



CHIEF EXECUTIVE OFFICE
HOMELESS INITIATIVE
AND
CHIEF INFORMATION OFFICE

**REQUEST FOR INFORMATION (RFI)
FOR
HOMELESS INITIATIVE
AND THE OFFICE OF THE CHIEF
INFORMATION OFFICER
TECHNOLOGY INCUBATOR**

September 2018
RFI# CEO-RFI-Technology-Incubator

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1. Introduction

The County's Chief Executive Office-Homeless Initiative (HI) and Office of the Chief Information Officer (OCIO) seek information through a Request for Information (RFI) from technology industry vendors that can provide enterprise level, operationally-proven, innovative, and sustainable solutions to achieve identified outcomes for the County's strategic priorities related to preventing and combatting homelessness. Technology Industry vendors of interest are those who can identify potential solutions, are capable of delivering a turnkey system solution, and provide solutions that integrate and align with current systems across the Homeless Initiative priorities and strategies.

In 2016, through an unprecedented collaboration between the County, cities within the County, community providers, faith organizations and others, the County created 51 strategies to prevent and combat homelessness.

In March 2017, the County of Los Angeles (County) voters approved Measure H, a sales tax that is generating approximately \$355 million annually to prevent and combat homelessness in the County through 2027.

The 2018 Greater Los Angeles Homeless Count revealed 52,765 individuals experiencing homelessness within Los Angeles County.

The County has identified key challenge categories with specific investment areas that will support achievement of outcomes for the enhancement of the countywide homeless service delivery system. These challenge categories align directly with the current challenges facing the countywide homeless services delivery system and are areas in which technology could create and improve processes to better serve the homeless population. The County is exploring how to best partner with technology industry vendors in a manner that will encourage and enable innovation, creativity, sustainable solutions, and collaborative engagement to achieve measurable outcomes that will have the most impact on the homeless services delivery system.

The HI and OCIO will review responses to this RFI which may subsequently lead to further investigation. This RFI is not a solicitation for services. Information received in response to this RFI may be used in the preparation of a Request for Proposal (RFP), a Work Order Authorization, or another County method for solicitation of services in the future.

All responses to this RFI will be considered public record and, therefore, any information that is trademarked or confidential must be clearly marked in the response to that effect. A blanket statement of confidentiality or marking of each page of the response as confidential is not acceptable.

This RFI does not commit the County to contract for any services whatsoever. The County shall not be liable in any way or have any responsibility for any costs incurred in connection with the preparation, submittal, or presentation of any response to this RFI.

2. Background & Overview

The collaboration between the HI, County lead departments/agencies, homeless services providers, and the OCIO initiated an incubator model to facilitate a more strategic investment in technology, digital services, and leveraging information from data, to ultimately create practical impact and outcomes for program services and people experiencing homelessness.

The focus for this collaboration is to identify bold needs and goals, explore and envision possibilities, and then practically identify areas of potential investment for partnership with industry partners that can ideally result in demonstrated impact. Below are the principles used for the workshop and subsequent collaboration with potential vendors:

GUILDING PRINCIPLES

1. Enable and accelerate the Countywide movement to combat and prevent homelessness.
2. Identify business and/or customer needs first, look for a technology and/or data solution second.
3. Think boldly and reimagine service delivery in relation to technology opportunities.
4. Keep an open mind to the possibilities.
5. Envision the outcome or future-state the County needs to achieve through this process from the beginning.

COLLABORATION APPROACH

- Envision how innovation and technology can proactively and holistically support strategic vision for the County's homeless service delivery system.
- Generate bold ideas and identify how technology can:
 - [1] enable business outcomes,
 - [2] improve service delivery, and
 - [3] encourage a user-driven approach to investments
- Confirm three to five ideas and create project "challenge statements" that can be used for engagement with industry partners.
- Create new engagement approach that challenges industry partners to innovate and deliver practical concepts that emphasize outcomes.

3. Summary of Challenge Categories and Solutions of Interest

The County is surveying the market for industry vendors that are interested in collaborating with the HI to address identified strategic goals and outcomes.

We encourage interested industry vendors to integrate various technologies (e.g., Artificial intelligence, Augmented reality, GIS, 3D printing) into their response to individual challenges

Below are the primary categories that reflect the primary themes identified and an initial summary of potential proposed investments to enable industry partners/vendors to proactively support the Homeless Initiative's strategic vision and outcomes.

3.1 CHALLENGE CATEGORIES

A. HOUSING –

Insufficient interim and permanent housing for the current homeless population, and to meet future demand across the County.

Primary Themes & Needs

- Building capacity (to support current housing needs and future demand)
- Improved access (to housing options)
- Placement
- Awareness
- Self-services (application, resources, automation, etc.)

B. DATA –

Information from data and the ability to use data resources are not readily available, quality levels of data are in question to support realistic analysis, and general accessibility is limited.

Primary Themes & Needs

- Access (to data sources and utilization)
- Analytics, utilization, and measurement
- Predictive analytics and modeling
- Capacity planning
- Integrate data sources across boundaries
- Quality of available data
- Ability to identify individuals accurately and proactively

C. CUSTOMER EMPOWERMENT –

Create resources that encourage autonomy, engagement, and empowerment of the homeless population to support what they need and align with the County's desired outcomes.

Primary Themes & Needs

- Customer orientation (to creating resources and services)
- Communication
- Collaboration
- Civic engagement / community involvement
- Awareness
- Immediate intervention / real-time action (e.g., direct access to services)
- Centralized resources (e.g., one portal for customers)
- Electronic submission (e.g., applications, eligibility, etc.)

D. OPERATIONAL EFFECTIVENESS -

HI Team, partners, and other stakeholders to be efficient and effective in the delivery of services and achieving outcomes.

Primary Themes & Needs

- Operations
- Efficiency
- Effectiveness
- Streamline contracting mechanism
- Mobile resources (for case workers and HI resource partners)
- Improve access to services
- Improve reporting functions and visibility into progress and outcomes

3.2 Potential Solutions/Investments to Support Outcomes

A. HOUSING

A.1 AREAS TO INITIATE, LAUNCH, or ESTABLISH INVESTMENTS

- a. **Coordinated Deployment of Affordable Housing Resources:** Create a more holistic and technology-based approach to affordable housing resource deployment. With the current rental market being out of reach for the low-income wage earner, more citizens are falling into homelessness. There is opportunity to leverage technology to create more visibility and access to affordable housing units within the County.

A.2 AREAS TO ENHANCE, ACCELERATE, or EXPAND EXISTING INVESTMENTS

- a. **Enhance Housing Demand and Capacity Model:** In consultation with the Los Angeles Homeless Services Authority (LAHSA) and with review of the homeless housing gaps analysis, there is opportunity for technology to better identify capacity to address the needs of people experiencing homelessness across services, shelter, housing, etc. based on current state, future projections, and other factors to determine short-term and long-term goals. Building on the LAHSA gaps analysis, an enhanced model could potentially have the capacity to constantly monitor changes in capacity needs, changes in partner capacity, new housing, and other factors that can be incorporated into the model.
- b. **Build More Awareness of Available Housing:** The Los Angeles County Housing Resource Center system (hosted by the Community Development Commission) and the LAHSA Shelter Bed Availability system are systems currently in place that allow for information on current housing inventory. Through consultation and advisory support, there is an opportunity to provide more real-time information (that integrates information from a variety of sources) to improve awareness of available, temporary and permanent housing by location.
- c. **Triage Tools and Linkages to Services:** The homeless services delivery system has current assessment tools for homeless clients that assess a person's physical and mental health status, length of time on the streets, and other personal barriers. Through technology, there is opportunity to create faster and more direct linkages to services and housing in region based on vulnerability index score (VI-SPDAT) through integration of data and host County department and agency systems. Once scores are

assessed and vulnerability/prioritization for housing is determined, technology can support and improve linkages to services.

- d. **Prevention of Becoming Homeless Through Analytics:** Enhance homelessness prevention efforts already in place through analytics, outreach, and interventions ahead of becoming homeless and requiring housing, including the use of solutions and resources to identify those on the verge of homelessness. There's an opportunity to align and accelerate current work underway with UCLA to enhance the role of predictive analytics and how to determine best coordination of care and housing according to the scores. There is further opportunity for artificial intelligence to play a role in the best coordination of housing based on vulnerability scores.

B. DATA

B.1 AREAS TO INITIATE, LAUNCH, or ESTABLISH INVESTMENTS

- a. **Housing Supply Predictive Model:** Identify and predict based on algorithm what properties may be suitable for homeless housing across LAC, using GIS, predictive analytics, high rates of success, access to services within X miles, type of housing structure, crime rates, etc. There could be potential opportunity for the identification of properties through technology partnership with commercial housing and rental databases.
- b. **Assess Outcomes and Monitor Success:** Track and monitor success or decline of individuals based on algorithm and how to engage in real-time, and intervene before issues become more complex or challenging / use technology and data to do better case evaluations.

B.2 AREAS TO ENHANCE, ACCELERATE, or EXPAND EXISTING INVESTMENTS

- a. **Resources and Services Allocation:** Accurately predict need (by region, block, individual, etc.) and proactively distribute resources accordingly – smarter engagement (for sub-SPA resource targeting) including identifying the location and extent of unmet need so that we can use that data to better assess distribution of resources.
- b. **Data Integration (between County, City, LAHSA, etc.):** Implement a common data platform for HI with standard data definitions and exchanges that all HI systems would be required to use as a way to share their data.

C. CUSTOMER EMPOWERMENT

C.1 AREAS TO INITIATE, LAUNCH, or ESTABLISH INVESTMENTS

- a. **Customer Driven Mobile Application:** Support improved access to, and management of services and targeted outcomes (e.g., mobile phone applications, chatbots to support legal and eligibility questions, GIS to identify services).
- b. **One Portal Driving Engagement:** Create one centralized portal for customer to access services, determine eligibility, complete the application process for affordable housing, information gathering, and other functions aligned with customer need and demand. Create resources to support electronic

submission for shelter access, housing applications, program eligibility, and other areas that support direct engagement with individuals.

C.2 AREAS TO ENHANCE, ACCELERATE, or EXPAND EXISTING INVESTMENTS

- a. **Immediate Interventions:** The County currently has a Homeless Outreach Portal that is designed to assist people experiencing homelessness with outreach services. The information collected by the portal is used to dispatch a homeless services outreach team to a homeless individual or encampment. The County is looking to provide better access to resources, technology solutions, etc. that allow real-time needs to be addressed on the street, or to elevate concerns that ultimately reduce street homelessness. Move from paper-based solutions to technology-enabled resources.
- b. **Building Awareness:** Inform and build awareness across communities using technology, social media, communities of practice, stronger community engagement and support to address homelessness.

D. OPERATIONAL EFFECTIVENESS

D.1. AREAS TO INITIATE, LAUNCH, or ESTABLISH INVESTMENTS

- a. **Streamlined Administrative Mechanisms for Homeless Services Providers and Lead Agencies:** Create model to support more streamlined and easy contracting, procurement and fiscal mechanisms for the County and its partners. Streamlining could be enhanced by one contracting invoicing software to minimize gaps in service.
- b. **Improve Access Through Mobile Devices:** Support improved mobility for HMIS and other legacy systems through the use of mobile devices, mobile applications, and other resources.

D.2. AREAS TO ENHANCE, ACCELERATE, or EXPAND EXISTING INVESTMENTS

- a. **Autonomy for Case Workers:** Create mobile resources that allow for use of mobile devices and tablets for case workers and other team members; allow for real-time access and engagement with people experiencing homelessness, more flexibility, electronic access and documentation, etc.
- b. **Seamless Reporting:** Deploy resources that can better monitor and manage progress and outcomes through AI, predictive analytics, etc., and support improved visibility and accountability.

4. Information Requested

The Homeless Initiative is requesting responses that address one or more of the Challenge Categories and Potential Solutions/Investments Areas, described in Section 3 above:

- Proposed idea(s)
- Approach to creation and implementation of idea(s)
- Outline what is innovative and transformative about your proposal – what differentiates the proposal from others
- Outline how your solution will integrate with existing investments, IT systems, and other processes (where applicable)

Highlight how you plan to engage with the Homeless Initiative team, resource partners, departments, and other stakeholders to achieve identified outcome(s)

- Overview of government experience creating innovative solutions to address strategic outcomes
- Provide an overview of how you would measure and track progress through collaboration to ensure goals are achieved and risks are mitigated

5. Submission Instructions

Responses should clearly identify which challenge category and statement the proposal addresses. If a proposal addresses multiple challenges from the above-mentioned, the proposal should be formatted in a manner that is consistent with the above numbering structure. Please submit an electronic copy of your proposal. Responses and questions regarding this Request for Information (RFI) should be addressed to:

Los Angeles County Chief Executive Office – Homeless Initiative

Attn: Tene Tate-Dickson

Phone: (213) 974-2487

E-Mail: TDickson@ceo.lacounty.gov

Questions about this RFI should be submitted via email to TDickson@ceo.lacounty.gov.

Responses to this RFI must be submitted to the Homeless Initiative at the address above **by 3:00 p.m. (Pacific Standard Time) on November 15, 2018.**

All respondents to this RFI will be placed on an interested-parties list for possible, future solicitations (by the Los Angeles County Chief Executive Office). Failure to respond to this RFI will not disqualify any firm from being considered for a future solicitation.

In addition to reviewing RFI submissions from industry vendors, the County will be hosting a forum to communicate the vision and goals for these investments, discuss the approach the HI and OCIO are taking for strategic technology investments, and triage questions before RFI submissions are due.

The forum will be held at the following date and time;

County Homeless Initiative/Chief Information Office Technology Innovation Forum

Thursday, November 1, 2018 at 10:00am – 12:00pm

United Way of Los Angeles

Penthouse Suite

1150 South Olive Street, Los Angeles, CA 90015

6. County Enterprise Services Master Agreement Information

Information collected from this RFI may be used in a competitive solicitation. Vendors are invited to submit qualifications for the County's Enterprise Services Master Agreement to become eligible for future procurement opportunities. This Master Agreement is one potential contracting option that could be used by the County to solicit related services in the future, but only qualified vendors that appear on this

Master Agreement list would be able to participate in this type of solicitation. Vendors may seek more information about becoming a qualified vendor by contacting:

Enterprise Services Master Agreement (ESMA)

Chhomneary Ros

(562) 940-3089

cros@isd.lacounty.gov