

Connections to Care Request for Proposals Frequently Asked Questions
Last Updated September 24, 2015

General Questions

1) How frequently will responses to questions be posted?

As stated on page 2 of the RFP: *“Answers to questions will be posted weekly, with final answers posted by 5:00 PM EST on October 13, 2015.”*

2) What are you specifically looking for in the Letter of Interest?

As stated on page 2 of the RFP: *“Please include name of organization, contact information of point of contact for this solicitation, service geographic location and proposed target population(s) to be served.”*

3) Can we submit a Letter of Interest as the proposed subgrantee, indicating that one of our partner CBOs will submit an application by the 10/19 deadline? Or must the LOI come from the agency that plans to submit the application?

Letters of Interest should ideally come from the lead CBO applicant but letters indicating a proposal is in development and partners will be named in the proposal are welcome.

4) What is the timeframe for the grant funding, e.g. one year, multi-year?

As stated on page 3 of the RFP: *“Expecting C2C to be a five-year program, the Mayor’s Fund anticipates awarding three-year grants (with the option of the Mayor’s Fund to renew the grant in years four and five) to approximately twelve CBOs in New York City.”*

Funding and Fundraising

5) How much funding is available to the organization if we receive the grant?

As stated on pages 10-11 of the RFP: *“Program budgets for C2C will be between \$200,000-\$500,000 annually, with a portion of this total coming from a grant from the Mayor’s Fund and the rest raised largely by the CBO. Mayor’s Fund will provide some technical assistance or other support to awarded SIF C2C subgrantee providers toward their fundraising but the strongest proposals will demonstrate the applicant’s capacity to raise the 1:1 required match levels.*

Selected CBOs will each receive an initial award from the Mayor’s Fund of approximately \$100,000 to \$250,000 annually for three years, with the Mayor’s Fund option to renew in years four and five. Program budgets submitted in response to this RFP should be broken out by year and include five years of program expenses. Each total annual subgrantee budget (including both the Mayor’s Fund award and the matching funds raised) will be between \$200,000 and \$500,000.”

Assuming the subgrantee successfully meets the terms as described above, the Mayor’s Fund expect to award grants no smaller than \$100,000 per year and no larger than \$250,000 per year for five years. The first grant award is expected to cover the first three years (\$300,000 - \$750,000 for three years), with the Mayor’s Fund option to renew in years four and five (additional \$200,000 to \$500,000

for two years). Based on performance and fund availability, each successful applicant organization could expect to receive a five year award minimum of \$500,000 and a maximum of \$1,250,000.

6) What type of technical assistance will the Mayor's Fund provide for fundraising for the match? For example, will the Mayor's Fund be reaching out to private and corporate foundations? If so, will the Mayor's Fund share who they will reach out to (so the CBO knows in case the Mayor's Fund is reaching out to one of their current funders?)

The Mayor's Fund will provide some technical assistance, such as helping to coordinate outreach to prospective funders to ensure a unified approach to identifying matching funds, to support awarded SIF C2C subgrantee providers toward their fundraising efforts. However, the strongest proposals will demonstrate the applicant's capacity to raise the 1:1 required match levels.

7) Does the match have to be in place at the beginning of the award period? If not, when does it need to have been met?

No. As stated on Page 17 of the RPF, SIF subgrantees are required to meet a dollar for dollar (1:1) match expenditure every 12 months. This must be done by the end of each year of their award period. For example, for a subgrantee whose subgrant agreement on February 1, 2016, if by January 31, 2017 the subgrantee has expended \$150,000, then by that same date the subgrantee must have a documented match of at least \$150,000. For additional information, please also refer to [Frequently Asked Questions from CNCS for the 2015 NOFA](#).

8) What if funding will come through after the start of the contract? This could be the case with potential foundation funding, depending on foundations' funding cycles. Will the Mayor's Fund help bridge the gap?

As stated on Page 17 of the RFP, subgrantees have to meet match every 12 months, but do not have to have it all raised at the time of application. Also on Page 17, the RFP states, *"C2C provider applicants should demonstrate in their application their ability to leverage matching funding. Organizations without a fully-developed fundraising plan are invited to apply, as Mayor's Fund will provide some technical assistance or other support to awarded SIF C2C subgrantee providers toward their fundraising requirements. Note, however, that the strongest proposals will demonstrate the applicant's capacity to raise the required match levels."*

9) What happens if our fundraising efforts fall short of the match amount? Could we lose the grant award? Could the Mayor's Fund step in and help raise the gap if necessary?

As stated on Page 17 of the RFP, *"C2C provider applicants should demonstrate in their application their ability to leverage matching funding. Organizations without a fully-developed fundraising plan are invited to apply, as Mayor's Fund will provide some technical assistance or other support to awarded SIF C2C subgrantee providers toward their fundraising requirements. Note, however, that the strongest proposals will demonstrate the applicant's capacity to raise the required match levels."* Per the terms of the SIF 2015 award, failure to meet the match at any of the 12 month increments will result in termination.

10) Can the 1:1 funding match be met with in-kind staff services?

Unlike most Federal grant programs, the market value of goods and services donated by third parties as “in kind” matching costs does not count toward the matching requirement. As stated on Page 17 of the RFP and by law, *“The matching funds must be provided in cash. References in 2 CFR §200.306 to providing matching funds in-kind do NOT apply to SIF awards.”*

11) Can match be met with revenues generated by billable mental health services that may occur when the program recipients are found to need more intensive counseling, and are referred to the MHP for that counseling?

While in general, program income (as defined in the applicable OMB Circulars) may count toward the match requirements, the specifics of each Social Innovation Fund subgrant application will determine whether this will be allowable. Applicants planning to use program income as a source of match should describe how the revenues meet the SIF requirement for unrestricted, non-federal cash, and how the revenue will be applied towards program costs within the budget (e.g., cover costs that are reasonable, allocable and treated consistently within the organization). Further, the strongest proposals will demonstrate the applicant’s capacity to raise the required match levels. In the case of program income, applicants should provide a clear demonstration of how expected revenue has been projected and plans for meeting match should the revenue not meet projections.

12) On page 16 of the RFP, you mention Medicaid under budget and match. Would you consider reimbursement through Medicaid as a valid source of match funds?

No. Federal funds are not an allowable source of match funds.

13) Can you explain potential sources of the 1:1 matching funds? Do we have to raise funds specifically for this project or can we use internal funds to match?

As described in the [CNCS FAQ](#), matching funds may come from State, local, or private sources, which may include State or local agencies, businesses, private philanthropic organizations, or individuals. Federal funds may not be used towards the Social Innovation Fund match requirements. Matching funds must be unrestricted new or existing dollars. They cannot be previously-obligated funding that is redirected for purposes of meeting the Social Innovation Fund match requirement. Funds donated for a specific program cannot be reallocated as Social Innovation Fund matching funds without the express consent of the donor.

14) We receive \$400,000 in city funding for this program. Could that be considered the matching money as we do provide educational, recreational, nutritional, and social services to several of the target populations mentioned in the RFP. If our existing city funding cannot be used as matching money, can you provide some insight as to where we could go?

No, as noted above, matching funds must be unrestricted new or existing dollars, so existing program services cannot count towards matching the SIF funds. Specifically, as stated on page 9 of [CNCS FAQ](#), *“local government funds which are obligated and already supporting existing programs will be treated in the same manner as restricted donor funds for nonprofits. CNCS does not intend to allow the availability*

of Social Innovation Fund to diminish ongoing programs in order to meet the Social Innovation Fund matching fund requirements.”

15) Our agency is required to provide health coverage for staff working 30 hours or more. The funds allocated for the suggested 0 hours do not allow for these costs. May we consider increased staff appointments for fewer hours to deal with this issue?

Staff salaries and fringe are allowable costs under this grant. The Budget Template states that *“Fringe benefits must include FICA. Additional allowable fringe benefits typically include Worker’s Compensation, Retirement, SUTA, Health and Life Insurance, IRA, and 401K, in line with organizational policies. In the narrative budget justification, provide a description of items included in fringe, the rate and the base for calculating fringe benefits.”* Please describe the cost basis for each budget item and input it either under the Staff tabs or as a percentage applied under Fringe, and include the detail in the Budget Narrative.

16) Can we offer stipends for “front line staff” who will be trained in task-shifting

Likely not. While stipends may be an allowable cost in some cases, current staff that receive salary or wages would not also receive stipends for the same hours. Refer [to 2 CFR Subpart E – Cost Principles](#) for more information on allowable costs and consistency of treatment. Further, as part of the proposal review process, the Mayor’s Fund will be examining proposed budgets and whether they effectively support C2C’s mission of expanding access to evidence-based mental health services.

17) When pursuing the non-federal matching funds for these projects, is it allowable for applicants to expand the target population to be reached with the proposed programming, as long as the funds from the Mayor’s fund only pay for services to those in the specified target group? For instance, can our proposed C2C program be open to out of school, out of work adults regardless of age, while the portion of the program funded by the Mayor’s Fund would serve only those ages 16-24?

No, the Mayor’s Fund expects all C2C funds, including subgrantee match funding, to support a C2C program that serves one or more of the three target populations – it is a requirement that match funding support the C2C program. On page 12 of the RFP, these populations are listed as *“(1) expectant mothers and parents of children 0-4; (2) out of school, out of work young adults ages 16-24; and/or (3) unemployed or underemployed low-income working-age adults ages 18 and over receiving employment services.”* In the example provided, the adults involved could fit into the third category of eligible populations if they are receiving employment-related services.

18) Are subgrantee match funds subject to the same rules and restrictions as federal funds?

Yes, all C2C funds, regardless of their source, are subject to all the rules and restrictions governing federal funds in general and CNCS SIF funds in particular. And note there is no distinction between how matching funds and federal funds may be used.

19) Given the fundraising expectations, can we include a budget line for a fundraising professional/consultant?

Yes. Under 2 CFR §200.442, federal regulations now allow certain fund raising costs for the purposes of meeting the Federal program objectives with prior written approval. These regulations continue to restrict certain fundraising, such as financial campaigns and endowment drives. Programs that include fundraising costs in their budgets should specify the purpose and their understanding of the federal requirements. The Mayor's Fund will provide written confirmation, if it is approved.

Mental Health Providers

20) How can Mental Health Providers express their interest in partnering with CBOs? Can a list of interested MHPs be circulated to applicants who submit letters of interest? Or can MHP information be posted in some other forum regarding this RFP in the early stages of its release?

If a Mental Health Provider is interested in partnering with CBOs, please send the name of the provider, and a description of the type of organization the MHP would like to partner with the email, phone number, and name of a contact person to sif@cityhall.nyc.gov and the Mayor's Fund will post a list on its webpage with the RFP materials. Submissions are encouraged no later than September 25th.

21) Regarding the request for MHPs to include copies of facility and staff licenses (Section B), what should a provider do if we plan to utilize multiple sites with many staff members at each? Would a license for one primary site and the site director suffice for documentation?

The submitted licenses should appropriately capture the work being done by licensed clinicians across sites.

22) Do CBOs seek to obtain our own partnerships with the mental health facilities?

CBOs are responsible for securing a partnership with a Mental Health Provider. The Mayor's Fund has compiled a list of MHPs interested in partnering with CBOs for the purposes of this RFP. That list can be found on the Connections to Care page of the Mayor's Fund website.

Eligibility

23) Would the Mayor's Fund consider a proposal where the MHP is the subgrantee?

No, except in the case of a multi-service organization as described in the question below.

24) The agency I work for is multi service, with clearly delineated programs including a licensed NYS mental health clinic. Would we be eligible for funding to integrate our clinic's mental health services into separate programs within the parent organization that do not have a mental health component at this time, provided we serve one or more of the target populations?

C2C is targeted to organizations with limited experience in mental health services. A multi-service non-profit CBO with an article 31 clinic is eligible to apply, but the applicant must successfully demonstrate why and how C2C is needed for the organization to build capacity among non-mental health staff and

why such cross-training and referral is not otherwise already occurring. The Mayor's Fund collaborative seeks CBOs with a significant need among their service populations and their staff for C2C.

25) We have multiple sites. One site provides mental health services, but those services can only be accessed by the people who are clients of that specific program. We have other sites which do not provide mental health services but need them. Are we eligible?

C2C is targeted to organizations with limited experience in mental health services. However, the Mayor's Fund will consider applications from multi-service organizations, described above, if the applicant can demonstrate that there is substantial need among populations not currently served by mental health services and must successfully demonstrate why and how C2C is needed for the organization to build capacity among non-mental health staff and why such cross-training and referral is not otherwise already occurring.

26) Does a community college count as a CBO for the purposes of this RFP?

The applicant must be a 501(c)(3) non-profit organization that currently serves at least one of the three target populations at NYC service locations. In the case of state or local entities that provide programs and services, the applicant could be a not-for-profit organization that manages grant-sponsored programs for the institution.

27) I would like to know if [REDACTED] Health Services (a member of HHC) will qualify as a community-based organization.

In the C2C structure, HHC facilities more closely fit the definition of a Mental Health Provider. We encourage HHC facilities to partner with CBO applicants. If you would like Mayor's Fund to post your contact information so that potential CBO partners may contact you, please submit the name of the provider, the preferred target population outlined in the RFP, as well as the email, phone number, and name of a contact person to sif@cityhall.nyc.gov and the Mayor's Fund will post a list on its webpage with the RFP materials. Submissions are encouraged no later than September 25th.

Target Populations

28) The RFP notes an interest in individuals *at risk* of homelessness. Would individuals who *are* homeless but fit the other target population considerations (parents of children 0-4, young adults 16-24) be considered for this program?

Yes.

29) Are family shelters with no current mental health services allowable "non-mental health social service programs"?

Yes, if they serve one or more of the target populations as described in the RFP.

30) Given the model specified, is there a target number of clients reached per contract and/or an allowable range of cost per client?

The Mayor's Fund seeks proposals that optimize the funds available in the best interest of the participants served. It is expected that populations with more intensive needs will require a higher cost per person served than populations with less intensive needs. Applicants should provide a rationale for their proposed budget and demonstrate that it is optimal to achieve the goals of Connections to Care and appropriate for the population served.

31) What is the range of the number of clients you expect winning applicants to serve, i.e. how many at the \$100,000 level and how many at the \$250,000 level.

As stated above, the Mayor's Fund seeks proposals that optimize the funds available in the best interest of the participants served. It is expected that populations with more intensive needs will require a higher cost per person served than populations with less intensive needs. Applicants should provide a rationale for their proposed budget and demonstrate that it is optimal to achieve the goals of Connections to Care and appropriate for the population served.

32) I know that the specific population definition for the grant is "out of school/out of work youth." This does not apply to all of our clients, but it certainly applies to some. Can you please advise as to whether this makes us eligible for the Connections to Care grant?

A potential applicant in this situation would be eligible, but only for C2C funds to support C2C work for the program focused on the eligible population. The applicant could continue to offer services to other populations, but these services could not be supported by C2C/SIF funding.

Reporting Requirements

33) What are the specific outcomes CBOs are expected to track/achieve and over what time period?

While exact indicators are being finalized by the evaluator and the Mayor's Fund Collaborative, some of these indicators, as outlined on pages 17-18 of the RFP, may include:

- Retention in programmatic services (duration)
- Number of mental health screenings conducted, as well as the number of referrals for mental health services internal and external to organization
- Number of completed referrals
- Mental health service attendance (attending scheduled appointments with mental health provider following referral)
- Capacity to deliver mental health services and improve mental health outcomes for their participants, as well as the types of mental health care services delivered
- The number of staff newly equipped and/or tasked to perform mental health related practices proportional to the number of participants engaged in C2C services
- Fidelity and adherence to core components of the interventions

34) On pages 12-13 you list the potential outcomes to be tracked overall, and for the specific target populations. Are these recommendations, or set outcomes we will have to track?

Outcomes to be tracked will ultimately be determined by the Mayor's Fund Collaborative and the evaluator, in partnership with the subgrantees. Outcomes are not finalized and those presented on page 12-13 are examples of the types of outcomes that could be tracked by the subgrantee and or by the external evaluator. Applicants should include plans for tracking data of similar scope and level of detail as presented on pages 12-13, but understand that outcomes will be finalized later.

35) What is the reporting expectation, e.g. interim and/or final?

Subgrantees will be expected to provide program and financial reports and data on a regular basis for both performance management and evaluation purposes. It is likely that subgrantees will be expected to provide monthly and quarterly narrative reports, quarterly data reports, as well as any data reports that are needed as part of the C2C evaluation.

36) On page 18 of the RFP, second bullet, can you please clarify if the "increased capacity to deliver mental health services and improve mental health" outcome applies to the CBO or to the Mental Health provider?

This outcome may be tracked for both the CBO and MHP.