



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
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<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

June 6, 2017

Board of Supervisors
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First District

MARK RIDLEY-THOMAS
Second District

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Third District

JANICE HAHN
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KATHRYN BARGER
Fifth District

Dear Prospective Consultant:

NOTICE OF CONTRACTING OPPORTUNITY

No Financial Cost Agreement

For

Building and Integrating Predictive Models into Los Angeles County's Coordinated Effort to Combat Homelessness Bid No.: CEO-RES_NoticeSOE_PA_06 2017

The County of Los Angeles (County) Chief Executive Office (CEO) Research and Evaluation Services (RES) unit is soliciting interest from a highly-qualified analyst or team of analysts (prospective Consultants) with experience providing professional consulting services in the areas of predictive analytics. RES is seeking, in particular, analytics expertise *combined with* experience developing, implementing and operationalizing these methods to address public policy questions, and RES is interested in building partnerships with prospective analytics consultants willing to work at no cost to the County. The purpose of this Notice of Contracting Opportunity (Notice) is to solicit Statements of Experience (SOE) from interested and qualified prospective Consultants that demonstrate their ability and qualifications to successfully apply predictive methodologies to policy issues related to Los Angeles County's coordinated strategies to combat homelessness.

Those prospective Consultants responding to this Notice by submitting SOE documentation by **5:00 p.m., Pacific Time on Tuesday June 13, 2017** and are deemed to meet the minimum qualifications noted below, as determined by and in the sole discretion of the County, will receive additional information on the competitive selection process. The purpose of the competitive selection process is to identify a qualified Consultant(s) to enter into a no financial cost contract for the provision of temporary professional applied analytics consulting services. A summary outline of the competitive solicitation process is included in Attachment A.

This Notice is a solicitation for SOE documentation only, and is not intended, and is not to be construed as, an offer to enter into a contract or as a promise to engage in any formal competitive bidding or negotiations pursuant to any statute, ordinance, rule, or regulation. The County may, at its sole discretion, reject any or all related written responses submitted by

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prospective Consultants in response to this solicitation, or may, in its sole discretion, cancel this solicitation in its entirety.

Background

On February 9, 2016, the County Board of Supervisors (Board) adopted a set of coordinated countywide strategies to combat homelessness. The strategies - 47 in total – were developed under the leadership of the CEO's Homeless Initiative (CEO-HI) in a collaborative effort involving stakeholders inside and outside County government. Taken together, these strategies constitute a comprehensive approach to the County's homeless crisis. In approving CEO-HI's coordinated countywide strategies, the Board instructed the CEO to collaborate with affected departments "to prioritize housing and related services for homeless single adults for whom the County incurs the highest costs, and identify potential resulting savings to be de-deployed to combat homelessness." Information about the County's action plan to combat homelessness is available on the County's Homeless Initiative website at: <http://homeless.lacounty.gov/the-action-plan/>.

The CEO's RES unit subsequently worked with County Counsel and HI to develop and implement the *5% Process*, an analytic set of procedures, conducted biannually, which identify the County's most expensive 5% among single adults known by County agencies to be homeless currently or recently. The analysis identifying this 5% subpopulation is based on the most recent six months of County service use. While the 5% Process is intended to identify the most costly homeless single adults, the HI strategies also place focus on homelessness prevention amongst vulnerable families and children, as well as single adults.

General Scope of Work: Three Separate but Related Projects

The general scope of work for the temporary professional applied analytics consulting services will entail applying predictive analytics expertise for three separate but related projects:

- (i) Using predictive models to identify single adults in Los Angeles County with the highest probability of being expensive service users in the future: A Proof of Concept.
- (ii) Using predictive models to identify single adults in Los Angeles County with the highest probability of being homeless in the future: A Proof of Concept.
- (iii) Using predictive models to address the following probabilistic questions:
 - (a) *To what degree does involvement in the County's Foster Care and Juvenile Justice systems affect the probability that a child will experience homelessness as either a child or adult?*
 - (b) *To what degree do periods of homelessness among children affect the likelihood that they will become involved in the County's Foster Care and juvenile justice systems?*
 - (c) *How do homelessness and involvement in the County's Foster Care and juvenile Justice systems affect the likelihood that children will become involved in the adult criminal justice system.*

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Additionally, the general scope of work for the temporary professional applied analytics consulting services will use historical County service utilization data to (i) enhance the County's efforts to identify and prioritize comparatively expensive and highly-acute homeless single adults, (ii) strengthen County efforts to prevent homelessness, and (iii) inform analysis of the relationships between Foster Care involvement, and justice involvement, and homelessness, which in turn will also be used to bolster the County's prevention efforts. Additional information about the work involved in these projects is provided in Attachment B.

Minimum Requirements

Interested and qualified prospective Consultants are invited to submit required SOE documentation to demonstrate their adherence to the following mandatory requirements:

1. Proof of lead responsibility on least two (2) projects in which predictive analytics models were built, tested, and implemented to address public policy questions. These projects must have been conducted within the last 5 years in the areas of health and human services, public welfare, and/or poverty and homelessness.
2. Acceptance of all terms and conditions in the sample agreement (Attachment C). A copy of the sample agreement is attached for review by prospective Consultants.

Statement of Experience (SOE) Required Documentation

The required documentation must consist of a signed written Transmittal Letter and a written Statement of Experience as described below. An electronic version of the SOE documentation must be submitted by **5:00 p.m. Pacific Time on Tuesday June 13, 2017**, as an accessible PDF file and for standard print format on 8-1/2" X 11", white bond paper. Each page of the required documentation must be clearly and consecutively numbered, **including any attachments/exhibits.**

The County is not responsible for any costs or other liabilities associated with the preparation, delivery, or submission of any SOE documentation in response to this Notice. Responses to this Notice shall become the exclusive property of the County. Additionally, the County shall not, in any way, be liable or responsible for the disclosure of any documents, records or any parts thereof received through this process, if disclosure is required or permitted under the California Public Records Act or otherwise by law.

Transmittal Letter

Provide a written transmittal letter no more than two (2) pages on the prospective Consultant's letterhead transmitting the SOE documentation that confirms intent to participate in this competitive selection process and cites adherence to meet the minimum requirements for doing so. The transmittal letter shall indicate the prospective Consultant's name, address, telephone, e-mail address and facsimile numbers of the individual who will be authorized to represent the prospective Consultant. The transmittal letter must bear the original signature of the individual authorized to sign on behalf of the prospective Consultant (name, title and signature), and who can legally bind the prospective Consultant in an agreement.

Statement of Experience (SOE)

Provide a written Statement of Experience (SOE) no more than three (3) pages demonstrating the prospective Consultant's lead responsibility on least two (2) projects in which predictive analytics models were built, tested, and implemented to address public policy questions. These projects must have been conducted within the last 5 years in the areas of health and human services, public welfare, and/or poverty and homelessness.

The prospected Contractor shall be expected to implement the requirements outlined in Attachment C, Sample Contract. Prospective Consultants understand and agree that the submission of the SOE documentation constitutes acknowledgment and acceptance of, and a willingness to comply with all terms and conditions of the sample agreement, Attachment C, of this Notice. The terms and conditions of the sample agreement (Attachment C) are non-negotiable.

Analytic Exercise

The County will send via e-mail an Analytic Exercise and related instructions, and the provisional Statement of Work (SOW) to all prospective Consultant(s) deemed to have successfully met the minimum requirements based on the submitted SOE documentation. The Analytic Exercise will require a written submittal(s) from interested and qualified prospective Consultants for one, two, or all three of the applied analytic modeling projects outlined above (see general scope of work) and in Attachment B. Please note, however, that those prospective Consultants developing written responses to the Analytic Exercise for more than one modeling project must prepare and submit a separate and stand-alone written response for each modeling project of interest.

The instructions for the Analytic Exercise will include a detailed description for the three separate but related applied analytic modeling projects and provide information on the submission deadline. The provisional SOW will describe the scope of work, methodology, tasks/deliverables, projected start and end dates, related contract requirements and/or any background information to explain the services required by the County. The Analytic Exercise and related instructions, and the provisional SOW will be distributed to qualified prospective Consultant(s) on **Friday June 16, 2017**. The County will also provide information for submitting written questions concerning the competitive Analytic Exercise. **The deadline for submission of written questions is on or before 5:00 p.m., Pacific Time, Friday June 23, 2017.**

Mandatory Consultants' Conference

Prospective Consultants who have successfully met the minimum requirements based on the submitted SOE documentation will be required to attend a mandatory consultant's conference **to be held on Tuesday June 27, 2017** (The Time and Location is TBD (To Be Determined) and will be announced in advance) to continue in the competitive process. Arrangements will be made for prospective Consultants who wish to participate in the mandatory conference via the internet. Previously-submitted questions from prospective Consultants regarding the Analytic Exercise and the provisional SOW will be addressed during the mandatory conference.

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Statement of Experience (SOE) Required Documentation Submission Due Date

The deadline for submission of the SOE documentation is **on or before 5:00 p.m., Pacific Time, Tuesday June 13, 2017**. The required documentation must be submitted to Max Stevens, CEO's Research and Evaluation Services unit, via email at: mstevens@ceo.lacounty.gov.

All contact regarding this Notice or any matter relating thereto, must also be submitted to Max Stevens via email at: mstevens@ceo.lacounty.gov. If it is discovered that a prospective Consultant(s) contacted and received information from any County personnel, other than the person specified above, regarding this Notice, County, in its sole determination, may disqualify their SOE documentation from further consideration.

Sincerely,



MAX STEVENS, Principal Analyst
Research and Evaluation Services unit
Service Integration Branch
Chief Executive Office
County of Los Angeles

Attachments

