

PAY FOR SUCCESS DEMONSTRATION APPLICATION GUIDE

INTRODUCTION

The U.S. Department of Justice (DOJ) and the U.S. Department of Housing and Urban Development (HUD) strongly encourage applicants to read the Pay for Success Permanent Supportive Housing Demonstration Notice of Funding Availability (PFS Demonstration NOFA) in its entirety before starting the application process. This is an important first step so that applicants can gain an understanding of the PFS Demonstration's intended purpose and the application requirements. This guide provides supplemental information to assist applicants in applying for funding under the PFS Demonstration NOFA and should be used **in conjunction with** the PFS Demonstration NOFA, which provides the following, among other things:

- Overall objectives of the PFS Demonstration;
- Introduction to the PFS framework;
- Description of the phases of a PFS project;
- Key roles and partnerships of PFS Demonstration stakeholders;
- Objectives, activities, and expected deliverables for each eligible activity category (Feasibility Analysis, Transaction Structuring, Outcome Evaluation, and Success Payments) that may be carried out with grant funds;
- Statutory and programmatic requirements, including those requirements established in the 2015 NOFA General Section;
- Core programmatic elements of the PSH Intervention, including basic eligibility criteria for the target population and overall design of the PSH Intervention;
- Availability of funds and the \$1.3 million maximum per award;
- Deadline for application submission through Grants.gov;
- Applicant eligibility requirements;
- Application submission requirements; and
- Description of the application review and selection process.

REFERENCE DOCUMENTS

Resources for completing the application include:

- Application Submission Instructions: www.grants.gov/
- 2015 NOFA General Section:
http://portal.hud.gov/hudportal/HUD?src=/program_offices/administration/grants/fundsavail/2015gensec
- Visit the HUD Exchange website regularly for additional application technical assistance materials, including Frequently Asked Questions (FAQs), webinar announcements, and other relevant application updates:
<https://www.hudexchange.info/programs/pay-for-success>

- Sign up for the PFS Demonstration Listserv at the [HUD Exchange Mailing List Subscribe Page](#), by completing the required fields and selecting “PFS Demonstration” from the list of topics, and clicking “Subscribe to list.” If the “CoC Number and Name” are unknown, the form can still be submitted without this information.

Other available reference materials to assist applicants in drafting narratives:

- *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness*: http://usich.gov/PDF/OpeningDoors_2010_FSPPreventEndHomeless.pdf
- The 2014 Annual Homeless Assessment Report (AHAR) to Congress, October 2014: www.hudexchange.info/resources/documents/2014-AHAR-Part1.pdf
- Substance Abuse and Mental Health Services Association (SAMHSA) Center for Mental Health Services (CMHS) National GAINS Center: http://gainscenter.samhsa.gov/pdfs/integrating/GAINS_Sequential_Intercept.pdf
- GAINS Sequential Intercept Model: www2.nami.org/Template.cfm?Section=cit2&template=/ContentManagement/ContentDisplay.cfm&ContentID=101341

LIST OF REQUIRED APPLICATION ATTACHMENTS

Applicants must submit the following documentation with their applications:

1. SF-424, Application for Federal Assistance;
2. SF-LLL, Disclosure of Lobbying Activities;
3. Form HUD-2880, Applicant/Recipient Disclosure/Update Report;
4. Form HUD-50070, Certification for a Drug-Free Workplace;
5. SF-424, Supplement, Survey on Equal Opportunity for Applicants (to be completed by private nonprofit organizations only);
6. Form HUD-96011, Third Party Documentation Facsimile Transmittal;
7. **(Threshold Criterion)** Non-profit certification is required for public and private non-profit applicants;
8. **(Threshold Criterion)** Letter of Interest from an Intermediary Advisor;
9. **(Threshold Criterion)** Letter of Support from the CoC(s) serving in the Demonstration Site’s service area;
10. **(Threshold Criterion)** Letter of Interest from the government entity; and
11. Organization’s Code of Conduct (attach only if it is not listed on HUD’s website at www.hud.gov/offices/adm/grants/codeofconduct/cconduct.cfm or if the information on the website has recently changed)

Note: DOJ and HUD **will not** consider any supplemental materials that it did not specifically require in the PFS Demonstration NOFA. This means that

DOJ and HUD will not consider, for example, resumes, charts, videos, letters, other documents attached to the application which are not specifically required in the PFS Demonstration NOFA.

APPLICATION NARRATIVES

REQUIRED FORMATTING

- Applications are limited to 45 single-sided pages of text based on 8.5 by 11 inch paper size.
- Standard 12-point font with at least .5 inch margins (DOJ and HUD recommend Times New Roman font for readability).

Notes:

1. DOJ and HUD will **NOT** review more than 45 pages. This 45-page limit applies to all the rating factors combined.
2. The 45-page limit **does not** apply to the required forms or any of their associated attachments.

SCORING

Rating Factors	Points	Subcategory	Points
Executive Summary	Threshold criterion		Threshold criterion
Program Design	50	Demonstration Site Selection and Partnership	15
		Goals and Objectives	15
		Description of Activities	15
		Work Plan and Deliverables	5
Organization Experience and Commitment	35	Project Experience with PFS, Social Financing	12
		Project Experience with PSH and Reentry Population	12
		Experience in Project Management	6
		Organizational Commitment beyond Grant	5
Staff Experience	8	Proposed Team Capacity, Expertise, and Experience	8

Rating Factors	Points	Subcategory	Points
Project Budget	7	Budget Forecast and Justification for Each Eligible Activity	7
Total	100		100

DOJ and HUD will evaluate applications based on the quality of overall program design for **all** phases of the PFS project—not only for the eligible activities for which funding is requested by the applicant. DOJ and HUD advise applicants to fully develop their responses to all narrative prompts, not only those that are specific to an eligible activity for which the applicant is applying.

Note: The narrative prompts below are numbered to match the numbering sequence in Section V. of the PFS Demonstration NOFA.

EXECUTIVE SUMMARY—(Section V.A.1.a. of the PFS Demonstration NOFA)

The Executive Summary is not scored; however, it is a **threshold criterion**. Responses should provide a clear, concise, and complete snapshot of the proposed PFS project. To meet this threshold criterion, applicants must accomplish **all** of the following in their Executive Summary:

i. Demonstrate that it meets the criteria of an eligible applicant;

The applicant must clearly identify whether its organization is a: private nonprofit organization, public nonprofit organization, public institution of higher education, or private institution of higher education **and** demonstrate its eligibility by citing the applicable documentation (i.e., nonprofit certification, accreditation information). Nonprofits are required to attach their nonprofit certification as part of their application submission.

ii. Identify for which of the four eligible activities it is applying;

Clearly list the eligible activities for which the applicant is applying (i.e., Feasibility Analysis, Transaction Structuring, Outcome Evaluation, and/or Success Payments).

iii. Identify the Demonstration Site where the project will be executed (Reminder: applicants may only submit one application per Demonstration Site but may submit multiple applications if they wish to apply for more than one PFS project);

Identify the location (e.g., identify the neighborhood(s), city(ies), count(ies), state(s), regional areas comprising the Demonstration Site).

iv. Identify its actual or expected partners and their roles for the PFS project;

List the actual or expected partners and their roles for the PFS project. These stakeholders would include the government entity, private investor(s), homeless service providers, etc. The government entity identified here should be consistent

with the government entity identified elsewhere in the application and in the required letter of interest from the government entity.

v. Describe the scope of need for PSH for the target population within the Demonstration Site's geography.

Demonstrate the scope of need for PSH for the target population within the Demonstration Site's geography, based on data regarding relevant factors such as the availability of PSH, the demand for PSH, or other reliable information (e.g., Point-In-Time count, Housing Inventory Count, etc.).

PROGRAM DESIGN—(Section V.A.1.b. of the PFS Demonstration NOFA)

i. Demonstration Site Selection & Partnership

The overall intent of this section is for applicants to describe, in detail, their intended Demonstration Site and target population. DOJ and HUD will assess whether the narrative response substantiates that the Demonstration Site has a demonstrable need for the PSH Intervention and that the characteristics of the target population and selected Demonstration Site are consistent with the PFS target population.

DOJ and HUD recognize that many of these topics will be further analyzed during Feasibility Analysis. If the applicant has not yet completed a Feasibility Analysis, base the response on the data currently available and any preliminary assessment of the problems involving homelessness and recidivism within the Demonstration Site that can be addressed by the PSH Intervention.

(a) Identify the specific geographic area (e.g., census tract(s), jurisdictional boundaries) of the Demonstration Site where the project will be executed;

DOJ and HUD will award maximum points to applicants that provide a specific description of the geographic area included in the Demonstration Site.

Note: Applicants have flexibility in determining the configuration of the Demonstration Site, which could vary between smaller areas defined within a city to more regional areas of operation. In determining the Demonstration Site's geographic area, applicants should consider the scope of the intended PSH Intervention and the level of need in the Demonstration Site.

(b) Demonstrate that the selected Demonstration Site is located in a geography not currently being served by one or more PFS projects with a focus on PSH;

DOJ and HUD will award maximum points to applicants that identify that no such project exists within the Demonstration Site's geographic area.

If a PFS project with a focus on PSH is ongoing within the Demonstration Site's geographic area, the applicant must identify that project and its target population.

(c) Demonstrate that the selected Demonstration Site is located in an area that is conducive to the reentry population's access to transportation, safe housing, and employment opportunities.

DOJ and HUD will award maximum points to applicants that:

1. clearly describe how accessible transportation and employment opportunities are to available units where program participants will likely be housed;
2. include examples of the type(s) of transportation and employment opportunities; and
3. provide information that can be verified using data (e.g., crime statistics) indicating that safe housing will be available for program participants.

(d) Demonstrate, with data-driven methods, the extent to which recidivism and homelessness is a problem within the Demonstration Site;

DOJ and HUD will award maximum points to applicants that provide data about the rates of homelessness and recidivism, which indicate that there is a level of need consistent with the required scale of the PSH Intervention (i.e., scope of problem is at a level where 100 households representative of the target population can be expected to be served).

(e) *(Threshold Criterion)* Describe the specific target population expected to be served by the PSH Intervention, which is consistent with the target population identified in this NOFA. If the applicant's PSH Intervention intends to target a subpopulation of the reentry population identified in the PSH Demonstration NOFA, the applicant must identify the targeting criteria and provide a rationale for doing so, and ensure the criteria do not exclude persons based on any protected class;

To meet the threshold criterion, applicants' description of the intended target population must be consistent with the eligibility criteria established in the PFS Demonstration NOFA regarding the Severity of Service Needs and Patterns of Homelessness and Stays in Correctional Facilities.

Note: If the applicant expects to implement additional targeting criteria, the response must describe:

1. the specific targeting criteria;
2. why this targeting is necessary; and
3. methods to ensure that protected classes will not be excluded by the targeting practices.

(f) *(Threshold Criterion)* Demonstrate, with data-driven methods, that at least 100 households representative of the target population can be expected to be served within the geography of the selected Demonstration Site;

To meet the threshold criterion, the applicant must describe how the level of need within the Demonstration Site is consistent with the PFS Demonstration NOFA requirement that each Demonstration Site must deliver the PSH Intervention to at least 100 households.

(g) Demonstrate that there is local capacity and stakeholder willingness to support PFS Feasibility Analysis and/or Transaction Structuring activities for the purpose of financing a PSH Intervention for the target population at the selected Demonstration Site;

DOJ and HUD will award maximum points to applicants that describe current:

1. local capacity to support Feasibility Analysis and/or Transaction Structuring activities for this specific PFS project; and
2. stakeholders' willingness, such as that of the government entity, local Continuum of Care, and homeless assistance providers, to actively support PFS activities for this specific PFS project.

(h) *(Threshold Criterion)* Demonstrate that there is an existing or potential partnership between the applicant and a governmental entity as evidenced by a letter of interest from the government entity, which meets the following criteria:

- (1) Signed by the representative(s) of the government entity with the authority to commit to a partnership with the intermediary;**
- (2) Establishes that the government entity intends to partner with the applicant to pursue a PFS-finance PSH Intervention for the reentry population; and**
- (3) Confirms that the government entity is willing to establish with applicant a memorandum of agreement to share relevant data with the intermediary for the purposes of the PFS Demonstration in accordance with all applicable confidentiality requirements.**

To meet the threshold criterion, the applicant must include in its application submission the letter of interest from the government entity that meets all of the above criteria.

ii. Goals and Objectives

The overall intent of this section is for applicants to identify their overall goals and interim objectives for the PFS project. DOJ and HUD will assess how applicants, through the design and implementation of the PSH Intervention, will be contributing to the accomplishment of the PFS Demonstration objectives identified in the PFS Demonstration NOFA.

(a) Specify PFS project objectives that are consistent with the five PFS Demonstration objectives specified in Section I.A.1.a.iv.(b). of the PFS Demonstration NOFA;

DOJ and HUD will award maximum points to applicants that:

1. identify their PFS project objectives;
2. describe how their objectives are consistent with the PFS NOFA Demonstration objectives; and
3. describe how they will contribute to the overall accomplishment of the PFS Demonstration objectives identified in the PFS Demonstration NOFA.

Note: Applicants should carefully review the PFS Demonstration objectives identified in the PFS Demonstration NOFA before developing this response.

(b) Identify the measurable outcomes that the PSH Intervention intends to achieve and explain how those outcomes can be expected from the PSH Intervention;

DOJ and HUD will award maximum points to applicants that describe:

1. the outcomes that they expect will be accomplished by the PSH Intervention; and
2. how those outcomes can be measured and directly attributable to the PSH Intervention, as opposed to other factors.

Note: DOJ and HUD recognize that applicants will be identifying and finalizing measurable outcomes of the PSH Intervention during Feasibility Analysis and Transaction Structuring. Applicants' responses for this narrative might change while conducting these PFS activities. Therefore, base responses on any available data and a preliminary assessment of the problems involving homelessness and recidivism within the Demonstration Site that can be addressed by the PSH Intervention.

(c) Demonstrate how it will ensure that the operationalization of the PSH Intervention is consistent with HUD's programmatic guidelines for PSH, provided that the proposed PFS project is deemed feasible;

DOJ and HUD will award maximum points to applicants that explain how they, as the intermediary, can ensure that the following PFS Demonstration NOFA guidelines are met through the implementation of the PSH Intervention:

1. assertive outreach, recruitment, and engagement of the target population;

2. quality permanent and affordable housing;
3. accessibility of transportation and employment opportunities;
4. employing a Housing First approach;
5. availability of housing stability services;
6. informed property or landlord management;
7. availability of care management and service coordination; and
8. coordination with the criminal justice system.

(d) Demonstrate how the proposed project will add to the evidence base on PSH or PFS, and is distinct from, or will augment, rather than duplicate or supplant, other federally-funded projects in the case that the applicant is a current recipient of, or is under consideration for, other federal funding;

DOJ and HUD will award maximum points to applicants that describe:

1. how their proposed PFS project can **expand on** available evidence on PSH or PFS;
2. how their PSH Intervention will **increase** the availability of PSH for the target population;
3. describe how they, as the intermediary, can ensure that the intervention will not duplicate existing projects and that existing projects will not merely be repurposed for the PSH Intervention.

Note: Applicants should consider the following PFS Demonstration Objectives in preparing their response:

1. Pilot test the PFS model operated by an intermediary to learn whether the financing approach is feasible to fund a PSH delivery initiative (Section I.A.1.a.iv.(b)(1) of the PFS Demonstration NOFA);
2. Create an opportunity for communities to increase the availability of PSH for the target population, ultimately through a high-quality PFS-finance project (Section I.A.1.a.iv.(b)(2) of the PFS Demonstration NOFA); and
3. Determine whether PSH provided for the target population will reduce recidivism and chronic homelessness (Section I.A.1.a.iv.(b)(3) of the PFS Demonstration NOFA).

(e) Describe how the proposed activities will strengthen the capacity of the government entity, service provider(s), and other partners, as applicable, with the resources and expertise needed to identify, assess, support, and scale a PSH Intervention financed with PFS financing;

DOJ and HUD will award maximum points to applicants that describe the specific activities they plan to carry out that will build capacity and equip relevant entities with the tools they need to contribute to the planning and implementation of the PSH Intervention.

(f) Describe how the applicant will ensure that the PFS Contract has sufficient support and is ready to be well-implemented; and

DOJ and HUD will award maximum points to applicants that describe how they plan to organize all relevant stakeholders to ensure that they provide the support and involvement needed to develop and finalize the PFS Contract and to successfully transition to contract implementation.

(g) Describe how the proposed activities will increase awareness in the field about how to successfully structure PFS Contracts for PSH Interventions.

DOJ and HUD will award maximum points to applicants that describe:

1. their proposed Transaction Structuring activities that can build on the field's base of practical knowledge about how to structure PFS Contracts; and
2. how those activities can build on the field's knowledge base.

iii. Description of Activities and PSH Intervention Design

The overall intent of this section is for applicants to detail how they will carry out specific PFS project activities (i.e., Feasibility Analysis, Transaction Structuring, Outcome Evaluation, Success Payments), and how those activities can be expected to achieve the objectives of each activity type. (See Section I.A.1.c. of the PFS Demonstration NOFA for Objectives, Activities, and Expected Deliverables for each activity category.)

Applicants must answer **ALL** questions (unless otherwise noted) even if they are not requesting grant funding for a particular activity category. DOJ and HUD will evaluate applications based on the quality of program design for **all** phases of proposed PFS projects, regardless of whether the applicant requests funding for a particular eligible activity type.

(a) (Threshold Criterion) Describe how the applicant will be a peer resource to other PFS Demonstration grantees and collect and disseminate via HUD's website knowledge and useful tools stemming from each phase of the program that can benefit the broader social sector, including the need for an open-source sharing of all key project documents, including contracts, as well as documenting and sharing lessons learned;

To meet the threshold criterion, applicants must describe their organization's plans for:

1. documenting and sharing lessons learned;
2. making available key documents developed for the PFS project; and
3. working collaboratively with other PFS Demonstration intermediaries.

Note: Applicants should consider the following PFS Demonstration Objective in preparing their response:

Identify lessons learned and best practices on the feasibility of scaling-up and replicating effective PSH and service delivery interventions in other cities, with and/or without Federal funding and technical support (Section I.A.1.a.iv.(b).(5) of the PFS Demonstration NOFA.

(b) Describe how the applicant plans to design a Feasibility Analysis to provide government entities and/or nonprofit service providers with the resources and expertise needed to effectively determine their ability to participate in PFS Contracts, including the tasks and deliverables, such as those identified in Section I.A.1.c.i. of this NOFA, that the applicant intends to undertake; or

Describe, if the applicant already completed a Feasibility Analysis for the Demonstration Site's PFS Contract for the provision of PSH for the target population, the key observations, results, and recommendations of that analysis.

1. For applicants that **have not** completed a Feasibility Analysis for the Demonstration Site, DOJ and HUD will award maximum points to those applicants that describe the general strategy for designing a Feasibility Analysis and identify planned tasks and deliverables; **or**
2. For applicants that **have** completed Feasibility Analysis Demonstration Site's PFS Contract for the provision of PSH for the target population, DOJ and HUD will award maximum points to those applicants that describe the key observations, results, and recommendations of that analysis.

Notes:

1. Respond to the second narrative prompt in Section V.A.1.b.iii. of the PFS Demonstration NOFA only if a Feasibility Analysis has been completed that **specifically analyzes the feasibility of a PSH Intervention for the reentry population in accordance with the PFS Demonstration NOFA guidelines.**
2. If a Feasibility Analysis has been completed for the Demonstration Site that addresses other types of PFS projects, do not respond to this

narrative; instead, develop a response to the first narrative prompt in Section V.A.1.b.iii of the PFS Demonstration NOFA.

- (c) Describe how the applicant plans to assist government and nonprofit partners, once a project is found feasible, to structure and close a PFS Contract for the implementation of a PSH Intervention for the reentry population at a particular Demonstration Site, including the tasks and deliverables, such as those identified in Section I.A.1.c.ii. of this NOFA, that the applicant intends to undertake;**

DOJ and HUD will award maximum points to applicants that describe:

1. their general strategy for structuring a PFS Contract;
2. the assistance they expect to provide to the government entity and nonprofit partners throughout the process;
3. identify specific tasks and deliverables that they plan to complete; and

Note: Ensure that the response is specific to the PSH Intervention for the reentry population at the planned Demonstration Site.

- (d) Describe how the applicant plans to provide government partners with the resources and expertise needed to effectively assess whether outcome goals have been met and whether achievement of these outcomes are reasonably attributable to the implementation of PSH and enhanced service delivery;**

DOJ and HUD will award maximum points to applicants that describe:

1. their general strategy to strengthen government partners' capacity to assess the PSH Intervention's impact and effectiveness as measured by the monitoring of outcomes; and
2. specific tasks they plan to undertake in carrying out this strategy.

- (e) Describe the specific PSH models that would have a high likelihood of success in implementation within the Demonstration Site (for example, scattered-site versus project-based, use of the Housing First approach, or other characteristics as applicable) and how it is appropriate for the Demonstration Site and target population;**

DOJ and HUD will award maximum points to applicants that describe:

1. the specific PSH model(s) that they expect to be realistic and effectively implemented given the specific characteristics of the Demonstration Site;
2. how the identified PSH model(s) can be effectively implemented within the geographic area of the Demonstrate Site; and
3. how the identified PSH model(s) are appropriate for the target population.

Note: Applicants that **have not** completed the Feasibility Analysis should base their response on current knowledge of homelessness data, data on the available housing stock, and other known factors.

(f) Describe a clear plan to identify and maintain high-performing homeless assistance providers with a successful track record of providing PSH within the Demonstration Site’s service area;

DOJ and HUD will award maximum points to applicants that describe:

1. their general strategy for identifying and recruiting homeless assistance providers for the PSH Intervention;
2. what they consider to be “high-performing” and a “successful track record of providing PSH;”
3. their plans to evaluate homeless assistance providers according to those standards; and
4. their plans to provide oversight to ensure that homeless assistance providers maintain a high level of performance.

(g) Describe a clear plan to assess the local capacity to set up (for Feasibility Analysis and Transaction Structuring) and maintain (for Contract Implementation) a strong framework for the implementation of the PSH Intervention, such as coordination with the local CoC(s), corrections facilities, and emergency services providers, as well as setting up effective referral mechanisms;

DOJ and HUD will award maximum points to applicants that describe:

1. how they will assess local stakeholders’ capacity to initially establish a strong, organized framework to carry out the PSH Intervention in a coordinated way;
2. how they intend to assess local stakeholders’ capacity to maintain a strong, organized framework throughout the Contract Implementation phase; and
3. how the coordinated entry system established by the CoC operating within the Demonstration Site could be employed within this framework, if applicable.

(h) Define a menu of housing and services to be provided through the PSH Intervention that can be expected to be negotiated in the PFS Contract;

DOJ and HUD will award maximum points to applicants that describe the housing and supportive services that they expect will be provided through the PSH Intervention.

Note: DOJ and HUD will take into consideration that local PFS stakeholders will make final decisions about the design of the intervention during PFS Contract negotiation.

(i) Provide a clear plan to ensure the strong coordination with and support of partners and that the applicant has the resources needed to close the PFS Contract and facilitate the successful implementation of the PSH Intervention, including any ramp-up activities;

DOJ and HUD will award maximum points to applicants that:

1. describe the steps they plan to take to establish/build partnerships with stakeholders;
2. describe how they plan to provide stakeholders with the necessary support during the Transaction Structuring process;
3. describe the resources they will need to carry out these Transaction Structuring activities;
4. describe the resources (e.g., staff, data, stakeholder willingness, stakeholder capacity, etc.) needed to implement the PSH Intervention, including ramp-up activities; and
5. if they currently do not have sufficient resources (e.g., staff, data, stakeholder willingness, stakeholder capacity, etc.), identify any gaps and explain how they intend to address the gaps in resources.

(j) Describe how the applicant will support the evaluation of the PFS Demonstration, including a description of systems available to collect and store information and ability to interface with HUD's national evaluation team, and compatibility with the project design;

DOJ and HUD will award maximum points to applicants that describe:

1. how they can support HUD's evaluation of the PFS Demonstration;
2. any data systems available to collect and store information;
3. their ability to interface with DOJ's and HUD's national evaluation team; and
4. how they expect their support of DOJ's and HUD's evaluation of the PFS Demonstration will be compatible with the design of their PFS project.

(k) Describe its past experience, and that of any Intermediary Advisor, working with or managing a contract with a third-party evaluator;

DOJ and HUD will award maximum points to applicants that:

1. describe their direct PFS experience working with or managing a third-party evaluator, noting challenges, lessons learned, and examples of effective collaboration; and
2. if the applicant has an Intermediary Advisor, describe their Intermediary Advisor's experience working with or managing a third-

party evaluator, noting challenges, lessons learned, and examples of effective collaboration.

(l) Describe a clear selection plan and the standards by which it will assess potential third-party evaluators;

DOJ and HUD will award maximum points to applicants that describe:

1. their general strategy for identifying and recruiting a third-party evaluator to evaluate PSH Intervention outcomes;
2. the criteria they expect to use to select a third-party evaluator; and
3. how they plan to evaluate potential third-party evaluators in determining if they meet or exceed standards.

(m) Describe a detailed plan to ensure strong oversight of and support for third-party evaluators;

DOJ and HUD will award maximum points to applicants that describe:

1. how their plan to oversee third-party evaluators to ensure that they have the necessary support and resources to successfully conduct outcome monitoring and evaluation;
2. how they can ensure that evaluators follow the outcome evaluation design and validation methodology; and
3. how they can ensure that evaluators understand the intended goals of the PSH Intervention and HUD's programmatic guidelines for PSH.

(n) Describe how the third-party evaluator is expected to utilize a methodology with an acceptable level of rigor to credibly substantiate that outcomes were achieved as a result of the PSH Intervention and not other circumstantial factors or "creaming¹;"

DOJ and HUD will award maximum points to applicants that describe how they, as the intermediary, can inform the design of the validation methodology to ensure that outcomes can be attributed to the PSH Intervention.

(o) Identify which entity or entities will be responsible for delivering the Success Payments and the relationship between funding sought and any expected net cost savings or cost-effectiveness of the intervention.

Note: DOJ and HUD expect that potential payors will be further examined in the Feasibility Analysis, but those applicants that have not yet completed the analysis are expected to provide as much information as is available, based on current knowledge.

DOJ and HUD will award maximum points to applicants that:

¹ "Creaming" is a term describing the selection of participants who are the most likely to achieve positive outcomes, rather than assisting participants who have the highest needs.

1. identify the entity they expect will be responsible for delivering the Success Payments; and
2. describe the relationship between the funding sought for Success Payments and any expected net cost savings or cost-effectiveness of the PSH Intervention.

Note: This narrative prompt is not referring to the entity ultimately responsible for covering the cost of Success Payments. Rather, identify the entity that will likely be responsible for delivering the success payments to investor(s). DOJ and HUD recognize that this role might not be assigned at this time in the application process. Therefore, base the response on discussions with the government entity and the role the applicant expects to fulfill as the intermediary.

iv. Work Plan and Deliverables

(a) Define all project task data outputs and work plan deliverables for each eligible activity with associated timelines, including milestones, for the project period. The work plan should also address the time required for all necessary planning and ramp-up activities; and

DOJ and HUD will award maximum points to applicants that:

1. identify the tasks and the resulting outputs they plan to achieve for each eligible activity type;
2. address all four eligible activities (Feasibility Analysis, Transaction Structuring, Outcome Evaluation, and Success Payments), **even if they are not requesting grant funding for one or more activity type(s);**
3. include work plan deliverables, tasks, milestones, in a detailed timeline by program year and activity type; and
4. include planning and ramp-up activities, as applicable.

Note: Refer to the PFS Demonstration NOFA Section I.A.1.c. when answering this question. Be specific regarding the work plan deliverables, including those identified in Section I.A.1.c. of the PFS Demonstration NOFA.

(b) Detail required staff time and positions needed to complete tasks, including whether staff are part of the existing team or will need to be hired, contracted (in the case of contractors), or subawarded (in the case of subrecipients).

DOJ and HUD will award maximum points to applicants that, based on their answer to narrative prompt V.A.1.b.iv.(a):

1. identify the staff and quantify the staff time required to complete the tasks identified;

2. indicate when the staffing needs can be met by existing staff members or, **in the case where they will need additional staff**, how they plan to meet those needs and for which tasks;
3. describe whether they intend to hire additional staff, contract out certain functions, or subaward funds to one or more subrecipients; and
4. identify any subrecipients or contractors they intend to work with, if applicable.

ORGANIZATION EXPERIENCE AND DESIGN (Section V.A.1.c. of the PFS Demonstration NOFA)

i. Recent Experience and Performance with PFS, Social Financing, or Related Activities

- (a) Demonstrate recent and ongoing experience in performing the same or similar activities as those for which it is applying under the PFS Demonstration; or**

Identify an Intermediary Advisor and describe that entity's experience in executing PFS projects;

1. For applicants that have **direct PFS experience**, DOJ and HUD will award maximum points to those applicants that:
 - (a)** describe their work performing the same or similar activities that they will be undertaking as part of the PFS Demonstration;
 - (b)** describe achievements, challenges, and lessons learned; and
 - (c)** identify which PFS Demonstration eligible activities the described experiences are similar to.
2. For applicants that have **an Intermediary Advisor**, DOJ and HUD will award maximum points to those applicants that:
 - (a)** describe the Intermediary Advisor's experience performing the same or similar activities that the applicant will be undertaking as part of the PFS Demonstration;
 - (b)** describe the Intermediary Advisor's achievements, challenges, and lessons learned; and
 - (c)** identify which PFS Demonstration eligible activities the described experiences are similar to.

(b) Demonstrate its experience, and that of any Intermediary Advisor, in conducting Feasibility Analyses or other related activities;

1. For applicants that have **direct PFS experience**, DOJ and HUD will award maximum points to those applicants that:
 - (a) build on their answer to narrative prompt V.A.1.c.i.(a) by describing their work conducting a Feasibility Analysis; and
 - (b) describe the different stages of the analysis (i.e., planning through report drafting).
2. For applicants that have **an Intermediary Advisor**, DOJ and HUD will award maximum points to those applicants that:
 - (a) build on their answer to narrative prompt V.A.1.c.i.(a) by describing their Intermediary Advisor's experience conducting a Feasibility Analysis; and
 - (b) describe the different stages of the analysis (i.e., planning through report drafting).

Note: If neither the applicant nor the Intermediary Advisor has direct PFS experience conducting a Feasibility Analysis, applicants must state this fact in their narrative response.

(c) Describes the results of Feasibility Analyses completed by the applicant and any Intermediary Advisor, as applicable;

DOJ and HUD will award maximum points to applicants that:

1. describe the results of the Feasibility Analysis addressed in narrative prompt V.A.1.c.i.(b); and
2. include observations and findings with a description of how they were determined.

Note: If neither the applicant nor the Intermediary Advisor has direct PFS experience conducting a Feasibility Analysis, applicants must state this fact in in their narrative response.

(d) Demonstrate its experience, and that of any Intermediary Advisor, with coordinating and managing PFS Contracts, financial modeling and estimation of return on investment and cost-benefit analysis, marketing the PFS Contract to potential investors, capital raising, and developing contracts and supplementary documentation;

1. For applicants that have **direct PFS experience**, DOJ and HUD will award maximum points to those applicants that describe:
 - (a) their work completing the activities identified in narrative prompt V.A.1.c.i.(d); and

(b) successful outcomes, challenges, and lessons learned.

2. For applicants that have **an Intermediary Advisor**, DOJ and HUD will award maximum points to those applicants that describe:

(a) their Intermediary Advisor's experience completing the activities identified in narrative prompt V.A.1.c.i.(d); and

(b) successful outcomes, challenges, and lessons learned.

Note: If neither the applicant nor their Intermediary Advisor has direct experience carrying out the activities identified in narrative prompt I.A.1.c.i.(d), applicants must state this fact in their narrative responses.

(e) Describe the results of the PFS Contract negotiations facilitated by the applicant and any Intermediary Advisor, as applicable;

1. For applicants that have **direct PFS experience**, DOJ and HUD will award maximum points to those applicants that describe:

(a) the results of a PFS Contract for which they fulfilled the role of intermediary, including whether the contract was finalized; and

(b) achievements, challenges, and lessons learned.

2. For applicants that have **an Intermediary Advisor**, DOJ and HUD will award maximum points to those applicants that describe:

(a) the results of a PFS Contract for which the applicant's Intermediary Advisor fulfilled the role of intermediary, including whether the contract was finalized; and

(b) achievements, challenges, and lessons learned.

Note: If neither the applicant nor their Intermediary Advisor has direct experience facilitating PFS Contract negotiations, applicants must state this fact in their narrative response.

(f) Describe its experience, and that of any Intermediary Advisor, with selecting, coordinating, and managing a third-party evaluator for the purposes of a PFS project, including coordinating between an evaluator and other project stakeholders to ensure that the evaluation and service delivery designs are compatible;

1. For applicants that have **direct PFS experience**, DOJ and HUD will award maximum points to those applicants that describe:

(a) how they selected, coordinated with, and managed a third-party evaluator for a PFS project;

- (b) how they ensured the outcomes of the PFS intervention were accurately measured;
 - (c) how they coordinated between an evaluator and other project stakeholders (e.g., social service providers) to ensure that the evaluation methodology and the policy and procedures for delivering services were compatible; and
 - (d) achievements, challenges, and lessons learned.
2. For applicants that have **an Intermediary Advisor**, DOJ and HUD will award maximum points to those applicants that describe:
- (a) how the Intermediary Advisor selected, coordinated with, and managed a third-party evaluator for a PFS project;
 - (b) how the Intermediary Advisor ensured the outcomes of the PFS intervention were accurately measured;
 - (c) how the Intermediary Advisor coordinated between an evaluator and other project stakeholders (e.g., social service providers) to ensure that the evaluation methodology and the policy and procedures for delivering services were compatible; and
 - (d) achievements, challenges, and lessons learned.

Notes:

- 1. If neither the applicant nor their Intermediary Advisor has direct experience selecting, coordinating, or managing a third-party evaluator for the purposes of a PFS project, applicants must state this fact in their narrative response.
 - 2. If a potential third-party evaluator is being considered: identify the evaluator and demonstrate the evaluator's qualifications and experience in collecting and assessing client-level data and validating outcomes using a rigorous methodology.
- (g) If a potential third-party evaluator is being considered: identify the evaluator and demonstrate the evaluator's qualifications and experience in collecting and assessing client-level data and validating outcomes using a rigorous methodology.**

Notes:

- 1. DOJ and HUD will not score this response; however, it is an opportunity for applicants that are considering one or more third-party evaluator(s) for purposes of this PFS Demonstration to provide this information.

2. This response will not negatively impact applicants that have not yet identified potential third-party evaluator(s).

ii. Project Experience with the PSH model and the Reentry Population

(a) Demonstrate familiarity with peer-reviewed research establishing PSH as an evidence-based practice;

DOJ and HUD will award maximum points to applicants that:

1. cite the peer-reviewed research with which they are familiar; and
2. describe how this research that establishes PSH as an evidence-based practice informs their work as an intermediary.

(b) Demonstrate prior and ongoing experience in PSH initiatives for high-need target populations experiencing homelessness;

(1) Describe its role in the PSH initiative(s);

(2) Describe the scope of the PSH initiative(s) (i.e., number of units, number of participants served, description of the target population, etc.) in which the applicant was involved;

DOJ and HUD will award maximum points to applicants that describe:

1. the PSH project(s) or initiative(s);
2. the intervention (e.g., type of housing and services available to program participants);
3. scope (see narrative prompt for examples of the details to include);
4. their role in the project;
5. targeting criteria implemented for the target population; and
6. coordination with other housing or service providers, government systems (e.g., corrections, child and family services, public health department), health care systems (local hospitals, clinics).

Note: If the applicant does not have experience in PSH initiatives for high-need target populations experiencing homelessness, it must state this fact in its narrative response.

(c) Demonstrate prior and ongoing experience working with the reentry population;

(1) Describe its role in the project(s) targeting the reentry population; and

(2) Describe the scope of the project(s) targeting the reentry population.

DOJ and HUD will award maximum points to applicants that describe:

1. project(s) targeting the reentry population that they carried out;
2. the intervention (e.g., services provided to program participants, duration of services, expected outcomes);
3. scope (e.g., number of persons served, the level of services provided, number of staff required to carry out the intervention);
4. their role in the project, including how they specifically worked with the reentry population;
5. targeting criteria implemented for the target population; and
6. coordination with other housing or service providers, government systems (e.g., corrections, child and family services, public health department), health care systems (local hospitals, clinics).

Note: If the applicant does not have experience working with the reentry population, it must state this fact in its narrative response.

iii. Experience in Project and Financial Management

(a) Demonstrate experience managing and overseeing PSH initiatives or similar outcome-based social service projects with examples of how and what project goals were achieved;

DOJ and HUD will award maximum points to applicants that describe:

1. their role as manager of the PSH initiative or similar outcome-based social service project;
2. outcomes the project was intend to accomplish;
3. outcomes ultimately accomplished as a result of the project; and
4. how those outcomes were achieved.

Notes:

1. If the applicant has no experience in managing or overseeing PSH initiatives or similar outcome-based social service projects, it must state this fact in its narrative responses.
2. DOJ and HUD are **not requiring** that responses be specific to a PFS project.

(b) Demonstrate experience in managing investor resources;

DOJ and HUD will award maximum points to applicants that describe:

1. their role as a manager of investor resources; and
2. the type and amount of investments managed by the applicant.

Notes:

1. If the applicant has no experience in managing investor resources, it must state this fact their narrative responses.
2. DOJ and HUD are **not requiring** that responses be specific to a PFS project.

(c) Describe at least one example of setting, implementing, and achieving goals with its current or past partners, especially those types of stakeholders identified in the application (e.g., governmental entities, homeless assistance providers);

DOJ and HUD will award maximum points to applicants that describe:

1. coordination and collaboration involved between the applicant and its partner(s) in setting, implementing, and achieving goals for a specific project;
2. methods they used to collaborate with their partner(s) during the different stages of the process; and
3. the goals they set, implemented, and achieved in partnership with other stakeholders.

(d) Demonstrate capacity to manage partners throughout the period of performance, including the PSH Intervention implementation and collection of outcomes data, with an ability to respond to sudden increases or decreases in project activity;

DOJ and HUD will award maximum points to applicants that describe:

1. their plan to facilitate coordination and collaboration between major stakeholders during all phases of the PFS project;
2. their capacity by citing past experiences managing multiple partners within the same initiative or describing their strategy to organize all major players for the PFS Demonstration; and
3. how they can ensure that they and other PFS stakeholders have the capacity to promptly respond to sudden increases or decreases in project activity.

(e) Demonstrate experience in or capacity to manage federal grants, particularly addressing:

- (1) **The ability to account for funds appropriately, the timely use of funds received from HUD or other federal, state, or local programs, the timely submission and quality of reports submitted to HUD; meeting program requirements, meeting performance targets, meeting timelines for the completion of activities. To the extent that the applicant has experienced a recapture of funds under an open cooperative agreement or contract with a government entity in the last five years, the applicant**

must disclose this information and address how the issues were resolved. Failure to disclose past performance issues will result in disqualification; or

(2) If new to federal funding, the capacity to ensure compliance with federal grant and financial management requirements.

1. For applicants that **have experience** in managing Federal grants, DOJ and HUD will award maximum points to those applicants that describe how they:

- (a) appropriately accounted for funding;
- (b) expended Federal, State, or local funds in a timely manner;
- (c) submitted timely, quality reports to HUD (or other Federal agencies, as applicable);
- (d) met program requirements;
- (e) met performance targets;
- (f) met timelines for the completion of activities; and
- (g) (if applicable) resolved any issues associated with the recapture of funds under an open cooperative agreement or contract with a government entity in the last 5 years. The applicant must also disclose the nature of the recapture of funds and indicate if the situation remains unresolved.

2. For applicants that **do not have experience** in managing Federal grants, DOJ and HUD will award maximum points to those applicants that describe how they have the capacity to:

- (a) appropriately account for funding;
- (b) expend funds in a timely manner;
- (c) complete annual progress/performance reports, including outputs and outcomes;
- (d) develop, update, and follow its policies and procedures;
- (e) meet performance targets; and
- (f) meet timelines for the completion of activities.

(f) Demonstrate how it will hold itself and its partners accountable for meeting interim objectives and program goals.

DOJ and HUD will award maximum points to applicants that describe:

- 1. plans to work with staff and PFS project partners to ensure that interim objectives and program goals are met within an agreed-upon timeframe; and

2. specific measures they can take to ensure stakeholders are accountable for their roles and responsibilities during the various phases of the PFS project.

iv. Commitment beyond the PFS Demonstration

(a) Demonstrate a commitment to continue to invest in PFS or performance-based PSH Interventions for the target population and other vulnerable populations beyond the project period;

DOJ and HUD will award maximum points to applicants that describe:

1. future work they expect to undertake in the area of PFS or other performance-based PSH Interventions once the PFS Demonstration project period has ended; and
2. whether it is realistic for their organization to have an interest in carrying out additional projects similar to the PFS PSH project.

(b) Describe a strategy for ensuring partners, such as government entities, are positioned to continue the performance-based PSH Intervention beyond the project period, including specific ways to continue assisting program participants who still require ongoing PSH assistance.

DOJ and HUD will award maximum points to applicants that describe:

1. what they can do, as the intermediary, to assist stakeholders in establishing a plan to continue the PSH Intervention beyond the grant's period of performance;
2. actions that can be taken during different phases of the PFS project to ensure that the PSH Intervention continues beyond the grant's period of performance (e.g., while assessing capacity during the Feasibility Analysis, language for the PFS Contract that can be negotiated during Transaction Structuring);
3. a specific plan for program participants to receive ongoing assistance beyond the grant's period of performance, if necessary.

STAFF EXPERIENCE (Section V.A.1.d. of the PFS Demonstration NOFA)

Proposed Team Capacity, Expertise, and Experience

- i. **Present a qualified roster of staff members, including management, board members, and partners that have demonstrated experience, capacity and track record to effectively implement the proposed PFS Demonstration activities, including the PSH Intervention;**

DOJ and HUD will award maximum points to applicants that:

1. provide the names and positions of their organization's staff members, managers, board members, and organizational partners; and
 2. describe those individuals' experience, capacity, and track record (achievements), relevant to PFS Demonstration activities, including the implementation of the PSH Intervention.
- ii. Describe roles and responsibilities of each team member, ensuring all key facets of the project have clear owners with appropriate experience;**

DOJ and HUD will award maximum points to applicants that describe the roles and responsibilities each team member will be expected to fulfill in carrying out the PFS project.

Note: Applicants should use their response to narrative prompt V.A.1.b.iv.(a). to ensure all tasks, deliverables, and other major milestones have adequate staff coverage and are included in this response.

- iii. Identify the proposed project lead(s) and demonstrate their expertise, based on past experience in PFS or similar social financing projects;**

DOJ and HUD will award maximum points to applicants that build on their answers to narrative prompt V.A.1.d.ii. by:

1. identifying project lead(s) by name and providing details about their past work involving PFS or similar social financing projects; and
 2. describing how this work experience demonstrates their personal expertise in the area of PFS or social financing.
- iv. Demonstrate expertise, based on past experience, in structuring and implementing PSH for vulnerable populations;**

DOJ and HUD will award maximum points to applicants that describe:

1. staff experience in carrying out PSH projects for vulnerable populations; and
 2. how these experiences demonstrate staff expertise in structuring and implementing PSH.
- v. Demonstrate a record of leadership and project buy-in from the organization's governance structure and key partners.**

DOJ and HUD will award maximum points to applicants that provide examples of how their organization's governing body and key partners have demonstrated leadership and commitment to carrying out PFS projects.

PROJECT BUDGET (Section V.A.1.e. of the PFS Demonstration NOFA))

Budget Forecast and Justification for Each Eligible Activity

Applicants must submit proposed annual budgets for each eligible activity spanning each year of the project period.

If an application is selected for award, HUD will determine the final amount of the award of Federal funds and will negotiate a final budget. Upon award, compliance with the approved budget will be a material term and condition of the cooperative agreement with the grantee. **The applicant's proposed budget should be sufficient to allow it to perform the tasks described in the narrative for each year of the project and provide a full explanation of costs including their purpose, justification, and the basis of your calculations.**

DOJ and HUD strongly encourage applicants to use the **PFS Demo Budget Forecast** spreadsheet, which is included as an application attachment at www.grants.gov/. This spreadsheet is accompanied by the **Instructions for Completing the PFS Demo Budget Forecast**, also posted as an attachment on www.grants.gov/.

- i. Describe the annual budget per year for each year of the proposed project period. The applicant should estimate the time (number of years) required to complete the project, based on the current status of the project and the eligible activities for which it is applying;**

DOJ and HUD will award maximum points to applicants that:

1. create a timeline by program year that includes each phase of the PFS project, including the estimated time required for Feasibility Analysis, Transaction Structuring, Outcome Evaluation, and Success Payments; and
 2. provide narratives to supplement the **PFS Demo Budget Forecast** spreadsheet (or similar form) with additional detail to ensure that a full explanation of associated costs are provided including their purpose, justification, and the basis of the calculations.
- ii. (Threshold Criterion) Propose a reasonable budget, including grant funds in an amount not exceeding \$1,300,000, that will adequately support program activities and achieve desired outputs and outcomes;**

To fulfill this threshold criterion, applicants must use the PFS Demo Budget Forecast spreadsheet (or similar form) to quantify:

1. the full costs necessary to carry out the PFS project; and
2. total amount of grant funds that will be contributed to each cost type, which does not exceed \$1,300,000.

- iii. **Indicate whether the program will leverage additional funding, such as philanthropic resources, to cover remaining costs of Feasibility Analysis, Transaction Structuring, Outcome Evaluations, and/or Success Payments;**

DOJ and HUD will award maximum points to applicants that identify any leveraged funding sources they expect to secure for each eligible activity type, if applicable.

Note: Although leveraging is not required, DOJ and HUD will score this question.

- iv. **Demonstrate how the program has or can expect to obtain diverse non-federal resources for sustaining the PSH Intervention;**

DOJ and HUD will award maximum points to applicants that describe how they have or expect to obtain diverse non-federal resources for sustaining the PSH Intervention beyond the grant's period of performance.

- v. **Describe expenses by eligible activity type (i.e., Feasibility Analysis, Transaction Structuring, Outcome Evaluation, Success Payments) and include all deliverables;**

Note: If requesting funding for ramp-up costs, the applicant budgets those costs under Transaction Structuring and addresses how the PFS Contract can be expected to:

- (a) Account for any potential changes in risk associated with the separate funding of ramp-up activities; and
- (b) Allow for potential appropriate contract modifications based on lessons learned during the ramp-up phase, including potential modification of outcome targets, time horizons, programmatic changes, and the amount and structure of Success Payments.

DOJ and HUD will award maximum points to applicants that:

1. account for all costs associated with the deliverables identified in narrative prompt V.A.1.b.iv. in the PFS Demo Budget Forecast spreadsheet (or similar form);
2. identify the costs associated with particular deliverables in the PFS Demo Budget Forecast spreadsheet (or similar form), where possible;
3. explain where the costs associated with deliverables are budgeted, if deliverables cannot be specifically identified in the PFS Demo Budget Forecast spreadsheet (or similar form);
4. (if requesting funds for "ramp-up" costs) identify any "ramp-up" costs in the PFS Demo Budget Forecast spreadsheet (or similar form);

5. (if requesting funds for “ramp-up” costs) categorize “ramp-up” costs under Transaction Structuring in the PFS Demo Budget Forecast spreadsheet (or similar form);
6. (if requesting funds for “ramp-up” costs) identify how their organization will account for the effects of ramp-up activities by describing how their organization can plan to:
 - (a) Address in the PFS Contract any potential changes in risk due to the funding of ramp-up activities; and
 - (b) Build flexibility into the PFS Contract that would enable modifications that reflect lessons learned during ramp-up activities.

Note: Ramp-up activities begin before the closing and launch of a PFS Contract and are used by service provider(s), government agencies and evaluator(s) to set up, tweak, and “get out the kinks” of an intervention before it is under evaluation as part of a PFS Contract. Ultimately, the value of these ramp-up activities is that investing in this period of time at the outset of the PFS project greatly increases the chance of the project’s successful implementation, thereby increasing the chance of its overall success.

- vi. **If not requesting funding for all of the four specific eligible activities, the applicant describes how those activity costs will be funded and/or substantiate that a specific PFS project phase has been completed. For example:**
 - (a) **If an applicant is not requesting funding for the Feasibility Analysis phase of the PFS process, the applicant: (1) identifies other available sources of funding that have been leveraged to cover the costs of a Feasibility Analysis that is underway or will be completed for the PSH Intervention; or (2) demonstrates that a Feasibility Analysis for a PFS PSH Intervention was completed and a PFS PSH Intervention was deemed feasible.**
 - (b) **If an applicant is only requesting funding for Feasibility Analysis, the applicant demonstrates how the project is expected to progress to the Transaction Structuring and PFS Contract Implementation phases, including the available sources of funding to cover the associated costs.**
 - (c) **If an applicant is only requesting funding for Success Payments, the applicant:**
 - (1) **identifies other available sources of funding that have been leveraged to cover the costs for the Feasibility Analysis, Transaction Structuring, and PFS Contract Implementation phases of the PFS process; or**
 - (2) **demonstrates, including documentation, which phases have been completed successfully.**

DOJ and HUD will award maximum points to applicants that, if they are not requesting grant funding for a particular activity type:

1. explain how they expect to cover the associated costs of that phase of the PFS project, if applicable; or
2. identify and provide documentation for the specific PFS project phase that has been completed at the time of application, if applicable.