

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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Date: June 30, 2021

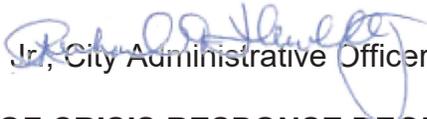
CAO File No. 0220-05827-0001

Council File No. 20-0769

20-0769-S3

Council District: Citywide

To: The City Council

From: Richard H. Llewellyn, Jr.,  City Administrative Officer

Subject: **UNARMED MODEL OF CRISIS RESPONSE REQUEST FOR PROPOSALS –  
SECOND STATUS REPORT AND DRAFT REQUEST FOR PROPOSALS**

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### RECOMMENDATION

That the Council authorize the City Administrative Officer to revise the draft Unarmed Crisis Response Request for Proposals to meet Council direction and perform any necessary technical corrections, and release the final Unarmed Crisis Response Request for Proposals, subject to City Attorney review and approval.

### BACKGROUND

On October 14, 2020, the Council adopted a report from the Ad Hoc Committee on Police Reform relative to developing an unarmed model of crisis response (C.F. 20-0769). This report directed the Office of the City Administrative Officer (CAO), with the assistance of the Los Angeles Police Department (LAPD), Chief Legislative Analyst (CLA), and City Attorney, to develop and issue a Request for Proposals (RFP) seeking one or more non-profit partners to implement a pilot program for mobile crisis response modeled after the Crisis Assistance Helping Out On The Streets (CAHOOTS) Program in Eugene, Oregon. On February 3, 2021, a Motion (Blumenfield – Harris-Dawson – Price, C.F. 20-0769-S3) was introduced instructing the Office of the City Administrative Officer to report on the status of the RFP, and to provide quarterly reports with updates on the rollout and implementation of the program. The CAO released a First Status Report and Timeline on February 19, 2021, which was adopted by Council at its meeting on April 7, 2021.

### SUMMARY

This report provides a second status update and draft Request for Proposals (RFP) relative to an unarmed model of crisis response.

### Stakeholder Research

In April 2021, the CAO distributed an online questionnaire through Council Offices and Neighborhood Councils to solicit feedback from residents who live or work in Los Angeles,

community organizations, and other non-governmental entities, to help develop the parameters of an unarmed crisis response program within the City. This survey was open over the course of two weeks and received a total of 3,172 responses, or 3,080 responses once duplicate submissions were discarded.

Over the past few months, this Office also conducted information-gathering sessions with partners and stakeholders including Council offices, the Los Angeles Police Department (LAPD), the Chief Legislative Analyst (CLA), the Office of the City Attorney, the Los Angeles Homeless Services Authority (LAHSA), the Los Angeles County Department of Mental Health (DMH), the Crisis Assistance Helping Out On The Streets (CAHOOTS) Program, and the City of Eugene, Oregon.

This initial stakeholder outreach was essential to identify what the City of Los Angeles would need in order to implement a program similar to the CAHOOTS program, given the significant differences in scale, population, and specific needs of the two cities. It also provided essential data relative to the expectations and concerns of City residents when envisioning a similar program in Los Angeles. The information gathered from partners and stakeholders, including residents and community members, directly outlined the parameters of the RFP, specifically the scope of services and evaluation criteria.

### Key Findings from Public Survey

The questionnaire, included for reference as Attachment 1, was open to all individuals and organizations with no limitations. Many questions were optional and/or open-ended to allow respondents to provide the answers that were most meaningful or relevant to their experiences. As such, some of the data gathered is not easily quantifiable, and sample sizes vary due to the number of respondents engaging with each question. Many questions also allowed respondents to select multiple responses, resulting in totals over 100 percent for those questions. Attachment 2 provides charts and summary data for select questions. Responses are summarized in narrative form below.

### *Demographics*

A total of 3,080 unduplicated responses (e.g., with a unique email address) were submitted as part of this survey. Of these, 168 were self-reported as submitted on behalf of an organization, including private businesses, neighborhood councils, homeowner's associations, activist organizations, and community organizations. 53 percent of respondents stated they both lived and worked within the City of Los Angeles; 40 percent stated they lived in the City; 4 percent reported only working in the City, and 3 percent specified another response. All 15 Council Districts were represented amongst the respondents, though in unequal volume, ranging from a low of 13 respondents in Council District 9 to a high of 1,356 in Council District 11. The median response rate by district was 89 respondents. Of the 3,080 total respondents, 31 reported neither living nor working in the City of Los Angeles, and thus were not associated with any Council District. The questionnaire also provided the option to report what race(s) and/or national origin(s) respondents identified with, based on the categories included in the 2020 U.S. Census. The summary data for that question is provided in Attachment 2.

### *Summary of Responses*

Respondents overwhelmingly supported the implementation of an unarmed crisis response program in their communities. Though they differed on what responsibilities precisely a team should have, as well as what type of crises they should respond to, 74 percent of all respondents report that a robust unarmed crisis response program would benefit their community. Only 11 percent of respondents stated they did not believe such a program would benefit their community; 15 percent were unsure.

When asked to elaborate on the impact an unarmed crisis response program might have on their community, responses included the following (with minor edits for readability):

- It would be life-changing.
- It would decrease violence.
- It would free up police officers to respond to and prevent serious crime.
- It would save the lives of Angelenos and help with our housing and homelessness crisis.
- It would give me options to call and help myself and others without putting my neighbors or community in jeopardy.
- I would feel more encouraged to call for help for an incident.
- It would decrease the likelihood of and fear of deadly response by law enforcement officers.
- Such a program would save the city untold money and save the lives of scores of very vulnerable citizens.
- It would help the community to trust the police again, and improve relationships between the police and the community.
- It would improve quality of services and results for non-violent problems and situations, spending taxpayer money more appropriately and effectively.

Respondents were asked what type of crises they would want or expect an unarmed crisis team to respond to. Over 60 percent support was expressed for all of the Council-identified types of crisis:

- Welfare/wellness checks – 87 percent
- Mental health crises – 85 percent
- Suicide threats/suicidal thoughts – 83 percent
- Substance abuse crises – 77 percent
- Behavioral distress – 77 percent
- Conflict resolution – 65 percent

Seventeen percent of respondents felt teams could respond to other unspecified crises as well. Approximately four percent of respondents didn't feel that it was appropriate for an unarmed crisis response team to respond to any type of crisis. Three percent of respondents specifically suggested unarmed teams could address traffic stops or other vehicular matters; another three percent specifically referenced homelessness as a crisis that unarmed teams could address.

When asked what the primary goals of unarmed crisis response should be, respondents strongly

highlighted increasing the rates of successful crisis de-escalation (79 percent), the safety of the community (76 percent), improving the quality of crisis response (74 percent), and facilitating follow-up or post-crisis services (such as admission to a sobering center) (72 percent). Other important goals included providing an emergency response option that is not currently available through 911 (66 percent), improving and/or instilling community trust in government (60 percent), and reducing the call load on existing emergency services (58 percent). Not as primary but still important to many was improving the safety of responders (46 percent) and improving response times (45 percent). Thirteen percent of respondents responded “other” with no additional detail. Two percent specifically referenced a goal of reducing “deaths”, “killings”, or “murders” of “black”, “brown”, or “BIPOC [black and indigenous people of color]” individuals.

### *Key Concerns*

The questionnaire asked respondents to provide any other important information for the City to consider as it (1) developed the scope of work for the program, and as it (2) evaluated and scored proposals responding to the RFP. Over 3,000 individual responses were submitted on these two open-ended questions alone. Many of the prominent recurring themes are identified below.

- Prioritizing the safety of community members and crisis response team members.
- Ensuring crises responded to are non-violent, and that there is a way to connect with other agencies (e.g., Police, Fire) should the nature of a crisis change.
- Importance of proper training in de-escalation techniques and other crisis protocols.
- Not all crisis situations can be handled by an unarmed response; there will remain a need for armed officers in violent or likely-to-become-violent situations.
- Necessity of a clear separation between the unarmed crisis response teams and police officers/police department; a desire for this separation was expressed at different levels, including financial, training, behavior/conduct, and in terms of reporting and accountability. The ability for each agency to connect with and receive assistance from the other as needed, however, was also stressed.
- Crisis responders will also need to rely on institutions and facilities that provide additional supportive services in order for the program to be successful; many crises cannot be resolved by a single interaction but require other supportive services to care for the individual(s) in crisis. This includes sobering centers, social services, housing support, medical treatment, and others.
- Unarmed responders will need to be a part of the communities they serve, and will need to work together with existing community members and organizations to understand and respectfully support neighborhood residents in crisis.
- Accountability and transparency in terms of contracts, spending, and outcomes is necessary.
- Efficacy of programs must be demonstrated, evidencing a reduction in demand on existing services and an increase in de-escalation and resolution of crises.

The outpouring of honest feedback about and support for a potential unarmed crisis response program from community members and organizations was critical to the development of the scope

of work and scoring criteria for the draft RFP. It is our intention that the inclusion of these ideas and concerns will enable the selection of a robust pilot program or programs that will respond effectively to the needs identified by the community.

### Key Findings from Departments and Other Agencies

Partner agencies provided invaluable feedback as the CAO developed the scope of services and evaluation criteria for the RFP. The primary areas of discussion focused on understanding the nature and scale of existing services and resources and identifying important components or practices of a potential unarmed crisis response team or program. Partners also explored policy questions and key challenges facing the program.

#### *Scope of Services Provided*

Ultimately, the expressed goal of the majority of partners is to identify and develop a full-service, continuous, citywide unarmed crisis response program. The RFP is designed to solicit proposals for one-year pilot programs which may be more limited in scope as they relate to type of response, hours of operation, or populations or geographic area served. However, proposers are required to provide information on scalability to ensure a pilot program or programs can be modified and adapted to eventually serve the needs of all Angelenos citywide, 24 hours a day, 365 days a year.

#### *Types of Service Calls for Unarmed Response*

Council has identified six areas where non-violent calls could be diverted to an unarmed crisis response resource; these calls may have a social services impact including but not limited to:

- Mental health;
- Substance abuse;
- Suicide threats;
- Behavioral distress;
- Conflict resolution; and
- Welfare checks.

LAPD has identified three key areas where non-violent calls could be diverted to an unarmed crisis response team and have the largest effect on reducing police workload and call volumes, while still being appropriate for unarmed response:

- Welfare checks, which may include both in-person home visits (e.g., when an out-of-town relative is concerned about an individual's well-being due to the latter's non-responsiveness) or on-the-street assessments (e.g., for a person experiencing homelessness or appearing in distress in public);
- Public intoxication or overdose; and
- Minor disputes, such as those between neighbors, landlords and tenants, roommates, or other individuals.

### *Ability to Integrate with and/or Leverage Existing Systems and Networks*

Any viable proposal will need to be able to integrate proposed services within the existing system of agencies, facilities, and protocols in order to provide robust and effective services. This may include but is not limited to:

- Emergency and non-emergency dispatch systems (e.g., 911, 311, etc.) and dispatch protocols;
- Other crisis response teams or providers (e.g., LAFD Advanced Provider Response Units and SOBER units, City-County Therapeutic Vans, LA County Alternative Crisis Response, Didi Hirsch Suicide Prevention, outreach teams, etc.);
- Follow-up and wrap-around care, both short- and long-term;
- Governmental, non-governmental, and quasi-governmental agencies, including community-level organizations, that provide complementary care or services;
- Mental health care providers, sobering centers, interim housing facilities, and other centers of service provision;
- An understanding of the communities and populations served, which will vary by geographic area.

### *Team Composition*

There is no consensus regarding the best combination of training, experience, or other qualifications for members of a proposed team. Different team members offer different advantages. Potential components include but are not limited to:

- Peer counselors, individuals with lived experience or prior justice system involvement;
- Mental health and substance abuse specialists;
- Medically trained personnel or emergency medical technicians;
- Social workers;
- Outreach or homeless services specialists.

### **Draft Request for Proposals**

This Office incorporated feedback and best practices gathered during the research stage into the draft RFP included here for consideration as Attachment 3. Key elements of the RFP are summarized below.

### Scope of Services

The Scope of Services is included as Section 5 in the attached RFP. Briefly, it outlines that the City intends to enter into a contract or contracts with one or more non-profit partners to implement a one-year pilot program for mobile crisis response. Following the successful implementation of a pilot program or programs, the City intends to scale program(s) to provide unarmed crisis response

coverage citywide on a continuous 24-hour basis, 365 days a year. As such, though a proposer's pilot program may be more limited in scope, proposals must include a plan for the scalability of the program to provide the full scope and scale of desired services following the end of the pilot program period. It should be noted that a full-scale citywide program is likely going to require multiple contractors and it is hoped that the outcomes of the pilot program will facilitate a better understanding of the overall scope and needs of a full service program.

Proposed programs must:

- Integrate with existing dispatch systems and protocols;
- Furnish service providers and specialists to respond immediately to non-violent calls that may have a social services impact including but not limited to (a) mental health, (b) substance abuse, (c) suicide threats, (d) behavioral distress, (e) conflict resolution, and (f) welfare checks;
- Provide follow-through and/or wraparound care to resolve crises;
- Integrate social equity or targeted hiring practices to include lived experience or prior justice system involvement;
- Furnish and report on detailed records of dispatch calls received and the outcomes thereof;
- Allow for scalability in terms of geographic area, service hours, and services provided from the pilot program to a full-scale program.

### Evaluation Process and Criteria

Following the close of the RFP, proposals will be evaluated by a review committee comprised of representatives from the City and other governmental entities at the discretion of the City, and will be graded and awarded a maximum of 100 points based upon the Evaluation Criteria. The RFP requires proposers to submit narratives and supporting documentation to evidence their demonstrated ability, proposed program design, and cost. Specific guidelines are included in Section 7, Contents of Proposal, and Section 10, Evaluation Process and Criteria, of the attached draft RFP.

#### *Demonstrated Ability – 40 points*

The Proposer must demonstrate the knowledge and ability to perform services as detailed in the RFP, and will be evaluated on the following:

- Current services and/or programs provided and populations served;
- History and experience developing and deploying teams trained in trauma-informed care, de-escalation techniques, peer counseling, social and racial equity perspectives, and other best practices; and
- Current integration with and/or partnership with existing governmental, quasi-governmental, and non-governmental entities, as well as community-level organizations, including duration and nature of partnership.

### *Program Design – 40 points*

Proposers must provide a detailed program design narrative that includes the following:

- Detailed list, by name, title, and qualifications, of lead program staff;
- Process by which each service in Section 5 will be addressed;
- Specific scope and scale of the proposed program including service area, operating hours, populations served, and types of crises addressed, as well as a proposed plan for scaling proposed pilot program to a citywide, constantly-staffed program to serve all residents in crisis at all times;
- Feasibility, timeframes, and strategies for integrating with existing dispatch systems and staffing team(s) to provide services;
- Identification of hiring practices including any social equity or targeted hiring practices that focus on workforce development of individuals with lived experience (e.g., homelessness, substance abuse, etc.) or prior justice system involvement;
- The Proposer's personnel and resources that will be assigned to work on each service;
- Specific City resources that will be required for Proposer to successfully meet the contract requirements; and
- The actions necessary to meet the deadlines in the proposed Project Schedule.

### *Cost – 20 points*

Proposers must provide the following for cost evaluation:

- A line-item budget detailing costs to perform the work proposed, including identifying one-time versus on-going costs;
- A list, by name and title, of lead program staff;
- History of Proposer's cost conformance; and
- Proposer's familiarity with cost reimbursement eligibility and practices for social services, medical services, and other related services through various state and federal government programs including but not limited to recent Federal legislation related to Covid-19 relief.

### **Next Steps**

#### Approval and Release of Request for Proposals

Once any modifications from Council are incorporated and the City Attorney has completed its review, the CAO will release the RFP to the public, using City distribution channels as well as partner distribution networks to reach as wide an audience as possible. The mandatory bidder's conference will be held two weeks after the release of the RFP, and the proposals will be due 45 days after release. Provided the RFP is approved for release no later than August 31, 2021, it is anticipated the RFP submission window would close no later than October 31, 2021.

### Following Close of Request for Proposals

The CAO and partners with subject-matter expertise will review and score the proposals received. The CAO will report to Council with the RFP findings and recommended contractor(s), as well as details about contract cost and execution, and program implementation timelines, before the end of the 2021 calendar year.

### **FISCAL IMPACT STATEMENT**

There is no impact to the General Fund associated with the approval of the recommendation in this report, as no funding is required at this time.

### **FINANCIAL POLICIES STATEMENT**

The information provided in this report is consistent with the City's Financial Policies in that no new appropriations are being recommended outside of the City's annual budgeting process.

*RHL:SRB:04210160*

Attachments

# Unarmed Crisis Response: Request for Community Feedback

On October 14, 2020, the Los Angeles City Council adopted a report from the Ad Hoc Committee on Police Reform relative to developing an unarmed model of crisis response (C.F. 20-0769). This report directed the Office of the City Administrative Officer (CAO), with the assistance of the Los Angeles Police Department (LAPD), Chief Legislative Analyst (CLA), and City Attorney, to develop and issue a Request for Proposals (RFP) seeking one or more non-profit partners to implement a pilot program for mobile crisis response modeled after the Crisis Assistance Helping Out On The Streets (CAHOOTS) Program in Eugene, Oregon (<https://whitebirdclinic.org/cahoots/>).

The CAO is also soliciting feedback from residents who live or work in Los Angeles, community organizations, and other non-governmental entities to help inform the parameters of an unarmed crisis response program within the City. Please submit responses through this form no later than Sunday, May 9, 2021.

PLEASE NOTE: Responses will be consolidated and no identifying information will be attached to responses. Email addresses are collected to eliminate duplicate submissions and to allow you to opt-in for future updates. We will not use your email address for identification purposes or to contact you without your express permission. Many of the questions included are OPTIONAL; you do not need to respond to all questions for your responses to be noted and recorded.

You may access the motions, reports, and other documents related to this program on the City Clerk's website here:

[https://cityclerk.lacity.org/lacityclerkconnect/index.cfm?](https://cityclerk.lacity.org/lacityclerkconnect/index.cfm?fa=ccfi.viewrecord&cfnumber=20-0769)

[fa=ccfi.viewrecord&cfnumber=20-0769](https://cityclerk.lacity.org/lacityclerkconnect/index.cfm?fa=ccfi.viewrecord&cfnumber=20-0769) . Click the envelope at the top of the page to subscribe to updates via email.



Thank you for taking the time to share your thoughts with us as we work to develop this important program. Please do not hesitate to share this survey with others who may wish to contribute their thoughts as well.

\* Required

Email address \*

Your email

Would you like to receive an email notification when the Request for Proposals is open for submissions? \*

Yes

No

What is your connection to the City of Los Angeles? \*

I live here.

I work here.

I live and work here.

Other:



What Council District do you live (or work) in? If you are unsure, you can check here: <https://neighborhoodinfo.lacity.org/> \*

Choose



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# Unarmed Crisis Response: Request for Community Feedback

All questions below are optional. Please share feedback on the items that are important to you.

Are you providing this response on behalf of an organization? If so, please provide the name of the organization and your role therein.

Your answer



The potential scope of unarmed crisis response is still in development. What type of crises would you want or expect an unarmed crisis team to respond to? Please select all that apply.

- Mental health crises
- Substance abuse crises
- Suicide threats/suicidal thoughts
- Behavioral distress
- Conflict resolution
- Welfare/wellness checks (to confirm the safety of an individual who may be struggling with physical or mental health issues)
- Other:



What should be the primary goal(s) of unarmed crisis response?  
Select all that apply.

- Improving response times.
- Improving and/or instilling community trust in government services.
- Facilitating follow-up or post-crisis services (e.g. admission to a sobering center, connection to housing resources, etc.)
- Providing an emergency response option that is not currently available through 911.
- Reducing the call/dispatch load on existing emergency services (e.g. Police, Fire).
- Improving the quality of crisis response.
- Increasing rates of successful crisis de-escalation.
- Improving the safety of the community.
- Improving the safety of responders.
- Other:

Would a robust unarmed crisis response program benefit your community?

- Yes
- No
- Unsure



If you'd like to provide additional detail, please describe the impact an unarmed crisis response program would have on your community.

Your answer

What information do you think is important for the City to consider as it develops the scope of work/guidelines for the proposed unarmed crisis response program?

Your answer

What information do you think is important for the City to consider as it evaluates and scores proposals received for the proposed unarmed crisis response program?

Your answer

Please provide any additional feedback you wish to share.

Your answer



What race(s) and/or national origin(s) do you identify with? Select all that apply.

- Prefer not to answer
- American Indian/Alaskan Native
- Asian
- Black/African American
- Latino/Latina/Latinx
- Native Hawaiian/Pacific Islander
- White/Caucasian
- Other:

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## ATTACHMENT 2

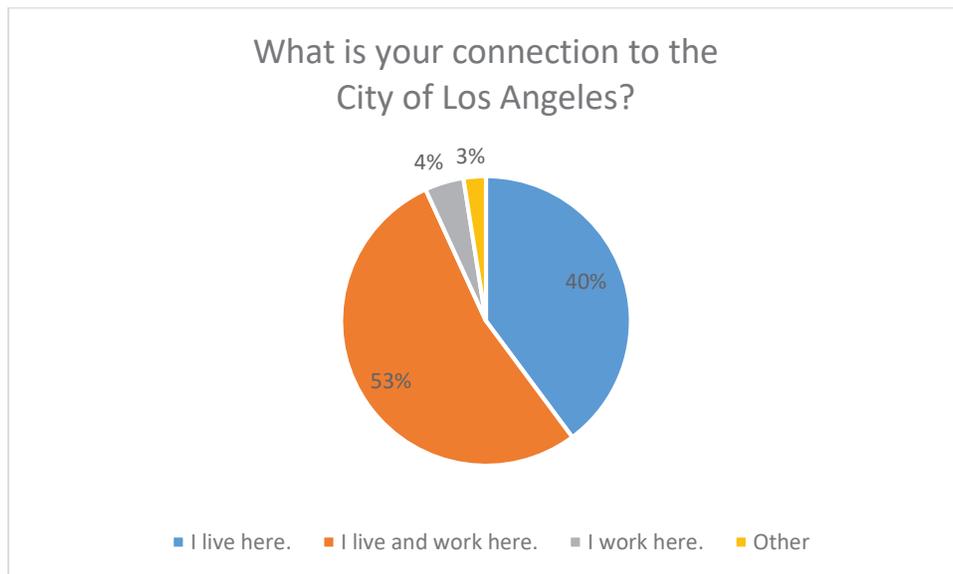
### SUMMARY OF UNARMED CRISIS RESPONSE QUESTIONNAIRE RESULTS

Data processing notes:

- Email addresses were collected as part of the questionnaire in order to eliminate duplicate submissions. In instances where more than one response was associated with a single email address, only the initial response was retained.
- Many of the questions were optional and/or open-ended in order to allow respondents to provide the answers that were most meaningful or relevant to their experiences. As such, the sample size (n) for each question may vary depending on how many respondents provided an answer for that question.
- Questions with only open-ended responses (e.g. “Please provide any additional feedback you wish to share.”) are not summarized here due to the extremely wide variety of responses; however, key themes and excerpts are explored in the attached report.

#### What is your connection to the City of Los Angeles?

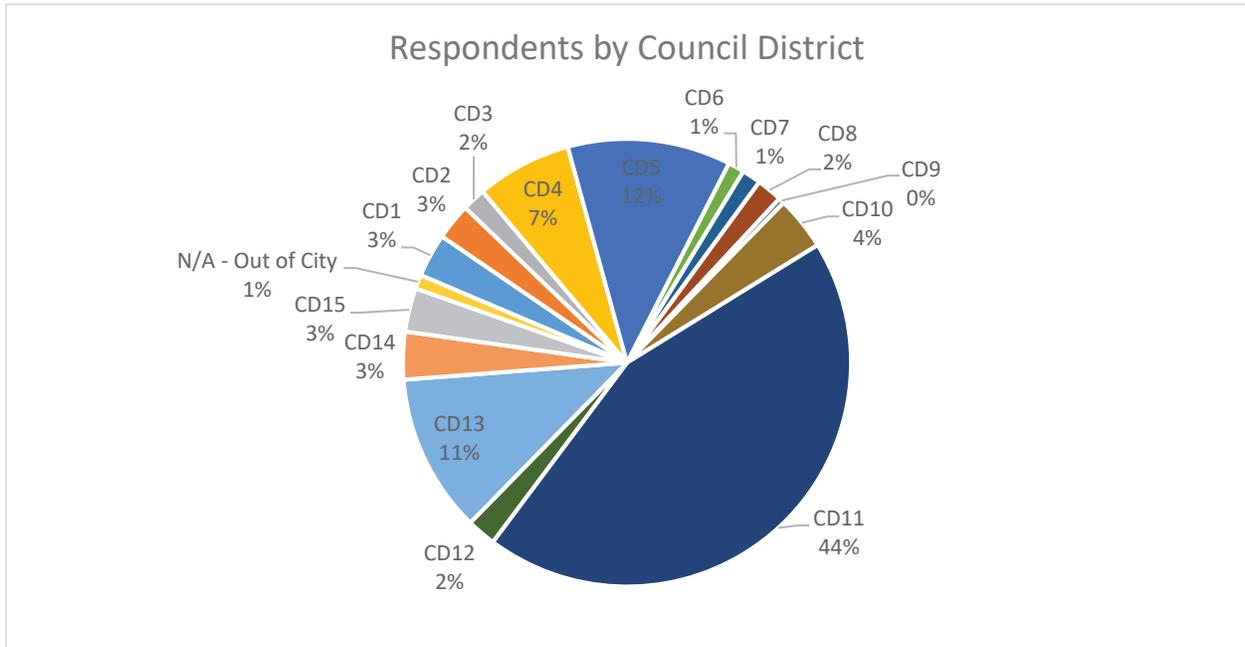
(n = 3,080 unduplicated responses)



## What Council District do you live (or work) in?

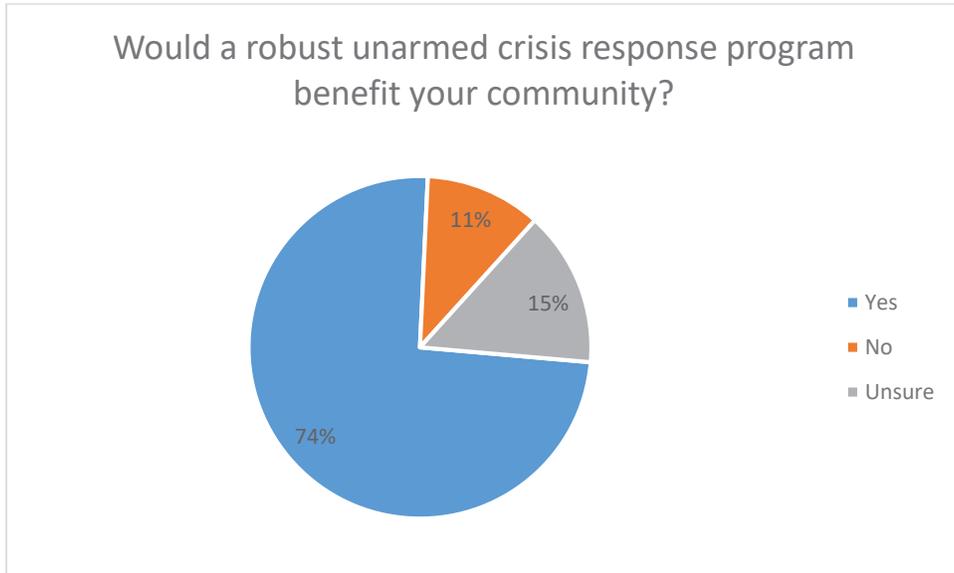
(n = 3,080 unduplicated responses)

What Council District do you live (or work) in?	Respondents	Percent of Total
Council District 1 - Gil Cedillo	97	3%
Council District 2 - Paul Krekorian	81	3%
Council District 3 - Bob Blumenfield	52	2%
Council District 4 - Nithya Raman	212	7%
Council District 5 - Paul Koretz	363	12%
Council District 6 - Nury Martinez	36	1%
Council District 7 - Monica Rodriguez	42	1%
Council District 8 - Marqueece Harris-Dawson	57	2%
Council District 9 - Curren D. Price, Jr.	13	0%
Council District 10 - Mark Ridley-Thomas	119	4%
Council District 11 - Mike Bonin	1,356	44%
Council District 12 - John Lee	65	2%
Council District 13 - Mitch O'Farrell	353	11%
Council District 14 - Kevin de León	106	3%
Council District 15 - Joe Buscaino	97	3%
I don't live or work in the City of Los Angeles	31	1%
<b>Grand Total</b>	<b>3,080</b>	<b>100%</b>



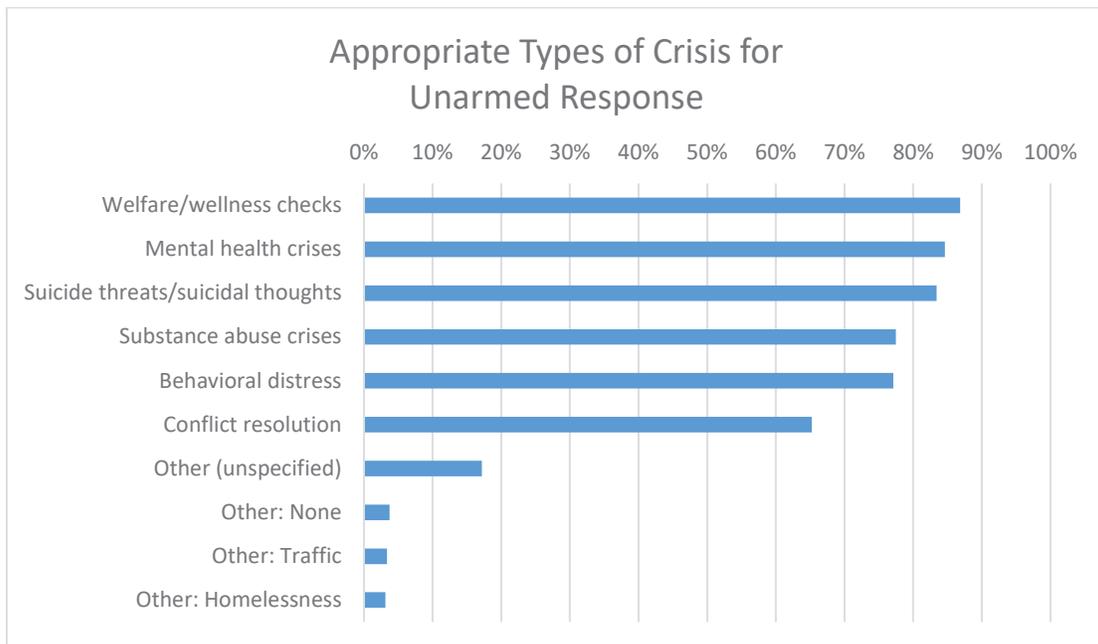
**Would a robust unarmed crisis response program benefit your community?**

(n = 3,064 unduplicated responses)



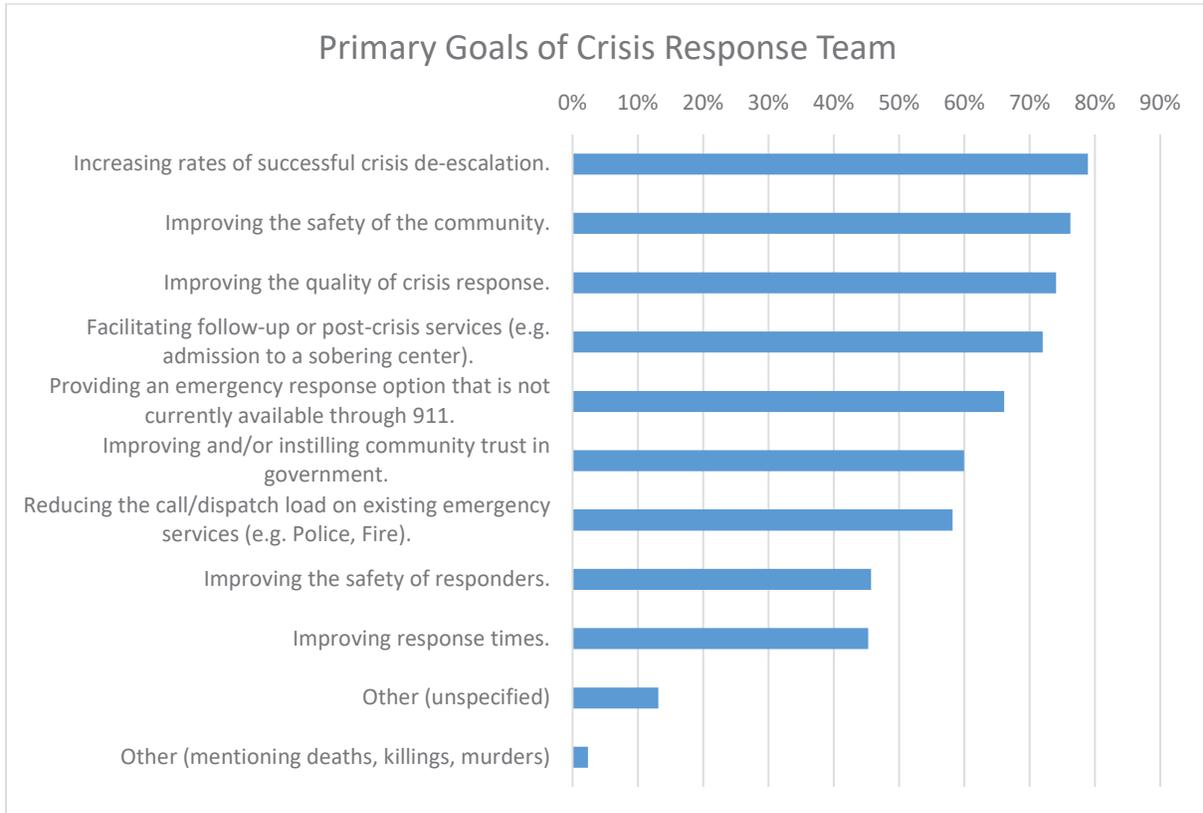
**The potential scope of unarmed crisis response is still in development. What type of crises would you want or expect an unarmed crisis team to respond to? Please select all that apply.**

(n = 3,033 unduplicated responses)



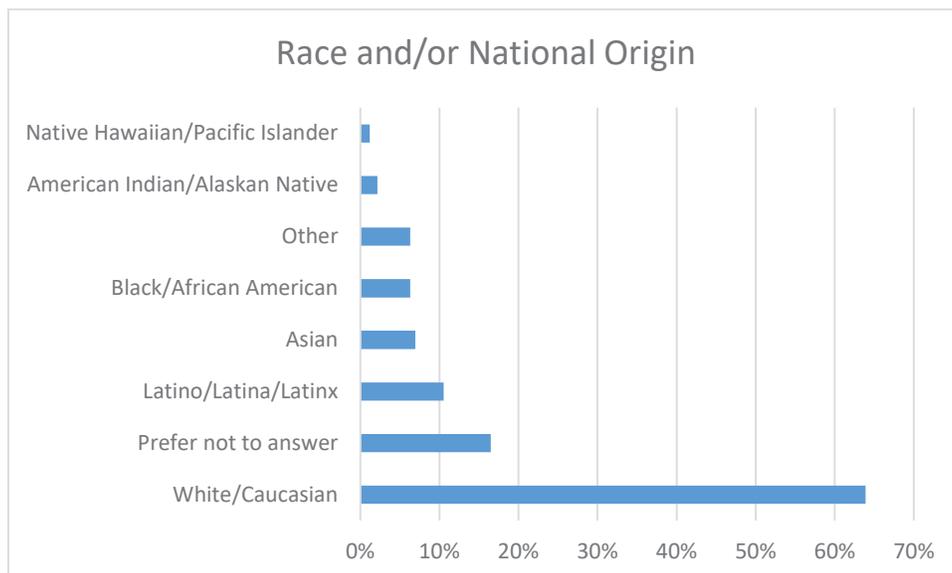
**What should be the primary goal(s) of unarmed crisis response? Select all that apply.**

(n = 3,036 unduplicated responses)



**What race(s) and/or national origin(s) do you identify with? Select all that apply.**

(n = 2,930 unduplicated responses)



**REQUEST FOR PROPOSALS**  
**UNARMED MODEL OF CRISIS RESPONSE**  
**FOR THE**  
**OFFICE OF THE CITY ADMINISTRATIVE OFFICER**



**ISSUED BY**  
**CITY OF LOS ANGELES**  
**OFFICE OF THE CITY ADMINISTRATIVE OFFICER**  
**PUBLIC SAFETY GROUP**

***DATE TBD***

**REQUEST FOR PROPOSALS  
UNARMED MODEL OF CRISIS RESPONSE  
FOR THE OFFICE OF THE CITY ADMINISTRATIVE OFFICER**

**DATE ISSUED:** TBD

**TITLE:** Unarmed Model of Crisis Response

**DESCRIPTION:** The Office of the City Administrative Officer (CAO) is seeking through this Request for Proposals (RFP) a qualified contractor to provide an unarmed model of crisis response.

**MANDATORY  
BIDDERS CONFERENCE:**

**DATE/TIME TBD  
(Pacific Time)**  
To be held virtually

**RFP Administrator:**

**TBD**  
Office of the City Administrative Officer  
200 N. Main Street, Room 1500  
City Hall East  
Los Angeles, California 90012  
E-mail: cao.rfppresponse@lacity.org

**SUBMISSION DEADLINE:**

**DATE/TIME TBD  
(Pacific Time)**

Proposals are to be submitted in a sealed package or box, clearly marked with the words "Unarmed Crisis Response RFP". **HAND OR COURIER-DELIVERY ONLY – NO EXCEPTIONS.**

**PROPOSAL DELIVERY ADDRESS:**

Please deliver an original and Four (4) complete copies in three-ring binders, and five (5) CDs containing a copy of the proposal to:

Office of the City Administrative Officer  
Public Safety Group Attn: Unarmed Crisis Response RFP  
200 N. Main Street, Room 1500  
City Hall East  
Los Angeles, California 90012

**REQUEST FOR PROPOSALS  
UNARMED MODEL OF CRISIS RESPONSE  
FOR THE OFFICE OF THE CITY ADMINISTRATIVE OFFICER**

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## 1. Introduction

The City of Los Angeles (“CITY”), as a local government serving its constituency, has an obligation to provide services in a cost efficient manner within available funds. To that end, the CITY is seeking proposals to provide unarmed crisis response within the City to better serve residents and improve the deployment of resources.

## 2. Background

On October 14, 2020, the Council adopted a report from the Ad Hoc Committee on Police Reform relative to developing an unarmed model of crisis response (C.F. 20-0769). This report directed the Office of the City Administrative Officer (CAO), with the assistance of the Los Angeles Police Department (LAPD), Chief Legislative Analyst (CLA), and City Attorney, to develop and issue a Request for Proposals (RFP) seeking one or more non-profit partners to implement a one-year pilot program for mobile crisis response modeled after the Crisis Assistance Helping Out On The Streets (CAHOOTS) Program in Eugene, Oregon.

The intent of this pilot program is to eventually implement an unarmed crisis response model that would operate Citywide 24 hours per day, 365 days per year. This program would respond to non-violent calls that may have a social services impact including but not limited to (a) mental health, (b) substance abuse, (c) suicide threats, (d) behavioral distress, (e) conflict resolution, and (f) welfare checks. Appendix M provides data on the current volume and type of calls handled by LAPD dispatch that could be diverted to an unarmed crisis response program. Additional information about the scope of services to be performed is available in Section No. 5, Scope of Services.

## 3. Definitions

The following terms shown below in bold print and quotes, whether used in this RFP or a contract resulting from this RFP, shall be defined and interpreted as follows:

- **“CITY”** means the City of Los Angeles, California, a municipal corporation.
- **“CITY ADMINISTRATIVE OFFICER”** means the City of Los Angeles’ Office of the City Administrative Officer. CITY ADMINISTRATIVE OFFICER may be used interchangeably with “CITY.” CITY ADMINISTRATIVE OFFICER may be abbreviated to “CAO.”
- **“POLICE DEPARTMENT”** means the City of Los Angeles’ Police Department. POLICE DEPARTMENT may be abbreviated to “LAPD.”
- **“CONTRACT”** means the particular CONTRACT awarded as a result of this RFP, and executed by the Contractor and CITY, of which this RFP, including the Standard Provisions for City Contracts and Certifications, are a part.

- **“CONTRACTOR”** means the person, partnership, agency, firm or corporation, to whom CITY awards a CONTRACT as a result of this RFP, and who is a party thereto.
- **“PROPOSAL”** means a formal written response prepared and delivered in accordance with this RFP.
- **“PROPOSER”** means a person/company that submits a PROPOSAL in response to this RFP. The PROPOSER must have the authority to submit the PROPOSAL on behalf of him/herself or the company for which the PROPOSAL is submitted.
- **“REQUEST FOR PROPOSALS (RFP)”** means this document, which is used by the PROPOSERS as a basis for preparing and submitting their PROPOSAL.
- **“WORK”** means services, labor, and/or materials provided to CITY according to CONTRACT provisions.

#### 4. RFP Administrator

The CAO will administer this RFP. All questions regarding this RFP shall be directed to the CAO at [cao.rfpresponse@lacity.org](mailto:cao.rfpresponse@lacity.org). The contractor shall coordinate its work through the CAO, submit draft and final documents to the CAO for review and approval, and all invoices for payment shall be submitted to the CAO for review and payment, until such time as a Contract Administrator has been selected. It is the intent of the City to potentially expand successful pilot programs after the one-year pilot period, but an expanded program is not guaranteed.

#### 5. Scope of Services

The CITY intends to enter into a contract or contracts with one or more non-profit partners to implement a pilot program for mobile crisis response modeled after the Crisis Assistance Helping Out On The Streets (CAHOOTS) Program, or similar unarmed crisis response programs. It is anticipated that this pilot program or programs will be implemented for a period of one year to identify successes, weaknesses, and best practices. Following the successful implementation of a pilot program or programs, the CITY intends to scale program(s) to provide unarmed crisis response coverage Citywide on a continuous 24-hour basis, 365 days a year. As such, though a PROPOSER’s pilot program may be more limited in scope, the PROPOSER should include a plan for the scalability of the program to possibly expand to provide the full scope of desired services and a discussion of how services could be provided Citywide after the pilot program period has ended. This plan may be gradual, addressed in stages, and include additional partners and/or resources as needed; the CITY recognizes that PROPOSERS alone may not be able to fully scale services and service areas over a limited timeframe without additional support.

The proposed pilot program must be able to:

- A. Fully integrate with existing dispatch systems (including two-way communication after arrival on scene) and actively collaborate on protocols in order to provide a regular, reliable, immediate alternative to Police or Fire dispatch to residents experiencing a non-violent crisis;
- B. Furnish service providers and specialists to respond immediately to non-violent calls that may have a social services impact including but not limited to (a) mental health, (b) substance abuse, (c) suicide threats, (d) behavioral distress, (e) conflict resolution, and (f) welfare checks;
- C. Provide follow-through and/or wraparound care or connections and access thereto, either through CONTRACTOR's program or partner programs, to resolve crises as needed (e.g. transportation to clinic, follow-up appointments or check-ins, etc.);
- D. Integrate hiring practices including any social equity or targeted hiring that focus on workforce development of individuals with lived experience (e.g. homelessness, substance abuse, etc.) or prior justice system involvement;
- E. Furnish and report on detailed records of dispatch calls received, both number and type, and the outcome of dispatch and any potential follow-up. CONTRACTOR must also demonstrate effectiveness of services provided and reduction of workload on other emergency services as a result of CONTRACTOR's provision of services. CONTRACTOR will be expected to coordinate collaboratively with CITY and CITY departments to analyze outcomes and results and modify protocols accordingly; and
- F. Allow for scalability in terms of geography, service hours, and services provided.

## 6. General Proposal Conditions

All proposals submitted are subject to the following general conditions:

### Acceptance of Terms and Conditions

The submission of a proposal pursuant to this RFP constitutes acknowledgement and acceptance of all terms and conditions set forth herein.

### Cost of Responding to RFP

The PROPOSER understands and agrees that the CITY is not responsible for any costs incurred by the PROPOSER in responding to this RFP. PROPOSERS who respond to this RFP, including attendance at a pre-proposal conference and possible attendance at a post-submission oral presentation, do so solely at their own expense.

### City's Right of Withdrawal of RFP and Rejection of Proposals

Notwithstanding any other provisions of this RFP, the CITY reserves the right to withdraw this RFP at any time without prior notice. The CITY also reserves the right to reject any and all proposals submitted or to waive any minor administrative irregularities contained in any proposal, when to do so would be in the best interest of the CITY.

### PROPOSER'S Right to Withdraw Proposal

A PROPOSER may withdraw a submitted proposal in writing at any time prior to the specified due date and time. Faxed withdrawals will not be accepted. A written request to withdraw, signed by an authorized representative of the PROPOSER, must be submitted to the CITY at the address specified herein for submittal of proposals. After withdrawing a previously submitted proposal, the PROPOSER may submit another proposal at any time up to the specified submission deadline. All proposals submitted and not withdrawn prior to the end of the submission deadline must be firm and may not be withdrawn after the submission deadline for a period of three hundred sixty-five (365) calendar days following the deadline for submission of proposals specified in this RFP.

### Disposition of Proposals and Disclosure of Information

All proposals submitted in response to this RFP will become the property of the CITY and will be a matter of public record subject to the State of California Public Records Act (California Government Code Section 6250 *et seq.*). PROPOSERS must identify, in writing, all copyrighted material, trade secrets, or other proprietary information that the PROPOSER claims is exempt from disclosure under the California Public Records Act. Any PROPOSER claiming such an exemption must identify the specific provision of the California Public Records Act that provides an exemption from disclosure for each item that the PROPOSER claims is not subject to disclosure under said Act.

Any PROPOSER claiming such an exemption must also state in the proposal the following: "The PROPOSER will indemnify the CITY and its officers, employees, and agents, and hold them harmless from any claim or liability and will defend any action brought against them for their refusal to disclose copyrighted material, trade secrets, or other proprietary information to any person making a request therefore." Failure to include such a statement will constitute a waiver of a PROPOSER'S right to exemption from disclosure.

### Conferences During the Evaluation Period

After submittal of proposals and continuing until a contract is awarded, all CITY personnel and agents of the CITY involved in the RFP process will refrain from holding any meeting, conferences, or technical discussions with any PROPOSER except as provided in this RFP. PROPOSERS must not communicate in any manner with the CITY or LAPD personnel or their agents regarding this RFP or the proposals during this period of time unless the communication relates solely to the scheduling of interviews, if applicable, or unless otherwise authorized in writing by the RFP/Contract Administrator. Failure to comply with this requirement will automatically terminate further consideration of that firm's or individual's proposal submitted.

### Proposal Submittal Conditions or Limitations

Proposals that set forth conditions or limitations to those set forth in the RFP may be considered nonresponsive and, therefore, may be rejected.

### Proposal Interpretations and Addenda

Any change to or interpretation of this RFP will be communicated by the CAO to each firm or individual to whom an RFP has been distributed. Any such changes or interpretations will become a part of this RFP and may be incorporated into any contract awarded pursuant thereto.

## 7. Contents of Proposal

The response to this RFP must be made in accordance with the format and in the order set forth herein. Failure to adhere to this format and order may be considered nonresponsive and, therefore, be cause for rejection of the proposal. It is requested that proposals be prepared simply and economically, avoiding the use of unnecessary promotional material. It is the CITY'S intent to award a contract, in a form approved by the City Attorney, to the selected PROPOSER. This RFP and the proposal submitted or any part thereof, may be incorporated into and made a part of the contract. Proposals accepted by the CITY constitute a legally binding contract offer by the PROPOSER.

### In Writing

All proposals must be submitted in writing. The PROPOSER must complete and return all applicable documents, including forms and appendices. The CITY may deem a PROPOSER nonresponsive if the PROPOSER fails to provide all required documentation and copies.

### Cover Letter

Each proposal must be accompanied by a cover letter that identifies the legal business status (e.g., individual, partnership, corporation, etc.), address, telephone number, fax number, and e-mail address of the PROPOSER. The cover letter must contain a general statement of the purpose for submission and must indicate the name, title, address, and telephone number of the person or persons authorized to represent the PROPOSER in order to enter into negotiations with the CITY with respect to this RFP and any subsequent awarded contract. The cover letter must also indicate any limitation of authority for any person named.

The cover letter must be signed by a representative or officer of the PROPOSER who is authorized to bind the firm to all provisions of the RFP, any subsequent changes, and to the contract if an award is made.

If the PROPOSER is a partnership, the proposal must be signed in the name of the partnership by a general partner thereof. If the PROPOSER is a corporation, the proposal must be signed on behalf of the corporation by two (2) authorized officers (a Chairperson of the Board, President or Vice President, and a Secretary, Treasurer, or Chief Financial Officer) or by an officer authorized by a resolution of the Board of Directors to execute

such documents on behalf of the corporation. The corporate seal must be affixed. If the PROPOSER is a joint venture, duly authorized representatives from each corporation must sign the proposal or partnership as described above. All above signatures must be original and written in ink.

Proposals submitted by consortiums, joint ventures, or teams will not be considered responsive unless it is established in the proposal that all contractual responsibility rests solely with one member of the group or one legal entity. The proposal must identify the responsible entity.

### Index

Immediately following the cover letter there shall be a comprehensive index, which must include a clear description of the content of the PROPOSAL identifying the information set forth therein by sequential page number and by section reference number.

### PROPOSER's Demonstrated Ability

PROPOSER shall provide a narrative summary detailing and demonstrating their knowledge and experience related to:

- A. The efficient delivery of crisis resolution services, including but not limited to those outlined in Section 5 of this RFP;
- B. Providing efficient and useful services to a diverse population, in terms of racial demographics, languages spoken, income level, housed or unhoused status, with varying levels of substance abuse, dependency, or traumatic histories, or other factors;
- C. PROPOSER's operating history and qualitative and quantitative goals and objectives in terms of providing services to CITY residents, as well as population(s) currently being served by the PROPOSER and programs currently operational or operational in the last five years;
- D. Envisioning, developing, and employing teams, including training crisis response workers in trauma-informed care, harm reduction, de-escalation techniques, provision of social services, and other best practices;
- E. The ability to work in conjunction with and/or leverage existing systems of social service provision, including homeless services, at the City, County, and/or State level, including governmental, quasi-governmental, and non-governmental entities, as well as community-level organizations, of both a medical and non-medical nature; and
- F. Cost reimbursement eligibility and practices for social services, medical services, and other related services through various state and federal government programs including but not limited to recent federal legislation related to Covid-19 relief;

PROPOSER shall specifically identify in writing any specific knowledge and experience of prior government work for the CITY in the last five (5) years.

PROPOSERS are advised to review the Evaluation Criteria (Section 10 of this RFP) for additional details relative to documenting Demonstrated Ability.

### PROPOSER's Program Design

PROPOSER'S response to this RFP must include a discussion of the proposed approach and process for providing the associated services. PROPOSER shall provide the following:

- A. A narrative overview describing PROPOSER'S plan for fulfilling the requirements of this RFP identified in Section No. 5, Scope of Services, including presentation of your report to the Los Angeles Police Commission, Council, and Mayor.
- B. Recommendations for additional phases, steps, deliverables, services, or approaches not outlined by the CITY, but part of the PROPOSER'S best practices.
- C. PROPOSER must describe its approach in meeting the RFP's overall and specific requirements. PROPOSER shall state specific capabilities, specializations, approaches, and proposed methodologies, and demonstrate a clear understanding of the nature of the work to be performed under the proposed Contract and its relation to the CITY'S needs. Data on existing volume and type of calls is available for reference in Appendix M.
- D. PROPOSER must describe hiring practices, including any social equity or targeted hiring practices that focus on workforce development of individuals with lived experience (e.g. homelessness, substance abuse, etc.) or prior justice system involvement;
- E. PROPOSER must clearly detail the scope of its proposed program, including service area, operating hours, populations served, and types of crises addressed. PROPOSER must also propose a plan for scaling proposed pilot program to a Citywide, constantly-staffed program to serve all residents in crisis at all times.
- F. PROPOSERS are advised to review the Evaluation Criteria (Section 10 of this RFP) for additional details relative to documenting the proposed Program Design.

### Project Schedule

PROPOSER shall submit a proposed implementation plan to implement the services described in the Scope of Work, which shall include a detailed timeline with milestones to integrate with existing dispatch services and scale up the crisis response teams PROPOSER deems necessary/desirable to meet City's objectives. At a minimum, PROPOSER'S plan shall include:

- A. A general description of PROPOSER'S proposed methodology for accomplishing the work specified in Section 5, Scope of Services;
- B. Target start date, end date, duration, and any dependencies for each activity and milestone; and
- C. A description of each activity, deliverable, or alternative proposed deliverable(s), the objective of the deliverable, and the estimated level of effort to complete the deliverable.

### Litigation Disclosure

PROPOSER shall reconfirm eligibility to enter into a CONTRACT with CITY by clearly identifying any past or current litigation that their corporation was/is involved in which also involves or involved the CITY. If the corporation has not been involved in any past or current litigation with CITY then PROPOSER must so state.

### List of Open and Pending Contracts

PROPOSER shall list all open contracts by project name, location, and contracting entity.

### PROPOSER References

In the Section titled "References," the PROPOSER must submit a minimum of three (3) different references (do not repeat customer names) of clients for whom PROPOSER has provided similar services as those listed in this RFP, within the past five (5) years. The list shall include the company name, address, contact person, telephone number of the contact person, and a description of services provided for each client listed as a reference.

### Cost Conformance

PROPOSER shall list all contracts in the past five years and identify cost conformance information for each, including costs over, under, or equal to the originally agreed upon contract total compensation amount. The list may include notes to explain any reasons for Cost non-Conformance.

### Cost of Services

PROPOSER shall include a line-item budget detailing its costs to perform the work proposed in response to this RFP. These costs must be reasonable and competitive. The PROPOSER shall state any applicable hourly rates for standard hours and extended hours (overtime) as well as any applicable discounts. The PROPOSER shall also clearly state which costs are one-time and which are on-going. Rates may only be changed by mutual agreement after the initial one-year contract period.

PROPOSERS are advised to review the Evaluation Criteria (Section 10 of this RFP) for additional details relative to documenting the proposed cost.

Should a PROPOSER be selected to contract with the CITY for the services detailed in this RFP, the CITY reserves the right to negotiate with the PROPOSER any cost

proposals before awarding the contract. The CITY also reserves the right to not require services that are not legally mandated.

### Information Requested and Not Furnished

The information requested and the manner of submission is essential to permit prompt evaluation of all PROPOSALS. Accordingly, CITY reserves the right to declare as non-responsive and reject any PROPOSALS in which information is requested and is not furnished or when a direct or complete answer is not provided.

### Adherence to RFP Format

Responses to this RFP must be made in accordance with the format set forth in this Section. Failure to adhere to this format may be cause for rejection of the PROPOSAL as non-responsive.

### Alternatives

The PROPOSER shall not change any wording in this RFP or associated documents. Any explanation or alternatives offered shall be submitted in a letter attached to the front of the PROPOSAL documents. This letter shall fully describe in writing any omissions or deviations from the requirements set forth in this RFP and the reasons why said omissions or deviations are in the best interest of CITY. The effect of any omissions or deviations, including cost, on the proposed work shall also be included.

Alternatives that do not substantially meet CITY'S requirements cannot be considered. PROPOSALS offered subject to conditions and/or limitations by the PROPOSER may be rejected as non-responsive.

### Proposal Errors

PROPOSER is liable for all errors or omissions incurred by PROPOSER in preparing the PROPOSAL. Except as provided elsewhere in this RFP, PROPOSER will not be allowed to alter PROPOSAL documents after the due date for submission.

CITY reserves the right to make corrections or amendments due to errors identified in PROPOSAL by CITY or PROPOSER. This type of correction or amendment will only be allowed for errors such as typing, transposition or any other obvious error. Any changes will be date and time stamped and attached to PROPOSAL. All changes must be coordinated in writing with, authorized by and made by CITY.

### Waiver of Minor Administrative Irregularities

CITY reserves the right, at its sole discretion, to waive minor administrative irregularities contained in any PROPOSAL.

### Interpretation and Clarifications

CITY will consider prospective recommendations or suggestions regarding any requirements before the Pre-Proposal Conference. All recommendations or suggestions must be in writing and submitted to CITY. CITY reserves the right to modify requirements on this RFP determined by CITY to be in its best interest. Any such modifications will be posted on the CITY'S Business Assistance Virtual Network (BAVN) as "Amendments" to

the RFP. It is the responsibility of PROPOSERS to check BAVN periodically for any amendments.

### Qualifications of the PROPOSER

PROPOSERS will only be considered from entities that have provided services to the community that correspond in whole or in part to the services described in Section 5, Scope of Services, for a period of no less than five (5) years within the past ten (10) years. The proposal must document that the PROPOSER and its staff meet the required qualifications and experience, and can satisfactorily perform the duties specified in the RFP. Proposals that do not document PROPOSER'S satisfaction of these minimum qualifications shall be deemed non-responsive, shall be rejected, and thus shall not be eligible for further consideration.

The PROPOSER must provide details as to type of services previously provided to the community or to other public agencies as it pertains to the delivery of governmental services and resource allocation, including the name of the public agency, contact person(s), telephone number(s), and dates, times and periods during which the indicated service was provided, and the extent and exact nature of the service provided. This section must also contain a statement of express permission for the CITY to contact any identified present or previous customer regarding PROPOSER'S performance.

### Subcontractors

If a PROPOSER intends to use subcontractors, the proposal must identify each subcontractor, its task, schedules of performance and costs. The proposal must also provide information on the qualification and experience of each subcontractor. Subcontractors are not subject to the same five-year minimum requirement as described above for Proposers. Key personnel for subcontractors must be identified and a brief but complete statement of such key personnel's experience and background must also be provided. Notwithstanding the fact that a contractor may utilize subcontractors, the Contractor will remain responsible for performing all aspects of the scope of services and for ensuring that all work is performed appropriately and on schedule.

### Key Personnel

The PROPOSER will include the names and resumes of all key personnel who are employed by the PROPOSER and who will be assigned to perform services pursuant to the contract, including the Project Manager. The PROPOSER must identify a Project Manager with full authority to administer the contract and must specify the responsibilities and duties of the Project Manager. For each person identified, the following information must be provided:

- A. A description of the responsibilities, duties, and services to be performed by each key person assigned to work on the program and whether each key person will be located in the Los Angeles Area. The CITY must approve in advance all changes in individuals or levels of commitments. The CITY reserves the right to have the PROPOSER replace project personnel.

- B. A brief, yet complete statement of each key person's experience and background, providing the number of years of relevant experience, title or function while gaining the experience, the beginning and ending dates of the projects cited for relevant experience, and the relationship of that key person to the major goals of the program cited.
- C. The amount of time each key person will be assigned to work on the project.

The CITY reserves the right to verify each such person's experience, required certification status and/or education.

### Corporation or Other Entity Capability

The proposal must include a summary of the relevant background and experience of the entity submitting the proposal. Adequate documentation must be provided regarding the organizational and financial stability of the PROPOSER, in sufficient detail to substantiate that the PROPOSER has the organizational and financial stability to continue in business throughout the period of the contract, and will be able to successfully provide the services under the contract. The PROPOSER must provide validated evidence of its financial condition, such as a CPA certified annual report or annual operating statement, and any interim statement completed within the prior six (6) months.

### Information on Business Location and Workforce

It is the policy of the CITY to encourage businesses to locate or remain in the CITY. Therefore, the CITY Council requires all CITY departments to gather information on the headquarters addresses and certain information on the employees of the firms contracting with the CITY.

If the PROPOSER is a joint venture or other collaboration of separate entities, each member of the joint venture or collaboration must submit such a list.

This information can be completed in the PROPOSER Workforce Information form, Appendix A.

### Proposal Deviation from RFP

The proposal must specify any deviation from the terms, conditions, and/or specifications of this RFP. Each such deviation must be fully identified and must include both the nature and the reason for the deviation, as well as a statement explaining the benefit to the CITY as a result of the deviation. The proposal must state specifically, "We have excluded no items in the Request for Proposal," or "We have included additional items in the Request for Proposal," and provide a list of all additional items.

### Additional Data PROPOSER Wishes to Present

The proposal must include any other relevant information the PROPOSER believes is essential to the evaluation of the proposal. If the PROPOSER does not wish to present any additional data, the proposal must state specifically, "There is no other information we wish to present."

### Statement of Non-Collusion

Each proposal must include an executed Statement of Non-Collusion attached to this RFP as Appendix B.

### Nondiscrimination, Equal Employment Practices and Affirmative Action Program (Non-Construction and Construction)

PROPOSERS are advised that any contract awarded pursuant to this procurement process shall be subject to the applicable provisions of Los Angeles Administrative Code Section 10.8.2, Non-discrimination Clause.

All contracts (both construction and non-construction) for which the consideration is \$1,000 or more shall comply with the provisions of Los Angeles Administrative Code Sections 10.8.3, Equal Employment Practices Provisions. By affixing its signature on a contract that is subject to the Equal Employment Practices Provisions, the Contractor shall agree to adhere to the provisions in the Equal Employment Practices Provisions for the duration of the contract.

All contracts (both construction and non-construction) for which the consideration is \$25,000 or more shall comply with the provisions of Los Angeles Administrative Code Sections 10.8.4., Affirmative Action Program Provisions. By affixing its signature on a contract that is subject to the Affirmative Action Program Provisions, the Contractor shall agree to adhere to the provisions in the Affirmative Action Program Provisions for the duration of the contract.

Furthermore, contractors shall include similar provisions in all subcontracts awarded for work to be performed under the contract with the CITY and shall impose the same obligations. The contract with the subcontractor that contends similar language shall be made available to the Office of Contract Compliance upon request.

PROPOSER seeking additional information regarding the requirements of the CITY'S Non-Discrimination Clause, Equal Employment Practices and Affirmative Action Program may visit the Bureau of Contract Administration's web site at <http://bca.lacity.org>.

### Child Support Obligations

PROPOSERS are advised that any contract awarded pursuant to this RFP will be subject to the applicable provisions of Los Angeles Administrative Code Section 10.10, Child Support Obligations. CITY policy also requires that all contractors performing work for the CITY comply with all applicable state and federal reporting requirements relative to legally mandated child support. PROPOSERS must refer to Appendix C – Child Support Obligations for further information and instructions and must submit the required declaration at the time proposals are submitted.

### Service Contractor Worker Retention and Living Wage Ordinances

Unless approved for an exemption, contractors under contracts primarily for the furnishing of services to or for the CITY and that involve an expenditure in excess of \$25,000 and a contract term of at least three (3) months, lessees and licensees of CITY property, and certain recipients of CITY financial assistance, shall comply with the provisions of Los

Angeles Administrative Code, Sections 10.37 et seq., Living Wage Ordinance (LWO) and 10.36, et. seq., Service Contractor Worker Retention Ordinance (SCWRO). PROPOSERS shall refer to Appendix D “Living Wage Ordinance and Service Contractor Worker Retention Ordinance” for further information regarding the requirements of the Ordinances.

PROPOSERS who believe that they meet the qualifications for one of the exemptions described in the LWO List of Statutory Exemptions shall apply for exemption from the Ordinance by submitting with their proposal the Bidder/Contractor Application for Non-Coverage or Exemption (Form OCC/LW-10), or the Non-Profit/One-Person Contractor Certification of Exemption (OCC/LW-13). The List of Statutory exemptions, the Application and the Certification are included in the Appendix D.

### Equal Benefits Ordinance / First Source Hiring Ordinance

If a contract is subject to the Equal Benefits Ordinance (EBO) and/or the First Source Hiring Ordinance (FSHO), PROPOSERS are required to complete a streamlined EBO/FSHO Compliance Affidavit web application form that is located on the CITY’S Business Assistance Virtual Network (BAVN) at [www.labavn.org](http://www.labavn.org). PROPOSERS are responsible for creating a BAVN profile and completing and submitting the affidavit. See below for the additional details about the EBO and the FSHO.

#### Equal Benefits Ordinance

PROPOSERS are advised that any contract awarded pursuant to this procurement process shall be subject to the applicable provisions of Los Angeles Administrative Code Section 10.8.2.1, EBO.

All PROPOSERS shall complete and submit, the Equal Benefits Ordinance Compliance Affidavit, available on the CITY’S BAVN residing at [www.labavn.org](http://www.labavn.org), prior to award of a CITY contract, that exceeds \$25,000. The affidavit shall be valid for a period of three (3) years from the date it is first uploaded onto the CITY’S BAVN. PROPOSERS do not need to submit supporting documentation with their bids or proposals. However, the CITY may request supporting documentation to verify that the benefits are provided equally as specified on the EBO Affidavit.

PROPOSERS seeking additional information regarding the requirements of the EBO may visit the Bureau of Contract Administration’s web site at <http://bca.lacity.org>.

#### First Source Hiring Ordinance

Unless approved for an exemption, contractors under contracts primarily for the furnishing of services to or for the CITY, the value of which exceeds \$25,000 with a term of at least three (3) months, and certain recipients of CITY Loans or Grants, shall comply with the provisions of Los Angeles Administrative Code Sections 10.44 et seq., FSHO.

All PROPOSERS shall complete and electronically sign the FSHO Compliance Affidavit available on the CITY’S BAVN residing at [www.labavn.org](http://www.labavn.org) prior to award of

a CITY contract. The affidavit shall be valid for a period of three years from the date it is first uploaded on the CITY'S BAVN.

PROPOSERS seeking additional information regarding the requirements of the FSHO may visit the Bureau of Contract Administration's web site at <http://bca.lacity.org>.

### Contractor Responsibility Ordinance

PROPOSERS are advised that any contract awarded will be subject to the provisions of the Contractor Responsibility Ordinance (Los Angeles Administrative Code, Section 10.40 *et seq.*).

PROPOSER must refer to Appendix E – Contractor Responsibility Ordinance for additional information and instructions. All PROPOSERS must complete and return with their proposal, the Responsibility Questionnaire included in Appendix E. Failure to return the completed Questionnaire may result in a PROPOSER being deemed non-responsive.

### Slavery Disclosure Ordinance

Unless otherwise exempt, in accordance with the provisions of the Slavery Disclosure Ordinance, any contract awarded pursuant to this RFP will be subject to the Slavery Disclosure Ordinance, Section 10.41 of the Los Angeles Administrative Code.

All PROPOSERS shall complete and upload, the Slavery Disclosure Ordinance Affidavit (one (1) page) available on the CITY'S BAVN residing at [www.labavn.org](http://www.labavn.org) prior to award of a CITY contract.

PROPOSERS seeking additional information regarding the requirements of the Slavery Disclosure Ordinance may visit the Bureau of Contract Administration's web site at <http://bca.lacity.org>.

### Business Inclusion Program Requirements

It is the policy of the CITY to provide Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Small Business Enterprise (SBE), Emerging Business Enterprise (EBE), Disabled Veteran Business Enterprise (DVBE), and all Other Business Enterprise (OBE) concerns an equal opportunity to participate in the performance of all CITY contracts. PROPOSERS will assist the CITY in implementing this policy by taking all reasonable steps to ensure that all available business enterprises; including MBEs, WBEs, SBEs, EBEs, DVBEs, and OBEs, have an equal opportunity to compete for, and participate in, CITY contracts. Equal opportunity will be determined by the PROPOSER's Business Inclusion Program (BIP) outreach documentation, as described in Appendix F, the Business Inclusion Program, of this RFP. Participation by MBEs, WBEs, SBEs, EBEs, DVBEs, and OBEs may be in the form of subcontracting.

PROPOSERS must refer to Appendix F, Business Inclusion Program of this RFP for additional information and instructions. BIP outreach must be performed using the CITY'S BAVN ([www.labavn.org](http://www.labavn.org)). A PROPOSER's failure to utilize and complete their BIP

Outreach as described in Appendix F will result in their proposal being deemed nonresponsive.

### **Municipal Lobbying Ordinance**

The PROPOSER shall submit the applicable Municipal Lobbying Ordinance Compliance Form – Bidder Certification CITY Ethics Commission (CEC) Form 50, attached as Appendix G, with their proposal.

### **Bidders Contributions**

PROPOSERS are subject to Charter section 470(c)(12) and related ordinances. As a result, PROPOSERS may not make campaign contributions to and or engage in fundraising for certain elected CITY officials or candidates for elected CITY office from the time they submit the response until either the contract is approved or, for successful PROPOSERS, twelve (12) months after the contract is signed. The PROPOSER's principals and subcontractors performing \$100,000 or more in work on the contract, as well as the principals of those subcontractors, are also subject to the same limitations on campaign contributions and fundraising.

PROPOSERS must submit CEC Form 55, provided in Appendix H, to the awarding authority at the same time the response is submitted. The form requires PROPOSERS to identify their principals, their subcontractors performing \$100,000 or more in work on the contract, and the principals of those subcontractors. PROPOSERS must also notify their principals and subcontractors in writing of the restrictions and include the notice in contracts with subcontractors. Responses submitted without a completed CEC Form 55 will be deemed nonresponsive. PROPOSERS who fail to comply with CITY law may be subject to penalties, termination of contract, and debarment. Additional information regarding these restrictions and requirements may be obtained from the CEC at (213) 978-1960 or [ethics.lacity.org](http://ethics.lacity.org).

### **Fair Chance Initiative for Hiring Ordinance**

Any contract awarded pursuant to this RFB/RFP/RFQ will be subject to the Fair Chance Initiative for Hiring Ordinance (FCIHO), Section 10.48 of the Los Angeles Administrative Code. The Ordinance provides, among other things, that contractors/subcontractors with at least 10 employees are: prohibited from seeking a job applicant's criminal history information until after a job offer is made; must post FCIHO information in conspicuous places at worksites; and cannot withdraw a job offer based on an applicant's criminal history unless a link has effectively been made between the applicant's criminal history and the duties of the job position. Bidders/PROPOSERS seeking additional information regarding the requirements of the Fair Chance Initiative for Hiring Ordinance may visit the Bureau of Contract Administration's web site at <http://bca.lacity.org>.

### **Contractor Evaluation Ordinance**

PROPOSERS are advised that any contract awarded as a result of this RFP process will be subject to the provisions of the Contractor Evaluation Ordinance (Los Angeles Administrative Code, Section 10.39 *et seq.*). In accordance with this Ordinance, the CITY must conduct an evaluation of a contractor's performance at the end of the contract.

The CITY may also conduct evaluations of the Contractor's performance during the term of the contract. Evaluations will be based on a number of criteria, including the quality of the work product or service performed, the timeliness of performance, financial issues, and the expertise of personnel that the contractor assigns to the Agreement. Information from the evaluations will be kept in a centralized database, and CITY departments will consider that information when awarding future contracts.

### Iran Contracting Act Of 2010

In accordance with California Public Contract Code Sections 2200-2208, all bidders submitting proposals for, entering into, or renewing contracts with the CITY for goods and services estimated at \$1,000,000 or more is required to complete, sign, and submit the "Iran Contracting Act of 2010 Compliance Affidavit" (Exhibit I).

## 8. Bidders Conference

### Conference Schedule

A mandatory Bidders Conference regarding this RFP will be held as follows:

**TBD**

Office of the City Administrative Officer  
200 North Main Street  
Los Angeles, California 90012

### Submittal of Written Questions

At the Mandatory Pre-Proposal Conference, a panel of CITY representatives will be available to reply to relevant questions from prospective PROPOSERS concerning this RFP. To maximize the effectiveness of the conference, PROPOSERS are asked to submit any questions in writing to the attention of **TBD**, RFP Administrator. Questions should be e-mailed to him at [cao.rfppresponse@lacity.org](mailto:cao.rfppresponse@lacity.org) **no later than 12:00 noon on TBD.**

### Attendance at Conference

Attendance at the Bidders Conference is mandatory. Attendees at the conference will be responsible for taking their own notes.

### Reasonable Accommodations for Persons with Disabilities

As an entity covered under Title II of the Americans with Disabilities Act, the CITY does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its proposals, programs, services, and activities. If an individual with a disability requires accommodations to attend the Pre-Proposal Conference or other on-site visits, contact the RFP/Contract Administrator at least three (3) business days prior to the scheduled event.

## 9. Deadline for Submission of Proposals

### Number of Copies Required

The PROPOSER must submit an original proposal and four (4) complete copies in 3-ring binders, and five (5) CDs or USB Thumb Drives containing a copy of the proposal. The original must be marked "Original" on the cover and must bear the actual wet signature(s) of the person(s) authorized to sign the proposal. Signatures must be made in ink.

### Deadline and Address for Submittal of Proposal

Proposals must be delivered by in person or by courier service and received no later than **2:00 p.m. (Pacific Time) on TBD** to the following address:

Office of the City Administrative Officer  
Public Safety Group  
200 N. Main Street, Room 1500  
Los Angeles, CA 90012  
Attention: Unarmed Crisis Response RFP

The label must clearly identify the RFP for which the proposal is submitted with the following or a similar statement:

**"Unarmed Crisis Response RFP"**

Persons who deliver proposals will be issued a "Notice of Receipt of Proposal." All proposals submitted will be marked with a time and date stamp. Timely submission of proposals is the sole responsibility of the PROPOSER. **Proposals submitted via U.S. Mail, fax, or e-mail will not be accepted.**

Proposals must be received by the CAO on or before the submission deadline specified in this RFP. The deadline cannot be extended for failure on the part of a delivery or messenger service. Any proposal received after the deadline, regardless of reason, will not be accepted, and will be returned to the PROPOSER unopened. **Therefore, all proposals delivered after 2:00 p.m. on the due date will be returned unopened to applicants.** The addition of substantive supplemental information or modifications to the proposal will not be allowed after the submission deadline. The CITY reserves the right to determine the timeliness of all proposal submissions.

### Withdrawal of Proposals

PROPOSER may withdraw submitted PROPOSAL in writing at any time prior to the specified deadline. A written request to withdraw the PROPOSAL, signed by an authorized representative of the company, must be submitted to CITY by regular mail to:

Office of the City Administrative Officer  
Public Safety Group  
200 N. Main Street, Room 1500  
Los Angeles, CA 90012

## Attention: Unarmed Crisis Response RFP

Alternatively, signed withdrawal requests on PROPOSER'S letterhead may be attached to an email and sent to [cao.rfpresponse@lacity.org](mailto:cao.rfpresponse@lacity.org). After withdrawing a previously submitted PROPOSAL, the PROPOSER may submit another PROPOSAL at any time up to the specified deadline.

## 10. Evaluation Process and Criteria

### Evaluation Process

PROPOSALS will be evaluated by a review committee composed of representatives of the CITY and other governmental entities at the discretion of the CITY. The Committee will evaluate the PROPOSALS on the basis of which PROPOSAL is the most responsive and responsible in performing the professional, scientific, expert, technical or other special services set forth in this RFP. PROPOSALS will be awarded a maximum of 100 points. PROPOSALS with a score of 70 or greater, at the discretion of the CITY, may be required to make oral presentations to the review committee. The successful PROPOSER(S) will be named after the PROPOSALS and presentations (if any) are evaluated to select the most qualified firm(s). PROPOSERS will be notified of the time and place of any oral presentations not more than five (5) days nor less than two (2) days prior to the event.

### Evaluation Criteria

CITY will review and score each complete and fully responsive PROPOSAL. Attention will be given to the quality of responses to the RFP and verifiability of the PROPOSAL information and documentation.

PROPOSALS will be evaluated based on three areas, Demonstrated Ability, Program Design, and Cost. Additional content to include is provided in Section 7, Contents of Proposal.

#### Demonstrated Ability (40 Points)

The PROPOSER must demonstrate the knowledge and ability to perform requested services as described in this RFP. Discuss the following in the narrative response:

- A. Current services and/or programs provided and populations served;
- B. History and experience developing and deploying teams trained in trauma-informed care, de-escalation techniques, harm reduction, peer counseling, social and racial equity perspectives, and other best practices; and
- C. Current integration with and/or partnership with existing governmental, quasi-governmental, and non-governmental entities, including community-level organizations, including duration and nature of partnership.

## Program Design (40 Points)

The PROPOSER must provide a detailed program design narrative that describes how it will meet the deadlines in its Project Schedule, and the actions it will take to satisfactorily provide the services outlined in Section 5 of this RFP. Discuss the following in the narrative response:

- A. Detailed list, by name, title, and qualifications, of lead program staff (include documentation of any licenses required to perform anticipated duties);
- B. Process by which each service in Section 5 will be addressed;
- C. Specific scope and scale of the proposed program, including:
  - i. Populations served;
  - ii. Type of crisis addressed by CONTRACTOR (e.g. mental health crisis, substance abuse, etc.);
  - iii. Crisis services provided (e.g. de-escalation, peer counseling, minor medical treatment, psychological evaluations, transportation to medical or social services facility, etc.);
  - iv. Crisis team composition (number of members, training/experience of each member, resources available to team members);
  - v. Proposed service days/hours and geography served (PROPOSERS must specify geographic area by a commonly-accepted measure, such as census tracts, zip codes, LAPD area, or similar in order to allow for comparison across proposals; see Appendix N for map of LAPD bureaus and areas) ; and
  - vi. Proposed level and type of after-care/follow-up services.
- D. Feasibility, timeframes, and strategies for integrating with existing dispatch systems and staffing team(s) to provide services;
- E. Identification of hiring practices including any social equity or targeted hiring practices that focus on workforce development of individuals with lived experience (e.g. homelessness, substance abuse, etc.) or prior justice system involvement;
- F. The CONTRACTOR personnel and resources that will be assigned to work on each service (see also Cost, item A below);
- G. What CITY resources will be required for CONTRACTOR to successfully meet the CONTRACT requirements; and
- H. The actions necessary to meet the deadlines in the proposed Project Schedule.

## Cost (20 Points)

Costs will be compared with those submitted by other PROPOSERS and evaluated on the following factors:

- A. Line-item budget detailing PROPOSER's costs to perform the work proposed in response to this RFP, including any applicable hourly rates for standard hours and extended hours (overtime), all non-salary costs (e.g. equipment, uniforms, vehicles, etc.), as well as any applicable discounts, clearly identifying one-time vs. on-going costs;
- B. PROPOSER must include a list, by name and title, of lead program staff;
- C. History of PROPOSER's cost conformance; and
- D. PROPOSER's familiarity with cost reimbursement eligibility and practices for social services, medical services, and other related services through various governmental programs including but not limited to recent federal legislation related to Covid-19 relief.

## Oral Presentations

After preliminary evaluations are completed, the CITY may offer PROPOSERS the opportunity to give an oral presentation. However, no proposal may be altered or enhanced during an oral presentation.

## 11. Protest Process

Any protest to a proposal award must be:

- In writing;
- Stating the specific reasons for the protest; and
- Stating how the PROPOSER's proposal met the requirements of the RFP.

Upon receipt of a written protest, the RFP Administrator will furnish the protester with a written statement setting forth the reasons for the proposed award. An administrative hearing will be held within five (5) working days after receiving the protest, unless waived by the PROPOSER.

At or prior to the hearing, the protester may submit written documentation as to why the award should not be made according to the CITY'S plans. Following the hearing, the RFP Administrator will provide written notification of the determination to the protesting party. Such notification shall be mailed within five (5) working days.

## 12. Contract Terms and Conditions

The CITY anticipates issuing a initial contract for one (1) year with one (1) additional one-year option to extend the Agreement subject to the CITY'S needs, availability of funds,

and the Contractor's satisfactory performance. The PROPOSER(S) to whom the contract is awarded will be required to enter into a written contract with the CITY in a form approved by the City Attorney. This RFP and the proposal, or any part thereof, may be incorporated into and made a part of the final contract. However, the CITY reserves the right to further negotiate the terms and conditions of the contract with the selected PROPOSER.

The document titled "Standard Provisions for CITY Contracts (Rev. 10/17)" is attached hereto as Appendix K and will be incorporated into and made a part of the final contract.

### [City Standard Provisions for Personal Services Contracts – Insurance/Indemnity](#)

The selected PROPOSER(S) shall access insurance information on the internet through the City Administrative Officer (CAO) Risk Management website. For information, go to: [http://cao.lacity.org/risk/Submitting\\_proof\\_of\\_Insurance.pdf](http://cao.lacity.org/risk/Submitting_proof_of_Insurance.pdf)

Through the TRACK4LA system, a broker can have insurance approval within twenty-four (24) hours. Insurance requirements for this RFP are provided as an attachment to the Appendix O Required Insurance and Minimum Limits.

### [City Business Tax Registration Certificate](#)

The selected PROPOSER(S) shall obtain and keep current a Business Tax Registration Certificate Number and all such certificates required of it and shall not allow any such certificate(s) to be revoked or suspended while any contract is in effect. Contractors may apply online through the Los Angeles Office of Finance: <https://finance.lacity.org/tax-education/new-business-registration/how-register-btrc>.

## 13. Appendices

- Appendix A PROPOSER Workforce Information
- Appendix B Statement of Non-Collusion
- Appendix C Child Support Obligations
- Appendix D Service Contractor Worker Retention and Living Wage Ordinances
- Appendix E Contractor Responsibility Ordinance
- Appendix F Business Inclusion Program (BIP) Requirements
- Appendix G Municipal Lobbying Ordinance CEC Form 50
- Appendix H Bidder Campaign Contributions and Fundraising
- Appendix I Fair Chance Initiative for Hiring Ordinance
- Appendix J Iran Contracting Act of 2010
- Appendix K Standard Provisions for City Contracts (Rev. 10/17 v.3)
- Appendix L Required Insurance and Minimum Limits
- Appendix M 911 Dispatch Call Volume by Type
- Appendix N Map of LAPD Bureaus and Areas

## 14. Proposer Checklist

### General Information

- \_\_\_\_\_ One (1) original and four (4) complete copies in 3-ring binders, and five (5) CDs or thumb drives containing a copy of the proposal (Section 7.1)

### Required Content of Proposal (Refer to Section 7 for details)

- \_\_\_\_\_ Cover Letter with Appropriate Signatures
- \_\_\_\_\_ Index
- \_\_\_\_\_ Proposer Demonstrated Ability
- \_\_\_\_\_ Proposer Program Design
- \_\_\_\_\_ Project Schedule
- \_\_\_\_\_ Litigation Disclosure
- \_\_\_\_\_ List of Open and Pending Contracts
- \_\_\_\_\_ Proposer References
- \_\_\_\_\_ Cost Conformance
- \_\_\_\_\_ Cost of Services
- \_\_\_\_\_ Alternatives
- \_\_\_\_\_ Qualifications of the PROPOSER, including List of References
- \_\_\_\_\_ Subcontractors
- \_\_\_\_\_ Key Personnel
- \_\_\_\_\_ Corporate or Other Entity Capability
- \_\_\_\_\_ Statement Regarding Proposal Deviation from RFP
- \_\_\_\_\_ Statement Regarding Additional Data

- \_\_\_\_\_ Statement Regarding California Public Records Act (If PROPOSER Claims Any Exemption)

### Required Related Documents to be Submitted with Proposal

- \_\_\_\_\_ Information on Business Location and Workforce (Appendix A)
- \_\_\_\_\_ Statement of Non-Collusion Form(s) (Appendix B)
- \_\_\_\_\_ Child Support Obligations (Appendix C)
- \_\_\_\_\_ Service Contractor Worker Retention and Living Wage Ordinance Forms, as appropriate (Appendix D)
- \_\_\_\_\_ Contractor Responsibility Ordinance Forms (Appendix E)
- \_\_\_\_\_ Business Inclusion Program (BIP) Schedule A (Appendix F)
- \_\_\_\_\_ Municipal Lobbying Ordinance CEC Form 50 (Appendix G)
- \_\_\_\_\_ Bidders Campaign Contributions and Fundraising CEC Form 55 (Appendix H)
- \_\_\_\_\_ Iran Contracting Act of 2010 (Appendix J)

### Required Related Documents to be Submitted Online (BAVN)

- \_\_\_\_\_ Equal Benefits Ordinance/First Source Hiring Ordinance
- \_\_\_\_\_ Slavery Disclosure Ordinance

APPENDICES

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Appendices A-L

These standard documents will be included with the final  
Request for Proposals

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Appendix M  
911 Dispatch Call Volume by Type

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## 2020 Calls for Service Breakdown

	Welfare Check	Non Violent Mental Illness	Public Intoxication	Conflict Resolution	Total
<b>Central Bureau</b>					
Central	455	908	207	1727	3297
Hollenbeck	332	717	349	2356	3754
Newton	319	778	399	2995	4491
Northeast	461	640	336	1822	3259
Rampart	489	717	645	2513	4364
<b>Total</b>	<b>2056</b>	<b>3760</b>	<b>1936</b>	<b>11413</b>	<b>19165</b>
<b>South Bureau</b>					
77th Street	592	1295	367	4185	6439
South West	606	986	374	3110	5076
South East	421	907	259	3186	4773
Harbor	490	740	338	2154	3722
<b>Total</b>	<b>2109</b>	<b>3928</b>	<b>1338</b>	<b>12635</b>	<b>20010</b>
<b>West Bureau</b>					
Hollywood	552	580	392	2129	3653
Olympic	418	578	712	2280	3988
Pacific	581	646	403	1816	3446
Wilshire	456	590	262	1775	3083
West LA	478	551	292	1642	2963
<b>Total</b>	<b>2485</b>	<b>2945</b>	<b>2061</b>	<b>9642</b>	<b>17133</b>
<b>Valley Bureau</b>					
Van Nuys	453	597	318	1795	3163
West Valley	455	708	294	1882	3339
North Hollywood	536	720	341	1841	3438
Foothill	385	688	380	2073	3526
Devonshire	419	606	374	1564	2963
Mission	146	776	389	2476	3787
Topanga	509	569	316	1841	3235
<b>Total*</b>	<b>2903</b>	<b>4664</b>	<b>2412</b>	<b>13472</b>	<b>23451</b>
<b>Grand Total</b>	<b>9553</b>	<b>15297</b>	<b>7747</b>	<b>47162</b>	<b>79759</b>

*Conflict Resolution calls for service includes: Business dispute, landlord & tenant dispute, neighbor dispute and roommate dispute.*

## 2019 Calls for Service Breakdown

	Welfare Check	Non Violent Mental Illness	Public Intoxication	Conflict Resolution	Total
<b>Central Bureau</b>					
Central	435	945	328	1974	3682
Hollenbeck	289	539	488	2302	3618
Newton	302	654	433	3179	4568
Northeast	405	543	529	1766	3243
Rampart	365	616	688	2345	4014
<b>Total</b>	<b>1796</b>	<b>3297</b>	<b>2466</b>	<b>11566</b>	<b>19125</b>
<b>South Bureau</b>					
77th Street	584	1094	412	4292	6382
South West	563	817	388	3151	4919
South East	357	482	252	3226	4317
Harbor	465	595	399	2215	3674
<b>Total</b>	<b>1969</b>	<b>2988</b>	<b>1451</b>	<b>12884</b>	<b>19292</b>
<b>West Bureau</b>					
Hollywood	504	477	605	1962	3548
Olympic	414	547	766	2262	3989
Pacific	507	546	534	1626	3213
Wilshire	447	488	338	1926	3199
West LA	485	504	383	1424	2796
<b>Total</b>	<b>2357</b>	<b>2562</b>	<b>2626</b>	<b>9200</b>	<b>16745</b>
<b>Valley Bureau</b>					
Van Nuys	446	575	388	1724	3133
West Valley	398	611	318	1793	3120
North Hollywood	451	573	498	1897	3419
Foothill	332	583	454	1939	3308
Devonshire	456	523	356	1529	2864
Mission	399	668	461	2267	3795
Topanga	464	476	454	1666	3060
<b>Total*</b>	<b>2946</b>	<b>4009</b>	<b>2929</b>	<b>12815</b>	<b>22699</b>
<b>Grand Total</b>	<b>9068</b>	<b>12856</b>	<b>9472</b>	<b>46465</b>	<b>77861</b>

*Conflict Resolution calls for service includes: Business dispute, landlord & tenant dispute, neighbor dispute and roommate dispute.*

Appendix N  
Map of LAPD Bureaus and Areas

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