payors and evaluation partners
- Producing summary of service provider engagement and plan to quickly ramp up and implement the PFS transaction.

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. As noted above, applicants may be nonprofit service providers directly or governments or other eligible applicants on behalf of service providers. 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 and Nonprofit Finance Fund.

## 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 nonprofit organization, public or nonprofit university, state or local government (and other political subdivisions), tribe, or faith-based organization. Applicant is applying either directly as a nonprofit organization to receive capacity building support or on behalf of nonprofits that will receive such support.
- Applicant is from a community that has or is currently receiving support from SIF PFS to develop PFS projects.
- Interest in receiving technical assistance to build the capacity of nonprofit service providers and further a Pay for Success initiative for vulnerable populations with supportive housing as the targeted intervention.
- 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-cnccs-grants>, and <https://www.nationalservice.gov/resources/criminal-history-check>

Proposals that do not meet these threshold criteria will not be considered. A review committee will evaluate and rate all remaining proposals based on the evaluation criteria described below. Following the review and ranking of the written applications, CSH will invite top ranking candidates to be part of an interview.

## B. Proposal Scoring Criteria

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

- Pay for Success Project Potential (25 points)
- Service Provider Need and Interest in Developing Readiness (25 points)
- Access to and Use of Data (15 points)
- Intervention Design: Supportive Housing (10 points)
- Leadership Team and Project Support (20 points)
- Project Environment (5 points)

Detailed descriptions of each of these criteria are described in Section VI below.

In addition to the scoring criteria above, CSH will also prioritize applicants in jurisdictions 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>. 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 PFS field.

## Section VI. Format and Content of the Proposal

### A. 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
  - 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)
    - If nonprofit service provider(s) is not the lead applicant, letter of support from anticipated participating service provider(s)
    - Anticipated PFS project end payor

*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:

Email:

Division/Organization:

Telephone:

Address:

State/City:

ZIP code:

### 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:

Division/Organization:

Email:

Telephone:

Address:

State/City:

ZIP code:

<input type="text"/>	<input type="text"/>
----------------------	----------------------

**1c. Jurisdiction/Geography**

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

**1d. Lead applicant**

[The organization that is serving as the lead for this application.

**1e. Government agencies or units involved in this application**

[Please provide a list of government agencies or units within the jurisdiction that have a stake in the success of this PFS initiative and with whom you are working. Please elaborate on why they are interested in collaborating.]

**1f. Service providers involved in this application**

[Please provide a list of any non-profit organizations or other community partners that would be part of service provider capacity building efforts through this RFP.]

## 2. Pay for Success Potential (25 points)

### 2a. **Current status of PFS project(s) with supportive housing as the targeted intervention:**

Please describe the PFS project(s) under development in your community that intend to include supportive housing as a targeted intervention and which you intend to further through this technical assistance opportunity. In your description please note the anticipated target population, intervention, key roles that have been identified such as end payor and highlights of any work that has been done to date in terms of cost benefit analysis or financial modeling.

2a1. **Name** of PFS Project #1:

2a2. **Description** of PFS project and its **Current Status**:

2a3. Has this project received **prior or current SIF PFS support**?

Yes       No

If yes, please describe which organization/entity received the SIF PFS support, what the support entailed and the timeline for receiving it.

**2a4. Target population:** Please describe the target population for the intervention, including research and data that demonstrate the need for the intervention within the target geography, analysis that reveals a target population of adequate size and specificity to be viable for a PFS transaction, and where possible, how the target population will be identified and/or recruited.

**2a5. Target Systems:** Please select any government agencies that will be actively contributing to the Pay for Success initiative through financial support (payment for outcomes) or data sharing.

- Homeless system
- Education system
- Mental health
- Substance use treatment
- Foster care
- Child welfare
- Other \_\_\_\_\_

**2a6. Desired outcomes from a PFS initiative:** Please provide an overview of the overall outcomes that the jurisdiction would like to achieve through this PFS initiative that will provide 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.

2a7. **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.

Please identify the anticipated end payor for this initiative and 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 and if there have been any actions taken by the payor to ensure that sufficient funds are available for future outcomes payments, including any approved or pending legislation *to address appropriations risk*. 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.

2b. **Other PFS projects in development:** In this section please provide a brief overview and describe the status of any other PFS project(s) under development in the community with any targeted intervention (not just supportive housing). Be sure to describe the stage of the development of the project to the extent that information is known.

2b1. **Name** of PFS Project #2:

2b2. Has this project received **prior or current SIF PFS support?**

Yes       No

2b3. Overview and **Current Status** of PFS Project #2

2c1. **Name** of PFS Project #3:

2c2. Has this project received **prior or current SIF PFS support**?

Yes       No

2c3. Overview and **Current Status** of PFS Project #3

### 3. Service Provider Need and Interest in Developing Readiness (25 points)

In this section, CSH is seeking applicants that demonstrate:

- The need for additional preparation (e.g. building internal capacity to scale operations while maintaining fidelity to program models, identifying outcome measures appropriate for a PFS contract) among targeted service providers in the jurisdiction to be ready for PFS financing
- Evidence of service provider interest in the jurisdiction in pursuing outcomes-based financing

#### 3a. **Background and current operations:**

Provide a brief description of the services delivered by the service provider(s) that would participate in the technical assistance described in this RFP including number and type of clients served.

**3b. Service provider need and PFS involvement:** Please describe the need for capacity building among the service provider(s) that would participate in the technical assistance described in this RFP. In your description please list the following:

- Service provider name(s)
- Service provider involvement in PFS efforts to date, if any
- Potential capacity building needed to participate in PFS or other outcomes-based financing

**3c. Performance Based Contracting:** Is your organization currently engaged in any performance or outcomes-based contracting?

- Yes       No

If yes, please describe the nature of the contracting and describe the history of the service provider at achieving milestones and targets.

#### 4. Access to and Use of Data (15 points)

**All applicants must respond to all items in this section.**

CSH is seeking applications that have existing access to relevant data for the purposes of:

- Target population identification and analysis
- Outcome identification, measurement, and tracking
- Cost/benefit analyses
- Performance management

CSH anticipates that most applicants will require support in accessing and analyzing relevant data, but but is seeking to understand the current landscape and potential.

**4a. Data systems:** Provide an overview of the data systems that contain relevant data for your anticipated target population. Describe how this data is currently accessed.

**4b. Data integration and matching:** Please describe any data sharing arrangements in place to share data between relevant systems as identified in question 4a. Include whether or not these systems have a Memorandum of Understanding in place.

**4c. Data tracking and decision making:** Describe your capacity and infrastructure to track outcomes, analyze program performance, and measure results. What are your current data management/reporting systems and processes? How does your organization currently use data to support decision-making in existing programs? How was that data used to make significant programmatic changes in operations?

## 5. 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, quality supportive housing:

- Targets households whose heads of household are experiencing housing instability, are 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 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 as a condition of ongoing tenancy
- Effectively coordinates with key partners to address issues resulting from substance use, mental health and other concerns, with a focus on fostering housing stability
- Supports tenants in connecting with community-based resources and activities, interacting with diverse individuals, and building strong social support networks.

For more information on quality supportive housing, see [www.csh.org/quality](http://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 vulnerable families.

5a. **Housing strategy:** To the extent this information is available/known please describe the **housing** strategy being considered for the PFS initiative. Include whether you intend to access existing units of rental housing, develop additional units of housing, or a combination of both. Will these units be scattered in multiple locations? Located at a single site?

5b. **Service strategy:** To the extent this information is available/known please describe the **service** strategy that you are considering for this PFS initiative. Please provide any relevant detail on anticipated service models for the intended target population such as the use of Forensic Assertive Community Treatment (FACT or ACT) teams, trauma-informed care, 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/ substance abuse/ domestic violence counseling, etc.) Describe to what extent service providers are currently leveraging Medicaid or other “mainstream” funding sources (e.g. child welfare funds, local tax dollars, Department of Human services funding, etc.) to pay for services in supportive housing.

## 6. Leadership Team and Project Support (20 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 or more team members in each of the following areas: Pay for Success planning liaison, service provider capacity building liaison, supportive housing resource liaison.

6a. **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:

Key qualifications :

6b. **Team Member #2:** Describe the key qualifications of any other key staff who will serve on the project team as the **service provider capacity building liaison(s)**.

Name of Staff Person #2:

Division/Organization of Staff Person #2:

Key Qualifications:

6c. **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:

Key Qualifications:

6d. **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:

Key Qualifications:

6e. **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:

Key Qualifications:

6f. **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.

6g. **Letters of support:** In addition to the letter of support from your anticipated end payor(s) provided in the previous section, 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)

## 7. Project Environment (5 points)

**All applicants must respond to all items in this section.**

CSH is seeking applications that demonstrate a clear strategy for using PFS to produce positive outcomes within the context of its jurisdiction. Applicants should consider why PFS is a useful mechanism in conjunction with existing supportive housing and with a view to scaling the model if successful.

**7a. Connection to jurisdiction initiatives:** Please 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 if relevant. Describe how this project is aligned with local efforts to scale supportive housing and/end homelessness in the community. If there are no existing initiatives, please describe why this initiative would be successful in the broader landscape.

**7b. Low-Income Communities:** Describe how the PFS 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 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 subrecipient 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.

## 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 *pro bono* technical assistance.

### B. Knowledge Sharing

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

### C. Evaluation

The SIF PFS initiative seeks to contribute to building the evaluation base for PFS initiatives. A program-wide evaluation of the initiative may be conducted by an independent, third-party evaluator. Service Recipients are required to participate in the evaluation if conducted and collaborate with the evaluators.