

CALIFORNIA HEALTH FACILITIES FINANCING AUTHORITY (“Authority”)

Investment in Mental Health Wellness Grant Program (“IMHWGP”)

Los Angeles County Quarterly Report

January 26, 2017

The Authority approved a Final Allocation for an Investment in Mental Health Wellness Grant for Los Angeles County (“Los Angeles” or “County”) in an amount not to exceed \$40,892,700.49 for 560 new beds to serve adults in new Crisis Residential Treatment Programs, 54 new Crisis Stabilization beds, 22 mobile crisis support team vehicles, and 14 crisis support team personnel and one clerical staff. The Authority requires Los Angeles County to provide a quarterly report detailing milestones achieved, progress, and obstacles or challenges related to the completion of the Project as described in the Grantee’s application.

On January 6, 2017, Los Angeles County provided an update on its progress, including:

Crisis Residential Treatment Programs

- Los Angeles County Department of Mental Health (“DMH”) completed scoring and identified 21 potential facilities to operate as Crisis Residential Treatment Programs (“CRTPs”) for a total of 328 beds located throughout the County.
- DMH has worked with awardees that have completed some of the necessary public approvals and permitting processes to begin obtaining structural and environmental reviews required for the County leases.
- The County is working to establish a protocol for dealing with awardees that wish to purchase property.

Crisis Stabilization

- The Long Beach Urgent Care Center (“UCC”) site has made significant progress with structural and environmental analysis required for the County lease as well as commencing the permitting and community engagement process.
- DMH continued to work with the San Gabriel Valley UCC and the local board to identify an appropriate site.
- In December, the Los Angeles County Board of Supervisors authorized DMH to enter into an agreement with a service provider for the Antelope Valley UCC. The provider is currently working to identify a site in the area.

Mobile Crisis Support Teams

- All mental evaluation teams are now certified by the state.
- Teams continue to provide crisis services and have served 2,102 clients during this period.

Los Angeles will continue to provide quarterly updates to the Authority.

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

August 13, 2016 — January 5, 2017

Program	Mobile Crisis Support Teams	Urgent Care Centers	Crisis Residential Treatment Programs
Milestones Achieved	<ul style="list-style-type: none"> During this period three clinicians transferred or promoted to other programs but we successfully hired and trained new clinicians. The teams continue to provide crisis services including but not limited to linkage and consultation and outreach services. During this period the teams served 2,102 clients of which 1,030 resulted in 72 hour holds for adults (Welfare and Institutions Code 5150) and 458 resulted in 72 hour holds for minors (5585). 	<ul style="list-style-type: none"> The Long Beach UCC site has made significant progress with the structural and environmental analysis required for the County lease as well as commencing the permitting and community engagement process. The Board of Supervisors (Board) letter to execute service contracts with the UCC awardees was adopted by the Board of Supervisors on December 6th, 2016. 	<ul style="list-style-type: none"> All evaluation groups completed scoring the CRTP proposals towards the end of September. DMH has identified 21 potential facilities to operate as CRTPs for a total of 328 beds located throughout the County. Although the majority of these proposals require CHFFA funds, there were was one provider who did not require any CHFFA funds and only requested DMH operational dollars. DMH is beginning to process some of the site work needed to sign a lease with the County with some of the awardees. DMH was able to have all prospective CRTP operators complete a required training conducted by the State Department of Social Services, Community Care Licensing Division. With the final awardees identified, DMH has submitted the internal paperwork needed to process a Board letter.
Progress	<ul style="list-style-type: none"> All sites are now certified by the State. 	<p style="margin-left: 20px;"><u>Long Beach UCC</u></p> <ul style="list-style-type: none"> DMH continued to hold monthly implementation 	<ul style="list-style-type: none"> DMH continued to hold monthly implementation meetings with all departments

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

meetings with all departments involved in the implementation of SB 82.

- During the month of August, the awardee for the Long Beach UCC identified a site for the UCC. DMH worked with the provider and the local Supervisorial District and toured the site on August 25, 2016.
- In late August, Chief Executive Office – Real Estate Division (CEO-RED) and Department of Public Works (DPW) staff assisted the awardee to complete the necessary seismic and environmental reviews to execute the lease with County. The seismic and environmental reviews are necessary components of the lease and required to meet County standards in addition to any other jurisdictional requirements that a city may have.
- In mid-September, DPW completed a seismic analysis of the proposed site. Subsequent to the seismic report, the owner of the site began to complete structural upgrades using his own sources of funding.
- In October, DPW found that the site is not a County owned property and all work needed to be done under permit from the City of Long Beach. When the retrofit plans are ready for plan check, they are to be submitted to the County for review by DPW.
- In October, the awardee began the Conditional

involved in the implementation of SB 82.

- By the end of September all scores for the 34 CRTP proposals were submitted.
- In the first week of October, 11 non-awardee letters were sent out. In addition, two proposals were eliminated because of significantly low scores. No solicitation reviews were conducted and consequently there were no appeals.
- On November 10th, DMH held a “CRTP Kick-off” meeting with all awardees. DMH, along with its implementation team, consisting of members from CEO-RED, DPW, and County Counsel provided an overview of the process for starting their projects and the information needed to begin the groundwork needed to execute the leases.
- In November, one of the awardees approached DMH to possibly operate a CRTP in the Antelope Valley. Not enough beds were proposed in the Antelope Valley and the intent is to enter into a sole source agreement with this provider to operate an additional CRTP in that area. During this time, DMH was also informed by a provider that one of the sites had to be withdrawn. These changes brought a total of 21 potential facilities that could be established for a total of 328 beds.

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

Use Permit (CUP) process with the City of Long Beach and began reaching out to the community and community leaders to provide information on the project.

- In the month of October, the assigned CEO-RED and DPW staff members worked with the awardee to revise the cost estimates and determine the environmental impact.
- In the month of October, CEO-RED counsel conducted an internal review of the lease.
- The CUP application was filed on November 3rd by the awardee.
- In November, the awardee and DMH staff presented the plans for the UCC to the Service Area Advisory Committee (SAAC). For the purposes of planning and operation, Los Angeles County is divided into eight Services Areas. Each Service Area has a SAAC. Each SAAC functions as a local forum for consumers, families, service providers and community representatives to provide DMH with information, advice and recommendations.
- In November, DMH and the awardee met with City of Long Beach Director of Health and Human Services and the Planning Bureau Manager to plan for the implementation of a UCC in Long Beach. After this meeting occurred, the awardee received information that there was opposition

- In December, DPW staff started to work with some of the awardees who have completed some of the necessary public approvals and permitting processes to begin obtaining the structural and environmental reviews required for the county leases.
- The DPW staff member involved in this project has been able to streamline some of the more technical processes that would generally take considerable time to process.

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

from the community about its location.

- During the month of November, DPW staff worked to process the necessary environmental review at the County level. The awardee worked with the city to determine whether the CEQA analysis completed by the County would satisfy the city's CEQA process.
- In November, DMH began to develop a community outreach strategy to address the concerns expressed by the community.
- Subsequent to the initial meeting with the Long Beach representatives, in early December, the Director of Health and Human Services brokered a meeting with the city Councilman to discuss the plans for a UCC in Long Beach and receive concerns voiced from the community.
- During the month of December, DPW worked with the awardee to finalize the cost estimates for the buildout.
- In late December, the awardee received feedback from the city of Long Beach on their CUP application. The awardee is working with the landlord to address the city's concerns.

San Gabriel Valley UCC

- During the reporting period, DMH continued to work with the UCC awardee and the local board office to identify an appropriate site. Currently

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

		<p>(January 2017), DMH is working with Molina Healthcare to identify space they control that could be occupied by the awardee.</p> <p><u>Antelope Valley UCC</u></p> <ul style="list-style-type: none"> In the December letter adopted by the Board of Supervisors, DMH was authorized to enter into a sole source agreement with Stars Behavioral Health Group to operate the UCC in the Antelope Valley. The prospective provider is currently working to identify a site in the area. A site was previously identified; however, there was opposition from the city in which it is located. The area is also going through change in local officials and DMH is working with the local Board office as well as planning to engage the new city officials to continue discussions on the best placement of a site for the UCC. 	
<p>Obstacles/Challenges</p>	<ul style="list-style-type: none"> Hiring clinicians with experience in crisis work and a willingness to work with law enforcement was a challenge. Working with law enforcement requires great deal of flexibility and confidence as clinicians are expected to be cross-trained and respond to situations when they may be first responders. 	<ul style="list-style-type: none"> Siting the UCC programs continues to be a challenge. The community engagement process will be the focus of our next stage of implementation. Although DMH has already began to engage the Long Beach community and the awardee has a strong plan to ensure the community is informed and their concerns are addressed, it is not yet known how accepting the communities will be of these programs being implemented. 	<ul style="list-style-type: none"> Due to the time it took to complete the RFP process, many of the providers lost the sites they had proposed. Those providers are currently searching for appropriate sites in the areas they proposed beds and are required to provide ongoing follow ups to ensure they are making progress with site locations. Some providers that are currently looking for sites are having issues with cities in determining its use. Our DPW worker is assisting these providers with technical assistance.

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

- One of the challenges we will be dealing with is the purchase of property. Currently, there is no mechanism in the County that allows a non-profit to purchase property without an agreement in place. The County is currently addressing this and will establish a protocol for dealing with awardees that wish to purchase property.

May 14, 2016 – August 12, 2016

Program	Mobile Crisis Support Teams	Urgent Care Centers	Crisis Residential Treatment Programs
Milestones Achieved	<ul style="list-style-type: none"> • During this period all clinicians were hired and Law Enforcement Teams were up and functioning. During the past quarter, the teams made contact with 1,442 individuals of which 777 resulted on 5150/5585. Teams also provided outreach, linkage and consultation to individuals and families. 	<ul style="list-style-type: none"> • In early May, DMH identified the DPW staff that would be assigned to oversee the implementation of both the UCC and CRTPs. • During the month of May, the provider selected to operate the UCC in the San Gabriel Valley had identified two potential sites to operate the UCC. The provider contacted city officials in both cities where the site would be located to provide information on the plan for the site. A site located in the city of El Monte resulted to be the most viable option of the two from a land use perspective. • On June 27, 2016, DMH received notice from the providers selected to operate the UCC near or in the city of Long Beach about two potential sites to operate the UCCs. Del Amo had also reached out to DMH informing that they had located a site 	<ul style="list-style-type: none"> • In early May 2016, DMH had identified all CRTP evaluators and facilitators that would aid in evaluating the proposals. • On May 19, 2016 DMH held a mandatory bidder's conference for the amended CRTP RFP with a submission date for June 22, 2016. • On June 30, 2016, DMH confirmed receipt of 34 CRTP proposals. Out of the 34 proposals received, 11 did not meet the minimum mandatory requirements. Approximately 356 would be possible with the accepted proposals.

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

		<p>for the UCC in the Antelope Valley.</p> <ul style="list-style-type: none"> On July 5, 2016, the assigned DPW staff member assessed the status of each selected provider's project with regard to the design and cost planning of each proposed site. On July 7, 2016 the selected provider for the UCC in the San Gabriel Valley began negotiating a lease for a site in the city of El Monte. 	
<p>Progress</p>	<ul style="list-style-type: none"> Medi-Cal Certification was obtained for the Southeast Region Mental Evaluation Team and Torrance Mental Evaluation Team. It is anticipated that the Alhambra, Culver City, East San Gabriel, Monterey Park and Montebello sites will be completed within the next few months. 	<ul style="list-style-type: none"> Throughout the reporting period, DMH staff remained in communication with the selected providers on a weekly basis to monitor the status of their projects. On June 2, 2016, DMH held a conference call with the selected provider for the San Gabriel Valley area and CHFFA to seek consultation on possible lease scenarios the provider suggested that would be allowed under the SB 82 regulations. On June 13, 2016, DMH held the monthly SB 82 implementation team meeting between the various departments to discuss UCC implementation issues and track progress. Towards the end of June 2016, DMH began to plan a site visit for the identified location for the UCC to be operated in the San Gabriel Valley. In July 2016, DMH held the monthly SB 82 Implementation meeting to between the various 	<ul style="list-style-type: none"> On June 2, 2016, DMH held training for the evaluators and facilitators responsible for scoring the CRTP RFPs. During the first and second weeks of August 2016, the evaluators selected for the CRTP RFP began to evaluate the proposals.

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

		<p>departments to discuss UCC implementation issues and track progress.</p> <ul style="list-style-type: none"> On August 5, 2016, DMH toured the proposed location for the UCC to be located in the El Monte. However, due to the close proximity of this site to an elementary school, it was determined that this site would not be viable for its intended purpose. On August 11, DMH received leads from the local supervisorial district on sites the San Gabriel Valley provider could begin to look into to site the program. The provider is actively reaching out to the landlord to obtain information about the site. 	
<p>Obstacles/Challenges</p>	<ul style="list-style-type: none"> EOB continues to work with Program Support and Police Departments to ensure all programs are Medi-Cal Certified. It is anticipated that the remaining programs will obtain certification by November 2016. 	<ul style="list-style-type: none"> On May 16, 2016, DMH received notice from the provider selected to operate the UCC near or in the city of Long Beach that the owner of the facility had sold the property for which a lease was being negotiated on. The provider was subsequently instructed by DMH to begin identifying additional potential sites for the UCC and offered assistance in identifying potential sites. Siting the UCC programs has become a challenge. For example, the UCC to be located in the San Gabriel Valley area was an ideal site; however, an elementary school was located directly across the street from the site and was not a viable option. Additionally, providers are finding that some cities 	<ul style="list-style-type: none"> During this period, DMH experienced delays in the submission of the CRTP proposals due to information that was received from the in initial bidder's conference. DMH had to seek approval from CHFFA to make modifications to allow a range of 6-16 beds per facility, as prospective bidders were concerned about finding a 16-bed facility. DMH had to hold two bidder's conference to address the changes in the initial RFP. A challenge presented is that DMH did not receive enough proposals to implement the entire 560 beds in the resolution. On July 21, 2016, DMH's Acting Director reached out to CHFFA to inform them of the potential number of beds based on the proposals that were accepted by DMH. It is anticipated that 356 of the 560 proposed could be implemented.

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

		<p>they have approached require conditional use permits for their projects, which would delay the programs implementation by several months.</p> <ul style="list-style-type: none"> On August 5, 2016, DMH was informed by Del Amo, the provider selected for a sole source in the Antelope Valley, that they were no longer interested in pursuing a contract to provide UCC services. This decision impacts our implementation of a UCC in this area. However, DMH is working to identify a potential provider and a potential site through CEO-RED. 	
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February 13, 2016 – May 13, 2016

Program	Mobile Crisis Support Teams	Urgent Care Centers	Crisis Residential Treatment Programs
Milestones Achieved	<ul style="list-style-type: none"> During this period all clinicians were hired and Law Enforcement Teams were up and functioning in the Cities of Los Angeles, Bell, Bell Gardens, Downey, Huntington Park, Signal Hill, South Gate, Vernon, Covina, West Covina, Azusa, Glendora, Montebello, Monterey Park, Palmdale, Lancaster, Santa Clarita, Culver City, and Alhambra. 	<ul style="list-style-type: none"> By March 9th, DMH had met with all non-awardees to provide debriefings and no appeals were filed. From March to May, DMH met with the UCC awardees to begin contract and lease negotiations. DMH created an interdepartmental implementation group (CHFFA Implementation Group), consisting of staff from DMH, Department of Health Services (DHS), Chief Executive Office, Real Estate Division (CEO-RED), Department of Public Works (DPW), and County Counsel to address implementation 	<ul style="list-style-type: none"> On February 17th, DMH published the CRTP RFP to over 700 contract providers. DMH announced the release of the RFP by: 1) mailing letters along with a compact disc to agencies on the Departmental Bidders List; 2) publishing the announcement in three major newspapers; and 3) posting notices on the DMH and countywide internet sites. DMH created an interdepartmental implementation group, consisting of staff from DMH, Department of Health Services (DHS), Chief Executive Office, Real Estate Division (CEO-RED), Department of Public Works (DPW), and County Counsel to address

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

		<p>issues and develop strategies to streamline implementation of all projects. Established monthly meetings to discuss larger implementation issues.</p> <ul style="list-style-type: none"> In May, DMH submitted a Sole Source Notification to the Board of Supervisors, informing them of the intent to enter into sole source negotiations with a local provider to develop a UCC in the Antelope Valley—the area where no bid was received. Staff from DPW that would provide project management were identified. DPW developed a Statement of Work that includes all SB 82 CHFFA funding-related tasks. 	<p>implementation issues and develop strategies to streamline implementation of all projects. Established monthly meetings to discuss larger implementation issues.</p> <ul style="list-style-type: none"> On March 9th, DMH held a mandatory proposers conference for prospective bidders. Staff from DPW that would provide project management were identified. DPW developed a Statement of Work that includes all SB 82 CHFFA funding-related tasks. On May 5, DMH re-issued the CRTP RFP, due to issues raised at the March 9th proposers' conference. In May, DMH identified the groups of evaluators and facilitators that will be scoring the CRTP proposals received following the 2nd proposers' conference.
<p>Progress</p>	<ul style="list-style-type: none"> Medi-Cal Certification was completed for Torrance Mental Evaluation Team. Southeast Region, Alhambra, Culver City, East San Gabriel, Monterey Park and Montebello are still pending. 	<ul style="list-style-type: none"> During February, DMH continued to work with the RFP awardees to negotiate leases and contracts. In March, DMH met with CEO-RED staff to identify staff that would assist DMH in negotiating all three UCC leases as well as identify additional services that could be provided. In March, DMH staff, along with CEO-RED, met with the prospective provider and the landlord of the proposed site for the UCC to be located in the Long Beach area of the county to begin 	<ul style="list-style-type: none"> During March and April, DMH met with County Counsel and worked with CHFFA staff members to address the issues brought forth from the March 9th proposers' conference and prepared an addendum to the RFP. In the months of February, March, and May, DMH met with the CHFFA Implementation Group to discuss status updates and address ongoing implementation issues.

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

		<p>discussing the terms and conditions of the lease.</p> <ul style="list-style-type: none"> In March, DMH also met with the UCC awardee for the UCC to be located in the San Gabriel Valley area of the county to begin discussing implementation needs for their proposed site. In March, DMH, along with CEO-RED worked with the prospective sole source provider for the UCC in the Antelope Valley area to identify sites that would be viable for the project. The prospective provider is continuing to look for sites that would be appropriate for a UCC. In the months of February, March, and May, DMH met with the CHFFA Implementation Group to discuss status updates and address ongoing implementation issues. 	<ul style="list-style-type: none"> In March, DMH met with CEO-RED staff to identify staff that would assist DMH in negotiating all new CRTP facilities leases as well as identify additional services that could be provided. On April 5, DMH received approval from CHFFA, to modify the project description of the proposed CRTPs to add 6-16 beds per facility; however, maintain the bed total at 560 beds. In May, DMH prepared for a second proposers conference to include the changes that resulted from the initial proposers conference.
<p>Obstacles/Challenges</p>	<ul style="list-style-type: none"> EOB continues to work with Program Support and Police Departments to ensure all programs are Medi-Cal Certified. 	<ul style="list-style-type: none"> Streamlining the board letter process continues to be a challenge. DMH would like to have all projects approved by the Board of Supervisors in one action, including their respective leases. However, since projects and their lease agreements are at different stages of development, they may need to be done individually. Further, the Board letter process requires that DMH and CEO-RED execute their own Board letters. This requires the DMH Board letter be presented to the Board's Health Deputies prior to being heard by the Board, and the CEO-RED Board letter to be presented to the Board's Real Estate Commission. DMH is 	<ul style="list-style-type: none"> As the result of the need to include substantive changes to the CRTP RFP, DMH's timeline for CRTPs has been affected. At this point, the scoring of the proposals will need to be pushed back by a month. Since there is new information about the number of beds a facility can have, along with other changes related to the operational contract, in the re-issued RFP, DMH may see a higher amount of proposals, which could come to affect the timeline to properly score the proposals and complete the RFP process.

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

		<p>discussing with CEO-RED alternatives to prevent protracted delays.</p> <ul style="list-style-type: none"> One obstacle that surfaced during this reporting period, was that the original site for the UCC in the San Gabriel Valley area did not materialize due to issues with the landlord. The provider has been searching throughout the area to identify sites that would be viable for the project. DMH has also requested assistance from the Supervisorial District to obtain leads into sites that could be used for the project. Although the provider has identified several sites, the cities in which they are located have been determining the use of the site for a UCC as a hospital. The use determination issue is one that is being worked through with the cities. 	
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December 12, 2015 – February 12, 2016

Program	Mobile Crisis Support Teams	Urgent Care Centers	Crisis Residential Treatment Programs
Milestones Achieved	<ul style="list-style-type: none"> On December 29th, DMH secured 11 vehicles to be used to support SB 82 mobile triage teams. During this period DMH was able to hire two clinicians. One for the Law Enforcement Teams and one for the Psychiatric Mobile Response Team, they are expected to begin to work at each team respectively by 3/1/16. 	<ul style="list-style-type: none"> On December 19, 2015 final scores for the UCC RFP were received. By January 25, 2016 all awardees and non-awardees had received notification letters. 	<ul style="list-style-type: none"> In the months of December and January DMH staff and County Counsel met and communicated on a weekly basis to address the substantive issues that remained in the RFP. In the months of December and January, DMH began to identify facilitators and evaluators that would be able to participate in the evaluation of the RFP proposals. DMH will release the RFP on February 17th 2016.

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

Progress	<ul style="list-style-type: none"> • Provider numbers were obtained for the Southeast Region Mental Evaluation Team (MET) and Torrance MET. • DMH is securing a final vehicle to bring the total number of vehicles to 22 to support the Mobile Crisis Support Teams and mobile triage teams under SB 82. • DMH will be submitting an additional request to fund the existing Mobile Crisis Support Teams for an additional year. 	<ul style="list-style-type: none"> • DMH, along with the Chief Executive Office, Real Estate Division (CEO) is currently meeting with providers who have received awardee letters to begin planning the viability of their proposed sites. DMH is currently scheduling RFP debriefings with non-awardees. Non-awardees have an opportunity to review their scores and appeal. 	<ul style="list-style-type: none"> • DMH continues to hold regular communication and meetings to plan for the RFP evaluation process. • DMH is identifying staff from the CEO and Department of Public Works (DPW) to assist in the lease negotiations and project management.
Obstacles/Challenges	<ul style="list-style-type: none"> • DMH experienced some challenges with Huntington Park Police Department as the number of calls were minimal. • Met with the Chief of Police and Lieutenant in charge of MET on January 27 to address the concerns. They were receptive and arranged a meeting for DMH staff to present at a Sargent/Lieutenant's meeting on February 3rd to discuss the mission of MET and the how to dispatch calls. 	<ul style="list-style-type: none"> • One of the more challenging aspects of the implementation of all UCCs will be the lease negotiations with the landlords of the proposed sites. In our preliminary discussions with one awardee, challenges with the landlord of the proposed site in relation to the completion of tenant improvements and executions of the lease have been identified. Despite this obstacle, the awardee is looking into other potential sites that satisfy the requirements of the RFP. • One obstacle that could delay some projects significantly will be going through an appeals process, which would only affect the South/Bay Harbor Area. Three proposers submitted proposals for that area and two of the three have submitted requests for debriefings. The UCC in the San Gabriel Valley Area only received one proposal. • The UCC proposed for the Antelope Valley Area will have to go through a sole source process as 	<ul style="list-style-type: none"> • One challenge has been identifying the process for the acquisition of property. There has been no precedence at DMH for providing funds to a provider to purchase property and enter into lease agreements for that property. Acquiring the property will require additional steps that may delay the start of renovations and improvements. • One challenge in relation to the evaluations of the RFP proposals, is determining the number of proposals DMH could receive to identify the number of evaluators needed. For example, 35-70 proposals could be submitted, which would require a higher number of evaluators to score the proposals. Recruiting additional evaluators may cause delays. • Streamlining the board approval process will be a challenge as projects will be at different

Los Angeles County Department of Mental Health Senate Bill 82 Quarterly Status Reports

		<p>no bids were received. The County's process for sole source can take 4-6 months.</p> <ul style="list-style-type: none">• Streamlining the board approval process will be a challenge as projects will be at different stages of implementation.	<p>stages of implementation.</p>
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