

**From:** Nirav Shah <nshah@socialfinanceus.org>  
**To:** Soura, ChristianChristianSoura@gov.sc.gov  
**Date:** 8/22/2013 12:29:06 PM  
**Subject:** Re: Thank You

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Happy to make the trip. I will see you, however briefly, at the 3pm event. Don't hesitate to reach out if I can be helpful. Thanks.

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**Nirav Shah**  
Director | Social Finance, Inc.  
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On Wed, Aug 21, 2013 at 10:21 PM, Soura, Christian <ChristianSoura@gov.sc.gov> wrote:

Thanks again for coming to town and also for your note. Tony, John, and I are all juggling schedules for next week still. I'm not sure which of the ICS events they'll be able to attend, but I'll be at part of the 3PM session on the 28th, before I slip out to get to another appointment.

Hope to see you then - thanks again.

CLS

Christian L. Soura  
Deputy Chief of Staff

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**From:** Nirav Shah [nshah@socialfinanceus.org]  
**Sent:** Wednesday, August 21, 2013 12:08 AM  
**To:** keck@scdhhs.gov; Soura, Christian; supra@scdhhs.gov  
**Subject:** Thank You

Christian, Tony, and John.

Thank you for taking the time to speak with me this afternoon. I appreciate the thoughtfulness by which DHHS and the executive office is approaching the SIB financing opportunity. I am hopeful Social Finance has the opportunity to assist SC move from SIB concept to implementation.

Reflecting on your "differentiation" question, I realized I failed to clarify a similarity with other competitors that is often misperceived. We have built our organization to fill gaps in the system that allows for capital to flow into the social sector space. We accomplish this through: a) advising governments on SIB program design, financial structuring, and evaluation design; b) partnering as a "financial intermediary" to structure, capital raise, and provide on-going investor relations; or c) providing performance management services to help providers integrate real-time data and evaluation into their operational model. We have assembled a team of professionals across the public, private, and nonprofit sectors to provide this entire continuum of services if required and needed. However, we are happy to take on discrete activities if the appropriate partners are in place to fulfill the other functions.

I will be in the State next week for the (i)CS convenings and am hopefully we have the opportunity to continue our dialogue. In the meantime, please feel free to reach out with questions.

Best,  
Nirav

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