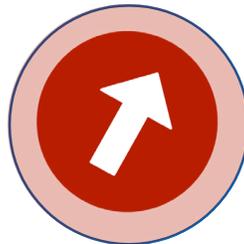
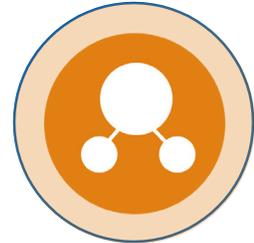




An Analysis of Non-Selected Applications to Social Innovation Fund Pay for Success Grantees

February 2016



Corporation for
**NATIONAL &
COMMUNITY
SERVICE** 

EXECUTIVE SUMMARY

Between November 2014 and June 2015, Social Innovation Fund (SIF) Pay for Success (PFS) grantees held open competitions to select state and local government entities and nonprofit organizations to receive either PFS feasibility analysis and capacity building assistance or funding to support transaction structuring. Those competitions yielded nearly 200 applications, 59 of which were ultimately selected for subawards. The selected applicants (“subgrantees”)¹ are currently working with the grantees to develop 43 distinct PFS projects across the country, in fields ranging from early childhood education to asthma prevention, from juvenile justice to supportive housing.

This analysis examines the strengths and weaknesses of those applicants that were not selected (“non-selected applicants”) by SIF PFS grantees through June 2015. It also offers specific strategies for these or other organizations to adopt as they pursue assistance with PFS feasibility studies, capacity building or transaction structuring in the future.

First among the key findings of this brief is that the scores given to applicants during the selection process do in fact distinguish applicants that were selected from those that were not selected. Non-selected applicants to SIF PFS grantees scored on average 11 to 26 percentage points lower in the four major categories of the grantees’ primary selection criteria – commitment, capacity, data, and program design – than applicants who were ultimately selected. The scores, then, did indeed inform the grantees’ selection process and can be taken as meaningful indicators of strengths or deficiencies.

Second, in the competitions of SIF PFS grantees offering assistance with feasibility analysis and capacity building, non-selected applicants scored somewhat similarly across the four categories of criteria.

Specifically, non-selected applicants earned an average (arithmetic mean)² score of:

- 77% in criteria related to commitment (vs. 89% for subgrantees),
- 71% in criteria related to capacity (vs. 83% for subgrantees),
- 68% in criteria related to data (vs. 82% for subgrantees), and
- 67% in criteria related to program design (vs. 81% for subgrantees).

Third, in the SIF PFS transaction structuring competition, non-selected applicants were judged to have a similar level of readiness as applicants not selected for feasibility analysis or capacity building. The non-selected transaction structuring applicants scored an average of 74% in criteria related to capacity (vs. 100% for subgrantees) and 64% in criteria related to program design (vs. 75% for subgrantees), though their scores varied much more when it came to specific criteria. (Other criteria were hybrids of the four categories noted above.)

Finally, this brief also provides recommendations for state or local governments and nonprofit organizations that wish to become more competitive for their and others’ PFS assistance in the future. These strategies range from securing a specific type of letter of support to articulating which work streams must happen before others – and, together, these recommendations provide a path forward for applicants to act on the findings of this brief.

¹ Technically, grantees made awards to subgrantees (receiving cash and, in some cases, also services) and to subrecipients (receiving only services). But for simplicity, this brief refers to both subgrantees and subrecipients as “subgrantees.”

² Throughout the document, average means arithmetic mean except where otherwise noted.

In addition to helping inform those entities applying for assistance in the future, this brief may be helpful for SIF PFS grantees as they design TA for the competitions they will hold in the future, as well as funders in the social sector as they consider how to allocate resources to strengthen the PFS field.

BACKGROUND

In the 2014 Congressional appropriations, SIF was authorized to use up to 20% of its funds to explore PFS approaches. PFS strategies are often public-private arrangements that enable a government to test or expand innovative interventions, typically advancing preventive social solutions, while paying only for those that achieve agreed-upon target outcomes. Essentially, a government (or other entity) agrees to pay for outcomes once achieved, not activities upfront. Because service providers often do not have large cash reserves, they may not have the resources to self-finance costs of implementing a preventive intervention. PFS financing, often provided by commercial or philanthropic investors, covers these costs upfront.

To support and research PFS contracting and financing as an innovative way of tackling critical social problems, SIF awarded grants to eight organizations in October 2014 for its first cohort of PFS grantees. They are Corporation for Supportive Housing, Green & Healthy Homes Initiative, the Harvard Kennedy School Social Impact Bond Lab, Institute for Child Success, National Council on Crime and Delinquency, Nonprofit Finance Fund, Third Sector Capital Partners, and the University of Utah Policy Innovation Lab.

These organizations were funded to provide support in one of two areas to government entities and nonprofit organizations: (1) feasibility studies and capacity building and (2) transaction structuring. Nonprofit Finance Fund is the only grantee using its SIF PFS award for transaction structuring; the other seven grantees are funded by SIF to conduct feasibility studies and build entities' capacity for PFS.

SIF requires each grantee to hold an open competition to make awards to subgrantees in these two areas. Through the competitions that were analyzed for this brief (from the first competition launched by Harvard SIB Lab in November 2014 to and including the University of Utah Policy Innovation Lab's competition for service providers that closed in June 2015)³, the grantees made 54 subawards. However, many more entities competed for these subawards. See Table 1 on the next page.

³ Throughout this analysis, all findings relate to this set of competitions and not any that were closed thereafter. For a full list of competitions that are included in this analysis, please see Appendix B.

Table 1: SIF PFS Subawards Made and Applications Received By Grantee

Grantee	Feasibility Studies and Capacity Building	Transaction Structuring	Number of SIF PFS Subawards Made	Number of SIF PFS Applications Not Selected by Grantee ⁴
Corporation for Supportive Housing	X		6	40
Green & Healthy Homes Initiative ⁵	X		10	6
Harvard Kennedy School Social Impact Bond Lab	X		6	16
Institute for Child Success	X		4	6
National Council on Crime and Delinquency	X		3	11
Nonprofit Finance Fund		X	5	11
Third Sector Capital Partners	X		7	27
University of Utah Policy Innovation Lab – competition for governments	X		6	9
University of Utah Policy Innovation Lab – competition for service providers	X		7	13
TOTAL			54	139

The quality of the 139 applications that were not selected by grantees is the focus of this analysis. In what specific ways were these non-selected applications strong? With what requirements or standards did they most struggle? And how can they – or other organizations – put forward a more competitive application for SIF PFS subawards in the future?

This analysis is designed for several audiences and purposes:

- To help both past and future *applicants* understand where applications in the past have succeeded and also fallen short as a way of readying themselves for similar competitions in the future – and for PFS engagement more generally,
- To assist *SIF PFS grantees* in offering technical assistance that helps future applicants better understand what it takes to be ready for PFS engagement through the SIF PFS program, and
- To provide insights to *funders and other PFS supporters* as they consider how to meaningfully strengthen the movement to explore, support, and test PFS strategies.

⁴ The counts in this column do not include those applications that were withdrawn, did not meet basic eligibility requirements, or could not otherwise be considered. The counts in this column sums eligible applications for all competitions listed in Appendix B.

⁵ Green & Healthy Homes Initiative held a competition for service providers in addition to its competition for payors. However all applicants that applied to the service provider competition were selected, so there were no non-selected applicants to include in this analysis from that competition.

KEY FINDINGS

Feasibility Studies and Capacity Building Competitions

The criteria that grantees used to score applications for feasibility or capacity building assistance or for transaction structuring support generally fell into four categories: commitment, capacity, data, and program design.

Non-selected applicants for feasibility studies and capacity building subawards earned an average score of:

- 77% in criteria related to commitment (vs. 89% for subgrantees),
- 71% in criteria related to capacity (vs. 83% for subgrantees),
- 68% in criteria related to data (vs. 82% for subgrantees), and
- 67% in criteria related to program design (vs. 81% for subgrantees).

Thus non-selected applicants did best overall in demonstrating their and their partners' seriousness and dedication to the effort. They struggled most with questions about how they would structure the effort with the grantee.

However, while notable, the 10 percentage point difference between these commitment and program design criteria is not overwhelming. This consistency in performance suggests that non-selected applicants did not struggle in one area significantly more than they did in other areas.

Yet unpacking each of these four major categories reveals that there are indeed some specific standards that non-selected applicants had a much more difficult time meeting than other standards. Looking at the criteria that comprise each of these four categories, there was tremendous variation in the ability of non-selected applicants to meet grantees' standards. For example, there was a 46 point difference, for example, between the highest and lowest average scores for capacity criteria. Non-selected applicants to Green & Healthy Homes Initiative's competition for payors secured an average score of 100% for allocating appropriate staff personnel, while non-selected applicants to Third Sector Capital Partners earned an average score of only 59% for capacity to implement a PFS project. Please see Appendix C for the full slate of average scores for all criteria.

We see even more differences when we look at the most detailed level at which reviewers examined the applicants' readiness for the grantees' subawards. For some grantees' competitions, reviewers assigned points to subcriteria within the criteria. Considering the most specific level at which points were assigned (i.e., criteria or subcriteria) for each applicant, the range of scores grows even wider. In the capacity category again, while there was a difference of 46 percentage points among the average scores for criteria, there is now a 55 point gap, for example, between the highest and lowest average scores when subcriteria are considered. Non-selected applicants to the Policy Innovation Lab's competition for governments earned an average score of 97% in experience managing federal grants and having a solid plan for compliance, but non-selected applicants to Third Sector Capital Partners managed an average score of only 42% for identifying a committed end-payor. Appendix C contains the full list of average scores for all subcriteria.

Governments and other payors that applied but were not selected sometimes scored differently than nonprofits who applied in a capacity other payor and were not selected, as Appendix C shows. The large differences occurred within the Capacity and Data categories.

On Capacity criteria, there was a 15 point gap between the average scores for non-selected governments/other payors (76%) and non-payor nonprofits (15%). This difference was driven in large part by a 24 point gap between the average scores of governments (87%) and nonprofits (24%) applying to the National Council on Crime and Delinquency (NCCD) on the Project Leadership criterion and, to a lesser extent, a 12 point difference between the average scores of governments (75%) and nonprofits (63%) applying to the Corporation for Supportive Housing on a similar criterion of Leadership Team.

Similarly, governments' average score for Data criteria (74%) was 12 points higher than nonprofits' average score (62%). This difference was driven by a 17 point gap between governments (79%) and nonprofits (62%) not selected by NCCD.

Overall, the largest discrepancy between governments/other payors and "non-payor" nonprofits was related to NCCD's criterion of readiness and commitment of resources, blending capacity and commitment questions. Here, governments (85%) scored 27 points higher than nonprofits (58%).

We see, therefore, some significant differences between the ability of different types of applicants to meet grantees' standards, always with higher average scores for governments/other payors than "non-payor" nonprofits.

Transaction Structuring Competition

For the competition to support transaction structuring, at first blush, non-selected applicants seemed to have a similarly narrow range of variation in the major categories of criteria. They secured an average score of:

- 74% on the criterion related to capacity (vs. 100% for subgrantees) and
- 64% in criteria related to program design (vs. 75% for subgrantees).

But in part because there was only one competition for transaction structuring support, there are few criteria bundled in each of the four main categories discussed above. As a result, examining their performance on the five criteria on which applicants were scored is more illustrative. Non-selected applicants earned an average score of:

- 82% on project impact and innovation,
- 74% on capacity of the transaction coordinator,
- 50% on the capacity and commitment of selected partners and the partner selection plan,
- 45% on the feasibility of the proposed PFS intervention, and
- 42% on subgrant usage and the proposed work plan and budget.

This 40 point range demonstrates the non-selected applicants here too were much less able to meet some standards than others. Generally, non-selected applicants effectively conveyed a compelling higher-level conceptual frame of the project but encountered trouble when presenting the nuts and bolts of the work they would do if awarded funding.

BROAD TAKEAWAYS

- **For Feasibility Study and Capacity Building Competitions:**
 - **Non-selected applicants struggled the most with issues related to program design, the least with issues related to commitment.**
 - **Governments and other payors generally presented stronger applications than “non-payor” nonprofits.**

- **For the Transaction Structuring Competition:**
 - **Non-selected applicants struggled the most with details related to their specific future work if selected, the least with big picture ideas about their project.**

RECOMMENDATIONS FROM SIF PFS GRANTEES

In light of these shortcomings of applicants seen in the competitions through early Summer 2015, applicants not selected in the past – or organizations thinking about applying to SIF PFS grantees first the first time in the future – may next wonder, “What can we do to be more ready for PFS and more competitive for winning an award?”

To answer this question, staff from each SIF PFS grantee (over 20 staff) identified several strategies entities could take to wage stronger applications in the future.

Grantee staff suggest that applicants seeking assistance for **feasibility studies and capacity building** consider the following strategies.

Commitment

- Demonstrate highly visible, dedicated, and collaborative government champions, including those who would eventually bear responsibility for “signing off” on any PFS project that comes to fruition. These champions need to have a strong ability to hold accountable those government staff who will be doing the work with the grantee if selected. Show that support ideally through a letter of support from an elected official that states PFS is one of the official’s top two or three priorities for the year. Nonprofit applicants can demonstrate that support by securing a government co-applicant, for example.
- Demonstrate as specifically as possible a deep commitment among the “doers,” those staff who would be doing the work. Show that support by, for example, listing the names – not just the offices or types of positions – of the individuals who will be working on the engagement to indicate that conversations have not just begun but have also resulted in the dedication of specific people’s time to the proposed activity for which the organization is applying for a subgrant.

Capacity

- Demonstrate you have dedicated staff with sufficient bandwidth for this PFS initiative if funded, and articulate a plan for ensuring that the initiative would not get off-track if any particular position becomes vacant. Here too, show that capacity by listing the names of these individuals along with the number of hours that each staff person will dedicate to the project. Where the grantee has articulated the minimum number of hours that will be required of the subgrantee for each component of the initiative, show that your team has more hours available than these minimums required.
- Demonstrate that other teams within your organization – such as legal, procurement, HR, accounting – know already about PFS.

Data

- Demonstrate that you have already made effort – and describe what you have done – to connect administrative data across silos. (Note that local universities often already have embarked upon such endeavors in partnership with government offices and might be a helpful partner to you.) For example, if you are a Mayor’s office, can you connect individual-level data from different systems about persons receiving food stamps and about persons who spend time in the City’s homeless shelters?

- Acknowledge the limitations of the systems and infrastructure related to the relevant outcomes data (e.g., only one IT person who is familiar with food stamps data) and how you would address those challenges.
- Articulate whether the right outcomes data is already collected. If it is, make an assessment of its quality and whether it is collected in sufficiently proper way. If it is not already collected, or if the data is of poor quality, state what it would take to get quality data that can be used to evaluate the impact of an intervention on the outcome(s) you seek to influence.

Program Design

- Demonstrate a clear focus and rationale for exploring PFS, and demonstrate that you have already done a lot to explore PFS, but also emphasize your flexibility to handle unexpected developments moving forward.
- If applying to a grantee with a specific issue area focus, demonstrate an understanding of:
 - The evidence base of specific key interventions provided by your organization (if you are a service provider) or that you would be interested in pursuing for a PFS project.
 - How PFS would fit within the local landscape of activity at present and if possible historically.

Similarly, grantee staff suggest that applicants seeking assistance for **transaction structuring** consider the strategies below.

Commitment

- If you *are not* the outcomes payor, describe as granularly as possible what it means that you have a partnership with a potential outcomes payor. For example, how regular is your engagement with this entity, and what is your engagement like?
- If you *are* the outcomes payor, describe your commitment to pay for outcomes as granularly as possible. Was legislation enacted? What specific senior officials have provided support and in what ways? What political priorities could a PFS project help meet?

Capacity

- Demonstrate the strengths of the multiple organizations that will be party to the PFS project.
- Clearly articulate specific roles and responsibilities of multiple parties involved in the PFS project.
- Demonstrate that you, as the applicant and potential subgrantee, would be able to solicit, integrate, and reflect to the grantee the feedback from other parties to the PFS project.
- Demonstrate how you will not only advance objectives related to transaction structuring but also manage the myriad requirements for compliance with federal grants.

Data

- Demonstrate the extent to which you have thought and worked through the path forward to collecting, accessing, and analyzing outcomes data that will be relevant for your PFS project.
- Demonstrate what, if any, data sharing agreements are in place that will be relevant to your PFS project. Identify the parties to those agreements, what the agreement allows, and how that is relevant to the PFS initiative.

Program Design

- Demonstrate which components of a PFS feasibility study have been completed and which, if any, have not. Explicitly articulate what specific questions have been answered.
- Articulate distinct work streams that are required to launch the PFS project through a signed contract, and acknowledge that these work streams are not linear or consecutive. Reflect an understanding that you need to parallel track the work streams of transaction structuring, and articulate the connection between them (e.g., this particular piece cannot move forward until this other piece is complete).

APPENDIX A: METHODOLOGY AND LIMITATIONS OF THE ANALYSIS

Methodology

Scores

SIF staff collected quantitative data from grantees for all competitions beginning with competition with the first deadline (in December 2015) – that of the Harvard Kennedy School Social Impact Bond Lab – and ending with the service provider competition held by the University of Utah Policy Innovation Lab, where applications were due in June 2015. This quantitative data represented the scores assigned to each applicant during each grantee’s review process for its competition(s).

SIF staff analyzed the quantitative data by isolating the scores for applications that were not selected by grantees. The Program staff then calculated the average score for each non-selected applicant (where one was not provided because the data was disaggregated at the reviewer level), added these applicants’ average scores for each subcriterion / criterion, and divided the sums by the total number of points possible for each subcriterion / criterion. In that way, staff arrived at an average score for each subcriterion / criterion in each grantee’s competitions. To put more simply, **this “average score” (e.g., 72%) is the average score of non-selected applicants on that subcriterion / criterion that was used to judge the applications.**

For each of the eight competitions related to feasibility studies and capacity building that did not provide a subaward to all entities that applied, the average scores for each criterion were divided into five categories: commitment, capacity, program design, data, and hybrid (where “hybrid” included criteria that primarily bridged two or more of the other four broad areas). SIF staff then calculated the average score of non-selected applicants (overall and by type of entity as defined in partnership with grantees) on the criteria that fit into each of those categories by taking the arithmetic mean of the average scores for each relevant criterion across all eight competitions.

SIF staff performed two checks to increase our confidence in the meaningfulness of these numbers:

1. In order to check for outliers that may lead the mean calculation to not provide an accurate measure of centrality, SIF staff calculated median scores for each category as well. These median scores were not significantly different than the mean scores (at most one percentage point of a difference), thus providing confidence that mean scores are an appropriate measure of centrality for the broad areas.
2. In order to understand the degree to which these scores for non-selected applicants were indicative of meaningful differences in quality compared to those applicants that were selected, SIF staff calculated mean scores for each category for subgrantees. Subgrantees scored 11-26 points higher than non-selected applicants (see Appendix C), thus providing confidence that the scores did differentiate the non-selected applicants from those selected for subawards.

Recommendations

SIF staff also collected qualitative data to inform the recommendations of this brief by holding two interviews. The first took place via conference call with 19 grantee staff on October 19, 2015, focusing on strategies for improvement for entities seeking feasibility studies and capacity building. The second took

place via conference call with four staff of the current transaction structuring grantee on October 22, 2015, focusing on strategies for improvement for entities seeking transaction structuring support. These interviews were recorded for the purpose of reviewing the data provided and synthesizing the recommendations for this brief.

Grantee Review

Staff of all eight SIF PFS grantees had the opportunity to review this brief in draft form before publication.

Limitations

First, individual reviewers who scored applications received by a particular grantee may have approached the task of scoring with different judgments and levels of scrutiny. This limitation, known as interrater reliability, affects all grantees, but because individual reviewers were not assigned randomly across the pool of grantees (indeed, they were not assigned at all), this bias is not randomly distributed and may affect the results of this analysis. Put simply, this means that reviewers for one grantee's competition may be "tougher" scorers than those scoring another grantee's applicants.

Next, the final score assigned to an application was not always the only factor in selecting subgrantees, as allowed by SIF to ensure room for a balanced portfolio. For example, a grantee may take into account the geographic reach of its top scorers as it make final selections of subgrantees to ensure the programmatic aim of a diverse cohort. (Some grantees included this particular criterion as a factor that was scored, but others did not.)

Additionally, the score of an application does not perfectly correlate with the readiness of an entity to engage in the funded activity (i.e., feasibility studies, capacity building, transaction structuring). What it takes to be ready to be a SIF PFS subgrantee for transaction structuring (e.g., experience in compliance with federal grant programs) goes beyond what it takes to be ready for transaction structuring. The scores examined in this analysis reflect that broader set of considerations. So these scores are not perfect proxies for readiness for PFS generally.

In addition to these limitations of the analysis, the reader should be careful to not equate in importance all subcriteria, criteria, or categories of criteria. Even where grantees employed the same or similar criteria or subcriteria, grantees may have weighed them differently. So even though many non-selected applicants scored relatively highly on commitment, if that was weighted as less important than applicants' program design, the relative high score may not be enough to outweigh the relative weakness in program design, for example, even if awards were made on the sole basis of the quantitative scores.

APPENDIX B: COMPETITIONS INCLUDED IN THIS ANALYSIS

This brief's analysis relates to the Requests for Proposals (RFPs) and other solicitations that invited applications for the SIF PFS grantees' competitions held through early Summer 2015. These competitions appear in Table 2 below. To learn how grantees defined the specific criteria and subcriteria referenced throughout this analysis, you may request a copy of the grantees' RFP / solicitation by emailing the email addresses listed below.

Table 2: Competitions Included in this Analysis

Grantee	Types of Eligible Applicants	Application Due Date	Email Address Where RFP or Other Solicitation May Be Requested
Corporation for Supportive Housing	Government entities and nonprofit organizations	2/6/15	pfs@csh.org
Green & Healthy Homes Initiative ⁶	Payors	1/5/15	pfs@ghhi.org
Harvard Kennedy School Social Impact Bond Lab	Government entities	12/19/14 for full consideration	hks-siblab@hks.harvard.edu
Institute for Child Success	Government entities	1/28/15 for full consideration	pfs@instituteforchildsuccess.org
National Council on Crime and Delinquency	Government entities and nonprofit organizations	1/30/15	payforsuccess@nccdglobal.org
Nonprofit Finance Fund	Government entities and service providers	2/25/15	sifpfs@nff.org
Third Sector Capital Partners	Government entities and service providers	1/16/15	sifcompetition@thirdsectorcap.org
University of Utah Policy Innovation Lab	Government entities	3/11/15	lmontoya@purchasing.utah.edu
University of Utah Policy Innovation Lab	Service providers	6/17/15	lmontoya@purchasing.utah.edu

⁶ Green & Healthy Homes Initiative held a competition for service providers in addition to its competition for payors. However all applicants that applied to the service provider competition were selected, so there were no non-selected applicants to include in this analysis from that competition.

APPENDIX C: DETAILED RESULTS OF THE ANALYSIS

Feasibility Analysis and Capacity Building Competitions

TABLE 3: COMMITMENT CRITERIA AND SUBCRITERIA

Non-selected applicants earned:⁷

- **An average score of 77% on commitment criteria overall (vs. 89% for subgrantees)**
 - Governments / payors earned average score of 78%
 - Nonprofits (not serving as payors) earned average score of 75%
- **Average scores that ranged from 89% to 67% (22 percentage points range) on commitment criteria**
- **Average scores that ranged from 91% to 73% (18 percentage points range) on commitment subcriteria**

Category	Criteria	Average Score for Criterion	Subcriteria that Were Scored	Average Score for Subcriterion	Type of Applicants (Number of Non-Selected Applicants)	Grantee
Commitment	Commitment from Decision Makers	89%	N/A	N/A	Governments Only (9)	PIL
	Organizational Commitment	76%	Commitment of Time and Resources for High-Quality PFS Projects	78%	Governments Only (9)	PIL
			Financial and/or Other Tangible Commitments to Implement PFS Projects in the Near Term	75%		
	Level of Support	74%	N/A	N/A	Governments Only (6)	ICS
	Project Support and Environment	78%	Service to Low-Income Communities	91%	Governments/Payors and Nonprofits (40)	CSH
			Statutory Environment	88%		
			Motivation and Connection to Priorities	73%		
			Letters of Support	73%		
High Level of Commitment to the PFS Model among Top	67%	N/A	N/A	Governments Only (16)	HKS	

⁷ Scores in all tables of Appendix C relate to non-selected applicants except where noted.

	Decision Makers in the Jurisdiction					
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TABLE 4: CAPACITY CRITERIA AND SUBCRITERIA

Non-selected applicants earned:

- **An average score of 71% on capacity criteria overall (vs. 83% for subgrantees)**
 - Governments / payors earned average score of 76%
 - Nonprofits (not serving as payors) earned average score of 61%
- **Average scores that ranged from 100% to 54% (46 percentage points) on capacity criteria**
- **Average scores that ranged from 97% to 42% (55 percentage points) on capacity subcriteria**

Category	Subcategory	Score	Criteria	Score	Payor Group	Indicator	
Capacity	Staff Personnel Allocation	100%	N/A	N/A	Payors Only (6)	GHHI	
	Organizational Capability	78%	Experience Managing Federal Grants and Plan for Compliance	97%	Governments Only (9)	PIL	
			Examples of Setting and Implementing Goals with Partners	89%			
			Existing Relationships with Stakeholders or Capacity to Quickly Develop Them	83%			
			Human Capital and Organizational Structure	74%			
			Case for Ability to Achieve PFS Projects and Conduct Activities	72%			
				Ability to Sustain PFS Activities after Grant	67%		
	Personnel Resources	78%	N/A	N/A	Governments Only (9)	PIL	
	Team	75%	N/A	N/A	Governments Only (6)	ICS	
	Organizational Capability	74%	Project Leadership Team	96%	Service Providers Only (13)	PIL	
Capacity to Implement High-Quality Programming			74%				

		Existing Relationship with Government and Knowledge of Data Sources and Systems	67%		
		Connection between Proposed Intervention and Other Services; Experience with Evidence Tiers	65%		
Project Leadership	74%	N/A	N/A	Governments/Payers and Service Providers (11)	NCCD
Leadership and Team	71%	N/A	N/A	Payers Only (6)	GHHI
Willingness to Commit Staff Effort	70%	N/A	N/A	Governments Only (6)	ICS
PFS Steps Taken	70%	N/A	N/A	Governments Only (6)	ICS
Organizational Capability	63%	Existing Relationships with Local Stakeholders or Capacity to Rapidly Develop Them	73%	Payers Only (6)	GHHI
		Ability to Commit Funds to Success Payments	69%		
		Experience in Community Health Management Initiatives and Community Based Care Management; Experience with Financing Initiatives Similar to PFS, Pay for Performance, or Other Innovative Outcomes-Based Payment Structures	65%		
		Ability to Achieve Project Goals and Conduct Project Activities	62%		
		Examples of Setting and Implementing Goals with Current and Past Partners	55%		
		Experience Managing Federal Grants and Plan for Compliance	53%		
		Leadership Team	67%		
Overall Staffing	67%				
Payers	60%				
Ability to Implement and Scale	55%	Ability to Implement Services with Fidelity	58%		PIL

			Description of How Lab Services Will Assist in Moving to Higher Evidence Tier	58%	Service Providers Only (13)	
			Ability to Identify Placement within Moderate Evidence Tier	53%		
Applicant Capacity to Implement a PFS Project	54%		PFS Understanding and Experience	68%	Governments/Payers and Service Providers (27)	TSCP
			Commitment of Leadership and Staff Capacity for PFS	65%		
			Existing PFS Resources	51%		
			Identification of Committed End-Payor(s)	42%		

TABLE 5: DATA CRITERIA AND SUBCRITERIA

Non-selected applicants earned:

- **An average score of 68% on data criteria overall (vs. 82% for subgrantees)**
 - Governments / payors earned average score of 74%
 - Nonprofits (not serving as payors) earned average score of 62%
- **Average scores that ranged from 75% to 66% (9 percentage points) on data criteria**
- **Average scores that ranged from 70% to 55% (15 percentage points) on data subcriteria**

Category	Criteria	Average Score for Criterion	Subcriteria that Were Scored	Average Score for Subcriterion	Type of Applicants (Number of Non-Selected Applicants)	Grantee
Data	Access to Outcome Data	75%	N/A	N/A	Governments Only (6)	ICS
	Credible Data	70%	N/A	N/A	Governments/Payers and Service Providers (11)	NCCD
	Available Data and Outcome Measures	60%	Capacity to Collect, Analyze, Manage, Use Data	62%	Service Providers Only (13)	PIL
			Availability of Data	55%		
	Access to Data	66%	Use of Data	70%	Governments/Payers and Nonprofits (40)	CSH
Availability of Data and System Integration			65%			

TABLE 6: PROGRAM DESIGN CRITERIA AND SUBCRITERIA

Non-selected applicants earned:

- **An average score of 67% on program design criteria overall (vs. 81% for subgrantees)**
 - Governments / payors earned average score of 69%
 - Nonprofits (not serving as payors) earned average score of 63%
- **Average scores that ranged from 79% to 56% (23 percentage points) on program design criteria**
- **Average scores that ranged from 75% to 42% (33 percentage points) on program design subcriteria**

Category	Criteria	Average Score for Criterion	Subcriteria that Were Scored	Average Score for Subcriterion	Type of Applicants (Number of Non-Selected Applicants)	Grantee
Program Design	Geographic and Programmatic Diversity	79%	N/A	N/A	Governments Only (6)	ICS
	Project Fit with Organization	73%	Description of Goals and Objectives: - Identifies why the organization wants to participate in asthma PFS project; -Ties PFS project to organizational mission, goals, and objectives; -Connects PFS project with other initiatives planned or underway to move to more community health or pay for outcomes	74%	Payors Only (6)	GHHI
			Demonstration of Scale of Local Asthma Burden	72%		
	Significant Need	71%	N/A	N/A	Governments/Payors and Service Providers (11)	NCCD
	Program Definition	69%	N/A	N/A	Governments Only (9)	PIL
	Theory of Change	69%	N/A	N/A	Governments Only (9)	PIL
	Target Population	67%	Identification of Population to Be Served	75%	Service Providers Only (13)	PIL
			Demonstration that Population Is Sufficiently Large	42%		
Budget	67%	N/A	N/A	Governments Only (9)	PIL	

Intervention and Service Providers	66%	N/A	N/A	Governments/Payors and Service Providers (11)	NCCD
Potential to Advance the PFS Field by Applying the Model in New Areas or Policy Fields	63%	N/A	N/A	Governments Only (16)	HKS
Target Population	70%	Target Population Description	73%	Governments/Payors and Nonprofits (40)	CSH
		Outcomes and Status Quo Costs	73%		
		Anticipated Savings and Desired Outcomes	65%		
Supportive Housing	69%	Service Strategy	70%	Governments/Payors and Nonprofits (40)	CSH
		Housing Strategy	69%		
		Experience with Supportive Housing	68%		
Potential for the Project to Be Scaled up if Successful	60%	N/A	N/A	Governments Only (16)	HKS
Availability of Innovative Service Providers with Evidence-Based or Promising Interventions	59%	N/A	N/A	Governments Only (16)	HKS
PFS Project Readiness	56%	Viable Target Population, Issue Area and Geographical Area	68%	Governments/Payors and Service Providers (27)	TSCP
		Identification of Potential Specific Service Provider(s) and Assessment of Program Maturity	67%		
		Identification of and Ability to Measure Desired Social Outcomes and Cost Savings	57%		
		Identification and Evaluation of Interventions to Achieve Desired Outcomes and Cost Savings	47%		

TABLE 7: HYBRID CRITERIA AND SUBCRITERIA

Non-selected applicants earned:

- **An average score of 68% on hybrid criteria overall**
 - Governments / payors earned average score of 76%
 - Nonprofits (not serving as payors) earned average score of 58%
- **Average scores that ranged from 70% to 67% (3 percentage points) on hybrid criteria**
- **No applicable range of average scores related to hybrid subcriteria**

Category	Criteria	Average Score for Criterion	Subcriteria that Were Scored	Average Score for Subcriterion	Type of Applicants (Number of Non-Selected Applicants)	Grantee
Hybrid	Readiness and Commitment of Resources	70%	N/A	N/A	Governments/Payors and Service Providers (11)	NCCD
	Financial Support	67%	N/A	N/A	Governments Only (9)	PIL

TABLE 8: AVERAGE SCORES IN BROAD CATEGORIES OF CRITERIA BY TYPE OF APPLICANT

Category	Average Score of Non-Selected Governments / Payors
Commitment	78%
Capacity	76%
Data	74%
Program Design	69%

Category	Average Score of Non-Selected Nonprofits
Commitment	75%
Capacity	61%
Data	62%
Program Design	63%

Transaction Structuring Competition

TABLE 9: CRITERIA FOR THE TRANSACTION STRUCTURING COMPETITION

Category	Average Score for Category	Average Score for Category among Subgrantees	Criteria	Average Score for Criterion	Range (points) - Highest to Lowest Score on Criteria	Type of Applicants (Number of Non-Selected Applicants)	Grantee
Capacity	74%	100%	Capacity of Transaction Coordinator	74%	N/A	Governments/Payers and Nonprofit Organizations (11)	NFF
Program Design	64%	75%	Project Impact and Innovation	82%	36%		
			Proposed PFS Intervention Feasibility	45%			
Hybrid	46%	69%	Capacity and Commitment of Selected Partners / Partner Selection Plan	50%	8%		
			Subgrant Usage and Proposed Work Plan and Budget	42%			