

**Notice of Support Availability:
Pay for Success Administrative Data (PFS-AD) Training
and Technical Assistance Services
Issued: January 17, 2017**

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What is the Notice of Support Availability?

This notice of support availability (NoSA) offers training and technical assistance (TTA) services from the Urban Institute (Urban) to potential and existing pay for success (PFS) projects nationwide. The specific focus of the Pay for Success Administrative Data (PFS-AD) assistance is to help sites improve their access to and use of detailed administrative data for PFS project development.

Projects supported by Urban's PFS-AD may be located anywhere in the United States, and must be led by an eligible organization as specified in this NoSA, below. Selected PFS projects must address one of these three broad issues areas:

- Youth Development – Preparing America's youth for success in school, active citizenship, productive work, and healthy and safe lives, including crime reduction initiatives focused on juvenile delinquency and victimization prevention and response
- Economic Opportunity – Increasing economic opportunities for economically disadvantaged individuals
- Healthy Futures – Promoting healthy lifestyles and reducing the risk factors that can lead to illness

Urban is offering training and technical assistance only, not direct grantmaking or other monetary investment; the NoSA will not be used to distribute subgrants or other funding to support recipients' services or staff. Urban anticipates making up to 8 TTA awards through this NoSA, but may select fewer recipients for support based on the extent of applicant need. Submitting an application does not guarantee that an organization will receive support.

Applications must be submitted by email by 11:59 PM on February 17th, 2017. Urban will host an informational webinar on this NoSA on **January 31st at 2:00 PM EST.** This will include opportunities for questions. Individual questions will be accepted through 12:00 PM EST on February 10th, 2017 by email to PFSsupport@urban.org. See page 7 for a summary of important dates.

What is the Urban Institute?

Founded in 1968 to understand problems facing America's cities and assess the War on Poverty programs, the Urban Institute brings decades of objective analysis and expertise to policy debates. Today, our research portfolio includes a wide range of topics from the social safety net to health and tax policies; the well-being of families and neighborhoods; and trends in work, earnings, and wealth building.

Urban believes in the power of evidence to improve lives and strengthen communities. Our analyses and recommendations help expand opportunities for all people, reduce hardship among the most vulnerable, and strengthen the fiscal health of governments and the effectiveness of public policies. Our work engages communities at multiple levels—state, county, and city—as we gather data and evaluate programs. Urban Institute scholars blend academic rigor with on-the-ground collaboration, partnering with policymakers, community leaders, practitioners, and the private sector to diagnose problems and find solutions.

What is pay for success?

Pay for success is an innovative financing mechanism that shifts financial risk from a traditional funder—usually government—to a new investor(s), who provides up-front capital to scale an evidence-based social program to improve outcomes for a vulnerable population. If an independent evaluation shows that the program achieved agreed-upon outcomes, then the investment is repaid with interest by the traditional funder. If not, the investor takes the loss. By prioritizing outcomes, performance management, evidence, and the strategic deployment of resources, PFS has the potential to improve social service delivery to vulnerable populations, yielding benefits to individuals, government, and society at large.

What is PFS-AD?

PFS-AD is a direct technical assistance effort specific to addressing the administrative data challenges commonly faced by communities pursuing PFS projects. Funded in part by a grant from the Corporation for National and Community Service Social Innovation Fund (CNCS SIF), the goal of this effort is to support current PFS project stakeholders' access to and use of high-quality, low-cost data for planning and evaluation purposes so they can improve the outcomes of interventions they are conducting in communities around the country. This includes helping local areas improve their capacity to access and use administrative data to pursue PFS goals. PFS-AD assistance complements two existing Urban efforts—the Pay for Success Initiative (PFSI) and the National Neighborhood Indicators Partnership (NNIP)—and is informed by our partner, Actionable Intelligence for Social Policy (AISP).

PFSI helps guide, design, and assess PFS transactions across the U.S. through training and technical assistance that includes assessing the evidence base on potential PFS interventions and designing evaluation plans. More information about PFSI is available at pfs.urban.org. NNIP is a collaboration of the Urban Institute and local partners in 30 cities in the U.S. to further the development and use of neighborhood-level information systems for community building and local decisionmaking. AISP is an initiative based at the University of Pennsylvania focused on the development and use of integrated data systems (IDS) for policy analysis and program reform.

ACCESSING URBAN PFSI'S TTA

If you are interested in being considered for TTA services from Urban's Pay for Success Initiative, **separate and apart** from PFS-AD services, send a maximum 4-sentence description of your needs as they pertain to understanding the evidence base of potential interventions and/or evaluation design to Kim Walker, PFSI's TTA Manager, at KWalker@urban.org. A member of the PFSI team will follow up with you for more information if there is internal capacity/interest in your project.

For more information on PFSI TTA, please contact Kim Walker. For general information about PFSI, please visit pfs.urban.org.

Please note that signaling interest in PFSI TTA will not affect your chances of being awarded PFS-AD TTA services.

High-quality PFS projects rely on data to inform project development from **feasibility to transaction structuring to implementation** (see page 8 for descriptions of these PFS project stages). Each PFS deal requires timely data on service recipients and outcomes, and access to detailed, linked administrative data is vital. For PFS to have a lasting impact, developing local capacity for ongoing data sharing, or in some sites, possibly pursuing an integrated data system (IDS), is key.

Local entities often face significant challenges in accessing and using administrative data from different service systems, and addressing these challenges may require considerable resources. Developing the expertise and capacity to identify data stewards, navigate privacy and data security requirements, draft legal agreements, establish IT systems and architecture, document and enforce data policies and procedures, establish research approaches and protocols, link longitudinal individual-level data, and complete complex analyses can all carry significant learning curves. Local data intermediaries can help, but may not be available in all areas. Even sites with fully-developed IDS may be constrained by data security concerns, legal questions, procurement mechanisms, data quality concerns, or a lack of public understanding about the benefits of using administrative data to improve government services.

The goal of Urban's PFS-AD assistance is to help selected PFS sites address some of these challenges in order to further their PFS projects.

What services will Urban provide?

The Urban Institute will work with awardees to assess site needs, develop individualized TTA plans for selected sites, and to provide TTA and capacity-building services to help communities navigate almost all aspects of accessing and using administrative data for the purpose of developing PFS projects.

Because PFS projects may encounter a wide range of administrative data-related challenges, Urban's PFS-AD services are intended to be flexible and individualized in order to help sites navigate the challenges unique to their context and stage in the PFS project development process.

Data challenges that may be addressed through PFS-AD include assistance to PFS projects in the feasibility, transaction structuring, or implementation phases of development. For example, assistance may include help accessing, linking, and analyzing administrative data in order to identify service recipients and comparison groups, identifying outcome measures for PFS initiatives, and/or preparing data systems to aid the independent evaluation of a PFS-funded intervention. Or, TTA may focus on helping projects establish sustainable data sharing agreements and procedures to monitor and track outcomes over time.

Some examples of PFS-AD TTA activities may include, but are not limited to:

- Identifying datasets and data sources necessary to inform PFS interventions
- Developing data sharing agreements
- Developing data storage and security plans
- Cleaning datasets and assessing data quality
- Linking datasets
- Designing data analysis plans
- Conducting analyses to inform PFS project development and PFS evaluations
- Designing data collection procedures

We encourage sites to apply that are in the early stages of PFS project development (e.g., developing the data and analytic capacity to design and launch robust PFS projects), as well as sites that are already engaged in PFS projects (e.g., requiring assistance working through specific administrative data-related challenges related to enrollment and/or tracking outcomes).

How will assistance be provided?

For each TTA engagement, PFS-AD staff will first complete an individualized TTA planning process in collaboration with the selected site. Plans will identify the TTA needs for each site, specific administrative data-related goals, and the timeline for TTA engagement. These goals, activities, and expected deliverables will be documented in a Memorandum of Understanding (MOU).

A dedicated team will then be assembled for each site, consisting of Urban and other subject area experts, to provide direct TTA assistance to fulfill the goals identified in the TTA plans. The minimum engagement period will be 6 months, and the maximum engagement period will not extend beyond September 30th, 2019. Teams will primarily work remotely with selected sites from Washington DC, and engage in-person through site visits during the assistance period. In addition to direct TTA support, selected sites will take part in capacity-building and knowledge-sharing activities led by AISP and developed for PFS-AD sites.

Selected sites will also be invited to participate in a learning community of peers at the June 2017 PFSI National Symposium in Washington DC, in order to share challenges, lessons learned, and tools that support PFS project development.

Who is eligible to apply for training and technical assistance services?

Applicants may be located anywhere in the United States. Eligible applicants are:

- A. Nonprofit organizations, public or nonprofit universities, state and local governments (and other political subdivisions), tribes, as well as faith-based organizations.¹

AND

- B. Currently engaged in PFS feasibility, transaction structuring, or implementation activities for a project that addresses at least ONE of the following broad focus areas:
 - Youth Development – Preparing America’s youth for success in school, active citizenship, productive work, and healthy and safe lives, including crime reduction initiatives focused on juvenile delinquency and victimization prevention and response

¹ Eligible nonprofit organizations include those defined in 2 CFR 200.70: “Nonprofit organization means any corporation, trust, association, cooperative, or other organization, not including IHEs, that: (a) is operated primarily for scientific, educational, service, charitable, or similar purposes in the public interest; (b) Is not organized primarily for profit; and (c) uses net proceeds to maintain, improve, or expand the operations of the organization.”

- Economic Opportunity – Increasing economic opportunities for economically disadvantaged individuals
- Healthy Futures – Promoting healthy lifestyles and reducing the risk factors that can lead to illness

Applicants receiving assistance from an intermediary or other organization (e.g., Urban’s PFSI, Harvard Kennedy School Government Performance Lab, Social Finance, Third Sector, etc.) are eligible to apply for support under this NoSA. Urban’s team will work with applicants and the other organizations to ensure PFS-AD efforts are complementary and not duplicative.

As noted, the Urban PFS-AD TTA effort can offer support to sites at different stages of PFS development, and with a variety of needs. This could include applicants that are in early stages of development and want intensive services related to identifying and accessing the data necessary to pursue PFS initiatives. In general, applicants will be rated on their ability to describe PFS project progress and their commitment to working with the PFS-AD team. All sites will be expected to clearly articulate their administrative data-related problems or limitations that present a challenge to PFS launch or progress. Specific selection criteria are detailed below.

How will PFS-AD TTA services be awarded?

All eligible applications will be reviewed by a panel of experts at Urban and AISP for responsiveness to the questions listed in Application Part B. Each eligible application will be scored on the elements listed below:

PFS-AD problem statement (55%):

55% **Articulated administrative data-related challenges:** Applicants are more likely to be selected if they can clearly articulate their PFS project development to date and the specific ways in which administrative data challenges have complicated their progress.

This should include a description of PFS project goals and development milestones, a discussion of the known local data sources that may further the PFS project, any progress to date to access and use data for PFS project development, current data capacity at the lead or partner organizations, and any specific data access or analysis steps that PFS-AD assistance could help achieve.

This should include, as applicable, a basic description of a proposed intervention, key existing data sources necessary to inform the intervention design or outcome evaluation, the organizational stakeholders that will be central to successful PFS project development, and the types of data-related support that applicants would hope to have access to through the PFS-AD assistance.

Actual TTA activities provided to selected sites may not be limited to the articulated challenges, and may extend to other issues discovered during the needs assessment phase.

Organizational capacity and commitment to PFS project development (45%):

20% **Commitment to PFS Project Development:** Applicants are more likely to be selected if they can:

- 1) Demonstrate existing partnerships or collaborations for PFS project development, and/or support for PFS project development from key stakeholders such as government officials (e.g., a mayor, legislative body, or council), service providers, or other relevant organizations. Applicants are encouraged to include documentation of formal or informal partnerships with their applications, in the form of letters of support, MOUs, data sharing agreements, or other evidence of PFS collaboration.
- 2) Demonstrate progress around PFS project feasibility or transaction structuring, or towards implementation. This could include an existing PFS suitability assessment, an assessment of the magnitude of the target problem, analysis to identify the desired service population, and/or evidence of dedicated funding for PFS activities already in progress.

25% **Capacity to participate in PFS-AD training and technical assistance:** Successful applicants will identify an individual point of contact from the lead or partner organization for the PFS-AD project, and any additional staff as appropriate that will allow the site to participate actively and successfully in PFS-AD technical assistance. This can include, for example, an agency PFS project manager, data managers, policy analysts, or agency leadership equipped to provide access to PFS stakeholders and decisionmakers, or data analysts that can work with the PFS-AD team to collect and/or analyze data.

Not all criteria must be met for an applicant to be selected. Urban may follow up with applicants to obtain more information to inform the selection process.

What are the expectations of selected TTA applicants?

All applicants will be expected to do the following:

- Commit to an agreed-upon period of engagement and scope of work by signing a memorandum of understanding (MOU) with the Urban Institute;
- Be active participants in the TTA process, including maintaining regular correspondence with the PFS-AD TTA team; facilitating site visits, meetings, and conference calls with the TTA team; and participating in AISP-led activities;
- Review and respond to materials in a timely manner;
- Designate a project lead and point of contact for communication with the PFS-AD TTA team;
- As feasible, allow PFS-AD team to share or publish non-proprietary tools or documents developed through the PFS-AD project that might inform other PFS sites facing similar administrative data-related challenges.

Specific level of effort and expectations for selected site staff will be established through the TTA planning and MOU development process. Any additional requests of TTA recipients will be determined through the MOU development process.

About the Application Process

Application Components

All application components are listed in the form included with this NoSA. Urban will host an informational webinar on this NoSA on **January 31st at 2:00 PM EST**. This will include opportunities for participant questions on the elements of this application, our evaluation process, and/or the services offered. Applicants may also submit questions about the NoSA until 12:00 PM on February 10th, 2017 to PFSsupport@urban.org.

Application components:

- Application Part A (contact information and key organizations, required)
- Application Part B (15-page proposal narrative, required)
- Letters of Support (strongly recommended but not required)

NoSA Schedule

January 17th: Urban Institute publishes NoSA.

January 31st: Urban hosts an informational NoSA webinar with opportunities for participant questions at 2:00 PM EST. A recording will be posted within one week of the webinar date. Attendance is **optional**. Register [here](#).

February 10th: Last day to submit questions to PFSsupport@urban.org by 12:00 PM EST.

February 17th: Applications are due to the Urban Institute by 11:59 PM EST.

February to March 2017: Urban Institute reviews submitted PFS administrative data pilot applications and follows up with applicants to gain additional information as needed.

March 2017: Selected applicants are notified via e-mail.

March 2017- May 2017: Development and finalization of MOUs with each selected applicant.

How should I prepare and submit my application?

Please email **one copy** of your application in PDF format to Rayanne Hawkins, Business Operations Manager, at PFSsupport@urban.org. All applications should be typed in 12-point Times New Roman, double-spaced, and no longer than 15 pages (excluding Application Part A or any additional materials, such as letters of support or supplemental documents). All application pages should be numbered with one-inch margins. Letters of support and other supporting materials do not count towards the 15-page limit and may be sent as separate PDFs.

Will additional NoSAs be issued?

PFS-AD may issue additional NoSAs if resources remain for additional engagements. If issued, additional NoSAs will be made available through Urban and PFSI websites (urban.org & pfs.urban.org, respectively) and announced through appropriate communication channels (original applicant Listserv, PFSI events, posts to the website, etc.).

Who is the NoSA point of contact?

Questions about this NoSA and completed applications should be sent to Rayanne Hawkins, Urban Institute, Business Operations Manager, at PFSsupport@urban.org or via phone at 202-261-5311.

Relevant Terms

The following section is provided to describe the phases of PFS project development, and is adapted from the Corporation for National and Community Service Notice of Federal Funding Availability (accessible at: <https://www.nationalservice.gov/documents/social-innovation-fund/2016/fy-2016-social-innovation-fund-pay-success-administrative-data>).

Feasibility Analysis. During this phase, the sites may assess community needs and capacity; identify opportunities to achieve outcomes more cost-effectively; evaluate the suitability of implementing one or more interventions; and evaluate the willingness and capacity of stakeholders to implement a PFS project.

Transaction Structuring. During this phase of the PFS process, PFS planning partners negotiate the specific terms of the PFS Agreement for the implementation of one or more interventions. This process may include finalizing key factors such as:

- The outcomes that will be measured and how to measure them
- The level of risk involved for the government entity
- Outcome targets that will trigger Outcome Payments
- A schedule of Outcome Payments linked to specific outcomes
- The available sources of capital for upfront financing, Outcome Payments, and any other costs related to the project
- The participation of key stakeholders (i.e., state or local government agencies, service providers, financial institution(s) or foundation(s), third-party evaluator(s), etc.) and the responsibilities of each entity
- Compatibility of the project, including the implementation of the intervention(s) and data collection, with the independent evaluation

PFS Agreement Implementation. During this phase, the terms of the PFS Agreement are carried out. Service providers administer the intervention(s) to the target population; the PFS partners provide continued oversight and support throughout service delivery; and third-party evaluators collect data, monitor performance, and provide an ongoing assessment of performance outcomes. At the point that the third-party evaluator validates that an outcome target has been reached a payment is made to the investor(s).

PART B: APPLICATION NARRATIVE

Please provide the following information describing your organization and any partners, your PFS activities to date, and the data-related challenges you would expect TTA to address. Limit your response to these questions to no more than 15 pages (not including letters of support or supplemental materials). In addition to the items below, please describe any other factors you feel are relevant to your suitability for receiving technical assistance for administrative data challenges for PFS feasibility, transaction structuring, or implementation.

1. Describe your PFS project, including status and structure. When possible, please briefly address the following elements of the PFS project. You may attach additional supporting documentation when necessary. We expect that some of these elements may be unavailable for places with projects in the early stages of development.
 - Is the project in the feasibility, transactions structuring, or implementation phase? (See page 8 for more information on PFS project phases)
 - PFS project goals
 - Target population
 - Proposed intervention, and any existing evidence base supporting the approach
 - Overall PFS project timeline or key dates, such as expected launch, evaluation launch, etc. Include any deadlines/milestones at risk due to existing data challenges.
 - Current or expected evaluation methodology
 - Committed funders or funding sources
2. Briefly describe how your PFS project is related to one or more of the three issues areas eligible for the PFS-AD support (Youth Development, Economic Opportunity, and Healthy Futures, as described on page 1).
3. Describe the administrative data needed to support the PFS project, or any data systems needed to support the PFS project.
4. Describe the data-related challenge(s) your PFS project has encountered that you would hope to address through Urban's PFS-AD training and technical assistance. If selected, actual TTA may not be limited to the identified challenges.
5. Briefly describe your organization or government agency, including your organizational mission and that of the department within government or your organization.
 - a) Describe your organization's role in PFS project development.
 - b) Identify the point of contact and any other key staff in the lead organization that will participate in PFS-AD TTA, and their roles in PFS project development.
6. Please briefly identify and describe PFS partner organizations listed in Part A, if applicable.
 - a) Describe each partner organization's role in the PFS project, detailing any services already provided by that partner or any relationship to existing data. If formal partnerships are not in place, please identify organizations or entities that will likely play a key role in PFS project development.
 - b) Identify the key staff in the partner organizations that will participate in PFS-AD TTA, and their roles in PFS project development.

7. Applicants are encouraged to note capacity for an in-kind contribution to the project. For example, an in-kind contribution in the form of a project manager, data scientist, or data manager from the lead or a partner organization that is able to work closely with the Urban PFS-AD team and dedicate a portion of their time to the project. A match is not required for selection as a PFS-AD site.