



Data-Driven Decision Making:
Organizational Change Program

Request for Proposals (RFP)

Office of Homelessness Prevention

FY23

**Data Driven Decision Making – Organizational Change Program (3DM-OCP)
FY 2023 Request for Proposal (RFP)
Office of Homelessness Prevention (OHP)
Department of Community Affairs**

A. Name of grant program: Data-Driven Decision Making – Organizational Change Program (3DM-OCP)

B. Intent of grant: The intent of this funding is to build data analytics and data-driven decision-making capacity throughout the State of New Jersey’s homelessness prevention service ecosystem at the Continuum-of-Care (CoC) & organizational levels for entities serving persons experiencing homelessness and those at-risk of homelessness.

Following from this intent, the awardee of this grant will be expected to develop, deploy, and execute a 12-week long, cohort-based organizational development curriculum that trains eight (8) Continuum-of-Care leadership teams (awardees of the FY23 Data-Driven Decision-Making Organizational Enhancement Program – Track 1) on the following topics:

1. **Incorporating Data Driven Decision Making in multi-stakeholder organization business processes and operations.**
2. **An introduction to the PPDAC (Problem, Plan, Data, Analysis, and Conclusion) and CRISP-DM (Cross Industry Standard Process for Data Mining) business data process frameworks.**
3. **Leveraging business intelligence and data visualization tools (e.g., Tableau, Qlik, PowerBI, Google Data Studio, etc.) in business process and program evaluation.**
4. **Sourcing techniques for primary data (from NJ HMIS and other locally used case management tools) and secondary datasets (e.g., US Census/ACS, CMS/Medicaid, and open-source data).**
5. **Using data to develop KPIs and/or OKRs for CoC organizational planning enhancement and leveraging data for system equity and outcome evaluations.**
6. **Leveraging all-source data and mixed-methods analysis to support community homelessness prevention efforts (e.g., establishing persons with lived experience and expertise feedback loops, Built for Zero or systems modeling frameworks, Continuum-of-Care by-name initiatives).**

In developing this curriculum, the awardee should assume its participants have limited facility with and understanding of best data-practices. Similarly, awardee should understand that participating organizations will have one recently hired data analyst and that participants’ organizational leadership will be leveraging the class content to inform the integration of data practices and this new personnel capacity into their organizational structures.

Additionally, the awardee will be expected to engage in a formative evaluation of the executed program and to be further engaged in a consultancy role for data analytics training throughout the New Jersey Homelessness Prevention and Services Ecosystem (NJ HPSE) with OHP and DCA’s leadership during the length of the contract.

C. Rationale for the grant: Over the past three years, numerous studies of the homelessness prevention ecosystem in New Jersey (done by CSH, ICF, and Monarch Housing Associates) have identified data infrastructure and development of organizational capacity to leverage data in program, policy, and business decisions as necessary prerequisites to a rapid improvement in positive housing outcomes and deeper integration between service providers. Further, the success of data-driven, real-time by-name initiatives (e.g., Community Solutions’ Built for Zero

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model) using functional zero “sprints” nationwide to address unsheltered homelessness reinforces these findings.

Across the State's Homelessness Prevention service ecosystem and the nation, there is a paucity of funding sources to develop data analytics and statistical modelling capacity in organizations serving our most vulnerable. A key strategic initiative of the Office of Homelessness Prevention at DCA is the use of data as the primary drivers of service delivery and system design. To this end, OHP is engaging in a multi-year effort to modernize core data and surveillance infrastructure across the state homelessness prevention landscape.

The Data Driven Decision Making - Organizational Change Program – FY23 (3DM-OCP) is the second tine of the three-pronged initiative to build a modern and integrated digital infrastructure to facilitate collaboration and real-time decision making to address homelessness across the state in FY23. This initiative is not just about technology, but also about putting the right people, processes, and policies in place to help us solve housing problems together as a community of support.

This grant will facilitate the development and execution of a three-month (12 week) data-driven decision making (3DM) organizational change seminar program curriculum that the eight (8) awardees of OHP's 3DM-OEP FY23 Track 1 RFP will participate in.

The expected deployment date of the seminar is on or about August 1st, 2023. **NB:** The awardee of this grant **must** have the capacity to conduct the activities related to this grant in an in-person or “hybrid” instructional model with a minimum of four (4) in-person sessions in the State of New Jersey.

D. Available funding: \$500,000.00

E. Maximum amount of award: \$500,000.00

F. Number of awardees: 1

G. Eligible entities: Not-for-Profit, For-profit, University, or Intermediary entity that has a strong understanding of data analytics/science, integrating business intelligence, homelessness data practices, and organizational change best-practices for non-profit and governmental organizations serving those experiencing homelessness or at-risk of homelessness.

Entities may form partnerships and identify sub-grantees to assist with work related to this grant program, however, an executed memorandum-of-understanding (MOU) between all entities outlining tasks and responsibilities must be included in the primary applicant's application.

H. In-eligible entities:

1. Those listed on the DCA list of High-Risk grantees and, as applicable, the current audit submission is not overdue.
2. Those listed on the State Debarment list, located at www.state.nj.us/cqi-bin/treas/revenue/debarsearch.pl

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I. Eligible activities:

1. Up to 10% administrative costs
2. Costs associated with the development of a data-driven decision-making curriculum to enhance service delivery, program/agency evaluation, and organizational change for non-profits serving persons experiencing homelessness or those at-risk of homelessness.
3. Costs associated with the execution and facilitation of a data-driven decision-making curriculum to enhance data quality, service delivery and program/agency evaluation capacity for non-profits serving persons experiencing homelessness or those at-risk of homelessness.
4. Costs related to forming relationships and travel with/to CoCs, OHP/DCA, NJ HMIS @ NJ HMFA, gaining access to CoC-level data, and developing an understanding of NJ HMIS systems and procedures.
5. Costs related to a virtual communication platform and hosting other virtual meetings.
6. Costs related to a in-person classroom/seminar setting for hosting in-person meetings.
7. Costs related to a post-program evaluation of deployed curriculum.
8. Costs related to data education and process consultancy activities.

J. Ineligible activities:

1. Activities and purchases not included in eligible activities above.

K. Grant Terms: The grant period will run from May 1st, 2023 – April 30th, 2024

L. Qualification’s applicants must possess to be considered for funding under this grant program:

1. All applicants must demonstrate the prerequisite experience as described under part “G”.

M. Application Process: All applications must be submitted via SAGE and must include the following information within the application template:

- Board of Directors/Trustees List
- Organization Information Update
- Program Descriptions
- Program Objectives
- Scope of Services
- Contact Information
- Program Components
- Direct Project Personnel Listing and any project partners
- Proposed Program Budget

N. Required Application Attachments:

- Certification Regarding Debarment and Suspension
- Certification Regarding Lobbying
- Resolution

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- Organizational Chart
- IRS Determination, if applicable
- Project Partner List, if applicable
- Memorandum of Understanding, if applicable

O. Budget

Office of Homelessness Prevention – 3DM-OCP	
<i>Example Budget – Grantee receiving \$500,000.00</i>	
<i>Category</i>	<i>Amount (\$)</i>
Administration (10%)	\$50,000.00
<i>Personnel</i>	
<i>Salaries/Wages</i>	
<i>Fringe</i>	
<i>Operating</i>	
<i>Audit</i>	
<i>Other</i>	
Program (90%)	\$450,000.00
<i>Direct Expenses</i>	
<i>Salaries*</i>	\$200,000.00
<i>Fringe**:</i> (Capped at standard of 37%)	\$74,000.00
<i>Consultant</i>	\$60,000.00
<i>Equipment Purchase (Other)</i>	\$7,000.00
<i>Other</i>	\$10,000.00
<i>In-person Conference Space</i>	\$75,000.00
Total	\$426,000.00
Remaining	\$24,000.00

P. Address to which all proposals are to be submitted:

Proposals must be submitted at <https://dcasage.inelligrants.com>

Q. Review Criteria:

Office of Homelessness Prevention staff will review and evaluate applications based on a 100-point system.

Applications are scored as follows using the Program Narrative in SAGE and included materials and appendices. **All applicants must submit in SAGE a written narrative that describes the following:**

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- Describe agency experience and readiness to create the data-driven decision-making curriculum to enhance service delivery, program/agency evaluation, and organizational change for non-profits serving persons experiencing homelessness or those at-risk of homelessness. (15 pts)
- Describe your agency's experiences in the execution and facilitation of a data-driven decision-making curriculum to enhance data quality, service delivery and program/agency evaluation capacity for non-profits. (15 pts)
- Provide a tentative syllabus or prospectus that outlines the instructional methods, materials, and sequencing of topics to develop organizational facility and beginning mastery of the five topics listed in the "Intent of Grant" section (10 pts)
- Demonstrate an understanding of the process to be executed and a timeline of work to be done over the contract year. (10 points)
- Include a description of how you will work with the Office of Homelessness Prevention to scope an evaluation project on the executed curriculum. (10 points)
- Describe the expertise of staff, as indicated by resumes for lead agency and partners. (15 points)
- Budget is accurate and realistic for the proposed work to be completed (15 pts)
- The completion of all application requirements including required attachments (10 points)

P. Reporting requirements:

- Monthly progress reports detailing accomplishments and challenges related to the scheduled goals and any products towards creating the curriculum specific to this initiative.
- Monthly expenditures related to the specific tasks and curriculum execution.
- Final formative evaluation of program
- Delivered curriculum materials

Q. Application submission deadline: 11:59pm on 3/31/2023

R. Date by which applicants will be notified: On or about May 1st, 2023.