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**RE: link to info on ERt website**

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**Takara, Timothy** <TTakara@auditor.lacounty.gov>  
To: Daniel Flaming <danflaming@economicrt.org>

Wed, Apr 21, 2021 at 2:56 PM

Good afternoon Dan,

Unfortunately, I am prohibited from sharing information since this is a confidential review. Thank you again for your assistance in this matter.

Tim

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**From:** Daniel Flaming <danflaming@economicrt.org>  
**Sent:** Wednesday, April 21, 2021 11:43 AM  
**To:** Takara, Timothy <TTakara@auditor.lacounty.gov>  
**Subject:** Re: link to info on ERt website

**CAUTION:** External Email. Proceed Responsibly.

Hello Tim,

I'm following up on your inquiry. Is there any information you can share about where things stand with your review of this procurement process?

Thanks,

Dan

On Thu, Mar 18, 2021 at 1:25 PM Takara, Timothy <[TTakara@auditor.lacounty.gov](mailto:TTakara@auditor.lacounty.gov)> wrote:

Thank you again, Dan.

Tim

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**From:** Daniel Flaming <[danflaming@economicrt.org](mailto:danflaming@economicrt.org)>  
**Sent:** Tuesday, March 16, 2021 5:36 PM  
**To:** Takara, Timothy <[TTakara@auditor.lacounty.gov](mailto:TTakara@auditor.lacounty.gov)>  
**Subject:** Re: link to info on ERt website

**CAUTION:** External Email. Proceed Responsibly.

Tim,

The basis for our assessment that the county acted in bad faith is that the county requested the Economic Roundtable to participate in its competitive bidding process by developing predictive analytic models to help combat homelessness.

The Roundtable developed a research plan together with CEO staff, describing the data that would be used, the predictive tools that would be developed, and the report that would be produced. We informed the county that our work was supported by a grant from the Haynes Foundation that required us to produce a public report. This was followed by a series of meetings with CEO staff to discuss our research findings with them as our work progressed. We were completely transparent about what we would do and about what we were learning.

On December 20, 2018, we sent our draft report that described the two predictive models we developed to CEO staff for review and comment. Five hours later, CEO staff replied with a letter demanding that the Economic Roundtable not release the report and that we destroy the data used to develop the two new homeless screening tools for identifying individuals who will become persistently homeless. The only issue raised in the CEO's letter was that the County owned the data and had the right to control what was done with it. The letter did not address the value of the screening tools for combatting homelessness.

The county's reversal was unexpected and remains unexplained. The indirectly-received explanation was that the Roundtable's report did not offer an upbeat message about homelessness.

We believe that the county's response also demonstrated bad faith to the public by preemptorily rejecting the accurate and reliable screening tools we developed to enable high-risk individuals to avoid the misery and harm of persistent homelessness by identifying them when they first become homeless, or even before they are homeless, so that they can immediately get the help they need to escape homelessness.

Statistical tests show that the predictive models we developed are much more accurate than the tools developed by the California Policy Lab at UCLA as part of this competition.

I also want to point out that as far as we know, only two organizations participated in the CEO's competition – the Economic Roundtable and the California Policy Lab at UCLA. IBM's Advanced Analytics Lab at its SAS Institute participated as part of the Economic Roundtable's team.

Thank you for investigating this competitive bidding process. Please let me know if you have other questions or need more information.

Dan

On Thu, Mar 11, 2021 at 4:10 PM Takara, Timothy <[TTakara@auditor.lacounty.gov](mailto:TTakara@auditor.lacounty.gov)> wrote:

Hello Dan,

You mentioned the County acted in bad faith in this procurement. Could you tell me what problems you had with this RFP and/or County staff involved.

Thank you,

Tim

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**From:** Daniel Flaming <[danflaming@economicrt.org](mailto:danflaming@economicrt.org)>  
**Sent:** Tuesday, March 9, 2021 4:45 PM  
**To:** Takara, Timothy <[TTakara@auditor.lacounty.gov](mailto:TTakara@auditor.lacounty.gov)>  
**Subject:** Re: link to info on ERt website

**CAUTION:** External Email. Proceed Responsibly.

Tim,

Yes, the two predictive models were prepared in response to the CEO solicitation as agreed to by the CEO.

Dan

On Tue, Mar 9, 2021 at 4:30 PM Takara, Timothy <[TTakara@auditor.lacounty.gov](mailto:TTakara@auditor.lacounty.gov)> wrote:

Dan,

To clarify, were the two predictive models indicated below developed in response to the CEO's exercise that was part of the RFP?

Thank you,

Tim

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**From:** Daniel Flaming <[danflaming@economicrt.org](mailto:danflaming@economicrt.org)>

**Sent:** Tuesday, March 9, 2021 4:20 PM

**To:** Takara, Timothy <[TTakara@auditor.lacounty.gov](mailto:TTakara@auditor.lacounty.gov)>

**Subject:** Re: link to info on ERt website

**CAUTION:** External Email. Proceed Responsibly.

Tim,

The final outcome was that we developed the two predictive models that we had proposed. One model identifies unemployed workers who will be homeless for 1 year or longer. The other model identifies young adults 18 to 24 years of age who will be homeless for 1 year or

longer. Both models are very accurate. We conducted and documented extensive statistical tests that verify the reliability of these predictive screening tools.

This work is summarized on our website at this link:

<https://economicrt.org/publication/early-intervention-to-prevent-persistent-homelessness/>

Thanks,

Dan

On Tue, Mar 9, 2021 at 4:12 PM Takara, Timothy <[TTakara@auditor.lacounty.gov](mailto:TTakara@auditor.lacounty.gov)> wrote:

Dan,

Item #9 indicates that in December 2017, Economic Roundtable confirmed that it was proceeding with the predictive modeling exercise described in the proposal. Did you continue with the exercise and what was the final outcome?

Thank you,

Tim

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**From:** Daniel Flaming <[danflaming@economicrt.org](mailto:danflaming@economicrt.org)>  
**Sent:** Tuesday, March 9, 2021 3:45 PM  
**To:** Takara, Timothy <[TTakara@auditor.lacounty.gov](mailto:TTakara@auditor.lacounty.gov)>  
**Subject:** Re: link to info on ERt website

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Tim,

Yes we completed the exercise agreed to by the county for this procurement. Our completed work is presented in a report titled:

**EARLY INTERVENTION TO PREVENT PERSISTENT HOMELESSNESS: PREDICTIVE MODELS FOR IDENTIFYING UNEMPLOYED WORKERS AND YOUNG ADULTS WHO BECOME PERSISTENTLY HOMELESS**

The steps that we went through together with the CEO to jointly agree on the exercise that we would carry out were as follows:

1. The Economic Roundtable proposed modifying the exercises proposed in the CEO's solicitation to address a policy-relevant problem that aligned with the strengths of the data. *The supporting documentation is: Email from Dan Flaming to Max Stevens, June 26, 2017. Document 12, page 25, in the project chronology on the Economic Roundtable website.*
2. CEO staff responded that it would "be quite a disappointment were ERT not to participate in the process," and raised the option for the Roundtable to submit an alternative proposal. *The supporting documentation is: Email from Max Stevens to Dan Flaming, June 26, 2017. Document 12, page 24, in the project chronology on the Economic Roundtable website.*
3. The Economic Roundtable submitted an alternative proposal to combine de-identified records previously provided by the county with the records provided by the CEO for the predictive modeling solicitation in order to provide more information about individuals before and after they became homeless. This would support predictive modeling to identify youth at risk of homelessness and persistent homelessness. *The supporting documentation is: Email from Dan Flaming to Max Stevens, June 28, 2017. Document 12, page 22, in the project chronology on the Economic Roundtable website.*
4. CEO staff expressed interest in the proposal but concern that if the LEADER records that had been provided by DPSS were used, DPSS would oppose the proposal. *The supporting documentation is: Email from Max Stevens to Dan Flaming, June 29, 2017. Document 12, pages 20-21, in the project chronology on the Economic Roundtable website.*
5. The Economic Roundtable responded that the LEADER records had been returned to DPSS and that the proposal entailed using de-identified records previously provided by the CAO together with the more recent records provided by the CEO. *The supporting documentation is: Email from Dan Flaming to Max Stevens, June 29, 2017. Document 12, pages 19-20, in the project chronology on the Economic Roundtable website.*
6. CEO staff responded, "I think the projects you describe have considerable potential and I'm happy to work to gain approval for them." *The supporting documentation is: Email from Max Stevens to Dan Flaming, June 30, 2017.*

*Document 12, pages 18-19, in the project chronology on the Economic Roundtable website.*

7. The Economic Roundtable submitted a proposal that included the suggestions of CEO staff to emphasize: combatting homelessness and adopting an increasingly preventive approach to the homeless crisis, employment, preventing youth homelessness, no costs for the county. *The supporting documentation is: Economic Roundtable proposal titled, Analyzing Homeless Population Attributes and Building Predictive Models to Support Los Angeles County's Coordinated Effort to Combat Homelessness, July 28, 2017, Document 11 in the project archive. Suggestions from CEO staff are in email from Max Stevens to Dan Flaming, July 25, 2017. Document 12, pages 15-16, in the project chronology on the Economic Roundtable website.*
8. CEO staff corresponded by email with the Economic Roundtable about the support of three Board Offices and two Public Social Services Commission members for the proposal and shared a memo to CEO management recommending approval of the proposal. *Supporting documentation is: Max Stevens and Dan Flaming exchanged emails from August 2 to September 7 about the support of three Board offices and two Social Services Commission members for the proposal. Document 12, pages 9-15, in the project archive. The memo to CEO management is document 13 in the project chronology on the Economic Roundtable website.*
9. The Economic Roundtable confirmed that it was proceeding with the predictive modeling exercise described in the proposal. *The supporting documentation is: Email from Dan Flaming to Max Stevens, December 15, 2017. Document 12, page 9, in the project chronology on the Economic Roundtable website.*

I want to support your review of this procurement. Please let me know if I can help guide you to documentation that is relevant to any questions that you are investigating. We believe that the county acted in bad faith in this procurement and appreciate your review.

Thank you,

Dan

On Tue, Mar 9, 2021 at 3:08 PM Takara, Timothy <[TTakara@auditor.lacounty.gov](mailto:TTakara@auditor.lacounty.gov)> wrote:

A-C Reference #2019-16067

Hello Dr. Flaming,

Thank you for the link. One follow-up question. For the RFP titled: Building and Integrating Predictive Models into Los Angeles County's Coordinated Effort to Combat Homelessness, Bid No.: CEO-RES\_NoticeSOE\_PA\_06-2017, did ERT complete the exercise that was part of the RFP which tested the proposers knowledge of the landscape and data they would be working with.

Thank you,

Tim

**Tim Takara**

County of Los Angeles

Department of Auditor-Controller

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**From:** Daniel Flaming <[danflaming@economicrt.org](mailto:danflaming@economicrt.org)>

**Sent:** Tuesday, March 9, 2021 2:31 PM

**To:** Takara, Timothy <[TTakara@auditor.lacounty.gov](mailto:TTakara@auditor.lacounty.gov)>

**Subject:** link to info on ERt website



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[https://economicrt.org/ert\\_homeless\\_research/](https://economicrt.org/ert_homeless_research/)