



SAN RAFAEL

THE CITY WITH A MISSION

**Request for Proposal (RFP)
ALTERNATIVE RESPONSE TEAM
October 6, 2022**

<https://www.cityofsanrafael.org/bids-and-proposals/>

A. Introduction

The City of San Rafael (“City”) requests proposals (“Proposals”) from qualified service providers (“Respondents”) to provide Alternative Response Team (“ART”) Project services. The Project is more fully described in the sections titled “Background” and “Scope of Services.”

Questions relating to the RFP, RFP procedures or the required Services may only be submitted via email to Lieutenant Todd Berringer at RFPAlternativeResponseTeam@cityofsanrafael.org by October 21, 2022. Any questions or objections that are not submitted within the time and manner specified will be deemed waived. The City will not be bound by the oral representations of any City employee or official. The City reserves the right to issue addenda responding to such questions or objections, which will become part of the RFP. Addenda will be posted on the City’s website at: <https://www.cityofsanrafael.org/bids-and-proposals/> Each respondent is solely responsible for reviewing any and all addenda before submitting its proposal.

B. Background

Overview

The City is looking for a service provider with a history of implementing successful field-based programs and mental health services to operate an Alternative Response Team (ART) that would serve as a first response team to a variety of requests for service, to include individuals in crisis. Experience with crisis response is preferred. The initial project will be a 3-year pilot with the goal of extending upon successful execution of the program.

The Marin County Mobile Crisis Response Team (MCRT) responds to mental health and substance abuse crises and psychiatric emergencies in the community throughout Marin County. Over the years, the demand has outpaced supply resulting in the needs of clients being unmet. While the County is expecting to expand MCRT this year, it will not cover all the need that is there for an alternative response, especially in San Rafael. By implementing an integrated health team in San Rafael while expanding MCRT, the majority of non-law enforcement calls for service within Marin County could be handled by someone other than the police. An integrated health team would be comprised of a Crisis Counselor and an Emergency Medical Technician. This would build the necessary fourth arm of the first response system that currently exists only in part.



SAN RAFAEL

THE CITY WITH A MISSION

Specifically, this RFP was developed in response to the City's assessment of police response to mental health and homelessness within the city. This pilot will be integrated into the regional effort to expand and enhance behavioral health response.

This project is informed by the Substance Abuse and Mental Health Services Administration (SAMHSA) National Guidelines for Behavioral Health Crisis Care Best Practice Toolkit. SAMHSA's toolkit was built to guide the development and implementation of a continuum of crisis services for community members experiencing a behavioral health or homelessness-related crisis.

This pilot project will require partnership and integration with the existing work of the San Rafael Police Department (SRPD), San Rafael Fire Department (SRFD), SRPD Dispatch, Marin County Mobile Crisis Response Team (MCRT), and other mental health and homelessness service providers.

Project Period

The Alternative Response Team is projected to start in January 2023 and will last a total of 3 years. The City reserves the right to increase/decrease or terminate the pilot program based on funding availability.

Funding Assumptions

In 2022, the City of San Rafael partnered with the County of Marin and the City of Novato to perform a cost-benefit analysis in comparing the expansion of Marin County's MCRT and a third-party alternative response team based on an integrated health model. CRISIS Consulting completed this analysis and estimated the budget of operating an ART was projected to be \$704,780 per year with a one-time start-up cost of \$207,000. This budget is based on a 12 hour per day / 7 days per week schedule.

C. Scope of Services

The City is seeking a service provider to provide contract services to perform the following tasks.

Alternative Response Team Service and Response

1. Operate a mobile crisis response that serves the entire city of San Rafael, 365 days a year.
2. Respond at least 12 hours per day, 7 days per week, and 365 days per year. A period of ramping up the service is acceptable. The ART must provide community-based crisis intervention, welfare checks, screening, assessment, and referrals to appropriate resources (based on the individual's need, age, etc.).
3. Provide a timely in-person response - with a targeted response time of 10 - 20 minutes from dispatch to arrival - deployed through the service provider's own dispatch system and through radio communication with the police.



SAN RAFAEL

THE CITY WITH A MISSION

4. Patrol the city when not responding to a call for service.

Hours of Service

Operate an ART that provides a 12-hour per day/7 day per week/365 day per year coverage for service, response and operations.

Staffing

The ART shall be composed of a minimum of two members. One of the members will be an experienced mental health worker who has demonstrated the ability to manage difficult, crisis situations. A licensed clinician is not necessary to fill this position. The second member shall be a medical staff member with an Emergency Medical Technician (EMT) or nursing license. The ART shall coordinate with SRFD staff if the team determines that the situation is a medical and not mental health emergency.

Types of Services to be Provided

Calls for Service:

1. The ART will be responsible for responding to calls for service that will include but are not limited to welfare checks, basic immediate needs (water, food and clothing), triage, screening, and assessment, emotional support, crisis intervention and de-escalation, risk assessment, risk of harm to self, suicide prevention and intervention, psycho-social support, peer support services, referral to local area resources including coordination with medical and behavioral health services and homeless services providers and resources, including housing assistance referrals, transport to local social services, non-emergency medical evaluations, first aid, public health support to those experiencing homelessness, and opioid overdose intervention.

Collaboration with Service Providers:

2. Collaborate with other stabilization and mobile response services in the area, including Marin County's MCRT.
 - a. Work closely with Marin County Behavioral Health and Recovery Services as they continue to plan for the expansion of their mobile response and support the development and implementation of policies and procedures for dispatching mobile crisis services.
3. Establish protocols, procedures, relationships, and practices with relevant providers and additional stakeholders to ensure that clients served are connected to additional care. Relevant providers and additional stakeholders may include but are not limited to the following: mental health services, inpatient referrals, outpatient scheduling, homeless services providers, linkages to shelter and housing navigation for clients experiencing homelessness, linkages to other basic needs and community supports, substance use disorder providers (linkages to treatment and resources, transport to sobering centers), assistance with transportation to a licensed facility or a family residence, bus fare, or ride hailing service (within reason).



4. Establish protocols and procedures with relevant providers and additional stakeholders to achieve active live transfers to services for clients.
 - a. A live transfer for relevant on-going services that is in close proximity to the client's desired location. This includes direct communication, such as a conference call with providers and the client to arrange follow up crisis support and an appointment for follow-up support, as needed. The client must be aware of and consent to the follow-up arrangement. Must create a consent system to enable care coordination between the Alternative Response Team and other service organizations.
 - b. Once implemented, participate in quarterly check-in meetings with other area service providers.

Policies/Procedures and Technologies

5. Prepare and implement policies and procedures for dispatching the ART in coordination with the SRPD and SRFD. These policies and procedures will include plans for including police or medical assistance as required and best-practices for triaging multiple calls at a time.
 - a. Provide the technology in place which is easily interoperable with emergency response systems.
 - b. Maintain and utilize MERA compliant radio equipment in the vehicle and in the field. (The City will supply the radio equipment for contractor's utilization.)
 - c. Work with the City, Marin Behavioral Health and Recovery Services, and Buckelew Programs to implement technology required to mobilize with the 988 Call Center once launched, including but not limited to allowing for dispatching and GPS tracking of Alternative Response Teams across the provider network.
 - d. In addition to English, services should be available in the following languages: Spanish with the ability to offer translation services for most other languages. Services should also be available to serve the deaf and hard of hearing community.
 - e. Embody and practice culturally-competent methodologies in order to provide culturally-competent care to serve individuals from marginalized communities, diverse ethnic and cultural backgrounds, all ages, and LGBTQI2-S+.

Follow-Up Services

6. Develop policies, procedures, and protocols with partner agencies (including but not limited to County departments and service providers) to ensure the following call follow-up. These could include recommendations for utilizing the ART during time periods in which the team is not responding to calls. Policies and procedures for follow-up at the following levels should be included:
 - a. Short Term Follow Up: Offered to individuals at high risk (i.e., a caller with thoughts of self-harm, has an actual plan and does not meet criteria for an involuntary hold). The follow-up or call is made within 24 hours after the initial call.



SAN RAFAEL

THE CITY WITH A MISSION

- b. Standard Follow Up: Offered to high-risk individuals (i.e., a caller with thoughts of self-harm, but has recent hospitalizations and exposure to trauma). The follow-up call or calls are made 1-3 days after the initial crisis call.
- c. Extended Follow Up: Offered to individuals who are high risk and/or who have received standard follow-up care and need continued assistance (e.g. developing a safety plan and/or connecting to resources). The follow-up calls are made 1 week after the last call.

Quality Control and Reporting

- 7. Provide disposition to the City for each call for service handled.
- 8. Provide monthly data reports to City. All data shall be reported unless protected by HIPAA to include but not limited to: total number of calls, total number of unique contacts, total number of repeat contacts, average response time, average time on scene, information from caller (name, location of call, presenting problem, relationship to person-in-crisis, if person-in-crisis is currently armed, etc.), transportation outcomes including total number of transports and breakdown of transport locations, referrals made, information about person-in-crisis (primary need, name, age/date of birth, gender, race/ethnicity, primary language, intervention, housing status, veteran status, danger to self/others, history, behavior description, assessment, intervention, referred to APS/CPS, any required follow-up and collaboration with other first responders on scene).
- 9. ART Pilot Learning Cycle Elements - Participate in monthly feedback sessions with SRPD, SRFD, and City staff. Use these sessions to make improvements to their service during the pilot period. These sessions should be documented to record progress during the pilot phase and will inform any future scaling of the program.

Promotion and Community Engagement

- 10. Work with the City to develop responsive and culturally-competent communication and engagement materials and an approach to promote the resources available for youth.
- 11. Work with the City to develop an outreach and engagement strategy that is culturally competent and responsive to the target demographics sensitive to inform residents about the ART.
- 12. Develop an outreach and engagement toolkit of materials to inform residents about the ART.
- 13. Work with the City to disseminate the developed materials.

Supplemental On-Call Availability

- 14. In the event of a major traumatic incident (e.g., school shooting, student suicide, uncovered serial abuse) have a plan in-place for providing multiple crisis counselors. A team supervisor shall also be available for response to these events.



SAN RAFAEL

THE CITY WITH A MISSION

Service Provider-Provided Facilities and Equipment

Service provider shall supply all facilities and equipment that may be required to perform the scope of work, except as expressly identified below for City-provided facilities and equipment.

In addition, Service provider shall:

1. Maintain an office within the city (required) where its team members can complete necessary office work in periods of downtime.

City-Provided Vehicle and Equipment

The City will supply service provider with the following facilities and equipment:

1. One vehicle for service provider's utilization for ART response services. The City will provide the vehicle and coordinate with the service provider for regular maintenance and fueling. The vehicle will enable a safe space to sit with, talk to, and provide care for clients. The city will provide the vehicle and all operational and maintenance costs for service provider's use.
2. Radio equipment for contractor's utilization. Service provider must maintain and utilize MERA compliant radio equipment in the vehicle and in the field.

D. Submittal Content

Submittals must include the following information:

1. Describe agency background and experience with public health preparedness, response and recovery work in the last 2-3 years.
2. Provide information detailing the applicant's experience in conducting the same or similar work as described in the RFP.
3. Describe approach to and experience with working collaboratively with other agencies (e.g. non-profits, health care agencies, school districts, faith-based organizations, etc.), including coordination of work, division of labor and decision making process.
4. Describe how the agency is staffed (number of staff, volunteers, outreach workers) and how staff will be utilized to provide the services identified in your proposal.
5. Describe plan for recruitment with timelines for hiring staff not yet selected.
6. Describe the mobile crisis response vehicle set-up that the ART will require, equipped with the necessary supplies to operate the program. The van or vehicle should also provide a safe space to sit with, talk to, and provide care for clients.
7. Provide references and contact information.
8. Provide cost proposal (see below and Exhibit A).
9. Include statement that respondent can meet the City's insurance requirements (see Exhibit B) and note any exceptions that respondent would request.

The Proposal shall be concise, well organized, and demonstrate an understanding of the Scope of Services as outlined in this RFP.



Proposals shall be limited to no more than 12 one-sided pages (8 1/2" x 11", or 11" x 17" for fold-out drawings), inclusive of resumes, graphics, pictures, photographs, dividers, front and back covers, cover letter, etc.

Cost Proposal

The proposal must be on a time and materials basis with a maximum "not to exceed" fee, as set by the proposer in his/her proposal, as being the maximum cost to perform all work. This figure shall include direct costs, including labor, profit, and expenses. Respondents may use Exhibit A as the template (but not required).

The annual costs of the project shall be described in the cost proposal taking into the following project budget:

1. Annual Costs are not to exceed: \$704,780
2. Start-up costs for the initial year are not to exceed: \$207,000
*Note: The initial cost of the vehicle provided by the City will come out of the startup costs for the program.
3. Indirect expenses may not exceed ten (10) percent of the overall budget.

E. Submittal Instructions

The following schedule is provided for planning purposes based on current information. However, all dates are subject to revision, including the Proposal Deadline, and may be amended by addenda to this RFP:

Presentation to Council	July 5, 2022
RFP Released to Prospective Respondents	October 6, 2022
Question/Answer Period Opens	October 6, 2022
Question/Answer Period Closes	October 21, 2022
RFP Due	November 11, 2022 at 5:00 P.M.
Application Review/Potential Request to Meet with Qualified Bidders and Selection Process	November 14, 2022 – November 23, 2022
Notice of Intent to Award Pending Council Approval	December, 2022 (estimated)
Recommendation to City Council	December, 2022 (estimated)
Commence Services/Project	January, 2022 (estimated)

- Proposals must be submitted and received no later than 5:00 p.m., local time, on November 11th, to the email address at: RFPAlternativeResponseTeam@cityofsanrafael.org
Proposals need to be clearly identified with the name of the service provider and marked "Alternative Response Team."



SAN RAFAEL

THE CITY WITH A MISSION

- Questions shall be submitted to RFPAlternativeResponseTeam@cityofsanrafael.org and will be responded to on a rolling basis.
 - Respondents may also provide a hard copy to the following address:
City of San Rafael
Police Department
1375 Fifth Avenue
San Rafael, CA 94901
Attn: Lieutenant Todd Berringer
- ***Submitting a hard copy will not substitute for electronic submission.

F. Evaluation Criteria

Proposals shall be submitted by Respondents that have a capable and demonstrable background in the type of work described in the section entitled “Scope of Services” of this notice. In addition, all interested Respondents shall have sufficient, readily available resources, in the form of trained personnel, support services, consultants and financial resources, to carry out the work without delay or shortcomings.

Basis for Selection

Proposals will be reviewed by the City based on review of the following evaluation criteria.

1. Respondent’s demonstrated understanding of the City’s needs and evidenced ability to provide Services within the City’s planned schedule
2. Cost proposal and rates
3. Qualifications, e.g., Crisis Counselors or Licensed Clinician, EMT or nursing license
4. Experience providing similar services or projects on time and budget
5. References
6. Inclusion of all required items and completeness of the Proposal

Review and Award

Respondents may be invited to participate in an interview. The City will make its selection based on the Respondent’s demonstrated understanding of the City’s needs and evidenced ability to provide Services within the City’s planned schedule. The agreement will be awarded, if at all, by City Council resolution at a regular Council meeting.

Disclaimer

Issuance of this RFP does not obligate the City to award a contract, nor is the City liable for any costs incurred by the proposer in the preparation and submittal of a proposal for this work. The City retains the right to award all or parts of this contract to several respondents, to not select any respondents and/or to re-solicit proposals. The act of submitting a quote is a declaration that the proposer has read the RFP and understands all the requirements and conditions.

Exhibits

- A. Cost Proposal Template
- B. City of San Rafael Insurance Requirements (subject to change by the City Attorney’s office)



SAN RAFAEL

THE CITY WITH A MISSION