



FORMAL PROCUREMENT

REQUEST FOR PROPOSALS

Emergency Management Department

Defense Support of Civil Authorities 2026-2027

Issued by the City of Los Angeles Mayor's Office of Grants Administration

1. INTRODUCTION

1.1 Summary

The City of Los Angeles Emergency Management Department ("EMD") coordinates emergency preparedness and planning for all City departments, over four million residents, and over 400,000 businesses within the 475 square miles of the City of Los Angeles ("City"). During major emergencies and disasters, EMD coordinates response, mitigation, and recovery efforts for the entire City and operates a state-of-the-art Emergency Operations Center ("EOC").

EMD, through the Mayor's Office of Grants Administration, is seeking proposals from prospective Contractors ("Proposers") to provide a progressive series of exercises in May 2026 and May 2027 addressing, respectively, the topic of civil unrest and the long-term loss of a critical life-line to the City or other hazard as defined in the 2027-2029 IPP. The selected Contractor shall also build upon an existing action plan which will be inserted into the City's Emergency Operations Plan and submit an After-Action Report/Improvement Plan following the exercises' conclusion.

1.2 Project Funding and Budget

The source of funds for this project is the United States Department of Homeland Security ("DHS"), Federal Emergency Management Agency, Fiscal Year 2024 Urban Area Security Initiative ("UASI 24") Grant and Fiscal Year 2025 UASI Grant ("UASI 25"), which is administered by the Mayor's Office of Grants Administration.

The project that is the subject of this Request for Proposals ("RFP") has a total budget not to exceed Two-Hundred Fifty Thousand Dollars (**\$250,000.00**), which shall be entirely funded through the UASI 24 and UASI 25 grant.

The resulting contract will be awarded on a fixed, firm price basis. Funding for this project is subject to City Council approval and the continuing availability of funds. The City reserves the right to change the funding source and budget for this project.

1.3 Administrative Entity

The Mayor's Office of Grants Administration administers the UASI 24 and UASI 25 grant for the City and serves as the administrative entity for this RFP and any resulting contract. The UASI 24 and UASI 25 grant awards funding to jurisdictions to address unique equipment, training, exercise and planning management needs, and assist in building effective prevention and protection capabilities to prevent, respond to, and recover from threats or acts of terrorism.

EMD, working in cooperation with the Mayor's Office of Grants Administration, is responsible for the coordination of emergency readiness programs and shall be responsible for the day-to-day management of this project. For more information on the City's EMD, visit emergency.lacity.org.

1.4 Proposer Eligibility

Proposals will be accepted only from Proposers who meet ALL of the following requirements:

- Must be in good standing with the Secretary of State if the Proposer is a corporation or Limited Liability Company;
- Must have a license to do business in the City of Los Angeles;
- Must not have been debarred by the Federal Government, the State of California, or the local government;
- Must not have an outstanding debt to the State of California or the City of Los Angeles that has not been repaid or for which a repayment agreement plan has not been implemented. If the Proposer has contracted with any city agency, it must not have an outstanding disallowed cost or other liability to the City;
- Must be financially solvent, possessing an ongoing ability to provide the services proposed;
- Must possess adequate staffing, including support and backup staff, with sufficient experience and technical expertise in the subject matter of the project; and
- Must possess the ability to work independently and efficiently and complete the project and all of its deliverables and objectives within the specific timeline to be decided by the selected Contractor and EMD.
- Must satisfactorily be able to complete all deliverables and requirements indicated in this RFP.

1.5 Proposer Qualifications

The selected Proposer ("Contractor") for this project will be chosen based on its experience, knowledge of the project topic and deliverables requested and demonstrated ability to satisfactorily complete the deliverables contemplated in the Scope of Work. This includes, but is not limited to, having a demonstrated background and prior experience in developing and implementing exercises that cover the topic of civil unrest and long-term loss of a critical lifeline to the City or other hazards.

2 REQUEST FOR PROPOSALS PROCESS

2.1 Questions Regarding the RFP

Specific questions concerning this RFP should be submitted via e-mail to hector.hsu@lacity.org, at the Mayor's Office of Grants Administration. Please identify the RFP title on the subject line of your communication. Responses will be posted as a "Q&A" PDF document to the opportunity in the Files section on RAMP (rampla.org). Please check this Q&A document and any advisories periodically as they will be updated on a rolling basis. Questions on this RFP will be accepted through **March 20, 2026, at 5:00 p.m. PST.**

The City will make every effort to respond to all submitted questions as soon as practicable. Responses to questions, or any other changes to or interpretation of the RFP, will be posted on RAMP. Any such changes or interpretations shall become a part of the RFP and may be incorporated into any contract awarded pursuant thereafter.

2.2 Proposal Submission Deadline

Timely submission of proposals is the sole responsibility of the Proposer. Proposers must submit one proposal in Adobe PDF format via email by **March 26, 2026, at 5:00 p.m. PST.**

Proposals must be emailed to the Contract Administrator: Hector Hsu (hector.hsu@lacity.org)

All proposals will be electronically dated and time stamped upon receipt. Late proposals will not be accepted. Late proposals will be disqualified from review and will not be scored.

2.3 Award of Contract

The award of a contract resulting from this RFP shall be on an as-needed basis and shall be made to the Proposer with the best combination of experience, quality of service, delivery, and price. Awards are not restricted to the lowest offer or bid. The award of a contract resulting from this RFP may be made to more than one Proposer.

Contract Period of Performance

The contract shall have a performance period which shall begin on or about the date of contract execution and end on a date to be determined by EMD at the time of project planning with the selected Contractor. Contractor shall refer to the timeline chart exhibited in the Scope of Work in order to propose its own Schedule of Deliverables. EMD reserves its right to revise the timeline as needed.

PLEASE NOTE all work relating to the Defense Support of Civil Authorities 2026-2027 must be completed, approved, and submitted by the timeline established by EMD which is in the Scope of Work. If a Proposer is uncertain of whether it is able to meet this timeline, the Proposer may submit along with its proposal, an alternate schedule and timeline within the scope of this RFP.

3 PROPOSAL FORMAT AND SUBMISSION REQUIREMENTS

Proposals shall be submitted in accordance with the requirements set forth in this RFP.

3.1 Authorized Signature

Proposals must be signed by an officer who is duly authorized to sign contracts on behalf of and bind the Proposer to the proposal. Consortiums, joint ventures, or teams submitting proposals will not be considered responsive unless there is written confirmation sent to the Contract Administrator Hector Hsu (hector.hsu@lacity.org) that the submitting entity has the authority to contract with the City on behalf of the Proposer. The proposal must clearly identify the submitting entity that has the authority to contract on behalf of the Proposer.

3.2 Information Requested and Not Furnished

The information requested and the manner of submission are essential to permit prompt evaluation of all proposals. Accordingly, the 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. Alternatives that do not substantially meet the City's requirements cannot be considered. Proposals which are offered subject to conditions and/or limitations may be rejected as non-responsive.

3.3 Proposal Errors

Proposers are responsible for all errors or omissions incurred by the Proposer in preparing the proposal. Proposers will not be allowed to change or revise the proposal documents after the submission deadline.

However, the City reserves the right to make corrections or amendments due to errors identified in the proposal that are made by the City or the Proposer.

3.4 Waiver of Minor Administrative Irregularities

The City reserves the right, at its sole discretion, to waive minor administrative irregularities contained in any proposal.

3.5 Interpretation and Clarifications

All recommendations or requests for clarification must be in writing and submitted to the Contract Administrator Hector Hsu (hector.hsu@lacity.org). The City reserves the right to modify requirements on any RFP if it is in the best interest of the City.

3.6 Cost of RFP

The City is not responsible for any costs or expenses incurred by Proposers in connection with submitting proposals. All Proposers who respond to this RFP do so solely at their own cost or expense.

3.7 Rejection of Proposals

The City reserves the right to reject any or all proposals; to waive any minor error in proposals received; to reject any unapproved alternate proposal(s); and to reject the proposal of any Proposer who has previously failed to perform competently in any

prior business relationship with the City. The rejection of any or all proposals shall not render the City liable for costs or damages.

3.8 Proposal Protest

All Proposers shall have the opportunity to appeal funding recommendations exclusively based on ineligibility decisions, procedural errors, or claims of unequal treatment in the review process. Appeal procedures shall be provided after the evaluation and selection process. In the alternative, a Proposer may request an informal debrief with the Mayor's Office of Grants Administration and/or project team. Proposers may request either an Appeal or an Informal Debrief, however, the election of one remedy shall be an automatic waiver of the other. Therefore, Proposers shall not be permitted to request both an Appeal and Informal Debrief. Once a Proposer has been selected for a funding recommendation, and during the entirety of the contract negotiation process, non-selected Proposers shall not be entitled to request, receive, and/or examine any other proposal/submission until after negotiations have completed and the resulting contract has been fully executed. Such request is also subject to applicable provisions of this RFP.

4 SCOPE OF WORK

4.1 Project Background, Overview, and Objectives

The City of Los Angeles Emergency Management Department seeks a Contractor to provide a progressive series of exercises ("Progressive Exercise Series" or "Series") during the final weeks of May 2026 and May 2027, respectively, addressing the topic of civil unrest and providing exercises that addresses the long-term loss of a critical lifeline to the City or other hazards as defined in the 2027-2029 Integrated Preparedness Plan (IPP) which is currently being drafted. Meetings between the contractor and EMD will determine the details of the goals of the exercises as well as any corresponding timelines. The selected Contractor shall also build on an existing action plan that will be inserted into the City of Los Angeles Emergency Operations Plan (EOP), and submit an After-Action Report/Improvement Plan (AAR/IP) following the Series conclusion.

All exercises will be conducted in person; some will offer a hybrid component on a video conferencing platform. In each year, exercises will include:

- DSCA Tabletop Exercises
- Joint Civilian/Military Drill
- DSCA Seminar

The exercises and the seminars will take place in coordination with the 2026 and 2027 LA Fleet Week (May 23 - 25, 2026 and May 29 - 31st, 2027). However, due to the 2026 FIFA World Cup, deliverables and exercises conducted in coordination with the 2026 Fleet Week may be limited or modified as determined by the DSCA contract program manager (PM). LA Fleet Week® is an annual, multi-day celebration of our nation's Sea Services held on the Los

Angeles (LA) Waterfront at the Port of Los Angeles (the Port or Port of LA) over the extended Memorial Day Weekend. Past events took place over Labor Day Weekend and included active-duty ship tours, military displays and equipment demonstrations, and live entertainment. A tentative timeline is exhibited in the Scope of Work and will be updated by EMD as needed.

4.2 Scope of Work

The Scope of Work and specific deliverables is defined in “**2026-2027 DSCA Exercise Scope of Work** (“Scope of Work”)” which is attached to and hereby incorporated as part of this RFP.

5. TIMELINE AND MILESTONES

Based on the Scope of Work and the Contractor’s experience and expertise, the Contractor may include in its proposal a schedule of deliverables. All project phases and deliverables must be completed, approved, and submitted before the end of term as shown in the table below and within the Scope of Work timeline. The final timeline and schedule will be decided and agreed upon by the selected contractor and EMD during project planning.

Funding Source	Project	End of Term
UASI 24	DSCA 2026-2027	TBD 2026
UASI 25	DSCA 2026-2027	TBD 2027

6. PROPOSAL CONTENTS

Responses to this RFP shall include in Arial 12-point font and 1-inch margins:

Executive Summary: The executive summary must include the name, title, address, telephone number, and email address of the person or persons authorized to represent the Proposer entity as well as the name of the Proposer entity. The executive summary shall not exceed one page.

Table of Contents: A clear identification of the proposal content that is indicated by section and page number.

Project Plan: A brief one page summary of the Proposer’s understanding of the project, its goals and objectives, the Scope of Work, tasks, and deliverables and how the Proposer will complete the project.

Statement of Work: A detailed statement of work no greater than thirty (30) pages, including graphs, tables, figures, and pictures (if applicable).

The Statement of Work must include the following. Label each response as such:

- **Approach:** Description of the approach to completing the project, including an outline of tasks to be performed and products to be produced;
- **Experience with Similar Projects:** Discuss similar projects successfully conducted including any experience in developing exercises comparable in scale and scope for a large, complex organization like City of Los Angeles;
- **Milestones and Deliverables:** Discuss how the project will be completed as related to a timeline and schedule of deliverables. Each phase of the project must be described with an emphasis on providing the required deliverables within the proposed schedule and budget;
- **Project Team Qualifications:** Description of the Proposer's project team, its expertise, and how the team will work together to meet the objectives of the project. Provide specific information on previous work completed by team members in the City or County of Los Angeles;
- **Project Schedule:** Discuss how the project schedule will be laid out. Provide schedule of deliverables for each Project Phase indicated in the Scope of Work;
- **Project Management:** Describe the approach for managing the project schedule, budget, and each milestone/deliverable. Address status meeting frequency, reports to EMD, and a change order process, if applicable;
- **Project Completion:** Discuss how the project will be completed on time and within budget;
- **Conclusion:** Provide any additional thoughts, concerns, or suggestions.

Project Staff and Resumes: Provide a list of team members who will work on the project. Describe the professional qualifications of all of the team members and provide a brief description of relevant work. Provide contact information and a narrative discussion of the division of labor throughout completion of the project. Provide a resume for all team members. Include how staff changes and vacancies created over the life of the project will be handled by the Contractor. State how the Contractor will ensure City approval of replacement staff before any changes are made to the project team. Include an organizational chart of your company if possible.

Work Sample: Share examples that demonstrate the quality of past work, including those of subcontractor(s), completed within the last five years that

demonstrates experience with projects similar to the scope to the work described in this RFP's Section 4.

- **Budget:** Proposers must submit both 1) Cost Proposal and 2) Budget Narrative within the budget section. The submitted budget must be itemized, accurate, concise and complete, allowable under federal and state regulations, reasonable and necessary and apply directly to the project.

A) Budget Narrative

The Budget Narrative must describe budget items and how they relate to corresponding project activities. Furthermore, the Budget Narrative must justify the proposed expenditures by explaining the need for them. The Budget Narrative should provide a justification for all proposed costs.

B) Cost Proposal

The Cost Proposal section should provide detailed cost breakdown for services/activities listed in the RFP. The Cost Proposal shall also explain how travel costs, if any, are estimated, justification for any equipment or supplies, and justification for overhead or indirect costs, if applicable.

References: At least one professional reference, along with project descriptions and relevant contact information.

7. GENERAL INFORMATION

7.1 Property of City/Proprietary Material

All proposals submitted in response to this RFP shall become the property of the City of Los Angeles and subject to the State of California Public Records Act. In the event that the City receives a request for your proposal, you will be asked to identify all proprietary or confidential information that you believe are exempt from the California Public Records Act (California Government Code Section 6250 et seq.). In the event that a Proposer claims such an exemption, the Proposer will be asked to sign the following statement:

"The Proposer will indemnify the City and its officers, employees and agents, and hold them harmless from any claim or liability and 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."

7.2 Contract Negotiations

7.2.1 Prior to the award of a contract, the Contractor may be required to attend negotiation meetings that will be scheduled at a later date. The intent of the meeting(s) will be to discuss and negotiate contract requirements, deliverables, prices, service level agreements, detailed scope of work specifications, ordering, invoicing, delivery, receiving and payment procedures, and anything else to ensure successful administration of the

contract.

- 7.2.2 As part of the negotiation process, the City reserves the right to:
- Fund all or portions of the Contractor's proposal and/or require that one Contractor collaborate with another for the provision of specific services, either prior to execution of an agreement or at any point during the life of the agreement;
 - Require that a funded Contractor utilize a facility designated by the City for purposes of implementing its project;
 - Request changes or disallow proposed expenditures included in a Contractor's cost proposal;
 - Elect to contract directly with one or more identified collaborators; and
 - Require all collaborators identified in the proposal to become co-signatories to any contract with the City.

7.3 Execution of Contract

A timely response to this RFP is an offer to contract with the City on an as-needed basis based upon the terms, conditions, service level agreement, and specifications contained in the RFP. A contract will be negotiated and prepared promptly after the City makes an award to the Contractor.

7.4 Prime Contractor

The Contractor must be the primary contractor/consultant performing the essential functions of the contract. If any portion of the contract is to be subcontracted, it must be clearly set forth in the proposal document as to what part(s) are to be subcontracted, the reasons for the subcontracting, a listing of subcontractors, and the percentage and dollar amount of total contract to be subcontracted. The City reserves the right to reject any proposal wherein use of subcontractors significantly affects the ability of the Contractor to function as the primary contractor on the awarded contract. The Contractor shall at all times be responsible for the acts and errors or omissions of its subcontractors or joint participants and persons directly or indirectly employed by them.

7.5 Subcontractor/Joint Ventures

Acceptance or rejection of a Contractor's request to use subcontractors is at the sole discretion of the City. With approval of the City, the Contractor may enter into subcontracts and joint participation agreements with others for the performance of portions of the resulting contract.

The provisions of the resulting contract shall apply to all subcontractors in the same manner as to the Contractor. In particular, the City will not pay, whether directly or indirectly, the fees and expenses of subcontractors that do not conform to the limitations and documentation requirements of the resulting contract. Upon written request from the City, the Contractor shall supply the City with all subcontractor agreements.

7.6 General City Reservations

- 7.6.1 The City reserves the right to extend the proposal submission deadline should this be in the interest of the City. Proposers have the right to revise their proposals in the event that the deadline is extended.

- 7.6.2 The City reserves the right to withdraw this RFP at any time without prior notice. The City makes no representation that any contract will be awarded to any Proposer responding to this RFP. The City reserves the right to reject any or all submissions.
- 7.6.3 If an inadequate number of proposals is received or the proposals received are deemed non-responsive, not qualified, or not cost effective, the City may at its sole discretion reissue the RFP or execute a sole-source contract with a vendor.
- 7.6.4 The City shall evaluate and rate submitted proposals. Proposers may not make any changes or additions after the deadline for receipt of proposals. The City reserves the right to request additional information or documentation, as it deems necessary.
- 7.6.5 The City reserves the right to verify all information in the proposal. If the information cannot be verified or if errors are not willful, the City reserves the right to reduce the rating points awarded.
- 7.6.6 The City reserves the right to require a pre-award interview and/or site inspection.
- 7.6.7 The City reserves the right to waive minor defects in the proposal in accordance with the City Charter.
- 7.6.8 If the selection of the Proposer is based in part on the qualifications of specific key individuals named in the proposal, the City must approve in advance any changes in the key individuals or the percentage of time they spend on the project. The City reserves the right to have the Contractor replace any project personnel.

8 SPECIFIC TERMS AND CONDITIONS

8.1 Statutory Requirements

The City of Los Angeles Standard Provisions for City Contracts (rev. 01/25,v.2), attached herein as Exhibit L, are hereby incorporated into this RFP. Please review this information carefully. Compliance with the provisions and submission of necessary forms is mandatory prior to award of contract.

8.2 Contractor Evaluation Ordinance

When the term of the contract pursuant to this RFP has concluded, the City will conduct an evaluation of the Contractor's performance. The City may also conduct evaluations of the Contractor's performance during the term of the contract. As required by Section 10.39.2 of the City of Los Angeles Administrative Code (LAAC), evaluations will be based on several 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 contract. Contractor shall be provided with a copy of the final City evaluation and allowed fourteen (14) calendar days to respond. The City shall use the final City evaluation, and any response from the Contractor, to evaluate

proposals and to conduct reference checks when awarding other service contracts.

8.3 Nondiscrimination, Equal Employment Practices and Affirmative Action Program

Proposers are advised that any contract awarded pursuant to this procurement process shall be subject to the applicable provisions of LAAC Section 10.8.2., Non-discrimination Clause.

Non-construction services to or for the City for which the consideration is \$1,000.00 or more shall comply with the provisions of LAAC Sections 10.8.3., Equal Employment Practices Provisions.

Non-construction services to or for the City for which the consideration is \$100,000.00 or more shall comply with the provisions of LAAC Sections 10.8.4., Affirmative Action Program Provisions.

As a condition to the award of a contract under this RFP, the Contractor shall assure that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin;
- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age.

The Contractor shall also comply with all regulations implementing the laws listed above and all requirements of the grantor funding this project. This assurance applies to the Contractor's operation of the program or activity. The Contractor understands that the United States and the City of Los Angeles have the right to seek judicial enforcement of this assurance.

8.4 Certifications, Statements and Affidavits

Prior to contract execution, the Contractor shall submit copies of the below-listed documents to the City. Please carefully review all attached exhibits and additional information published by the Bureau of Contract Administration, available at: <https://bca.lacity.org/contracting>. Compliance with these requirements and submission of necessary forms is mandatory prior to award of contract. Documents with an asterisk (*) must be completed and submitted at the time of proposal submission:

- Certificate of Insurance (uploaded to KwikComply at kwikcomply.org) and Insurance Requirements (Exhibit A)
- Proposer Workforce Information (Exhibit B) *
- Statement of Non-Collusion (Exhibit C) *
- Contractor Responsibility Questionnaire* (Exhibit D)
- Pledge of Compliance, Contractor Responsibility Ordinance (Exhibit E)
- Equal Benefits Ordinance Affidavit (Exhibit F)

- Slavery and Border Wall Disclosure Ordinance Affidavit (available on www.rampla.org) *
- Certification and Disclosure Regarding Lobbying (Exhibit G) *
- Certification Regarding Debarment, Ineligibility, Suspension (Exhibit H) *
- Certification Regarding Drug-Free Workplace Act (Exhibit I)
- Bidder Certification City Ethics Commission Forms 50 and 55 (Exhibit J)
- Living Wage Ordinance Forms (Exhibit K)
- Standard Provisions for City Contracts (rev. 01/25, v.2) (Exhibit L)

8.5 Americans with Disabilities Act

Any contract awarded pursuant to this RFP shall be subject to the following:

The Contractor hereby certifies that it shall comply with the Americans with Disabilities Act 42, U.S.C. Section 12101 et seq., and it's implementing regulations. The Contractor will provide reasonable accommodations to allow qualified individuals with disabilities to have access to and to participate in its programs, services and activities in accordance with the provisions of the Americans with Disabilities Act. The Contractor will not discriminate against persons with disabilities or against persons due to their relationship to or association with a person with a disability. Any subcontract entered into by the Contractor, relating to the resulting contract of this RFP, to the extent allowed hereunder, shall be subject to the provisions of this paragraph.

8.6 Child Support Assignment Orders

Any contract awarded pursuant to this RFP shall be subject to the following:

The contract is subject to Section 10.10 of the Los Angeles Administrative Code, Child Support Assignment Orders Ordinance. Pursuant to this Ordinance, Contractor certifies that it shall: (1) fully comply with all State and Federal employment reporting requirements applicable to Child Support Assignment Orders; (2) that the principal owner(s) of the Contractor is/are in compliance with any Wage and Earnings Assignment Orders and Notices of Assignment applicable to them personally; (3) fully comply with all lawfully served Wage and Earnings Assignment Orders and Notices of Assignment in accordance with California Family Code Section 5230 et seq.; and (4) maintain such compliance throughout the term of this contract. Pursuant to Section 10.10.b of the Los Angeles Administrative Code, failure of the Contractor to comply with all applicable reporting requirements or to implement lawfully served Wage and Earnings Assignment Orders and Notices of Assignment or the failure of any principal owner(s) of the Contractor to comply with any Wage and Earnings Assignment Orders and Notices of Assignment applicable to them personally shall constitute a default by the Contractor under the terms of this contract, subjecting this contract to termination where such failure shall continue for more than ninety (90) days after notice of such failure to Contractor by the City. Any subcontract entered into by the Contractor relating to this Contract, to the extent allowed hereunder, shall be subject to the provisions of this paragraph and shall incorporate the provisions of the Child Support Assignment Orders Ordinance. Failure of the Contractor to obtain compliance of its subcontractors shall constitute a default by the Contractor under the terms of this contract, subjecting this contract to termination where such failure continues for more than ninety (90) days after the City provides notice of such failure to the Contractor.

Contractor shall comply with the Child Support Compliance Act of 1998 of the State of California Employment Development Department. Contractor assures that to the best of its knowledge it is fully complying with the earnings assignment orders of all employees, and is providing the names of all new employees to the New Hire Registry maintained by the Employment Development Department as set forth in subdivision (1) of the Public Contract Code 7110.

9 EVALUATION CRITERIA

- 9.1** All proposals shall be initially reviewed to determine if they are responsive to all of the City’s statutory requirements. Those proposals deemed non-responsive shall be eliminated from consideration. Those proposals deemed responsive shall be evaluated by a committee selected by the City.
- 9.2** Semi-Finalist Presentations: The evaluation committee may invite selected Proposers receiving the highest scores to present their qualifications in a virtual format. The presentation shall address (1) knowledge and understanding of project (up to 10 points); and (2) Proposer’s qualifications and methodology (up to 40 points) (for a total of 50 points). Points from the presentation shall be combined with the points received for the written proposal.
- 9.3** The City at its option may reject any and all proposals submitted in response to this RFP, or waive any administrative irregularities or informalities in a proposal when to do so would be to the advantage of the City.
- 9.4 Evaluation Factors**
Proposals shall be evaluated on each of the topic areas listed in Section 4. Evaluation shall be based on the following factors and points available for each factor:

Written Proposal Evaluation Factors	
Experience: Qualifications and experience of the Proposer and key personnel assigned to the delivery of the project services.	50
Quality and Responsiveness of the Proposal: Clarity, brevity, and focus of the proposal in understanding and addressing the issues and requirements of the RFP.	40
Cost: Reasonableness of costs to services and best value to the City.	10
Total Available Points	100

Proposals are due via email no later than
5:00 p.m. PST on March 26, 2026.

2026-2027 DSCA Exercise Scope of Work

I. General Project Details

This scope of Work (SOW) provides for the development and conduct of Tabletop Exercises (TTX), Seminars, and Civilian Military Drills to be scheduled within the applicable performance period under the Agreement.

A. Administrative Entity

The Mayor's Office of Grant Administration administers the Urban Area Security Initiative Grant Program (UASI) for the City of Los Angeles and serves as the administrative entity for this Request for Proposal (RFP). The UASI grant program is from the United States Department of Homeland Security (DHS), which awards funding to jurisdictions to address unique equipment, training, exercise, and planning management needs, and assist in building effective prevention and protection capabilities to prevent, respond to, and recover from threats or acts of terrorism. The source of funds for this RFP is contemplated to be UASI 2024 and possibly 2025 UASI grant. The City reserves the right to change the funding source for this project.

The City of Los Angeles Emergency Management Department (EMD) coordinates emergency preparedness and planning for all City departments, over four million residents, and over 400,000 businesses within the 475 square miles of the City of Los Angeles. During major events, emergencies, and disasters, EMD coordinates response, mitigation, and recovery efforts for the entire City and operates a state-of-the-art Emergency Operations Center (EOC).

EMD, working in cooperation with the Office of the Mayor, is responsible for all day-to-day coordination of this project. EMD shall appoint a Program Manager (PM) for this project. This project is in support of the [EMD 2024 - 2027 Strategic Plan](#), specifically goals in the preparedness priorities and schedule section.

For more information on EMD, visit emergency.lacity.org

Description:

Defense Support of Civil Authorities (DSCA) is a process by which civilian authorities can request military assets in order to perform missions critical for emergency response when local resources are overwhelmed, such as in the aftermath of a catastrophic earthquake. The purpose of exercising DSCA capabilities is to gather emergency responders, military partners, and federal emergency management leaders to prepare and enhance the City of Los Angeles (City) coordination and collaboration with the Department of Defense (DOD) during a disaster, crisis, or special condition that exceeds the capacity of local government.

The City of Los Angeles Emergency Management Department seeks a Contractor to provide a progressive series of exercises ("Progressive Exercise Series" or "Series") in the Final week of May 2026, addressing the topic of civil unrest. In 2027 the exercises will address the long-term loss of a critical lifeline to the city or other hazard as defined in the 2027-2029 Integrated Preparedness Plan (IPP) which is currently being drafted. Meetings between the contractor and EMD will determine the details of the goals of the exercises. The selected Contractor shall also build on an existing action plan that will be inserted into the City of Los Angeles Emergency Operations Plan (EOP), and submit an After-Action Report/Improvement Plan (AAR/IP) following the Series conclusion.

All exercises will be conducted in person; some will offer a hybrid component on a video conferencing platform. In each year exercises will include:

- TBA 1 DSCA Tabletop Exercises
- TBA 1 Joint Civilian/Military Drill
- TBA 1 DSCA Seminar

The exercises and the seminars will take place in coordination with LA Fleet Week® (May 23 - 25, 2026 and May 29 - 31st, 2027). However, due to the 2026 FIFA World Cup, the 2026 Fleet Week EMD/contractor activities may be limited or modified as determined by the DSCA contract program manager (PM). LA Fleet Week® is an annual, multi-day celebration of our nation's Sea Services held on the Los Angeles (LA) Waterfront at the Port of Los Angeles (the Port or Port of LA) over the extended Memorial Day Weekend. Past events took place over Labor Day Weekend and included active duty ship tours, military displays and equipment demonstrations, and live entertainment.

Planning for LA Fleet Week® is not within the scope of this project, though the selected Contractor will be required to work closely with LA Fleet Week® planners to ensure a cohesive transition from the DSCA exercise series to LA Fleet Week® activities that will take place Memorial Day Weekend.

Exercise stakeholder groups, duration, and objectives will be determined and approved by a DSCA Exercise Planning Team (EPT). While each exercise may be different, the overall effort must be cohesive.

B. Project Funding

The source of funds for this project is the United States Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), Fiscal Year 2024 Urban Area Security Initiative (“UASI 24”) and Fiscal Year 2025 UASI (“UASI 25”) Grant, which is administered by the City of Los Angeles, by and through the Mayor’s Office. The project that is the subject of this Request for Proposals (“RFP”) has a budget not to exceed Two Hundred Fifty Thousand Dollars (\$250,000).

UASI 24	\$125,000
UASI 25	\$125,000

The resulting contract will be on a fixed-price basis. This amount will include exercise staff support for all planning meetings and day-of support, documentation, and the compilation of meeting agendas, minutes, and required Homeland Security Exercise and Evaluation Program (HSEEP) reporting documentation.

Funding for this project is contingent upon City Council approval and the continued availability of funds. The City reserves the right to change the funding source and budget for this project.

II. Scope of Work

This Scope of Work (SOW) provides for the development and delivery of a progressive series of contracted exercises. Items listed in this section are requirements for the completion of services under this contract.

Contractor shall furnish labor, parts, material, and equipment necessary to perform the following deliverables:

Deliverable 1: DSCA Tabletop Exercise

The Contractor shall be responsible for developing a tabletop exercise (TTX) involving 30-40 operational-level stakeholder players (not including observers) with subject matter expertise and delegated authority to make decisions regarding resources and policy for their respective agencies. Players in the exercise will walk through the decision-making processes they would employ during a scenario involving the disasters outlined in the IPP. Examples of participating agencies include:

- City departments, such as the General Services Department, Elected Official offices, task forces, the Department of Transportation, other member departments of the Emergency Operations Board (EOB) and the Emergency Management Department.
- County departments, such as the Office of Emergency Management, Department of Public Works, and Parks and Recreation.
- State departments, such as the California Governor's Office of Emergency Services and the Department of General Services.
- Federal agencies, such as Region IX of the Federal Emergency Management Agency (FEMA) and the Cybersecurity and Infrastructure Security Agency (CISA).
- Military partners, such as the National Guard, Department of Defense, United States 3rd Fleet, and representatives from branches with bases in Southern California.
- Community-based organizations such as the American Red Cross and ENLA.
- Representatives from major businesses or the LA City Chamber of Commerce.

The Contractor will be expected to support and offer subject matter expertise to EMD, on an as-requested basis, to help meet state and federal exercise requirements.

A summary of exercise findings will be provided following the exercise, possibly as a "First Impressions Report" or other informal report, in order to inform Drill planning.

Additional details regarding the exercise will be discussed by the exercise planning team and include the location, duration, objectives, and scope of the exercise.

The DSCA TTX will be conducted in-person at the City Emergency Operations Center (or an alternate City location, in the event the Emergency Operations Center is activated) in the fourth quarter of each calendar year or as determined by EMD program manager. The exact dates will be decided by the EMD Program Manager. Due to limitations of in-person participation, the exercise will allow for limited exercise observers, as directed by the planning team.

As defined by HSEEP, a tabletop exercise (TTX) is a "discussion-based exercise in response to a scenario, intended to generate a dialogue of various issues to facilitate a conceptual understanding, identify strengths and areas for improvement, and/or achieve changes in perceptions about plans, policies, or procedures."

Deliverable 2: Joint Civilian/Military Drill²

The Contractor shall be responsible for developing a Drill to validate the capability of JIC establishment, situational awareness, and utilizing mutual aid during civil unrest as directed by the design team. The drill will be a coordinated effort between the Department of Defense, National Guard, City of Los Angeles, and any other relevant stakeholders.

The Drill will include up to 50 multi-agency players (federal/state/local/military with options for private and nonprofit sectors as requested by the design team) and will validate specific

components of the City's Civil Unrest Annex, EOP Base plan, Public Information Annex, Emergency Alert and Warning Annex, Recovery Annex, and any other relevant City plans. Additionally, the Drill will look to align City, County, and State plans regarding logistical needs in the event of Massive Civil Unrest impacting the city, including loss of food, water, and other infrastructure.

The Contractor will be expected to review and test the resource request process to ensure that it allows exercise players to execute mission assignments without additional exercise and training.

Additional details regarding the exercise will be discussed by the exercise planning team and include the location, number of participants, duration, objectives, and scope. The contractor shall assist the City in preparing required documentation, as requested by the City, such as the Environmental and Historic preservation screening form (FEMA Form 024-0-1). The City will submit such forms in accordance with Federal requirements.

The Drill will be conducted in-person to leverage the military already conducting drills when they off load the ships at the Port of Los Angeles in accordance with Fleet Week each year.

² As defined by HSEEP, a Drill is "an operations-based exercise often employed to validate a single operation or function.

Deliverable 3: DSCA Seminar

The DSCA seminar will be opened to a larger audience of stakeholders, with in-person participation between 200-220 people (or as space allows). Participants will include representatives from the local, operational area, state, and federal level to include:

- Emergency management;
- Law enforcement;
- Fire services;
- Emergency Medical Services (EMS);
- Public health;
- Hospitals and health care facilities;
- Public works;
- Utility operators;
- Education;
- Agriculture;
- Animal control;
- Social services;
- Childcare, child welfare, and juvenile justice facilities (including courts);
- National Guard;
- Military and Department of Defense; and
- Private sector; Civic, social, faith-based, educational, professional, and advocacy organizations (e.g., those that address disability and access and functional needs issues, children's issues, immigrant and racial/ethnic community concerns, animal welfare, and service animals).

Contractor shall conduct the following activities to deliver, conduct and evaluate the seminar:

- Assist the EPT with emailing invitations to prospective participants identified by EMD;
- Create a mechanism and guidelines for participant registration;
- Work with EMD and the EPT to identify and invite prospective speakers that are relevant, engaging, and can help drive interest in the event;
- Develop a seminar brochure (or folder) that includes speaker biographies, session

descriptions, a summary of the purpose of the seminar, and any other relevant information.

- Provide adequate day-of staffing levels for administration and conduct of the Seminar;
- Provide a quality assurance/quality control review of all presentations before the seminar.
- Prepare and facilitate a "hotwash," an immediate post-seminar discussion and review session among critical players, documenting best practices, lessons learned, and significant comments; and
- Build a survey for participants to complete during and/or immediately following the seminar and prepare an analysis of the results as part of the AAR/IP.

The location of the exercise will be scheduled by the EMD PM in conjunction with the contractor and partner organizations in Los Angeles. The exercise is expected to be approximately 4-5 hours in length, although details regarding the exercise will be determined by the exercise planning team, taking into account any necessary changes due to ongoing current events. The Contractor shall work with the LA Fleet Week Foundation to coordinate logistics. Additional details regarding the exercise will be decided by the exercise planning team.

In addition, project expectations will include providing an evaluation of the exercise results and offering professional recommendations to EMD to improve existing plans, policies, and procedures; which will be included in the AAR/IP.

The Contractor shall take photos and footage during the events. The Contractor shall provide a final, edited highlight video and all raw photos and video footage to the PM.

The DSCA seminar will be conducted in the second half of each respective year once determined by the EMD PM in conjunction with the Fleet Week committee.

Deliverable 4: DSCA Planning Workshop

The Contractor shall work with EMD to create and review DSCA language in accordance with the procedures outlined in the County of Los Angeles and City of Los Angeles' EOP plans aligned with the IPP as determined by the EMD program manager.

Through the EMD PM, the contractor will also coordinate a 1 hour meeting with a planning/design team that can review the written plan, make recommendations/changes. Final approval of the plan will come from the Emergency Operations Board (EOB).

Additionally, the workshop will provide a forum for joint discussions between the City of LA and DSCA partners on planning priorities for the next 3 years. The contractor will provide formal written notes on the workshop and solicit input from workshop attendees on topics for future discussion and any areas of improvement needed.

Deliverable 5: After Action Report/Improvement Plan

The Contractor shall develop an After Action Report (AAR)/Improvement Plan (IP) following the final exercise in the series for submission to the City of Los Angeles Emergency Operations Board (EOB), a policy group of 15 department directors with assigned response functions in the City Charter. The AAR/IP must assess the exercises in two distinct ways:

- DSCA coordination and response best practices in accordance with the HSEEP framework, including strengths, areas for improvement and summaries regarding Core Capabilities; and

- A survey of the exercise itself (including agenda, topics, and logistics) capturing areas of work/improvement to be completed prior to the exercise.

The Draft AAR/IP will be provided no later than 45 days post-exercise series. The After-Action Report planning team meeting will be done no later than ten (10) business days after the Draft AAR/IP is provided and may be held virtually, hybrid, or in person as decided by the EMD PM. The contractor will attend the EOB meeting to present and answer questions about AAR/IP where it may be approved. The final AAR/IP will be completed and submitted to FEMA within 90 days after the exercise. Travel of the Contractor is not required, but optional.

C. Final Documentation Requirements

The selected Contractor shall maintain a copy of all final documents developed pursuant to the contract and deliver to EMD via Google Drive containing these documents in an editable (Word or equivalent) version with the final invoice. If accessibility is an issue, the EMD PM shall request one or more city Google accounts for the contractor to facilitate a data transfer.

D. Budget

The Agreement will be on a fixed-price basis for an amount not to exceed Two Hundred and Fifty Thousand Dollars (**\$250,000**).

E. Timeline

Please note: all dates noted are tentative and will be agreed upon by the selected Contractor and Emergency Management Department. These dates are placeholders to give a broad idea of the timeframe of the project. The City reserves all rights to revise the timeline as needed.

Funding Source	Milestones	Date
UASI 2024	Joint Civilian/Military Drill	In accordance with Fleet Week in May 2026
	DSCA Seminar	In accordance with Fleet Week in May 2026
	DSCA Planning Workshop	To Be Decided (“TBD”) 2026
	DSCA Tabletop Exercise	TBD date in the second half of Calendar Year 2026
	After Action/Improvement Plan Submitted	TBD 2026
	Contract Completion Date (End Of Grant Period)	TBD 2026
UASI 2025	Joint Civilian/Military Drill	In accordance with Fleet Week in May 2027
	DSCA Seminar	In accordance with Fleet Week in May 2027
	DSCA Planning Workshop	TBD 2027
	DSCA Tabletop Exercise	TBD date in the second half of Calendar Year 2027
	After Action/Improvement Plan Submitted	TBD 2027
	Contract Completion Date (End Of Grant Period)	TBD 2027