Request for Proposals for Data Assessment and Analysis

Introduction

The Center for NYC Neighborhoods requires the services of a consultant to create a data architecture with the overall goal of assessing the content and structure of the Center's data systems. This consultant is expected to analyze what data the Center is collecting, assess whether this is the appropriate data for Center operations, program evaluation and impact assessment, examine the Center's data collection processes, and recommend changes to the Center's data content, structure and data collection practices.

The expected outcomes of this project are:
- A map of the Center's data systems
- A plan for updating and integrating the Center's data systems
- Identify a specific set of data points that will allow the Center to assess internal programs
- Identify a specific set of data points that will help the Center to evaluate its impact

The selected consultant is expected to:
- Conduct a baseline assessment of the current state of the Center's data systems and an assessment of overall data needs.
- Conduct a gap analysis of the Center's data systems.
- Create a data plan outlining a roadmap for an integrated data system for the Center, including implementation alternatives.

The Center is seeking a consultant that has experience in data architecture and program evaluation. Firms that have experience in only one of these fields are encouraged to form a team to pursue this work. Note that the Center prefers a contractor that can form a coordinated effort to deliver a single product, describing improvements in data content and data functionality.

Background

Founded in 2008, the Center promotes and protects affordable homeownership in New York so that working- and middle-class families are able to build strong, thriving communities, supporting homeowners at every step of their journey. At the height of the foreclosure crisis we formed a network of dozens of community-based partners who are supported by approximately $11 million in public and private funds annually. Together we have provided advice and assistance to nearly 50,000 households since 2008.

Over the past eight years, the Center and our partners have pivoted to provide services to homeowners in response to the foreclosure crisis, Hurricane Sandy, challenges in lending, the affordable housing crisis, rising flood insurance rates, and much more. We've created a Homeowner Hub to connect homeowners to services, an Escalations Program to address unresolved mortgage modification applications, the Mortgage Assistance Program offering zero percent loans to eligible homeowners, the Housing Mobility Program to transition homeowners who are not able to stay in their homes, and a Hurricane Sandy counseling program coordinating a citywide network of CBOs with the City's recovery efforts.

Most recently, the Center has refocused its strategy to look more broadly at the needs of working and middle class homebuyers and homeowners, shifting away from an emphasis on crisis response towards long-term strategies to strengthen New York neighborhoods. While we celebrate this significant programmatic and organizational growth, the Center's central data architecture needs to be updated.

The Center's data system currently resides primarily in Salesforce and was originally designed to handle a small portion of the projects now underway, primarily focused on foreclosure prevention services. The Center would like reengineer its data gathering capabilities to examine homeownership trends, measure individual program effectiveness, and quantify the overall impact of the Center's work. As the Center's initiatives have grown, the Salesforce instance has been expanded without consideration of an overall, integrated design. In addition to Salesforce, the Center has been forced to utilize a small number of other Case Management Systems due to specific program requirements.

In consideration of the breadth and scope of its ongoing and upcoming programs, the Center wishes to document the current data system in place, assess the specific gaps in its data collection systems, and develop a roadmap for updating the Center's data system to improve operations, evaluate programs, and measure the Center's overall impact.

Scope of Work

The following tasks comprise the scope of work expected to be performed by the Center's data assessment and analysis consultant:

Task 1 - Project Management: The Center will administer this project through a Project Manager as well as a Project Working Group. The Working Group will be responsible for validating work produced by the consultant. The Project Manager will be responsible for regular coordination with the consultant, as well as keeping the project on schedule and on budget.

The consultant will be responsible for naming a single point of contact responsible for managing the project from the consultant's end.

The following tasks are designed to keep the project on schedule and on budget.

- *Task 1.1 - Project Management Plan*
    a) The consultant will be responsible for developing a Project Management Plan (PMP). The PMP shall include:
        i) Project Objectives and Scope
        ii) Project Schedule, including task dependencies. The schedule should be developed in a project management software accessible by the Center's Project Manager.
        iii) Deliverables
        iv) Description of the methodology and process that will be used to complete each task.
- *Task 1.2 - Weekly Update*: Each week, the consultant Point of Contact (POC) will coordinate with the Center's Project Manager to outline the work to be completed in the coming week, as well as updates to the schedule and budget.
- *Task 1.3 - Monthly Working Group Update:* The consultant POC will update the Center's Working Group each month with current progress, any outstanding issues that require clarification, as well as budget and schedule updates. These working group meetings may also be used to provide feedback to the consultant during validation of outputs.

Task 2 - Baseline Assessment and High-Level Needs Assessment: Conduct a baseline assessment of the current state of the Center's data systems, as well as an assessment of the Center's overall data needs. These assessments will be based on a series of interviews with stakeholders, as well as an analysis of current Center data systems. The output of this assessment will be an analysis of the Center's high-level data needs, a data inventory, and a logical mapping of the Center's current systems.

- *Task 2.1 - Stakeholder Interviews*
    a) Conduct in-person interviews with Center staff to determine current data collection, management and analysis practices.
    b) Interview Center stakeholders to gather a complete picture of the Center's data needs. The Center estimates a total of 15 interviews.
- *Task 2.2 - Program Logic Models:* In concert with Task 2.1, coordinate with Center teams to develop Logic Models of individual Center programs. Logic models should tie outcomes to inputs, activities and outputs of each program with the ultimate goal of tracking program benefits.
- *Task 2.3 - Data System Analysis*: The consultant will be provided logins and/or user accounts for specific data systems identified through the stakeholder interviews, provided that the consultant signs non-disclosure or other relevant agreements to protect Personally Identifiable Information (PII) of Center clients. The consultant will be expected to analyze data systems in their current format. For the majority of the Center's data, this will be Salesforce, although some programs utilize other systems to gather and store data. This analysis will be input to Tasks 2.4 and 2.5
- *Task 2.4 - Needs Assessment:* Based on the inputs gathered in Task 2.1, the consultant will develop a document outlining the Center's high-level data needs. The document should include an assessment of both the Center's "physical" data needs, such as storage, security, and

structure, as well as content (i.e., what types of data the Center needs to collect for both program management and assessing outcomes).

- *Task 2.5 - Logical Data Model* : Based on the inputs gathered in Task 2.1 and 2.2, the consultant will develop a logical data model that describes the Center's current data processes. This logical data model should identify constraints and challenges in the Center's data system, such as contracting requirements related to data usage, as well as external sources of data, such as Partner Case Management Systems and other external data feeds.

- *Task 2.6 - Physical Data Model:* Utilizing the inputs developed from Tasks 2.1 and 2.2, the consultant will develop a Physical Data Model that describes the Center's current data systems.

Task 3 - Gap Analysis: Conduct a gap analysis of the Center's data systems based on the outputs from Task 2. The gap analysis should identify best practices for obtaining, managing, and analyzing both internal and external data, and involve specific recommendations for the Center to implement. These recommendation should include an analysis of what data should be collected (including specific data points and Key Performance Indicators) as well as how that data should be collected, stored, and accessed.

The Gap analysis should consider:
- Evaluation of current data points collected;
- Analysis of additional data needed to measure program performances and impacts based on industry best practices;
- Redundancies in data collection and processes that can be utilized to reduce data collection and cleaning;
- Best Practices for gathering, managing and analyzing internal and external data. This should consider both the data that should be added the Center's current processes, as well as data points that can be combined or eliminated.

In addition, the consultant will conduct a Gap Analysis Workshop to lead Center staff through the consultant's Draft Gap Analysis and gather feedback to be incorporated into the Final Gap Analysis. The workshop should lead Center staff through the recommendations specific to their team and projects, including any changes to types of data to be collected, as well as how that data will be collected and accessed.
- *Task 3.1 - Draft Gap Analysis*
- *Task 3.2 - Gap Analysis Workshop*
- *Task 3.3 - Final Gap Analysis*

Task 4: Data Plan: Create a data plan for the Center based on the inputs from Tasks 2 and 3. This document should be a roadmap for an integrated data system for the Center that closes the gaps identified in Task 3. This document should include a data map that describes the transition from the Center's current data system, and be detailed enough to hand to a consultant to implement. The document should include specific recommendations for resolving issues with external data feeds. In addition, the plan should include implementation alternatives to guide the Center towards carrying out the actual data revamp.

- *Task 4.1 -* Requirements Documentation: Develop system requirements for a Center data system. The requirements should trace to the Center's data needs outlined in Task 2.3.
- *Task 4.2 - System Design:* Develop a system design for the revamp of the Center's data system. Design elements should trace to the requirements documented in Task 4.1, and provide an overall traceability map to the Center's data needs identified in Task 2.3. The design should include a future data inventory of the Center's data system, as well as a future logical mapping of the Center's data systems. The design should specifically incorporate constraints identified in Task 2.
- Task 4.3 - Implementation Alternatives. Develop an initial assessment of implementation alternatives for a revamp data system. This document should provide at least three alternatives for revamping the Center's data system, including estimated costs and potential partners to carry out the data revamp. In addition, the Center wishes to identify specific implementation alternatives for connections and integrations with external system, identified in the Requirements Documentation.

TO APPLY

In order to be considered, all applicants must submit the following:

1. Statement of Interest detailing the organization's qualifications and a description of relevant skills and experience, including experience with data architecture, program evaluation, and impact analysis. Also please include a description of the organization's domain knowledge of nonprofit homeownership services, if any.
2. Proposed approach including both a staffing plan and a proposed workplan. This should detail the approach to anticipated tasks as well as a timeline to complete the project. The approach should include specific descriptions of how each task is to be accomplished, including software and other technical solutions to be employed to accomplish the goals of the task. Prospective consultants will be judged based on their overall approach to each task.
3. Price proposal including a line item budget. In addition, finalists will be asked to submit approximately 3 budgets/schedules based on multiple timelines for the project, not to exceed a period of one year.
4. Resumes for each individual to be staffed on this project.
5. List of references (minimum of 3) who can speak to the consultant's experience and ability to deliver similar services. References should include the name of the primary contact, organization, title, phone number, email and a brief description of the project(s) completed with that organization.

All proposals must be received by 5PM EST on Wednesday, May 17th, 2017. Responses must be limited to 20 pages, excluding resumes and references. Please submit applications, and any questions about this RFP, by email to proposals@cnycn.org with the subject line: 'Data Assessment RFP'.

Upon receiving proposals, the Center retains the right to: negotiate specific details, responsibilities, and pricing with applicants; use its discretion in accepting or denying proposals for select parts or all of the services listed above; and award a contract to one, multiple, or none of the applicants to fulfill the services listed above. The Center retains the right to revise the scope of work at any time. All details regarding the program scope and Consultant's tasks are subject to finalization and execution of a mutually satisfactory contract.

The Center for New York City Neighborhoods is an Equal Opportunity Employer. All qualified applicants will be considered without unlawful discrimination based on race, color, creed, national origin, sex, age, disability, gender, marital status, sexual orientation or citizenship status.

Evaluation Criteria
Proposals will be evaluated based on a scoring rubric. The criteria include:
- **Relevant experience:** Applicant's experience in completing similar projects in a timely manner and within budget.
- **Approach and methodology:** Applicant's approach in fulfilling the purpose and intent the services needed; adequate internal mechanism(s) to ensure quality of finished plan and compliance with established time schedules
- **Staffing plan:** Applicant's capability to assign adequate and capable staff in the completion of the needed services.
- **Work plan:** Applicant's capability to meet the Center's timeline for completion of the needed services, estimated at six months, as well as overall ability to provide for all services requested by the Center in an adequate manner
- **Total cost**

Proposals will be evaluated and scored by three Center for NYC Neighborhoods staff members from the Center's Data Integration Working Group.

Questions
Any questions about the above scope of work must be submitted to the Center for NYC Neighborhood's Data Manager, John Baker, at proposals@cnycn.org by 6:00 PM on Friday May 12th. Responses will be provided by Monday May 15th at 6:00pm and all questions and responses will be provided to all prospective consultants.