On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!®, a menu-driven database system. The INTERNET address GSA Advantage!® is: GSAAdvantage.gov. For more information on ordering from Federal Supply Schedules go to the GSA Schedules page at GSA.gov.

Organizational Overview:

Third Sector is a 501(c)(3) nonprofit organization with a mission to transform public systems to advance improved and equitable outcomes. We work with governments, service providers, and their partners to improve outcomes for the people they serve while addressing structural racism and other barriers. We work alongside communities to help build a future that includes improved education, stable employment and housing, increased income, stronger families, and physical and mental health. Since 2011, we have worked with more than 40 communities and transitioned over $1 billion in public funding to social programs that measurably improve lives.
ORGANIZATION BACKGROUND

PROBLEMS WE SOLVE

DATA Challenges
EQUITY Challenges
FUNDING Challenges
TECHNICAL ASSISTANCE Challenges
POLICY Challenges

HOW WE HELP

SERVICE OFFERING 1: Data
SERVICE OFFERING 2: Equity
SERVICE OFFERING 3: Funding
SERVICE OFFERING 3: Technical Assistance
SERVICE OFFERING 3: Policy

AREAS OF EXPERTISE

Justice/Reentry
Economic Mobility/Workforce Development
Education
Mental and Behavioral Health
Parenting and Families
Homelessness

CUSTOMER INFORMATION LIST

LABOR CATEGORY EXPLANATION

Associate
Manager
Director

SERVICE PRICING

Pricing Overview
ORGANIZATION BACKGROUND

Third Sector advises governments on how to achieve improved and more equitable outcomes for the people they serve. We do this by working with clients to move through a system change process that reorients the levers of government (data, funding, policy, services, internal culture and external relationships) in a way that enables and incentivizes data use, collaboration and continuous improvement. When our work is complete, organizations entrusted to manage public and private funds will have the systems, tools, and data to do more for their communities and advance improved and more equitable outcomes. Founded in 2011 as a 501(c)3 organization, Third Sector has engaged 60+ communities to deploy over $1 billion of government resources towards outcomes.

Our team of nearly 50 people brings extensive experience in project management, contracting, human-centered design, workshop facilitation, economic modeling, research, focus group and interview facilitation, root cause analysis, system-mapping, and coaching. The team members draw on experience from across both the public and private sectors, including business, law, finance, economics, public administration, nonprofit leadership and development, advocacy, and management consulting.

PROBLEMS WE SOLVE

Third Sector’s services are primarily directed towards federal agencies that oversee funding streams directly geared towards improving people’s lives. These include the Departments of Health and Human Services, Labor, Education, Agriculture, Housing and Urban Development, Commerce, and Justice. Collectively, these agencies administer billions of dollars in funding that is passed on to states through entitlement, block grants and discretionary grant programs. These programs are all meant to support people experiencing poor health, unemployment, justice involvement, homelessness, hunger, poverty and other systemic challenges but are often delivered in ways that prioritize scrutiny of expenditures, strict eligibility requirements, service limitations and compliance with reporting requirements rather than the achievement of improved economic, health and well-being outcomes for the people they serve.

If you are an agency that oversees a relevant funding stream, do you ever grapple with any of the following questions as they relate to data, funding, technical assistance, policy and equity?

DATA Challenges

- How do I get a clear picture of how my funding stream/program is fulfilling its intended impact across states/grantees?
- How do I get the quality and consistency of data I need from grantees to accurately fulfill congressional reporting requirements?
- How do I cross-reference data with other funding streams and programs so that I can understand if people who participate in my funding stream/program are better off overall?
- Why does it seem so hard to rigorously evaluate programs and “replicate what works”? How do I make this easier?
EQUITY Challenges
- How do I ensure that my funding stream/program is serving people equitably and not perpetuating disparities along racial, ethnic, geographic, gender dimensions?
- How do I bring an “equity lens” to my funding stream/program?
- How do I ensure that my discretionary grant programs are equitably procured, awarded and evaluated?

FUNDING Challenges
- How do I best allocate and obligate my discretionary grant funds to achieve the greatest return in terms of impact for people with the highest needs?
- How do I incentivize state and local governments and other grantees to spend federal funds in ways that ensure positive/equitable outcomes for the people they serve?
- How do I make program solicitations, grant awards and contracts specific enough to achieve intended outcomes and conform to rules and regulations while keeping them flexible enough so that states and grantees can do what is needed to achieve the stated outcomes?
- How do I encourage and enable states and grantees to blend and braid funds to ensure that people receive the support they need to thrive even if this support comes from different funding streams/programs?
- Why does it seem like increased amounts of funding to states does not yield significant improvements in peoples’ lives?

TECHNICAL ASSISTANCE Challenges
- Why do investments in technical assistance to states and grantees not seem to make a difference in how successful the programs are in achieving outcomes?
- How do I provide technical assistance to states/grantees in a way that helps them achieve better outcomes for people served by federally funded programs?

POLICY Challenges
- How do I help states/grantees understand that many things they want to do are allowable and permissible under current laws and regulations?
- How do I ensure that rules and regulations encourage and enable states and grantees to achieve population outcomes while still ensuring sound stewardship of public funds?

HOW WE HELP
If you are looking to answer any of these questions - Third Sector can help! We recognize that PUBLIC SYSTEMS charged with helping individuals achieve economic mobility and thrive are INCREDIBLY COMPLEX, and use an outcomes focused technical assistance (OFTA) approach to navigate these systems and work with agencies to break down silos, address structural racism, leverage evidence and data, and refocus programs on performance and outcomes.
SERVICE OFFERING 1: Data

- Help develop clearly articulated and defined goals, performance measures and progress metrics for a given funding stream or program
- Build agency capacity to better collect and analyze quantitative and qualitative data to understand root causes of why a funding stream or program is not achieving desired impact
- Build agency capacity to use qualitative and quantitative data insights to strengthen program management and continuous improvement processes
- Develop tools, guidance and other materials to help state agencies understand how to capture, record and report data that federal agencies need for congressional reports
- Provide technical assistance to states/grantees that may need additional support to consistently capture and report required data
- Provide “evaluation technical assistance” to states/grantees to help them prepare for and make the best use of an external evaluation

SERVICE OFFERING 2: Equity

- Build agency capacity to engage and involve diverse stakeholders including program administrators, frontline case managers and participants to ensure that their experiences and insights are considered in agency decision-making - especially when it comes to developing new discretionary grant programs and rules to define eligibility, service, time limits and other funding parameters.
- Set up continuous improvement structures within agencies that can regularly review quantitative and qualitative data to understand how funding streams and programs are reaching different groups of people. This may also involve cross-referencing and integrating program data with census tract, social vulnerability, tax, and social security data.
- Help agencies define what an “equity lens” means and then develop organizational structures, policies, spaces, tools and processes to implement this. Example parameters may include “prioritizing underserved and marginalized groups and communities”, “centering voices of lived experience” and “considering equity implications on rules, regulations and program solicitations”.
- Build capacity of agencies to mobilize and continuously engage equity advisors in the development, procurement and evaluation of discretionary grant programs

SERVICE OFFERING 3: Funding

- Redesign formula funding allocations using disaggregated data and economic modeling
- Develop discretionary grant solicitations, grant awards and contracts with monetary (pay-for-success) and non-monetary incentives to enable and encourage state and non-profit grantees to focus on achieving improved and equitable outcomes
- Develop communication materials, tools, visuals and other resources to clarify how funding streams can be blended and braided to ensure that people with the highest barriers obtain all the services they need even when these services are delivered/funded by different agencies, funding streams and programs
- Conduct root cause analysis with various stakeholders to understand why funding is not yielding intended goals and outcomes - this includes disaggregating insights by race, age, gender, geography and other demographics
SERVICE OFFERING 3: Technical Assistance
- Develop clear outcome-focused metrics and measurement frameworks to help agencies define and assess “successful” technical assistance
- Build capacity of federal agency staff to deliver outcome-focused technical assistance (OFTA) to state and local program/grant managers.

SERVICE OFFERING 3: Policy
- Develop communication materials, tools, visuals and other resources to clarify allowable flexibilities, expenditures and services within a given funding stream/program.
- Facilitate trainings, webinars, workshops, peer learning forums and other events to help state and local program managers understand existing flexibilities in prevailing rules and regulations.
- Facilitate diverse stakeholder input to the rulemaking process so that agency staff understand how various considerations may enable or impede state and local program/grant managers’ abilities to use funding in ways that achieve population outcomes.

AREAS OF EXPERTISE
Third Sector is committed to maintaining high-quality standards when meeting urgent requirements. Third Sector staff consists of a mix of individuals that are trained in many disciplines and Directors that are specialized in various issue areas. Project managers work with clients to develop detailed Scopes of Work that allow Third Sector to allocate staff appropriately given the pace of deliverables. If there is an urgent requirement, project managers and Senior Project Resources will engage additional staff. Our skills in system change cut across agencies and focus areas. As such, we bring experience orienting reorienting funding streams and programs in support of positive, equitable population outcomes in six area - justice, economic mobility/workforce development, education, behavioral health, parenting and families, homelessness.

Justice/Reentry
Third Sector’s work in justice engages different stakeholders (probation, parole, court, police, reentry support etc.) to collaborate towards achieving improved, more equitable outcomes for the people in their system. In particular, Third Sector builds partnerships between court, probation, behavioral health, and community reentry organizations to reorient the way people who come in contact with the justice system are sentenced and supported to reduce overall recidivism. Through pay-for-success contracting strategies in California, Massachusetts, Utah and Washington state, Third Sector has supported the reallocation of $57.2M in towards improved outcomes for people involved in the justice system.

Economic Mobility/Workforce Development
We work with communities across the country to help job seekers gain the skills they need to succeed. In partnership with state workforce agencies in Oklahoma, Texas and Colorado as well as local workforce boards in Massachusetts, Virginia and California, Third Sector has supported the use of innovative stakeholder engagement, service delivery and contracting strategies to better enroll and serve jobseekers with the highest barriers to employment. For example, in Virginia, Third Sector helped a local workforce board launch the country’s first pay for performance strategy authorized under the Workforce Innovation and Opportunities (WIOA) act.
Education

Third Sector has engaged eight county and state governments to enhance education outcomes for students of all ages. For example, Third Sector is currently working with the Departments of Higher Education in Colorado and Ohio to improve access, graduation and employment rates for historically underserved and marginalized students. The Departments are using a pay-for-success outcomes contract model with service providers to offer “wraparound support” to students so that they have the coaching and mentoring support they need to succeed. In North Carolina, Third Sector is working with the Office of Early Childhood Mecklenburg County who sought to address the lack of kindergarten readiness tied to children’s poor social emotional development. In response, Third Sector is helping the county develop a pilot program to use the pyramid model for classroom management and an outcomes-focused bonus structure in select preschool classrooms as a way to enable and incentivize preschool directors and teachers to focus efforts on improving children’s social emotional development.

Mental and Behavioral Health

Third Sector works alongside jurisdictions to build the capacity of service providers around outcomes orientation as well as improve timely access to health care and connections to routine care. Through our engagements with 16 communities, we have supported programs to strengthen maternal and child health home visitation in Orange County, Florida, reduce lead poisoning in Cuyahoga County, Ohio and improve mental and behavioral health outcomes for seriously ill patients in LA County, California. In six other California counties, Third Sector is currently working with county government clients to improve financial incentives, increase cross-agency collaboration (especially among behavioral health, hospitals, justice, and housing departments), reduce health disparities, and improve emergency crisis response.

Parenting and Families

Third Sector has engaged in 18 projects across 13 states, reallocating $175M of public funding towards positive outcomes such as reducing the number of days children spend in foster care, expanded prenatal home visitation for low-income mothers, and improved education, parenting skills, financial management, and housing stability for young parents. Through it’s Empowering Families Cohort, Third Sector worked to improve 2-generational family outcomes by sharing and using data to inform and measure progress on new outcomes-focused service contracts. In Connecticut and Massachusetts, Third Sector is currently working with state agencies of early education and care to ensure that their federal stimulus funds for childcare are equitably distributed. Through in-depth stakeholder engagement; development of clear outcomes and equity-centered metrics; and economic modeling with census tract and CDC vulnerability index data, Third Sector helped Connecticut deploy over $120M in federal relief funding in accordance with a new financing approach. Massachusetts has vowed to deploy 65% of its federal childcare funds in accordance with the approach.

Homelessness

Third Sector works with county and state governments to increase housing stability and health for those experiencing chronic homelessness. Addressing the complex and intertwined issues of homelessness, substance abuse, and criminal justice reform, we provide technical assistance to providers bringing highly targeted and evidence-based services to the most vulnerable residents. As a result of our work, homeless individuals are able to receive comprehensive case management, community-based clinical services, and permanent supportive housing with the goal of ending the participants’ homelessness and providing increased access to ongoing physical and behavioral health services. Our launched contracts in this area have reallocated $57M of public funding to pay for meaningful outcomes such as days in stable housing and improved behavioral health.
CUSTOMER INFORMATION LIST

1a. Table of Awarded Special Item Numbers:

- 541611: Management and Financial Consultation, Acquisition and Grants Management Support, and Business Program and Project Management Services

- OLM: Order-Level Materials

1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply: Not Applicable

1c. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate “Not applicable” for this item: Please see Labor Categories Explanation (Page) section for full description

2. Maximum order: $1,000,000.00
3. Minimum order: $100.00
4. Geographic coverage (delivery area): Worldwide
5. Point(s) of production (city, county, and State or foreign country): USA
6. Discount from list, prices or statement of net price: Prices Shown Herein are Net (discount deducted)
7. Quantity discounts:
   - 2% for orders over $50,000
   - 3% for task orders between $100,000 and $250,000
   - 5% for task orders over $250,000
8. Prompt payment terms: Net 30 Days. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions
9. Foreign items (list items by country of origin): Not Applicable
10a. Time of delivery (Contractor insert number of days): Contact Contractor
10b. Expedited Delivery: Contact Contractor
10c. Overnight and 2-day delivery: Contact Contractor
10d. Urgent Requirements: Contact Contractor
11. F.O.B. point(s): Destination
12a. Ordering address(es): Third Sector Capital Partners, Inc 
      225 Franklin St. Suite 350 
      Boston, MA 02110
12b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s) are found in Federal Acquisition Regulation (FAR) 8.405-3.

13. Payment address(es):
Third Sector Capital Partners, Inc
225 Franklin St. Suite 350
Boston, MA 02110

14. Warranty provision: Not Applicable

15. Export packing charges, if applicable: Not Applicable

16. Terms and conditions of rental, maintenance, and repair (if applicable): Not Applicable

17a. Terms and conditions of installation (if applicable): Not Applicable

18a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): Not Applicable

18b. Terms and conditions for any other services (if applicable): Not Applicable

19. List of service and distribution points (if applicable): Not Applicable

20. List of participating dealers (if applicable): Not Applicable

21. Preventive maintenance (if applicable): Not Applicable

22a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants): Not Applicable

22b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor’s website or other location.) The EIT standards can be found at www.Section508.gov/: Not Applicable

23. Data Universal Number System (DUNS) number: 078688158

24. Notification regarding registration in System for Award Management (SAM) database: Third Sector Capital Partners, Inc. is registered in SAM database with an ‘Active’ registration status
LABOR CATEGORY EXPLANATION

Third Sector uses three labor categories to delineate roles and responsibilities, as detailed below.

**Associate**
Associates have a minimum of a Bachelor’s Degree. They typically have 0 - 7 years of experience. Associates are responsible for supporting projects, typically in helping Managers deliver client engagements focused on new Pay-For-Success (PFS) or outcomes-oriented contracts, taking substantive responsibility over one or more work streams. Most are staffed on two client engagements at a time.

**Manager**
Managers have a minimum of 5 years of experience and hold a Bachelor’s Degree. Typically, Managers have 6 - 13 years of experience and often hold a graduate degree (such as an MBA, MPA, or JD). Managers serve as project leads, with the responsibility to scope, budget, and manage client engagements focused on executing new Pay-For-Success (PFS) or outcomes-oriented contracts. Most managers are staffed to lead two client engagements at a time.

**Director**
Directors have a minimum of 8 years of experience and hold a Bachelor’s Degree. Typically, Directors have 10+ years of experience and hold a graduate degree (such as an MBA, MPA, PhD, or JD). Directors serve as senior project leads, providing a combination of strategic senior oversight and day-to-day management of multiple client-facing teams executing on engagements. They drive the organization’s growth and build internal initiatives to support the firm’s people and development.

SERVICE PRICING

**Pricing Overview**
Third Sector accepts the quantity/volume discount schedule. The discount schedule will apply to all task orders issued under the resultant PSS contract and will be stated on all invoices.

- 2% for orders over $50,000
- 3% for task orders between $100,000 and $250,000
- 5% for task orders over $250,000.

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<tr>
<th>Labor Category</th>
<th>Minimum Education</th>
<th>Minimum Experience</th>
<th>GSA Rate (with IFF) Year 1</th>
<th>GSA Rate (with IFF) Year 2</th>
<th>GSA Rate (with IFF) Year 3</th>
<th>GSA Rate (with IFF) Year 4</th>
<th>GSA Rate (with IFF) Year 5</th>
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