

April 25, 2023

To Whom It May Concern:

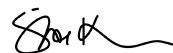
We are writing to express our enthusiastic support for the WhenPeopleWork pay-for-performance project in North Carolina. From our discussions with project partners, we have been impressed with the project's development in the past months. It has clearly benefitted from the thoughtful, collaborative approach of the implementation team to designing person-centered services. Considerable progress has been made towards the implementation of the reentry and veteran service program components – both of which are designed to provide strong benefits to underserved individuals in North Carolina.

Maycomb Capital is an impact investment fund that invests in outcomes financing (also known as pay-for-performance) projects, supporting the expansion of human services for low-income populations. These public-private partnerships have emerged as a promising way for local governments to fund what works, leveraging private capital to build projects that focus squarely on improving outcomes like livable wages and sustainable employment. Applying this data-driven approach to WhenPeopleWork will allow public funds to be reserved only for successful services, while driving strong outcomes for jobseekers, employers, and industry partners.

We would like to convey our interest in assisting with the structuring and implementation of the project, drawing from years of experience with pay-for-performance initiatives. Maycomb Capital expects to share best practices with project partners; help build capacity to design, build, implement, and manage outcomes-based contracts; and, contingent on the project's progress and due diligence, provide upfront working capital to support the service delivery.

We look forward to working with you and the WhenPeopleWork North Carolina team on this critical pay-for-performance project.

Sincerely,



Shelby Kohn
Director
Maycomb Capital