KAREN BASS
MAYOR

EXECUTIVE DIRECTIVE NO. 23

Issue Date: October 23, 2026

Subject: Modernizing the City's Emergency Response System

Introduction

Every second counts during an emergency. Day-in and day-out, our city's Police Service Representatives (PSR) answer and triage Angelenos' 911 calls. Once a call is answered, the City must be equipped to send the most appropriate response. Not all emergencies require a traditional law enforcement response. In fact, many are better served by our growing civilian crisis response programs, which dispatch social workers, clinicians, and mental health professionals. Currently, the City's civilian crisis response programs, Unarmed Model of Crisis Response (UMCR) and Crisis Incident Response through Community-led Engagement (CIRCLE), are served by separate dispatch centers, each possessing their own set of contractors and software systems. As PSRs triage calls, they must not only determine whether the call is eligible for civilian crisis response, but to which of the two programs they should divert the call. This consumes precious time.

The City has made important progress in aligning and clarifying call types and eligibility criteria for civilian crisis response, helping PSRs more readily identify calls that can be safely diverted from law enforcement. These improvements are an important step toward increasing diversion and reducing unnecessary demands on sworn resources. However, these programs' dispatch centers must be unified and more thoroughly integrated into the city's emergency response system, which will help PSRs quickly route calls to the appropriate responder. In turn, sworn personnel can focus on calls that require traditional law enforcement, while unarmed crisis responders focus on calls requiring trauma-informed care.

Improving 911 performance demands a comprehensive approach that requires establishing a unified infrastructure for civilian crisis response, modernizing emergency communications technology, and filling funded PSR vacancies. By addressing each of these, the City will reduce 911 answering times, improve the deployment of emergency services, and provide residents with faster and more appropriate responses. When Angelenos call 911, they deserve help immediately.

Therefore, I hereby direct the following:

I. ESTABLISH A UNIFIED CALL CENTER FOR CIVILIAN CRISIS RESPONSE

A. The City Administrative Officer (CAO), through the appropriate procurement function and in coordination with the Mayor's Office, Los Angeles Police Department (LAPD), Los Angeles Fire Department (LAFD), Ad Hoc Committee on Unarmed Response, and other relevant departments and programs, shall develop and release two requests for proposals (RFPs) necessary to establish a unified call center supporting the city's civilian crisis response programs. The CAO shall serve as the procurement lead for these solicitations and shall conduct the competitive solicitation process in accordance with all applicable City policies and procedures. The programmatic and operational requirements informing the procurements, as well as the evaluation and selection process, shall be developed in coordination with the Mayor's Office, CAO, and relevant departments and programs, including through the CAO's working group on civilian crisis response dispatch established in CF 26-0061.

1. **Technology, Software, and Data Management Request for Proposal**
   - **a.** Direct the CAO to develop and release an RFP for the technology infrastructure necessary to support centralized intake, triage, dispatch, and data management for civilian crisis response programs. At a minimum, the procurement shall address:
     - **i.** Integration with LAPD's emergency communications and computer-aided dispatch systems, where appropriate and legally permissible;
     - **ii.** Electronic transfer of eligible calls from LAPD to civilian crisis response, reducing reliance on manual or verbal call transfers;
     - **iii.** Real-time dispatch and deployment of civilian response teams;
     - **iv.** Call and incident tracking and collection and management of program and performance data;
     - **v.** Interoperability across civilian crisis response programs and providers;
     - **vi.** Reporting and analytics necessary to evaluate call diversion, response times, service outcomes, and system performance;
     - **vii.** Appropriate cybersecurity, privacy, data governance, and criminal justice information requirements; and
     - **viii.** Capacity to support future expansion and integration of civilian crisis response services.

2. **Call Center Staffing and Operations Request for Proposal**
   - **a.** Direct the CAO to separately develop and release an RFP for staffing and operation of the unified civilian crisis response call center.
     - **i.** The procurement shall establish requirements for qualified personnel capable of receiving transferred calls, conducting

appropriate secondary screening and triage, dispatching civilian response teams, coordinating field resources, and documenting call outcomes.

ii. The staffing model shall support reliable coverage, minimize service interruptions, and provide sufficient capacity to support current and future civilian crisis response operations.

3. Implementation and Funding

a. Direct the CAO to report to the Mayor in 30 days on the status of both procurements and provide an implementation plan and timeline identifying anticipated dates for development, release, award, contracting, testing, and deployment, with the goal of achieving full operation of the unified civilian crisis response call center no later than the beginning of Fiscal Year 2027-28.

b. Direct the CAO to report in 30 days with available funding and financing options to support development and initial implementation of the unified call center during Fiscal Year 2026-27, including technology development, systems integration, procurement, testing, and other one-time implementation to fully implement and operate the unified civilian crisis response call center, including staffing, technology, licensing, maintenance, data management, systems integration, contract administration, and other ongoing operating costs necessary for full implementation.

c. In the implementation of this directive, the Mayor's Office will continue working with the City Council and relevant departments to determine the appropriate long-term governance and organizational structure for the City's civilian crisis response system.

II. DEPLOY TECHNOLOGY TO IMPROVE 911 CALL ANSWERING

A. Direct the LAPD, in coordination with ITA and the Mayor's Office, to evaluate current and recommend future technology improvements to the city's emergency communications infrastructure, including any available improvements that will enable effective automated call management and multilingual capabilities. These improvements shall be intended to enhance the capacity and effectiveness of Senior PSR's and PSR's, not replace these positions or diminish their essential roles in emergency call handling and dispatch.

B. Direct the LAPD, in conjunction with ITA, to report in 60 days on:

1. The status and results of any artificial intelligence or automated technology pilots intended to assist PSRs with 911 call intake, triage, transcription, quality assurance, call processing, or other emergency communications functions;
2. Available data regarding whether these technologies, where implemented, have reduced call-processing time, improved PSR productivity, increased call-answering capacity, or otherwise affected 911 wait times;
3. Additional technologies that could improve the speed and efficiency of 911 call answering, processing, and dispatch while supporting PSR decision-making and maintaining appropriate human oversight;
4. Technology, infrastructure, staffing, labor, privacy, cybersecurity, or policy barriers to broader implementation; and
5. Recommendations and an implementation timeline for technology enhancements that can strengthen PSR capacity**,** improve emergency communications performance and reduce 911 call-answering wait times.
6. Opportunities to engage and collaborate with labor representatives in evaluating, developing, and implementing technology improvements to ensure that new technologies support PSRs in performing their duties more efficiently, preserve their essential role in emergency communications, and address potential workforce impacts.

III. BUILDING THE 911 RESPONSE FORCE OF THE FUTURE

A. Direct the Personnel Department, in coordination with LAPD, to submit a joint report and implementation plan to the Personnel and Hiring Committee and Budget and Finance Committee in 60 days. This report and analysis should support Council's pending report from the City Legislative Analyst (CF 26-0600-S36). The plan shall include:

1. The number of authorized, funded, filled, and vacant senior PSR and PSR and positions (and related and pertinent classifications, vacancy and attrition rates, and the status of existing PSR candidate lists and hiring pipelines;
2. An assessment of barriers contributing to vacancies and timeline for filling funded vacancies;
3. Opportunities to accelerate recruitment, testing, background review, hiring, onboarding, and strategies to improve recruitment and retention;
4. The feasibility of establishing year-round recruitment and recurring hiring cycles throughout the year, similar to the recruitment and hiring model used for sworn LAPD personnel, to maintain a consistent pipeline of qualified PSR candidates and more quickly fill vacancies.
5. Immediate actions that can be taken to accelerate hiring and longer-term strategies necessary to maintain sufficient staffing to meet the city's 911 call-answering performance goals.

6. Any training or preparation that can improve senior PSR and PSR's response times and ability to discern when it is appropriate to divert calls to our civilian crisis response programs.

B. Concurrent with the release of the report indicated above, direct the CAO to review the report's findings and identify any funds that are appropriate and necessary to implement the reforms for consideration by the Mayor and Council, either as a standalone transmittal or in the context of a Financial Status Report.

IV. ESTABLISH DISPATCH PERFORMANCE MEASURES

A. Request the Board of Police Commissioners to direct the LAPD, in coordination with the CAO, Personnel Department, and ITA, to establish baseline data for the city's current 911 call-answering performance and develop measurable targets for improvement that shall be used to guide future investments in staffing, technology, and civilian crisis response infrastructure.

B. Request the Board of Police Commissioners to direct the LAPD to report in 60 days on baseline performance and recommend measurable targets for reducing 911 call-answering wait times. Performance measures shall include, at minimum:

1. Average and median 911 call-answering time;
2. Percentage of 911 calls answered within applicable performance standards;
3. Number and percentage of calls exceeding established wait-time thresholds;
4. 911 call abandonment rates;
5. Call volume and calls processed per PSR;
6. Number and percentage of eligible calls transferred or diverted to civilian crisis response;
7. Time required to transfer eligible calls to civilian crisis response; and
8. Other measures necessary to determine whether staffing, technology, and civilian crisis response integration are improving emergency communications performance.

Executed on this 23rd day of October, 2026

Karen Bass

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Mayor