

**CONTRACT RESULTING FROM REQUEST FOR PROPOSAL NUMBER 10090230-25-P, Child
and Youth Plan Services**

This Contract (Contract) is entered into by and between the City of San Diego, a municipal corporation (City), and the successful proposer to Request for Proposal (RFP) # 10090230-25-P, Child and Youth Plan Services (Contractor).

RECITALS

On or about 2/11/2025, City issued an RFP to prospective proposers on services to be provided to the City. The RFP and any addenda and exhibits thereto are collectively referred to as the "RFP." The RFP is attached hereto as Exhibit A.

City has determined that Contractor has the expertise, experience, and personnel necessary to provide the services.

City wishes to retain Contractor to provide child and youth plan services as further described in the Scope of Work, attached hereto as Exhibit B. (Services).

For good and valuable consideration, the sufficiency of which is acknowledged, City and Contractor agree as follows:

**ARTICLE I
CONTRACTOR SERVICES**

1.1 Scope of Work. Contractor shall provide the Services to City as described in Exhibit B which is incorporated herein by reference. Contractor will submit all required forms and information described in Exhibit A to the Purchasing Agent before providing Services.

1.2 General Contract Terms and Provisions. This Contract incorporates by reference the General Contract Terms and Provisions, attached hereto as Exhibit C.

1.3 Contract Administrator. The Office of Child and Youth Success (Office) is the Contract Administrator for this Agreement. Contractor shall provide the Services under the direction of a designated representative of the Department as follows:

Tara Ryan, Acting Executive Director
202 C Street, 8th Floor, San Diego, CA 92101
415-948-6593
tryan@sandiego.gov

**ARTICLE II
DURATION OF CONTRACT**

2.1 Term. This Contract shall be for a period of one (1) year beginning on the Effective Date. City may, in its sole discretion, extend this Contract for four (4) additional one (1) year period(s). Unless otherwise terminated, this Contract shall be effective until completion of the Scope of Services. The term of this Contract shall not exceed five years unless approved by the City Council by ordinance.

2.2 Effective Date. This Contract shall be effective on the date it is executed by the last Party to sign the Contract, and approved by the City Attorney in accordance with San Diego Charter Section 40.

ARTICLE III COMPENSATION

3.1 Amount of Compensation. City shall pay Contractor for performance of all Services rendered in accordance with this Contract in an amount not to exceed \$ 58,940.00. Please see Exhibit B, Section M. Price Schedule for more information. *(The not to exceed amount will be added in this final Contract prior to the final execution of the Contract by the City, with the Contractor's initials indicating acceptance.)*



ARTICLE IV WAGE REQUIREMENTS

4.1 Reserved.

ARTICLE V CONTRACT DOCUMENTS

5.1 Contract Documents. The following documents comprise the Contract between the City and Contractor: this Contract and all exhibits thereto, the RFP; the Notice to Proceed; and the City's written acceptance of exceptions or clarifications to the RFP, if any.

5.2 Contract Interpretation. The Contract Documents completely describe the Services to be provided. Contractor will provide any Services that may reasonably be inferred from the Contract Documents or from prevailing custom or trade usage as being required to produce the intended result whether or not specifically called for or identified in the Contract Documents. Words or phrases which have a well-known technical or construction industry or trade meaning and are used to describe Services will be interpreted in accordance with that meaning unless a definition has been provided in the Contract Documents.

5.3 Precedence. In resolving conflicts resulting from errors or discrepancies in any of the Contract Documents, the Parties will use the order of precedence as set forth below. The 1st document has the highest priority. Inconsistent provisions in the Contract Documents that address the same subject, are consistent, and have different degrees of specificity, are not in conflict and the more specific language will control. The order of precedence from highest to lowest is as follows:

- 1st Any properly executed written amendment to the Contract
- 2nd The Contract
- 3rd The RFP and the City's written acceptance of any exceptions or clarifications to the RFP, if any
- 4th Contractor's Proposal

5.4 Counterparts. This Contract may be executed in counterparts which, when taken together, shall constitute a single signed original as though all Parties had executed the same page.

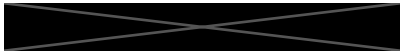
5.5 Public Agencies. Other public agencies, as defined by California Government Code section 6500, may choose to use the terms of this Contract, subject to Contractor's acceptance. The City is not liable or responsible for any obligations related to a subsequent Contract between Contractor and another public agency.

IN WITNESS WHEREOF, this Contract is executed by City and Contractor acting by and through their authorized officers.

CONTRACTOR

Promises2Kids Foundation

Proposer



Street Address



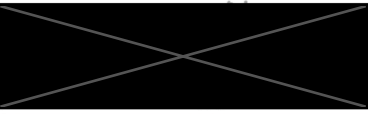
City



Telephone No.



E-Mail

BY: 

Signature of
Proposer's Authorized
Representative



Print Name

COO

Title

3/11/2025

Date

CITY OF SAN DIEGO
A Municipal Corporation

BY:



Print Name:

Claudia Abarca

Director, Purchasing & Contracting
Department

Sep 15, 2025

Date Signed

Approved as to form this 15th day of
September, 2025.

HEATHER FERBERT, City Attorney

BY: Nicole Pedone
Nicole Pedone (Sep 15, 2025 14:00:47 PDT)

Deputy City Attorney

EXHIBIT A
PROPOSAL SUBMISSION AND REQUIREMENTS

A. PROPOSAL SUBMISSION

1. Timely Proposal Submittal. Proposals must be submitted as described herein to the Purchasing & Contracting Department (P&C).

1.1 Reserved.

1.2 Paper Proposals. The City will accept paper proposals in lieu of eProposals. Paper proposals must be submitted in a sealed envelope to the Purchasing & Contracting Department (P&C) located at 1200 Third Avenue, Suite 200, San Diego, CA 92101. The Solicitation Number and Closing Date must be referenced in the lower left-hand corner of the outside of the envelope. Faxed proposals will not be accepted.

1.3 Proposal Due Date. Proposals must be submitted prior to the Closing Date indicated on the eBidding System. E-mailed and/or faxed proposals will not be accepted.

1.4 Pre-Proposal Conference. No pre-proposal conference will be held for RFP.

1.4.1 Reserved.

1.5 Questions and Comments. Written questions and comments must be submitted electronically via the eBidding System no later than the date specified on the eBidding System. Only written communications relative to the procurement shall be considered. The City's eBidding System is the only acceptable method for submission of questions. All questions will be answered in writing. The City will distribute questions and answers without identification of the inquirer(s) to all proposers who are on record as having received this RFP, via its eBidding System. No oral communications can be relied upon for this RFP. Addenda will be issued addressing questions or comments that are determined by the City to cause a change to any part of this RFP.

1.6 Contact with City Staff. Unless otherwise authorized herein, proposers who are considering submitting a proposal in response to this RFP, or who submit a proposal in response to this RFP, are prohibited from communicating with City staff about this RFP from the date this RFP is issued until a contract is awarded.

2. Proposal Format and Organization. Unless electronically submitted, all proposals should be securely bound and must include the following completed and executed forms and information presented in the manner indicated below:

Tab A - Submission of Information and Forms.

2.1 Completed and signed Contract Signature Page. If any addenda are issued, the latest Addendum Contract Signature Page is required.

2.2 Exceptions requested by proposer, if any. The proposer must present written factual or legal justification for any exception requested to the Scope of Work, the Contract, or the Exhibits thereto. Any exceptions to the Contract that have not been accepted

by the City in writing are deemed rejected. The City, in its sole discretion, may accept some or all of proposer's exceptions, reject proposer's exceptions, and deem the proposal non-responsive, or award the Contract without proposer's proposed exceptions. The City will not consider exceptions addressed elsewhere in the proposal.

2.3 The Contractor Standards Pledge of Compliance Form.

2.4 Equal Opportunity Contracting forms including the Work Force Report and Contractors Certification of Pending Actions.

2.5 Reserved.

2.6 Licenses as required in Exhibit B.

2.7 Reserved.

2.8 Additional Information as required in Exhibit B.

2.9 Reserved.

Tab B - Executive Summary and Responses to Specifications.

2.10 A title page.

2.11 A table of contents.

2.12 An executive summary, limited to one typewritten page, that provides a high-level description of the proposer's ability to meet the requirements of the RFP and the reasons the proposer believes itself to be best qualified to provide the identified services.

2.13 Proposer's response to the RFP.

Tab C - Cost/Price Proposal (if applicable). Proposers shall submit a cost proposal in the form and format described herein. Failure to provide cost(s) in the form and format requested may result in proposal being declared non-responsive and rejected.

3. Proposal Review. Proposers are responsible for carefully examining the RFP, the Specifications, this Contract, and all documents incorporated into the Contract by reference before submitting a proposal. If selected for award of contract, proposer shall be bound by same unless the City has accepted proposer's exceptions, if any, in writing.

4. Addenda. The City may issue addenda to this RFP as necessary. All addenda are incorporated into the Contract. The proposer is responsible for determining whether addenda were issued prior to a proposal submission. Failure to respond to or properly address addenda may result in rejection of a proposal.

5. Quantities. The estimated quantities provided by the City are not guaranteed. These quantities are listed for informational purposes only. Quantities vary depending on the demands of the City. Any variations from the estimated quantities shall not entitle the proposer to an adjustment in the unit price or any additional compensation.

6. Quality. Unless otherwise required, all goods furnished shall be new and the best of their kind.

6.1 Items Offered. Proposer shall state the applicable trade name, brand, catalog, manufacturer, and/or product number of the required good, if any, in the proposal.

6.2 Brand Names. Any reference to a specific brand name in a solicitation is illustrative only and describes a component best meeting the specific operational, design, performance, maintenance, quality, or reliability standards and requirements of the City. Proposer may offer an equivalent or equal in response to a brand name referenced (Proposed Equivalent). The City may consider the Proposed Equivalent after it is subjected to testing and evaluation which must be completed prior to the award of contract. If the proposer offers an item of a manufacturer or vendor other than that specified, the proposer must identify the maker, brand, quality, manufacturer number, product number, catalog number, or other trade designation. The City has complete discretion in determining if a Proposed Equivalent will satisfy its requirements. It is the proposer's responsibility to provide, at their expense, any product information, test data, or other information or documents the City requests to properly evaluate or demonstrate the acceptability of the Proposed Equivalent, including independent testing, evaluation at qualified test facilities, or destructive testing.

7. Modifications, Withdrawals, or Mistakes. Proposer is responsible for verifying all prices and extensions before submitting a proposal.

7.1 Modification or Withdrawal of Proposal Before Proposal Opening. Prior to the Closing Date, the proposer or proposer's authorized representative may modify or withdraw the proposal by providing written notice of the proposal modification or withdrawal to the City Contact via the eBidding System. E-mail or telephonic withdrawals or modifications are not permissible.

7.2 Proposal Modification or Withdrawal of Proposal After Proposal Opening. Any proposer who seeks to modify or withdraw a proposal because of the proposer's inadvertent computational error affecting the proposal price shall notify the City Contact identified on the eBidding System no later than three working days following the Closing Date. The proposer shall provide worksheets and such other information as may be required by the City to substantiate the claim of inadvertent error. Failure to do so may bar relief and allow the City recourse from the bid surety. The burden is upon the proposer to prove the inadvertent error. If, as a result of a proposal modification, the proposer is no longer the apparent successful proposer, the City will award to the newly established apparent successful proposer. The City's decision is final.

8. Incurred Expenses. The City is not responsible for any expenses incurred by proposers in participating in this solicitation process.

9. Public Records. By submitting a proposal, the proposer acknowledges that any information submitted in response to this RFP is a public record subject to disclosure unless the City determines that a specific exemption in the California Public Records Act (CPRA) applies. If the proposer submits information clearly marked confidential or proprietary, the City may protect such information and treat it with confidentiality to the extent permitted by law. However, it will be the responsibility of the proposer to provide to the City the specific legal grounds on which the City can rely in withholding information requested under the CPRA should the City choose to withhold such information. General references to sections of

the CPRA will not suffice. Rather, the proposer must provide a specific and detailed legal basis, including applicable case law, that clearly establishes the requested information is exempt from the disclosure under the CPRA. If the proposer does not provide a specific and detailed legal basis for requesting the City to withhold proposer's confidential or proprietary information at the time of proposal submittal, City will release the information as required by the CPRA and proposer will hold the City, its elected officials, officers, and employees harmless for release of this information. It will be the proposer's obligation to defend, at proposer's expense, any legal actions or challenges seeking to obtain from the City any information requested under the CPRA withheld by the City at the proposer's request. Furthermore, the proposer shall indemnify and hold harmless the City, its elected officials, officers, and employees from and against any claim or liability, and defend any action brought against the City, resulting from the City's refusal to release information requested under the CPRA which was withheld at proposer's request. Nothing in the Contract resulting from this proposal creates any obligation on the part of the City to notify the proposer or obtain the proposer's approval or consent before releasing information subject to disclosure under the CPRA.

10. Right to Audit. The City Auditor may access proposer's records as described in San Diego Charter section 39.2 to confirm contract compliance.

B. PRICING

1. Fixed Price. All prices shall be firm, fixed, fully burdened, FOB destination, and include any applicable delivery or freight charges, and any other costs required to provide the requirements as specified in this RFP. The lowest total estimated contract price of all the proposals that meet the requirements of this RFP will receive the maximum assigned points to this category as set forth in this RFP. The other price schedules will be scored based on how much higher their total estimated contract prices compare with the lowest:

$$(1 - \frac{(\text{contract price} - \text{lowest price})}{\text{lowest price}}) \times \text{maximum points} = \text{points received}$$

For example, if the lowest total estimated contract price of all proposals is \$100, that proposal would receive the maximum allowable points for the price category. If the total estimated contract price of another proposal is \$105 and the maximum allowable points is 60 points, then that proposal would receive $(1 - ((105 - 100) / 100) \times 60 = 57$ points, or 95% of the maximum points. The lowest score a proposal can receive for this category is zero points (the score cannot be a negative number). The City will perform this calculation for each Proposal.

2. Taxes and Fees. Taxes and applicable local, state, and federal regulatory fees should not be included in the price proposal. Applicable taxes and regulatory fees will be added to the net amount invoiced. The City is liable for state, city, and county sales taxes but is exempt from Federal Excise Tax and will furnish exemption certificates upon request. All or any portion of the City sales tax returned to the City will be considered in the evaluation of proposals.

3. Escalation. An escalation factor is not allowed unless called for in this RFP. If escalation is allowed, proposer must notify the City in writing in the event of a decline in

market price(s) below the proposal price. At that time, the City will make an adjustment in the Contract or may elect to re-solicit.

4. Unit Price. Unless the proposer clearly indicates that the price is based on consideration of being awarded the entire lot and that an adjustment to the price was made based on receiving the entire proposal, any difference between the unit price correctly extended and the total price shown for all items shall be offered shall be resolved in favor of the unit price.

C. EVALUATION OF PROPOSALS

1. Award. The City shall evaluate each responsive proposal to determine which proposal offers the City the best value consistent with the evaluation criteria set forth herein. The proposer offering the lowest overall price will not necessarily be awarded a contract.

2. Sustainable Materials. Consistent with Council Policy 100-14, the City encourages use of readily recyclable submittal materials that contain post-consumer recycled content.

3. Evaluation Process.

3.1 Process for Award. A City-designated evaluation committee (Evaluation Committee) will evaluate and score all responsive proposals. The Evaluation Committee may require proposer to provide additional written or oral information to clarify responses. Upon completion of the evaluation process, the Evaluation Committee will recommend to the Purchasing Agent that award be made to the proposer with the highest scoring proposal.

3.2 Reserved.

3.3 Mandatory Interview/Oral Presentation. The City will require proposers to interview and/or make an oral presentation if one or more proposals score within five (5) points or less of the proposal with the highest score. Only the proposer with the highest scoring proposal and those proposers scoring within five (5) points or less of the highest scoring proposal will be asked to interview and/or make an oral presentation. Interviews and/or oral presentations will be made to the Evaluation Committee in order to clarify the proposals and to answer any questions. The interviews and/or oral presentations will be scored as part of the selection process. The City will complete all reference checks prior to any oral interview. Additionally, the Evaluation Committee may require proposer's key personnel to interview. Interviews may be by telephone and/or in person. Multiple interviews may be required. Proposers are required to complete their oral presentation and/or interviews within seven (7) workdays after the City's request. Proposers should be prepared to discuss and substantiate any of the areas of the proposal submitted, as well as proposer's qualifications to furnish the subject goods and services. Proposer is responsible for any costs incurred for the oral presentation and interview of the key personnel.

3.4 Discussions/Negotiations. The City has the right to accept the proposal that serves the best interest of the City, as submitted, without discussion or negotiation. Contractors should, therefore, not rely on having a chance to discuss, negotiate, and adjust their proposals. The City may negotiate the terms of a contract with the winning proposer based on the RFP and the proposer's proposal, or award the contract without further negotiation.

3.5 Inspection. The City reserves the right to inspect the proposer's equipment and facilities to determine if the proposer is capable of fulfilling this Contract. Inspection will include, but not limited to, survey of proposer's physical assets and financial capability. Proposer, by signing the proposal agrees to the City's right of access to physical assets and financial records for the sole purpose of determining proposer's capability to perform the Contract. Should the City conduct this inspection, the City reserves the right to disqualify a proposer who does not, in the City's judgment, exhibit the sufficient physical and financial resources to perform this Contract.

3.6 Evaluation Criteria. The following elements represent the evaluation criteria that will be considered during the evaluation process:

	MAXIMUM EVALUATION POINTS
A. Responsiveness to the RFP. 1. Requested information included and thoroughness of response 2. Understanding of the services and programs to be provided and ability to deliver as exhibited in the Executive Summary. 3. Relevancy to and alignment with the Child and Youth Plan 4. Exceptions to RFP).	20
B. Staffing Plan. 1. Qualifications of personnel adequate for requirement 2. Availability/Geographical location of personnel for required tasks 3. Clearly defined Roles/Responsibilities of personnel.	20
C. Contractor's Capability to provide the services and expertise and Past Performance. 1. Relevant experience of the Contractor and subcontractors 2. Previous relationship of Contractor and subcontractors on providing similar services and programs 3. Specific experience on delivering programs and services to children and youth in underserved communities. 4. Experience measuring impact of programs and service; other pertinent experience 5. Knowledge of the general geographical area where the programs and services will be held 6. Past/Prior Performance 7. Capacity/Capability to meet The City of San Diego needs in a timely manner 8. Reference checks	35
D. Price.	10
E. Mandatory Demonstration/Presentation. 1. Service(s) and/or program(s) description 2. Relevance and alignment with Child and Youth Plan 3. Data collection and impact measurement approach 4. Knowledge and experience relevant to the population to be served 5. Thoroughness and Clarity of Presentation	15
SUB TOTAL MAXIMUM EVALUATION POINTS:	100

	MAXIMUM EVALUATION POINTS
F. Participation by Small Local Business Enterprise (SLBE) or Emerging Local Business Enterprise (ELBE) Firms*	12
FINAL MAXIMUM EVALUATION POINTS INCLUDING SLBE/ELBE:	112

*The City shall apply a maximum of an additional 12 points to the proposer's final score for SLBE OR ELBE participation. Refer to Equal Opportunity Contracting Form, Section V.

4. Rejection of All Proposals. The City may reject any and all proposals when to do so is in the City's best interests.

D. ANNOUNCEMENT OF AWARD

1. Award of Contract. The City will inform all proposers of its intent to award a Contract in writing.

2. Obtaining Proposal Results. No solicitation results can be obtained until the City announces the proposal or proposals best meeting the City's requirements. Proposal results may be obtained by: (1) e-mailing a request to the City Contact identified on the eBidding System or (2) visiting the P&C eBidding System to review the proposal results. To ensure an accurate response, requests should reference the Solicitation Number. Proposal results will not be released over the phone.

3. Multiple Awards. City may award more than one contract by awarding separate items or groups of items to various proposers. Awards will be made for items, or combinations of items, which result in the lowest aggregate price and/or best meet the City's requirements. The additional administrative costs associated with awarding more than one Contract will be considered in the determination.

E. PROTESTS. The City's protest procedures are codified in Chapter 2, Article 2, Division 30 of the San Diego Municipal Code (SDMC). These procedures provide unsuccessful proposers with the opportunity to challenge the City's determination on legal and factual grounds. The City will not consider or otherwise act upon an untimely protest.

F. SUBMITTALS REQUIRED UPON NOTICE OF INTENT TO AWARD. The successful proposer is required to submit the following documents to P&C **within ten (10) business days** from the date on the Notice of Intent to Award letter:

1. Insurance Documents. Evidence of all required insurance, including all required endorsements, as specified in Article VII of the General Contract Terms and Provisions.

2. Taxpayer Identification Number. Internal Revenue Service (IRS) regulations require the City to have the correct name, address, and Taxpayer Identification Number (TIN) or Social Security Number (SSN) on file for businesses or persons who provide goods or services to the City. This information is necessary to complete Form 1099 at the end of each tax year. To comply with IRS regulations, the City requires each Contractor to provide a Form W-9 prior to the award of a Contract.

3. Business Tax Certificate. Unless the City Treasurer determines a business is exempt, all businesses that contract with the City must have a current business tax certificate.

4. Reserved.

5. Reserved.

The City may find the proposer to be non-responsive and award the Contract to the next highest scoring responsible and responsive proposer if the apparent successful proposer fails to timely provide the required information or documents.

EXHIBIT B SCOPE OF WORK

A. OBJECTIVE

The City of San Diego Office of Child and Youth Success seeks to award one or more Contractors to provide evidence-based programs and services that serve children, youth, and young adults in alignment with the City of San Diego's [Child and Youth Plan](#).

B. BACKGROUND

The City of San Diego Office of Child and Youth Success (Office) was established in 2022 as a navigation and connection point for residents seeking supportive services and programming for youth ages 24 and below. The Office prioritizes San Diego's youngest community by providing access to resources, services, and high-quality programs to improve social, health, and educational outcomes.

In July of 2024, The San Diego City Council unanimously approved the City's first-ever Child and Youth Plan. This is the strategic vision that guides the Office in implementing equitable cross-generational goals to ensure San Diego is a city where children and youth can thrive for years to come.

The Child and Youth Plan (CYP) is the roadmap moving forward to create innovative and sustainable solutions to ensure accountability, equity, and a shared framework with local education agencies, various public and private partners, and community stakeholders, all who share a vision for improving outcomes for children, youth, and families in America's finest city.

The CYP builds on youth-led research, community conversations with youth and families, and steering committees of cross-sector leaders to co-create a plan with goals and strategies across four focus areas. This Request for Proposals seeks responses aligned to the following four key focus areas:

- Focus Area 1 - Education and Career Pathways
- Focus Area 2 - Economic and Workforce Development
- Focus Area 3 - Youth Empowerment
- Focus Area 4 - Engaging Activities

The CYP outlines actionable strategies to address the system weaknesses and threats that community organizations discussed during the CYP development process. Additionally, the goals and objectives in each focus area define system opportunities reflective of the contributions from organizations who are embedded in inequitable systems change to ensure that future solutions consider all aspects of equity and inclusion when creating those solutions. The CYP is aligned to research-based frameworks that provide grounding principles and approaches to achieve the stated goals. Focus areas 1-3 are guided by the Positive Youth Development framework and focus area 4 is guided by the Strengthening Families Protective Factors framework.

C. SCOPE OF SERVICES

The Office of Child and Youth Success (Office) is seeking qualified Contractors with experience in providing services and programs that can fulfill the objectives in the CYP focus

areas 1-4. Each focus area has a goal statement, identified objectives, recommendations, and action strategies. The Contractors shall be able to meet at least one focus area objective and its action strategies and shall have a successful history of delivering and measuring impact of community-based programs that benefit children, youth, and young adults, particularly in underserved communities.

Contractors shall meet the holistic needs of The City of San Diego's children, youth, and/or young-adult needs, as identified in the CYP. Contractors shall have already established working programs and services in place, such as supporting postsecondary training and employment opportunities, skill-building, mentorships and apprentices, financial security, safe and inclusive spaces for youth development and empowerment, and intergenerational relationship building, to name a few.

D. FOCUS AREAS, STRATEGIES, PERFORMANCE MEASURES, AND PROPOSAL REQUIREMENTS

Contractors shall propose programs, services, and strategies that align with the appropriate focus area core objective(s). The objectives, recommendations, and action strategies in the CYP are designed to address disparities that exist throughout the City of San Diego's youth and young adult population.

Data shows that some populations have been historically underserved with resources, programs, and services that support the focus areas of the CYP, therefore, Contractors shall outline how the proposed services, programs, and resources align with the goals and objectives of the CYP to support various underserved populations. The list below is meant to provide examples, and it is not an exhaustive list, of populations that have weakened systems of support:

- Children and youth of color;
- Children and youth from low-income families, or who experience low socio-economic status;
- Children and youth who are or have been justice-involved or system-impacted;
- Children and youth who are homeless or experiencing housing instability;
- Children and youth currently or previously involved in the foster care system;
- Children and youth who are immigrants or have parents who are immigrants, and youth with English as a second language;
- Children and youth who are disconnected from school;
- Children and youth who identify as LGBTQ+;
- Children and youth with disabilities.

Contractors shall have an established system to determine the best method for measuring the impact of the programs and services provided to children, youth and young adults toward the following focus areas and goals.

E. FOCUS AREAS

1. Education and Career Pathways:

Contractors shall provide programs and services that identify and deliver solutions that address disparities and improve access to opportunities for developing skills and connecting to strong career pathways that are in demand in the current job market,

reskilling and upskilling to close talent gaps, aligning with the Positive Youth Development (PYD) framework.

2. Economic and Workforce Development:

Contractors shall provide programs that foster equitable opportunities for children and youth that promote strategies to obtain the necessary qualities to be resilient in economic downturns and secure competencies to provide long-term workforce skills and abilities, aligning with the Positive Youth Development (PYD).

3. Youth Empowerment:

Contractors shall provide programs that coordinate safe, supportive, and inclusive spaces and opportunities that promote child and youth empowerment within each community through coordinated partnerships that provide the ability to lead oneself to be respectful, responsible, and contributing members of their community, aligning with the Positive Youth Development (PYD) framework.

4. Engaging Activities:

Contractors shall provide programs and create engaging activities for youth and children that expand their life experiences and promote fun and enriching activities that inspire community-based activities that foster creativity and inspiration, aligning with the Strengthening Families Protective Factors framework.

F. PERFORMANCE MEASURES

Contractors shall collect and report on collected data to drive strategic initiatives that include increasing access to available programs and services, increasing participation, and strengthening systems of care, to name a few. Contractors shall have a system to capture and report, at a minimum, the following data areas:

1. Program dosage and frequency (dates/times of all service activities provided)
2. The number of children/youth served reported in the following ways:
 - a. Monthly attendance and enrollment data
 - b. Aggregate totals for the number of youths served at the start of the contract and by the end of the contract
 - c. Aggregate demographic totals for the number of youths served must be obtained to the extent respondents are willing to share (i.e., gender, race/ethnicity, age, and any other factor relevant to the objective(s) your organization is proposing under)
3. Evaluation of outcomes and impacts of the programs and services on participants.
4. All other data resulting from the survey that measure impact; Multiple choice, select all that apply, and free response answers should all be reported because they can all be quantified.

G. PROPOSAL REQUIREMENTS

Contractors will be required to meet monthly with the City of San Diego's contract representative to report on progress and program highlights and provide recommendations and seek support to ensure success in reaching the targeted populations for the identified objectives. During these meetings, the Contractors will be expected to report information that demonstrates progress toward progress on proposed programs/services. Meetings will

typically be conducted virtually, with one meeting held in person each quarter including at the Contractor's site or preferred location.

H. TECHNICAL REPRESENTATIVE

The Technical Representative for this Contract is identified in the notice of award and is responsible for overseeing and monitoring this Contract.

I. SUBMISSIONS

The Contractors must describe experience in completing similar contracts and providing similar services and programs. Contractors should present each team member's qualifications. The term "team member" refers to everyone on the team. For each team member that would be involved in providing the services and programs, describe in detail three completed similar projects. For each completed program/service described, provide the name of the jurisdiction and project manager the Contractor team performed work for, address, telephone number, type of work performed, and dollar value of the contracts. A similar project currently being performed may be submitted.

The Contractors shall submit resumes for key personnel to include each principal, project manager, and staff who will be involved in any outreach, services, reporting, or other work related to the service(s) and/or program(s) proposed. The Contractor team shall provide contact information, including email addresses, for the principal in charge and project managers.

The Contractors shall provide a company/organizational chart and staffing profile.

Contractors shall ensure responses address the following questions. These questions are merely designed to guide the body of the proposal and should not be the only criteria that exist in the scope of services:

1. Describe your program model and the specific programs and services your organization provides.
2. Describe the nature of the program(s) and/or service(s) you are proposing. Is this a new, expanded, or enhanced program(s)/service(s)? Identify which focus area(s) and objective(s) will be addressed.
3. Describe the scope of the program you are proposing? How many children, youth and/or young adults do you feel can be served throughout the term of the Agreement?
4. Describe how your proposed programs and/or services support specific populations that have been historically unserved. How do you ensure that these populations have equitable access to the programs and/or services?
5. Reporting data is one of the requirements. What is your organization's approach to collecting data on program impact, and what processes are used?
6. Please give an example of how your organization has identified shortcomings in your programming and made changes accordingly to improve your impact.

7. What proportion of proposed services and/or programs will be delivered virtually and in-person?
8. Please describe how your organization makes your services easily accessible to youth. This could be through assistance with transportation, for example.
9. Please list any fees your organization charges children, youth, or families to participate, if any.
10. If applicable, describe how your organization supplements your main services with “wrap-around” support for youth, such as with mental health support or the inclusion of mentorships for youth participants.
11. If applicable, please describe how much your organization prioritizes having relatable adult staff who have similar experiences and backgrounds to the children and youth they are serving.

J. REFERENCES

1. The Contractors shall demonstrate that they are properly equipped to perform the work as specified in this RFP. The City reserves the right to contact references not provided by the Contractor. References that do not respond within five (5) calendar days will be considered an unsatisfactory reference. References must be provided by the attached form. City of San Diego personnel may not be used as references.
2. The Contractors is required to provide a minimum of five (5) references to demonstrate successful performance for work of similar size and scope as specified in this contract during the past ten (10) years.
3. The Contractors shall provide contact information (at a minimum) of two (2) current or former participants for the City to contact to hear about the firsthand impact on youth.
4. The City will rely on references as part of the evaluation process. The City reserves the right to take any or all the following actions: to reject a proposal based on an unsatisfactory reference, to contact any person or persons associated with the reference, to request additional references, to contact organizations known to have used in the past or currently using the services supplied by the Contractor and to contact independent Contractors for additional information about the Contractor.

K. LIVE SCAN BACKGROUND CHECKS REQUIRED FOR CONTRACTOR’S STAFF

Prior to starting work on this contract, and during the term of this contract, Contractor is required to provide proof that all their staff, including supervisors, management, and subcontractors, assigned to this contract have passed a minimum of a Live Scan background check, or equal background check. All costs associated with the Live Scan and any other background checks, will be borne by

the Contractor. The Contractor is responsible for obtaining the Live Scan or any other backgrounds checks. The Contractor may contact the California Department of Justice for guidance in this matter.

Contractor's personnel with outstanding wants or warrants will not be accepted unless wants and warrants are cleared. Contractor's personnel with felony records will not be accepted. The City's decision in this matter will be final.

Prior to the start of this contract, the Contractor must provide the City Technical Representative, or designee with the names of all staff, who have passed the required background check and who are assigned to this contract. The Contractor will provide the City Technical Representative, or designee, with an updated list of all the contractor's staff assigned to the contract as changes occur.

L. PROJECT TIMELINE

Task	Task Start	Task End
Service/Program Start	Notice to Proceed (NTP)	+ 12 months
Contractor Orientation	+ 15 days from NTP	+30 days from NTP
Monthly Meeting with Office	+45 days from NTP	+ 12 months
Final Report Due	-	+ 12 months

M. PRICE SCHEDULE

As noted above in section A, multiple contracts may be awarded for this RFP. The total budget available for all awarded contracts will not exceed \$200,000 in Year 1.

Contractors are required to submit their bid prices on the City's Price Schedule. The Price Schedule must be completed in full. Using the Pricing Schedule is required to ensure consistency in the price evaluation process. Only the City's Price Schedule will be accepted. Any deviations from the Price Schedule may be considered non-responsive and unacceptable. Following the Pricing Schedule table is the Proposed Staffing Table. Please place your proposed staff within this table and their hourly rates. Note: Proposed Staffing Table will not be considered as part of the evaluation for price.

PRICING SCHEDULE

TABLE 1.0:

Task	Task Name	Year 1 Cost	Year 2 Cost	Year 3 Cost	Year 4 Cost	Year 5 Cost
1	EDUCATION AND CAREER PATHWAYS					
1.1	Expand access to municipal career pathways for youth.	\$0	\$0	\$0	\$0	\$0
1.2	Highlight the need for apprenticeship expansion in young adults.	\$0	\$0	\$0	\$0	\$0
1.3	Highlight the need for apprenticeship expansion for youth in grades 9-12.	\$0	\$0	\$0	\$0	\$0
1.4	Foster awareness on learning disparities among students based on race, ethnicity, socio-economic states, and disabilities.	\$0	\$0	\$0	\$0	\$0
1.5	Cultivate opportunities for youth to provide input on curriculum needed to align with San Diego's key industries.	\$0	\$0	\$0	\$0	\$0
1.6	Prioritize equitable resources for youth to access housing, transportation, food access.	\$ 23,040	\$ 23,731	\$ 24,443	\$ 25,176	\$ 25,932
1.7	Support developmentally challenged youth with career pipelines.	\$0	\$0	\$0	\$0	\$0
	TASK 1 TOTALS:	\$ 23,040	\$ 23,731	\$ 24,443	\$ 25,176	\$ 25,932
2	ECONOMIC AND WORKFORCE DEVELOPMENT					
2.1	Provide opportunities to learn the importance of strategies towards financial self-sufficiency.	\$0	\$0	\$0	\$0	\$0
2.2	Create opportunities that focusses on healthy relationships with money and financial security.	\$0	\$0	\$0	\$0	\$0
2.3	Partner with private and public organizations to create entrepreneurship education and opportunities.	\$0	\$0	\$0	\$0	\$0
2.4	Engage youth led small business owners to encourage other youth to embrace entrepreneurship opportunities.	\$0	\$0	\$0	\$0	\$0
2.5	Partner with local education agencies and trade organizations to promote mentorships through personal and professional relationships with youth.	\$ 15,900	\$ 16,377	\$ 16,868	\$ 17,374	\$ 17,896

2.6	Facilitate programs for youth to develop leadership, teamwork, critical thinking, time management, professionalism, program solving, and communication skills.	\$ 20,000	\$ 20,600	\$21,218	\$21,855	\$22,510
TASK 2 TOTALS:						
		\$ 35,900	\$ 36,977	\$38,086	\$39,229	\$40,406
3	YOUTH EMPOWERMENT					
3.1	Safeguard opportunities for young people to be involved in the planning and problem solving processes for City and policy initiatives	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
3.2	Support trauma informed care support systems that are free of discrimination, criticism, harassment or any other emotional harm.	\$23,040	\$ 23,731	\$ 24,443	\$25,176	\$25,932
3.3	Provide physical space where children and youth feel safe to foster their creative skills free of physical harm or threat	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
3.4	Create leadership conference opportunities so that young people have the ability to connect and network with like-minded peers.	\$ 13,018	\$ 13,409	\$ 13,811	\$ 14,225	\$ 14,652
3.5	Provide mentorship opportunities to youth experiencing educational intervention.	\$ 7,610	\$ 7,838	\$ 8,073	\$8,316	\$ 8,565
3.6	Centralized resource application dedicated to youth and young adult services.	\$ 36,540	\$ 37,636	\$ 38,765	\$39,928	\$ 41,126
3.7	Consider barriers of disconnected youth for entry-level job opportunities.	\$23,040	\$ 23,731	\$24,443	\$ 25,176	\$25,932
TASK 3 TOTALS:						
		\$ 103,248	\$ 106,345	\$ 109,536	\$ 112,822	\$ 116,207
4	ENGAGING ACTIVITIES					
4.1	Create engaging spaces to build strong relationships that create mutual respect and inclusive activities.	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4.2	Provide a central database for children, youth, and families to find information and resources to access engaging programs.	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4.3	Prioritize early education opportunities for children 0-4 yrs. old, at low or no cost.	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4.4	Provide inclusive activities that consider all ages and cultures.	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

4.5	Consider youth with disabilities when creating engaging activities.	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4.6	Ensure bilingual resources are provided during engaging activities.	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4.7	Promote safe spaces in under - resourced neighborhoods.	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4.8	Explore opportunities and programs that support with increasing literacy rates.	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TASK 4 TOTALS:		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

TABLE 2.0:

Note: Below Proposed Staffing Table will not be considered as part of the evaluation for price.

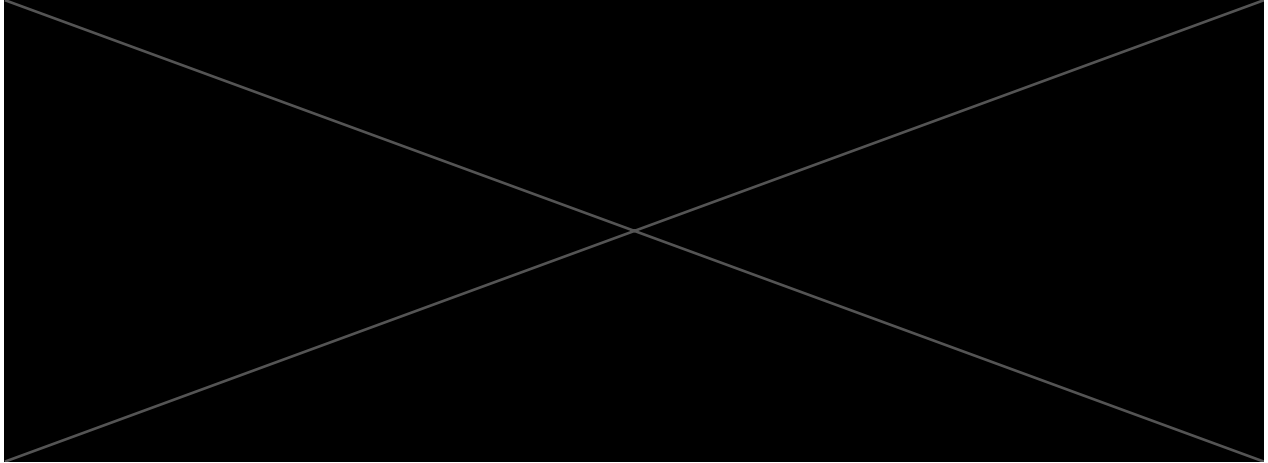


EXHIBIT C



THE CITY OF SAN DIEGO
GENERAL CONTRACT TERMS AND PROVISIONS
APPLICABLE TO GOODS, SERVICES, AND CONSULTANT CONTRACTS

ARTICLE I SCOPE AND TERM OF CONTRACT

1.1 Scope of Contract. The scope of contract between the City and a provider of goods and/or services (Contractor) is described in the Contract Documents. The Contract Documents are comprised of the Request for Proposal, Invitation to Bid, or other solicitation document (Solicitation); the successful bid or proposal; the letter awarding the contract to Contractor; the City's written acceptance of exceptions or clarifications to the Solicitation, if any; and these General Contract Terms and Provisions.

1.2 Effective Date. A contract between the City and Contractor (Contract) is effective on the last date that the contract is signed by the parties and approved by the City Attorney in accordance with Charter section 40. Unless otherwise terminated, this Contract is effective until it is completed or as otherwise agreed upon in writing by the parties, whichever is the earliest. A Contract term cannot exceed five (5) years unless approved by the City Council by ordinance.

1.3 Contract Extension. The City may, in its sole discretion, unilaterally exercise an option to extend the Contract as described in the Contract Documents. In addition, the City may, in its sole discretion, unilaterally extend the Contract on a month-to-month basis following contract expiration if authorized under Charter section 99 and the Contract Documents. Contractor shall not increase its pricing in excess of the percentage increase described in the Contract.

ARTICLE II CONTRACT ADMINISTRATOR

2.1 Contract Administrator. The Purchasing Agent or designee is the Contract Administrator for purposes of this Contract, and has the responsibilities described in this Contract, in the San Diego Charter, and in Chapter 2, Article 2, Divisions 5, 30, and 32.

2.1.1 Contractor Performance Evaluations. The Contract Administrator will evaluate Contractor's performance as often as the Contract Administrator deems necessary throughout the term of the contract. This evaluation will be based on criteria including the quality of goods or services, the timeliness of performance, and adherence to applicable laws, including prevailing wage and living wage. City will provide Contractors who receive an unsatisfactory rating with a copy of the evaluation and an opportunity to respond. City may consider final evaluations, including Contractor's response, in evaluating future proposals and bids for contract award.

2.2 Notices. Unless otherwise specified, in all cases where written notice is required under this Contract, service shall be deemed sufficient if the notice is personally delivered or deposited in the United States mail, with first class postage paid, attention to the Purchasing Agent. Proper notice is effective on the date of personal delivery or five (5) days after deposit in a United States postal mailbox unless provided otherwise in the Contract. Notices to the City shall be sent to:

Purchasing Agent
City of San Diego, Purchasing and Contracting Division
1200 3rd Avenue, Suite 200
San Diego, CA 92101-4195

ARTICLE III COMPENSATION

3.1 Manner of Payment. Contractor will be paid monthly, in arrears, for goods and/or services provided in accordance with the terms and provisions specified in the Contract.

3.2 Invoices.

3.2.1 Invoice Detail. Contractor's invoice must be on Contractor's stationary with Contractor's name, address, and remittance address if different. Contractor's invoice must have a date, an invoice number, a purchase order number, a description of the goods or services provided, and an amount due.

3.2.2 Service Contracts. Contractor must submit invoices for services to City by the 10th of the month following the month in which Contractor provided services. Invoices must include the address of the location where services were performed and the dates in which services were provided.

3.2.3 Goods Contracts. Contractor must submit invoices for goods to City within seven days of the shipment. Invoices must describe the goods provided.

3.2.4 Parts Contracts. Contractor must submit invoices for parts to City within seven calendar (7) days of the date the parts are shipped. Invoices must include the manufacturer of the part, manufacturer's published list price, percentage discount applied in accordance with Pricing Page(s), the net price to City, and an item description, quantity, and extension.

3.2.5 Extraordinary Work. City will not pay Contractor for extraordinary work unless Contractor receives prior written authorization from the Contract Administrator. Failure to do so will result in payment being withheld for services. If approved, Contractor will include an invoice that describes the work performed and the location where the work was performed, and a copy of the Contract Administrator's written authorization.

3.2.6 Reporting Requirements. Contractor must submit the following reports using the City's web-based contract compliance portal. Incomplete and/or delinquent reports may cause payment delays, non-payment of invoice, or both. For questions, please view the City's online tutorials on how to utilize the City's web-based contract compliance portal.

3.2.6.1 Monthly Employment Utilization Reports. Contractor and Contractor's subcontractors and suppliers must submit Monthly Employment Utilization Reports by the fifth (5th) day of the subsequent month.

3.2.6.2 Monthly Invoicing and Payments. Contractor and Contractor's subcontractors and suppliers must submit Monthly Invoicing and Payment Reports by the fifth (5th) day of the subsequent month.

3.3 Annual Appropriation of Funds. Contractor acknowledges that the Contract term may extend over multiple City fiscal years, and that work and compensation under this Contract is contingent on the City Council appropriating funding for and authorizing such work and compensation for those fiscal years. This Contract may be terminated at the end of the fiscal year for which sufficient funding is not appropriated and authorized. City is not obligated to pay Contractor for any amounts not duly appropriated and authorized by City Council.

3.4 Price Adjustments. Based on Contractor's written request and justification, the City may approve an increase in unit prices on Contractor's pricing pages consistent with the amount requested in the justification in an amount not to exceed the increase in the Consumer Price Index, San Diego Area, for All Urban Customers (CPI-U) as published by the Bureau of Labor Statistics, or 5.0%, whichever is less, during the preceding one year term. If the CPI-U is a negative number, then the unit prices shall not be adjusted for that option year (the unit prices will not be decreased). A negative CPI-U shall be counted against any subsequent increases in the CPI-U when calculating the unit prices for later option years. Contractor must provide such written request and justification no less than sixty days before the date in which City may exercise the option to renew the contract, or sixty days before the anniversary date of the Contract. Justification in support of the written request must include a description of the basis for the adjustment, the proposed effective date and reasons for said date, and the amount of the adjustment requested with documentation to support the requested change (e.g. CPI-U or 5.0%, whichever is less). City's approval of this request must be in writing.

ARTICLE IV SUSPENSION AND TERMINATION

4.1 City's Right to Suspend for Convenience. City may suspend all or any portion of Contractor's performance under this Contract at its sole option and for its convenience for a reasonable period of time not to exceed six (6) months. City must first give ten (10) days' written notice to Contractor of such suspension. City will pay to Contractor a sum equivalent to the reasonable value of the goods and/or services satisfactorily provided up to the date of suspension. City may rescind the suspension prior to or at six (6) months by providing Contractor with written notice of the rescission, at which time Contractor would be required to resume performance in compliance with the terms and provisions of this Contract. Contractor will be entitled to an extension of time to complete performance under the Contract equal to the length of the suspension unless otherwise agreed to in writing by the Parties.

4.2 City's Right to Terminate for Convenience. City may, at its sole option and for its convenience, terminate all or any portion of this Contract by giving thirty (30) days' written notice of such termination to Contractor. The termination of the Contract shall be effective upon receipt of the notice by Contractor. After termination of all or any portion of the Contract, Contractor shall: (1) immediately discontinue all affected performance (unless the notice directs otherwise); and (2) complete any and all additional work necessary for the orderly filing of

documents and closing of Contractor's affected performance under the Contract. After filing of documents and completion of performance, Contractor shall deliver to City all data, drawings, specifications, reports, estimates, summaries, and such other information and materials created or received by Contractor in performing this Contract, whether completed or in process. By accepting payment for completion, filing, and delivering documents as called for in this section, Contractor discharges City of all of City's payment obligations and liabilities under this Contract with regard to the affected performance.

4.3 City's Right to Terminate for Default. Contractor's failure to satisfactorily perform any obligation required by this Contract constitutes a default. Examples of default include a determination by City that Contractor has: (1) failed to deliver goods and/or perform the services of the required quality or within the time specified; (2) failed to perform any of the obligations of this Contract; and (3) failed to make sufficient progress in performance which may jeopardize full performance.

4.3.1 If Contractor fails to satisfactorily cure a default within ten (10) calendar days of receiving written notice from City specifying the nature of the default, City may immediately cancel and/or terminate this Contract, and terminate each and every right of Contractor, and any person claiming any rights by or through Contractor under this Contract.

4.3.2 If City terminates this Contract, in whole or in part, City may procure, upon such terms and in such manner as the Purchasing Agent may deem appropriate, equivalent goods or services and Contractor shall be liable to City for any excess costs. Contractor shall also continue performance to the extent not terminated.

4.4 Termination for Bankruptcy or Assignment for the Benefit of Creditors. If Contractor files a voluntary petition in bankruptcy, is adjudicated bankrupt, or makes a general assignment for the benefit of creditors, the City may at its option and without further notice to, or demand upon Contractor, terminate this Contract, and terminate each and every right of Contractor, and any person claiming rights by and through Contractor under this Contract.

4.5 Contractor's Right to Payment Following Contract Termination.

4.5.1 Termination for Convenience. If the termination is for the convenience of City an equitable adjustment in the Contract price shall be made. No amount shall be allowed for anticipated profit on unperformed services, and no amount shall be paid for an as needed contract beyond the Contract termination date.

4.5.2 Termination for Default. If, after City gives notice of termination for failure to fulfill Contract obligations to Contractor, it is determined that Contractor had not so failed, the termination shall be deemed to have been effected for the convenience of City. In such event, adjustment in the Contract price shall be made as provided in Section 4.3.2. City's rights and remedies are in addition to any other rights and remedies provided by law or under this Contract.

4.6 Remedies Cumulative. City's remedies are cumulative and are not intended to be exclusive of any other remedies or means of redress to which City may be lawfully entitled in case of any breach or threatened breach of any provision of this Contract.

ARTICLE V ADDITIONAL CONTRACTOR OBLIGATIONS

5.1 Inspection and Acceptance. The City will inspect and accept goods provided under this Contract at the shipment destination unless specified otherwise. Inspection will be made and acceptance will be determined by the City department shown in the shipping address of the Purchase Order or other duly authorized representative of City.

5.2 Responsibility for Lost or Damaged Shipments. Contractor bears the risk of loss or damage to goods prior to the time of their receipt and acceptance by City. City has no obligation to accept damaged shipments and reserves the right to return damaged goods, at Contractor's sole expense, even if the damage was not apparent or discovered until after receipt.

5.3 Responsibility for Damages. Contractor is responsible for all damage that occurs as a result of Contractor's fault or negligence or that of its' employees, agents, or representatives in connection with the performance of this Contract. Contractor shall immediately report any such damage to people and/or property to the Contract Administrator.

5.4 Delivery. Delivery shall be made on the delivery day specified in the Contract Documents. The City, in its sole discretion, may extend the time for delivery. The City may order, in writing, the suspension, delay or interruption of delivery of goods and/or services.

5.5 Delay. Unless otherwise specified herein, time is of the essence for each and every provision of the Contract. Contractor must immediately notify City in writing if there is, or it is anticipated that there will be, a delay in performance. The written notice must explain the cause for the delay and provide a reasonable estimate of the length of the delay. City may terminate this Contract as provided herein if City, in its sole discretion, determines the delay is material.

5.5.1 If a delay in performance is caused by any unforeseen event(s) beyond the control of the parties, City may allow Contractor to a reasonable extension of time to complete performance, but Contractor will not be entitled to damages or additional compensation. Any such extension of time must be approved in writing by City. The following conditions may constitute such a delay: war; changes in law or government regulation; labor disputes; strikes; fires, floods, adverse weather or other similar condition of the elements necessitating cessation of the performance; inability to obtain materials, equipment or labor; or other specific reasons agreed to between City and Contractor. This provision does not apply to a delay caused by Contractor's acts or omissions. Contractor is not entitled to an extension of time to perform if a delay is caused by Contractor's inability to obtain materials, equipment, or labor unless City has received, in a timely manner, documentary proof satisfactory to City of Contractor's inability to obtain materials, equipment, or labor, in which case City's approval must be in writing.

5.6 Restrictions and Regulations Requiring Contract Modification. Contractor shall immediately notify City in writing of any regulations or restrictions that may or will require Contractor to alter the material, quality, workmanship, or performance of the goods and/or services to be provided. City reserves the right to accept any such alteration, including any resulting reasonable price adjustments, or to cancel the Contract at no expense to the City.

5.7 Warranties. All goods and/or services provided under the Contract must be warranted by Contractor or manufacturer for at least twelve (12) months after acceptance by City, except automotive equipment. Automotive equipment must be warranted for a minimum of 12,000 miles or 12 months, whichever occurs first, unless otherwise stated in the Contract. Contractor is responsible to City for all warranty service, parts, and labor. Contractor is required to ensure that warranty work is performed at a facility acceptable to City and that services, parts, and labor are available and provided to meet City's schedules and deadlines. Contractor may establish a warranty service contract with an agency satisfactory to City instead of performing the warranty service itself. If Contractor is not an authorized service center and causes any damage to equipment being serviced, which results in the existing warranty being voided, Contractor will be liable for all costs of repairs to the equipment, or the costs of replacing the equipment with new equipment that meets City's operational needs.

5.8 Industry Standards. Contractor shall provide goods and/or services acceptable to City in strict conformance with the Contract. Contractor shall also provide goods and/or services in accordance with the standards customarily adhered to by an experienced and competent provider of the goods and/or services called for under this Contract using the degree of care and skill ordinarily exercised by reputable providers of such goods and/or services. Where approval by City, the Mayor, or other representative of City is required, it is understood to be general approval only and does not relieve Contractor of responsibility for complying with all applicable laws, codes, policies, regulations, and good business practices.

5.9 Records Retention and Examination. Contractor shall retain, protect, and maintain in an accessible location all records and documents, including paper, electronic, and computer records, relating to this Contract for five (5) years after receipt of final payment by City under this Contract. Contractor shall make all such records and documents available for inspection, copying, or other reproduction, and auditing by authorized representatives of City, including the Purchasing Agent or designee. Contractor shall make available all requested data and records at reasonable locations within City or County of San Diego at any time during normal business hours, and as often as City deems necessary. If records are not made available within the City or County of San Diego, Contractor shall pay City's travel costs to the location where the records are maintained and shall pay for all related travel expenses. Failure to make requested records available for inspection, copying, or other reproduction, or auditing by the date requested may result in termination of the Contract. Contractor must include this provision in all subcontracts made in connection with this Contract.

5.9.1 Contractor shall maintain records of all subcontracts entered into with all firms, all project invoices received from Subcontractors and Suppliers, all purchases of materials and services from Suppliers, and all joint venture participation. Records shall show name, telephone number including area code, and business address of each Subcontractor and Supplier, and joint venture partner, and the total amount actually paid to each firm. Project relevant records, regardless of tier, may be periodically reviewed by the City.

5.10 Quality Assurance Meetings. Upon City's request, Contractor shall schedule one or more quality assurance meetings with City's Contract Administrator to discuss Contractor's performance. If requested, Contractor shall schedule the first quality assurance meeting no later than eight (8) weeks from the date of commencement of work under the Contract. At the quality assurance meeting(s), City's Contract Administrator will provide Contractor with feedback, will note any deficiencies in Contract performance, and provide Contractor with an opportunity to address and correct such deficiencies. The total number of quality assurance meetings that may be required by City will depend upon Contractor's performance.

5.11 Duty to Cooperate with Auditor. The City Auditor may, in his sole discretion, at no cost to the City, and for purposes of performing his responsibilities under Charter section 39.2, review Contractor's records to confirm contract compliance. Contractor shall make reasonable efforts to cooperate with Auditor's requests.

5.12 Safety Data Sheets. If specified by City in the solicitation or otherwise required by this Contract, Contractor must send with each shipment one (1) copy of the Safety Data Sheet (SDS) for each item shipped. Failure to comply with this procedure will be cause for immediate termination of the Contract for violation of safety procedures.

5.13 Project Personnel. Except as formally approved by the City, the key personnel identified in Contractor's bid or proposal shall be the individuals who will actually complete the work. Changes in staffing must be reported in writing and approved by the City.

5.13.1 Criminal Background Certification. Contractor certifies that all employees working on this Contract have had a criminal background check and that said employees are clear of any sexual and drug related convictions. Contractor further certifies that all employees hired by Contractor or a subcontractor shall be free from any felony convictions.

5.13.2 Photo Identification Badge. Contractor shall provide a company photo identification badge to any individual assigned by Contractor or subcontractor to perform services or deliver goods on City premises. Such badge must be worn at all times while on City premises. City reserves the right to require Contractor to pay fingerprinting fees for personnel assigned to work in sensitive areas. All employees shall turn in their photo identification badges to Contractor upon completion of services and prior to final payment of invoice.

5.14 Standards of Conduct. Contractor is responsible for maintaining standards of employee competence, conduct, courtesy, appearance, honesty, and integrity satisfactory to the City.

5.14.1 Supervision. Contractor shall provide adequate and competent supervision at all times during the Contract term. Contractor shall be readily available to meet with the City. Contractor shall provide the telephone numbers where its representative(s) can be reached.

5.14.2 City Premises. Contractor's employees and agents shall comply with all City rules and regulations while on City premises.

5.14.3 Removal of Employees. City may request Contractor immediately remove from assignment to the City any employee found unfit to perform duties at the City. Contractor shall comply with all such requests.

5.15 Licenses and Permits. Contractor shall, without additional expense to the City, be responsible for obtaining any necessary licenses, permits, certifications, accreditations, fees and approvals for complying with any federal, state, county, municipal, and other laws, codes, and regulations applicable to Contract performance. This includes, but is not limited to, any laws or regulations requiring the use of licensed contractors to perform parts of the work.

5.16 Contractor and Subcontractor Registration Requirements. Prior to the award of the Contract or Task Order, Contractor and Contractor's subcontractors and suppliers must register with the City's web-based vendor registration and bid management system. The City may not award the Contract until registration of all subcontractors and suppliers is complete. In the event this requirement is not met within the time frame specified by the City, the City reserves the right to rescind the Contract award and to make the award to the next responsive and responsible proposer of bidder.

ARTICLE VI INTELLECTUAL PROPERTY RIGHTS

6.1 Rights in Data. If, in connection with the services performed under this Contract, Contractor or its employees, agents, or subcontractors, create artwork, audio recordings, blueprints, designs, diagrams, documentation, photographs, plans, reports, software, source code, specifications, surveys, system designs, video recordings, or any other original works of authorship, whether written or readable by machine (Deliverable Materials), all rights of Contractor or its subcontractors in the Deliverable Materials, including, but not limited to publication, and registration of copyrights, and trademarks in the Deliverable Materials, are the sole property of City. Contractor, including its employees, agents, and subcontractors, may not use any Deliverable Material for purposes unrelated to Contractor's work on behalf of the City without prior written consent of City. Contractor may not publish or reproduce any Deliverable Materials, for purposes unrelated to Contractor's work on behalf of the City, without the prior written consent of the City.

6.2 Intellectual Property Rights Assignment. For no additional compensation, Contractor hereby assigns to City all of Contractor's rights, title, and interest in and to the content of the Deliverable Materials created by Contractor or its employees, agents, or subcontractors, including copyrights, in connection with the services performed under this Contract. Contractor

shall promptly execute and deliver, and shall cause its employees, agents, and subcontractors to promptly execute and deliver, upon request by the City or any of its successors or assigns at any time and without further compensation of any kind, any power of attorney, assignment, application for copyright, patent, trademark or other intellectual property right protection, or other papers or instruments which may be necessary or desirable to fully secure, perfect or otherwise protect to or for the City, its successors and assigns, all right, title and interest in and to the content of the Deliverable Materials. Contractor also shall cooperate and assist in the prosecution of any action or opposition proceeding involving such intellectual property rights and any adjudication of those rights.

6.3 Contractor Works. Contractor Works means tangible and intangible information and material that: (a) had already been conceived, invented, created, developed or acquired by Contractor prior to the effective date of this Contract; or (b) were conceived, invented, created, or developed by Contractor after the effective date of this Contract, but only to the extent such information and material do not constitute part or all of the Deliverable Materials called for in this Contract. All Contractor Works, and all modifications or derivatives of such Contractor Works, including all intellectual property rights in or pertaining to the same, shall be owned solely and exclusively by Contractor.

6.4 Subcontracting. In the event that Contractor utilizes a subcontractor(s) for any portion of the work that comprises the whole or part of the specified Deliverable Materials to the City, the agreement between Contractor and the subcontractor shall include a statement that identifies the Deliverable Materials as a “works for hire” as described in the United States Copyright Act of 1976, as amended, and that all intellectual property rights in the Deliverable Materials, whether arising in copyright, trademark, service mark or other forms of intellectual property rights, belong to and shall vest solely with the City. Further, the agreement between Contractor and its subcontractor shall require that the subcontractor, if necessary, shall grant, transfer, sell and assign, free of charge, exclusively to City, all titles, rights and interests in and to the Deliverable Materials, including all copyrights, trademarks and other intellectual property rights. City shall have the right to review any such agreement for compliance with this provision.

6.5 Intellectual Property Warranty and Indemnification. Contractor represents and warrants that any materials or deliverables, including all Deliverable Materials, provided under this Contract are either original, or not encumbered, and do not infringe upon the copyright, trademark, patent or other intellectual property rights of any third party, or are in the public domain. If Deliverable Materials provided hereunder become the subject of a claim, suit or allegation of copyright, trademark or patent infringement, City shall have the right, in its sole discretion, to require Contractor to produce, at Contractor’s own expense, new non-infringing materials, deliverables or works as a means of remedying any claim of infringement in addition to any other remedy available to the City under law or equity. Contractor further agrees to indemnify, defend, and hold harmless the City, its officers, employees and agents from and against any and all claims, actions, costs, judgments or damages, of any type, alleging or threatening that any Deliverable Materials, supplies, equipment, services or works provided under this contract infringe the copyright, trademark, patent or other intellectual property or proprietary rights of any third party (Third Party Claim of Infringement). If a Third Party Claim

of Infringement is threatened or made before Contractor receives payment under this Contract, City shall be entitled, upon written notice to Contractor, to withhold some or all of such payment.

6.6 Software Licensing. Contractor represents and warrants that the software, if any, as delivered to City, does not contain any program code, virus, worm, trap door, back door, time or clock that would erase data or programming or otherwise cause the software to become inoperable, inaccessible, or incapable of being used in accordance with its user manuals, either automatically, upon the occurrence of licensor-selected conditions or manually on command. Contractor further represents and warrants that all third party software, delivered to City or used by Contractor in the performance of the Contract, is fully licensed by the appropriate licensor.

6.7 Publication. Contractor may not publish or reproduce any Deliverable Materials, for purposes unrelated to Contractor's work on behalf of the City without prior written consent from the City.

6.8 Royalties, Licenses, and Patents. Unless otherwise specified, Contractor shall pay all royalties, license, and patent fees associated with the goods that are the subject of this solicitation. Contractor warrants that the goods, materials, supplies, and equipment to be supplied do not infringe upon any patent, trademark, or copyright, and further agrees to defend any and all suits, actions and claims for infringement that are brought against the City, and to defend, indemnify and hold harmless the City, its elected officials, officers, and employees from all liability, loss and damages, whether general, exemplary or punitive, suffered as a result of any actual or claimed infringement asserted against the City, Contractor, or those furnishing goods, materials, supplies, or equipment to Contractor under the Contract.

ARTICLE VII INDEMNIFICATION AND INSURANCE

7.1 Indemnification. To the fullest extent permitted by law, Contractor shall defend (with legal counsel reasonably acceptable to City), indemnify, protect, and hold harmless City and its elected officials, officers, employees, agents, and representatives (Indemnified Parties) from and against any and all claims, losses, costs, damages, injuries (including, without limitation, injury to or death of an employee of Contractor or its subcontractors), expense, and liability of every kind, nature and description (including, without limitation, incidental and consequential damages, court costs, and litigation expenses and fees of expert consultants or expert witnesses incurred in connection therewith and costs of investigation) that arise out of, pertain to, or relate to, directly or indirectly, in whole or in part, any goods provided or performance of services under this Contract by Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or anyone that either of them control. Contractor's duty to defend, indemnify, protect and hold harmless shall not include any claims or liabilities arising from the sole negligence or willful misconduct of the Indemnified Parties.

7.2 Insurance. Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or

in connection with the performance of the work hereunder and the results of that work by Contractor, his agents, representatives, employees or subcontractors.

Contractor shall provide, at a minimum, the following:

7.2.1 Commercial General Liability. Insurance Services Office Form CG 00 01 covering CGL on an “occurrence” basis, including products and completed operations, property damage, bodily injury, and personal and advertising injury with limits no less than \$1,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.

7.2.2 Commercial Automobile Liability. Insurance Services Office Form Number CA 0001 covering Code 1 (any auto) or, if Contractor has no owned autos, Code 8 (hired) and 9 (non-owned), with limit no less than \$1,000,000 per accident for bodily injury and property damage.

7.2.3 Workers' Compensation. Insurance as required by the State of California, with Statutory Limits, and Employer’s Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease.

7.2.4 Professional Liability (Errors and Omissions). For consultant contracts, insurance appropriate to Consultant’s profession, with limit no less than \$1,000,000 per occurrence or claim, \$2,000,000 aggregate.

If Contractor maintains broader coverage and/or higher limits than the minimums shown above, City requires and shall be entitled to the broader coverage and/or the higher limits maintained by Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to City.

7.2.5 Other Insurance Provisions. The insurance policies are to contain, or be endorsed to contain, the following provisions:

7.2.5.1 Additional Insured Status. The City, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to Contractor’s insurance (at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 if a later edition is used).

7.2.5.2 Primary Coverage. For any claims related to this contract, Contractor's insurance coverage shall be primary coverage at least as broad as ISO CG 20 01 04 13 as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by City, its officers, officials, employees, or volunteers shall be excess of Contractor's insurance and shall not contribute with it.

7.2.5.3 Notice of Cancellation. Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to City.

7.2.5.4 Waiver of Subrogation. Contractor hereby grants to City a waiver of any right to subrogation which the Workers' Compensation insurer of said Contractor may acquire against City by virtue of the payment of any loss under such insurance. Contractor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

7.2.5.5 Claims Made Policies (applicable only to professional liability). The Retroactive Date must be shown, and must be before the date of the contract or the beginning of contract work. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract of work. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.

7.3 Self Insured Retentions. Self-insured retentions must be declared to and approved by City. City may require Contractor to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or City.

7.4 Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A-VI, unless otherwise acceptable to City.

City will accept insurance provided by non-admitted, "surplus lines" carriers only if the carrier is authorized to do business in the State of California and is included on the List of Approved Surplus Lines Insurers (LASLI list). All policies of insurance carried by non-admitted carriers are subject to all of the requirements for policies of insurance provided by admitted carriers described herein.

7.5 Verification of Coverage. Contractor shall furnish City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by City before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive Contractor's obligation to provide them. City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

7.6 Special Risks or Circumstances. City reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

7.7 Additional Insurance. Contractor may obtain additional insurance not required by this Contract.

7.8 Excess Insurance. All policies providing excess coverage to City shall follow the form of the primary policy or policies including but not limited to all endorsements.

7.9 Subcontractors. Contractor shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and Contractor shall ensure that City is an additional insured on insurance required from subcontractors. For CGL coverage, subcontractors shall provide coverage with a format at least as broad as the CG 20 38 04 13 endorsement.

ARTICLE VIII BONDS

8.1 Payment and Performance Bond. Prior to the execution of this Contract, City may require Contractor to post a payment and performance bond (Bond). The Bond shall guarantee Contractor's faithful performance of this Contract and assure payment to contractors, subcontractors, and to persons furnishing goods and/or services under this Contract.

8.1.1 Bond Amount. The Bond shall be in a sum equal to twenty-five percent (25%) of the Contract amount, unless otherwise stated in the Specifications. City may file a claim against the Bond if Contractor fails or refuses to fulfill the terms and provisions of the Contract.

8.1.2 Bond Term. The Bond shall remain in full force and effect at least until complete performance of this Contract and payment of all claims for materials and labor, at which time it will convert to a ten percent (10%) warranty bond, which shall remain in place until the end of the warranty periods set forth in this Contract. The Bond shall be renewed annually, at least sixty (60) days in advance of its expiration, and Contractor shall provide timely proof of annual renewal to City.

8.1.3 Bond Surety. The Bond must be furnished by a company authorized by the State of California Department of Insurance to transact surety business in the State of California and which has a current A.M. Best rating of at least "A-, VIII."

8.1.4 Non-Renewal or Cancellation. The Bond must provide that City and Contractor shall be provided with sixty (60) days' advance written notice in the event of non-renewal, cancellation, or material change to its terms. In the event of non-renewal, cancellation, or material change to the Bond terms, Contractor shall provide City with evidence of the new source of surety within twenty-one (21) calendar days after the date of the notice of non-renewal, cancellation, or material change. Failure to maintain the Bond, as required herein, in full force

and effect as required under this Contract, will be a material breach of the Contract subject to termination of the Contract.

8.2 Alternate Security. City may, at its sole discretion, accept alternate security in the form of an endorsed certificate of deposit, a money order, a certified check drawn on a solvent bank, or other security acceptable to the Purchasing Agent in an amount equal to the required Bond.

ARTICLE IX CITY-MANDATED CLAUSES AND REQUIREMENTS

9.1 Contractor Certification of Compliance. By signing this Contract, Contractor certifies that Contractor is aware of, and will comply with, these City-mandated clauses throughout the duration of the Contract.

9.1.1 Drug-Free Workplace Certification. Contractor shall comply with City's Drug-Free Workplace requirements set forth in Council Policy 100-17, which is incorporated into the Contract by this reference.

9.1.2 Contractor Certification for Americans with Disabilities Act (ADA) and State Access Laws and Regulations: Contractor shall comply with all accessibility requirements under the ADA and under Title 24 of the California Code of Regulations (Title 24). When a conflict exists between the ADA and Title 24, Contractor shall comply with the most restrictive requirement (i.e., that which provides the most access). Contractor also shall comply with the City's ADA Compliance/City Contractors requirements as set forth in Council Policy 100-04, which is incorporated into this Contract by reference. Contractor warrants and certifies compliance with all federal and state access laws and regulations and further certifies that any subcontract agreement for this contract contains language which indicates the subcontractor's agreement to abide by the provisions of the City's Council Policy and any applicable access laws and regulations.

9.1.3 Non-Discrimination Requirements.

9.1.3.1 Compliance with City's Equal Opportunity Contracting Program (EOCP). Contractor shall comply with City's EOCP Requirements. Contractor shall not discriminate against any employee or applicant for employment on any basis prohibited by law. Contractor shall provide equal opportunity in all employment practices. Prime Contractors shall ensure that their subcontractors comply with this program. Nothing in this Section shall be interpreted to hold a Prime Contractor liable for any discriminatory practice of its subcontractors.

9.1.3.2 Non-Discrimination Ordinance. Contractor shall not discriminate on the basis of race, gender, gender expression, gender identity, religion, national origin, ethnicity, sexual orientation, age, or disability in the solicitation, selection, hiring or treatment of subcontractors, vendors or suppliers. Contractor shall provide equal opportunity for subcontractors to participate in subcontracting opportunities. Contractor understands and agrees that violation of this clause shall be considered a material breach of the Contract and may result

in Contract termination, debarment, or other sanctions. Contractor shall ensure that this language is included in contracts between Contractor and any subcontractors, vendors and suppliers.

9.1.3.3 Compliance Investigations. Upon City's request, Contractor agrees to provide to City, within sixty calendar days, a truthful and complete list of the names of all subcontractors, vendors, and suppliers that Contractor has used in the past five years on any of its contracts that were undertaken within San Diego County, including the total dollar amount paid by Contractor for each subcontract or supply contract. Contractor further agrees to fully cooperate in any investigation conducted by City pursuant to City's Nondiscrimination in Contracting Ordinance. Contractor understands and agrees that violation of this clause shall be considered a material breach of the Contract and may result in Contract termination, debarment, and other sanctions.

9.1.4 Equal Benefits Ordinance Certification. Unless an exception applies, Contractor shall comply with the Equal Benefits Ordinance (EBO) codified in the San Diego Municipal Code (SDMC). Failure to maintain equal benefits is a material breach of the Contract.

9.1.5 Contractor Standards. Contractor shall comply with Contractor Standards provisions codified in the SDMC. Contractor understands and agrees that violation of Contractor Standards may be considered a material breach of the Contract and may result in Contract termination, debarment, and other sanctions.

9.1.6 Noise Abatement. Contractor shall operate, conduct, or construct without violating the City's Noise Abatement Ordinance codified in the SDMC.

9.1.7 Storm Water Pollution Prevention Program. Contractor shall comply with the City's Storm Water Management and Discharge Control provisions codified in Division 3 of Chapter 4 of the SDMC, as may be amended, and any and all applicable Best Management Practice guidelines and pollution elimination requirements in performing or delivering services at City owned, leased, or managed property, or in performance of services and activities on behalf of City regardless of location.

Contractor shall comply with the City's Jurisdictional Urban Runoff Management Plan encompassing Citywide programs and activities designed to prevent and reduce storm water pollution within City boundaries as adopted by the City Council on January 22, 2008, via Resolution No. 303351, as may be amended.

Contractor shall comply with each City facility or work site's Storm Water Pollution Prevention Plan, as applicable, and institute all controls needed while completing the services to minimize any negative impact to the storm water collection system and environment.

9.1.8 Service Worker Retention Ordinance. If applicable, Contractor shall comply with the Service Worker Retention Ordinance (SWRO) codified in the SDMC.

9.1.9 Product Endorsement. Contractor shall comply with Council Policy 000-41 which requires that other than listing the City as a client and other limited endorsements, any advertisements, social media, promotions or other marketing referring to the City as a user of a product or service will require prior written approval of the Mayor or designee. Use of the City Seal or City logos is prohibited.

9.1.10 Business Tax Certificate. Unless the City Treasurer determines in writing that a contractor is exempt from the payment of business tax, any contractor doing business with the City of San Diego is required to obtain a Business Tax Certificate (BTC) and to provide a copy of its BTC to the City before a Contract is executed.

9.1.11 Equal Pay Ordinance. Unless an exception applies, Contractor shall comply with the Equal Pay Ordinance codified in San Diego Municipal Code sections 22.4801 through 22.4809. Contractor shall certify in writing that it will comply with the requirements of the EPO.

9.1.11.1 Contractor and Subcontract Requirement. The Equal Pay Ordinance applies to any subcontractor who performs work on behalf of a Contractor to the same extent as it would apply to that Contractor. Any Contractor subject to the Equal Pay Ordinance shall require all of its subcontractors to certify compliance with the Equal Pay Ordinance in its written subcontracts.

ARTICLE X CONFLICT OF INTEREST AND VIOLATIONS OF LAW

10.1 Conflict of Interest Laws. Contractor is subject to all federal, state and local conflict of interest laws, regulations, and policies applicable to public contracts and procurement practices including, but not limited to, California Government Code sections 1090, *et. seq.* and 81000, *et. seq.*, and the Ethics Ordinance, codified in the SDMC. City may determine that Contractor must complete one or more statements of economic interest disclosing relevant financial interests. Upon City's request, Contractor shall submit the necessary documents to City.

10.2 Contractor's Responsibility for Employees and Agents. Contractor is required to establish and make known to its employees and agents appropriate safeguards to prohibit employees from using their positions for a purpose that is, or that gives the appearance of being, motivated by the desire for private gain for themselves or others, particularly those with whom they have family, business or other relationships.

10.3 Contractor's Financial or Organizational Interests. In connection with any task, Contractor shall not recommend or specify any product, supplier, or contractor with whom Contractor has a direct or indirect financial or organizational interest or relationship that would violate conflict of interest laws, regulations, or policies.

10.4 Certification of Non-Collusion. Contractor certifies that: (1) Contractor's bid or proposal was not made in the interest of or on behalf of any person, firm, or corporation not identified; (2) Contractor did not directly or indirectly induce or solicit any other bidder or proposer to put in a sham bid or proposal; (3) Contractor did not directly or indirectly induce or

solicit any other person, firm or corporation to refrain from bidding; and (4) Contractor did not seek by collusion to secure any advantage over the other bidders or proposers.

10.5 Hiring City Employees. This Contract shall be unilaterally and immediately terminated by City if Contractor employs an individual who within the twelve (12) months immediately preceding such employment did in his/her capacity as a City officer or employee participate in negotiations with or otherwise have an influence on the selection of Contractor.

ARTICLE XI DISPUTE RESOLUTION

11.1 Mediation. If a dispute arises out of or relates to this Contract and cannot be settled through normal contract negotiations, Contractor and City shall use mandatory non-binding mediation before having recourse in a court of law.

11.2 Selection of Mediator. A single mediator that is acceptable to both parties shall be used to mediate the dispute. The mediator will be knowledgeable in the subject matter of this Contract, if possible.

11.3 Expenses. The expenses of witnesses for either side shall be paid by the party producing such witnesses. All other expenses of the mediation, including required traveling and other expenses of the mediator, and the cost of any proofs or expert advice produced at the direct request of the mediator, shall be borne equally by the parties, unless they agree otherwise.

11.4 Conduct of Mediation Sessions. Mediation hearings will be conducted in an informal manner and discovery will not be allowed. The discussions, statements, writings and admissions will be confidential to the proceedings (pursuant to California Evidence Code sections 1115 through 1128) and will not be used for any other purpose unless otherwise agreed by the parties in writing. The parties may agree to exchange any information they deem necessary. Both parties shall have a representative attend the mediation who is authorized to settle the dispute, though City's recommendation of settlement may be subject to the approval of the Mayor and City Council. Either party may have attorneys, witnesses or experts present.

11.5 Mediation Results. Any agreements resulting from mediation shall be memorialized in writing. The results of the mediation shall not be final or binding unless otherwise agreed to in writing by the parties. Mediators shall not be subject to any subpoena or liability, and their actions shall not be subject to discovery.

ARTICLE XII MANDATORY ASSISTANCE

12.1 Mandatory Assistance. If a third party dispute or litigation, or both, arises out of, or relates in any way to the services provided to the City under a Contract, Contractor, its agents, officers, and employees agree to assist in resolving the dispute or litigation upon City's request. Contractor's assistance includes, but is not limited to, providing professional consultations,

attending mediations, arbitrations, depositions, trials or any event related to the dispute resolution and/or litigation.

12.2 Compensation for Mandatory Assistance. City will compensate Contractor for fees incurred for providing Mandatory Assistance. If, however, the fees incurred for the Mandatory Assistance are determined, through resolution of the third party dispute or litigation, or both, to be attributable in whole, or in part, to the acts or omissions of Contractor, its agents, officers, and employees, Contractor shall reimburse City for all fees paid to Contractor, its agents, officers, and employees for Mandatory Assistance.

12.3 Attorneys' Fees Related to Mandatory Assistance. In providing City with dispute or litigation assistance, Contractor or its agents, officers, and employees may incur expenses and/or costs. Contractor agrees that any attorney fees it may incur as a result of assistance provided under Section 12.2 are not reimbursable.

ARTICLE XIII MISCELLANEOUS

13.1 Headings. All headings are for convenience only and shall not affect the interpretation of this Contract.

13.2 Non-Assignment. Contractor may not assign the obligations under this Contract, whether by express assignment or by sale of the company, nor any monies due or to become due under this Contract, without City's prior written approval. Any assignment in violation of this paragraph shall constitute a default and is grounds for termination of this Contract at the City's sole discretion. In no event shall any putative assignment create a contractual relationship between City and any putative assignee.

13.3 Independent Contractors. Contractor and any subcontractors employed by Contractor are independent contractors and not agents of City. Any provisions of this Contract that may appear to give City any right to direct Contractor concerning the details of performing or providing the goods and/or services, or to exercise any control over performance of the Contract, shall mean only that Contractor shall follow the direction of City concerning the end results of the performance.

13.4 Subcontractors. All persons assigned to perform any work related to this Contract, including any subcontractors, are deemed to be employees of Contractor, and Contractor shall be directly responsible for their work.

13.5 Covenants and Conditions. All provisions of this Contract expressed as either covenants or conditions on the part of City or Contractor shall be deemed to be both covenants and conditions.

13.6 Compliance with Controlling Law. Contractor shall comply with all applicable local, state, and federal laws, regulations, and policies. Contractor's act or omission in violation of applicable local, state, and federal laws, regulations, and policies is grounds for contract

termination. In addition to all other remedies or damages allowed by law, Contractor is liable to City for all damages, including costs for substitute performance, sustained as a result of the violation. In addition, Contractor may be subject to suspension, debarment, or both.

13.7 Governing Law. The Contract shall be deemed to be made under, construed in accordance with, and governed by the laws of the State of California without regard to the conflicts or choice of law provisions thereof.

13.8 Venue. The venue for any suit concerning solicitations or the Contract, the interpretation of application of any of its terms and conditions, or any related disputes shall be in the County of San Diego, State of California.

13.9 Successors in Interest. This Contract and all rights and obligations created by this Contract shall be in force and effect whether or not any parties to the Contract have been succeeded by another entity, and all rights and obligations created by this Contract shall be vested and binding on any party's successor in interest.

13.10 No Waiver. No failure of either City or Contractor to insist upon the strict performance by the other of any covenant, term or condition of this Contract, nor any failure to exercise any right or remedy consequent upon a breach of any covenant, term, or condition of this Contract, shall constitute a waiver of any such breach of such covenant, term or condition. No waiver of any breach shall affect or alter this Contract, and each and every covenant, condition, and term hereof shall continue in full force and effect without respect to any existing or subsequent breach.

13.11 Severability. The unenforceability, invalidity, or illegality of any provision of this Contract shall not render any other provision of this Contract unenforceable, invalid, or illegal.

13.12 Drafting Ambiguities. The parties acknowledge that they have the right to be advised by legal counsel with respect to the negotiations, terms and conditions of this Contract, and the decision of whether to seek advice of legal counsel with respect to this Contract is the sole responsibility of each party. This Contract shall not be construed in favor of or against either party by reason of the extent to which each party participated in the drafting of the Contract.

13.13 Amendments. Neither this Contract nor any provision hereof may be changed, modified, amended or waived except by a written agreement executed by duly authorized representatives of City and Contractor. Any alleged oral amendments have no force or effect. The Purchasing Agent must sign all Contract amendments.

13.14 Conflicts Between Terms. If this Contract conflicts with an applicable local, state, or federal law, regulation, or court order, applicable local, state, or federal law, regulation, or court order shall control. Varying degrees of stringency among the main body of this Contract, the exhibits or attachments, and laws, regulations, or orders are not deemed conflicts, and the most stringent requirement shall control. Each party shall notify the other immediately upon the identification of any apparent conflict or inconsistency concerning this Contract.

13.15 Survival of Obligations. All representations, indemnifications, warranties, and guarantees made in, required by, or given in accordance with this Contract, as well as all continuing obligations indicated in this Contract, shall survive, completion and acceptance of performance and termination, expiration or completion of the Contract.

13.16 Confidentiality of Services. All services performed by Contractor, and any sub-contractor(s) if applicable, including but not limited to all drafts, data, information, correspondence, proposals, reports of any nature, estimates compiled or composed by Contractor, are for the sole use of City, its agents, and employees. Neither the documents nor their contents shall be released by Contractor or any subcontractor to any third party without the prior written consent of City. This provision does not apply to information that: (1) was publicly known, or otherwise known to Contractor, at the time it was disclosed to Contractor by City; (2) subsequently becomes publicly known through no act or omission of Contractor; or (3) otherwise becomes known to Contractor other than through disclosure by City.

13.17 Insolvency. If Contractor enters into proceedings relating to bankruptcy, whether voluntary or involuntary, Contractor agrees to furnish, by certified mail or electronic commerce method authorized by the Contract, written notification of the bankruptcy to the Purchasing Agent and the Contract Administrator responsible for administering the Contract. This notification shall be furnished within five (5) days of the initiation of the proceedings relating to bankruptcy filing. This notification shall include the date on which the bankruptcy petition was filed, the identity of the court in which the bankruptcy petition was filed, and a listing of City contract numbers and contracting offices for all City contracts against which final payment has not been made. This obligation remains in effect until final payment is made under this Contract.

13.18 No Third Party Beneficiaries. Except as may be specifically set forth in this Contract, none of the provisions of this Contract are intended to benefit any third party not specifically referenced herein. No party other than City and Contractor shall have the right to enforce any of the provisions of this Contract.

13.19 Actions of City in its Governmental Capacity. Nothing in this Contract shall be interpreted as limiting the rights and obligations of City in its governmental or regulatory capacity.



**City of San Diego Child and Youth Plan
Proposal for Services
Submitted by Promises2Kids
March 12, 2025**

***Tab B:
Executive Summary
Responses to Specifications***

TABLE OF CONTENTS

	page
Executive Summary	3
Description of Organization and General Program Model	4
Proposed Model	6
Focus Area 1 - Education and Career Pathways	7
Focus Area 2 – Economic and Workforce Development	8
Focus Area 3 – Youth Empowerment	10
Focus Area 4 – Engaging Activities	15
Scope of Proposed Program	15
Population Detail	16
Data Collection and Evaluation	17
Organizational and Programmatic Capacity Specifics	18
Team and Organization Qualifications and Experience	19
Addendum	23
▪ Resumes	
▪ Organizational Chart	
▪ Staffing Profile	
▪ Job Readiness Curriculum Outline	

EXECUTIVE SUMMARY

Promises2Kids will apply our decades of experience working with underserved children and youth to the implementation of the City of San Diego's Child and Youth plan and its four focus areas of Education and Career Pathways, Economic and Workforce Development, Youth Empowerment, and Engaging Activities. Since our founding in 1981, we have continuously exhibited deep commitment to ensuring underserved youth in San Diego, specifically those in the foster care system, have access to these areas of enrichment and opportunity.

Working from our successful Guardian Scholars model, Promises2 Kids will ensure that current and former foster youth living in the City of San Diego have full and consistent access to mentoring, career and education planning, financial assistance/ scholarships, assistance with basic needs like housing, childcare, transportation and mental health services, and connection to employment. Guardian Scholars currently serves more than 300 youth annually throughout San Diego County; our project will focus on providing enhanced education, soft skill development and employment supports for those living in the City of San Diego. Our partner in this effort is the Good for Others Foundation, which will provide their job readiness training and ongoing supports so that youth will be prepared for, connected to, and able to persist in living wage jobs, all while they are receiving wraparound support from the Promises Guardian Scholars team. This type of high touch, comprehensive support that can be tailored to the needs of each youth has proved successful in our work with current and former foster youth, who are among the most at-risk for homelessness and poverty as they transition to adulthood.

The case for our selection is based on that rate of success – more than 80% of Guardian Scholars youth make measurable progress on their education and employment plans annually, far higher than national figures which show that after exiting care only 11% will earn a two- or four-year degree by age 26, 47% will be unemployed and 33% will be receiving. Furthering our case is our vast experience in building community partnerships and providing innovative programming that incorporates youth voice, as we have detailed throughout our proposal. Finally, we have designed our programming to support the idea that the solutions for the highest need population of youth can be replicated at a less intensive level for youth who have less severe needs but still share many of the same barriers to self-sufficiency. Given the comprehensive nature of the City's Child and Youth Plan, we believe this is a major consideration for selection, in order to ensure the largest number of youth can access the broadest selection of opportunities enroute to gaining the skills needed to create a brighter for themselves.

Describe your program model and the specific programs and services your organization provides.

For 44 years, Promises2Kids has been working to provide children and youth in foster care with continuous access to a range of programs and services from infancy through to adulthood. Our program model focuses on establishing meaningful long-term connections that will become increasingly important as youth prepare to transition from care to independence. For many youth these connections begin at Polinsky Children's Center (PCC), where we ensure children aged birth-five are screened for developmental delays and connected to resources to help address issues before they become a barrier to academic progress. Promises also provides teens staying at PCC or in the community with peer mentors to give them access to someone who has walked the same path and can offer empathy and ongoing support. We have expanded our mentoring options by assuming management of the County's community-based mentoring program for all youth aged 6-18. More opportunities for youth in care to connect and heal are provided through Camp Connect, which reunites siblings and peers in fun outdoor activities that help build confidence and resiliency while strengthening relationships. We also provide youth in care with Something Special funding which allows them to pursue the extra-curricular activities so vital to successful high school completion and self-development.

These are all critical components in our healthy relationship-building approach that culminates in Guardian Scholars, which is designed to support youth as they finish high school and transition into adulthood. Promises2Kids Guardian Scholars ensures that current and former foster youth have full and consistent access to mentoring, career and education planning, financial assistance/ scholarships, assistance with basic needs like housing, childcare, transportation and mental health services, and connection to employment. In just the past five years enrollment the program has grown by 60% and now stands at 300 youth annually, with about 75% pursuing post-secondary education or training and the remainder still in high school or seeking employment or education. Success is demonstrated by the fact that each year at least 80% of youth continue to make forward progress on their education and career plan.

Program delivery begins with Assessment, Goal Setting, and Community Connection. Each youth entering the program is matched with a Guardian Scholars Program Coordinator (essentially a Case Manager) who works with them to complete the evidenced-based Self-Sufficiency Matrix which covers a multitude of key areas including life skills, employment, housing, education, legal, mental health, substance abuse, interpersonal relationships, transportation, and community involvement. Each quarter, one area is reviewed for maintenance and two more are monitored for improvement/growth. This assessment and focused goal setting structure has proven effective in empowering youth to own both their actions and consequences, as well as their successes.

Following intake/assessment and goal setting, Guardian Scholars Coordinators will connect participants with mentors, often a Youth2Youth Advocate, who as a near-peer with shared experience plays a key role in helping youth get comfortable with the program. Over the past few years, much of our focus has been on substantially increasing the number of Youth2Youth Advocates while also expanding our adult mentoring options which now include Men's and Women's Leadership Learning Groups, Parenting Group (30% of Guardian Scholars have their own children or are caring for younger siblings), and identity-focused mentoring (Black, Latinx and LGBTQIA+ youth). We currently have 12 Youth2Youth Advocates and over 200 community-based mentors actively working with youth aged 17 and up, both individually and in group settings.

As youth make forward progress on their education and career planning, their Coordinators, Youth2Youth Advocates and mentors collaborate with workforce development partners to support job placement efforts and offer continued guidance. Examples of our work in this area include our partnership with the HomeAid WORKS Program (Workforce Opportunities for Rebuilding through Knowledge and Skills), through which more than 40 youth have received technical construction training and job placement support, helping them overcome barriers to employment through access to basic construction skills, career exploration and resume assistance, job application support and hands-on training and site visits for real-world experience. A key element of the WORKS Program was its job placement partnerships with companies such as Lennar, Circle M Construction, Hy-Lang Electric, Alta Drywall, and Royal Cabinets. These industry leaders played a crucial role in providing employment opportunities for graduates, helping them transition into the workforce and build sustainable careers.

We have also provided youth with an opportunity to explore public service through the Mayor's Shadow Day, through which they engaged with the Offices of San Diego City Councilmembers, the City Planning Department, the Office of the City Clerk, and the Mayor's Communications Team to gain valuable insight into potential careers. One of the participating youth, Makayla, was a former foster youth studying Urban Planning who turned the experience into an opportunity to contribute to the development of the City's Child and Youth Plan where she helped to lead focus groups, host town halls, and create newsletters. She honed her organizational skills with tools like Smartsheet and gained hands-on experience in community outreach, event planning, and policy research. Weekly career workshops strengthened her resume, networking skills, and confidence in professional spaces. By the end of her internship, she secured a full-time role with Promises2Kids, allowing her to continue making a difference in her community.

We have additionally worked with area businesses to engage in summer internship placements, with San Diego Workforce Partnership to provide case management as former foster youth initiate their quest for employment, and with San Diego Community College

District to support former foster youth as they engage in training and career development. We are eager to continue to strengthen all facets of our programming to ensure that our community's most vulnerable youth and young adults have all the resources they need to create a brighter future for themselves. We firmly believe that the best practices developed through working with this high need population can be adapted for more widespread use across the entirety of San Diego's youth and young adult population.

Describe the nature of the program(s) and/or service(s) you are proposing. Is this a new, expanded, or enhanced program(s)/service(s)? Identify which focus area(s) and objective(s) will be addressed.

Promises launched Guardian Scholars in 2001 with the idea that we should – and could – address unmet needs of young adults formerly in foster care who were preparing to embark on their post-secondary education and career path. In the past 20 years, we have grown, enhanced, pivoted and partnered, all in the name of serving more youth, more effectively. One area of growth has been in developing pathways available through our local community colleges and continuing education, pathways which align with many labor market segments that are desperately in need of new hires. We have worked to formalize this connection so that more youth can pursue professional certifications or training programs of their choice including culinary arts, computer programming, cyber security, healthcare, or construction. This is part of an overall effort to work with youth to emphasize their skills and interests alongside the opportunity to make a livable wage.

One result of this has been the piloting of our Fostering Futures Initiative, an intensive homelessness prevention effort that adds enhanced mental health services, a housing and career navigator, financial literacy and budgeting, and a time-limited monthly stipend of \$1,000 to bridge the high cost of housing while these youth work diligently on educational and career training to raise their earning potential. Our proposed program will engage youth in the City of San Diego within the age range who are part of this pilot along with our successful Guardian Scholars program, who can benefit from services more explicitly focused on job readiness and entry into the world of work with an achievable plan that will support their self-sufficiency.

Working forward from the Guardian Scholars program model outlined above, we will provide enhanced programs and services to 60-70 of the nearly 100 current and former foster youth living in the City of San Diego. In alignment with the focus areas outlined in the Request for Proposals and the specific objectives, recommendations and actions detailed in the Child and Youth Plan, we will deliver the following for an initial period of one year, with plans to scale the numbers served and services provided in subsequent years to include other system impacted youth like those involved in the Juvenile Justice System (if funded).

Focus Area 1 - Education and Career Pathways

Objective 1.6 Prioritize equitable resources for youth to access housing, transportation, food access.

CYP Recommendation: Objectives that are dedicated to cross collaboration/ promotion for youth focused opportunities. Activities: Provide direct services for youth struggling to find resources. Collaborate with other agencies to make services more visible and accessible.

Equitable and complete access to education, training, housing, transportation and food that are necessary for current and former foster youth to achieve self-sufficiency relies on community partnerships. Supporting youth-serving systems and organizations is in our DNA. We have worked with the County Office of Education since the inception of our Guardian Scholars program in 2001 to ensure referrals of youth in care, and established the Council of Colleges in the early stages of Guardian Scholars to ensure every campus has designated resources available for former foster youth. We collaborated with UCSD's Academic Connections on university preparedness and more recently launched a partnership with San Diego Community College District (SDCCD) to connect youth directly to SDCCD's Gateway program. To extend the pipeline, we joined with San Diego Workforce Partnership in 2023 to develop programming to address the need for foster youth to have a facilitated journey to employment, as they will neither enter nor exit the workforce pipeline successfully without some level of investment that will then be returned through the meeting of workforce needs.

We will achieve this objective through the continuum of services we provide for youth currently or formerly in foster care, with plans to expand to serve other system impacted youth. The services to be provided in support of this project will enhance that continuum by ensuring youth have access to job readiness and the ability to maintain stable employment once secured as they face the significant challenges involved in transitioning from living in the system of care into self-sufficient adulthood. This is a difficult time for any youth, but especially for those without a family support network to prepare them for the reality of earning the wages necessary to live independently. All 60+ youth age 16-24 living in the City of San Diego will work with our case management team to develop a career plan including required education or experience and complete an 8-hour job readiness training with follow up coaching provided by Good for Others Foundation, which provides valuable intermediary supports to assist youth in successfully entering the workforce. These activities will be enhanced through the provision of Promises2Kids' wraparound services that include access to mental health; connection to peer and volunteer adult mentors; and, assistance with childcare, transportation or access to nutritious food.

Through this intensive and comprehensive approach to service delivery we will help each youth strengthen their relationship building and living skills, grow in their self-confidence, and gain an understanding of their innate resiliency and potential for success as they develop a career pathway forward that will ensure they can achieve a healthy and self-sufficient adulthood.

Focus Area 2 - Economic and Workforce Development

Objective 2.5 Partner with local education agencies and trade organizations to promote mentorships through personal and professional relationships with youth.

CYP Recommendation: Mentorships programs to promote local trades. Activities: Educate the public on the importance of mentorships in local trade organizations.

Promises2Kids has a long and trusted partnership with the San Diego County Office of Education (SDCOE) and Foster Youth Services (FYS) to provide consistent connection to education-related supports for all school-aged foster youth, including referring 16-18 year old youth who elect to enroll in Extended Foster Care (EFC) to Promises2Kids. In the past few years we have successfully coordinated outreach and service provision at specific schools and Short-Term Residential Therapeutic Programs (STRTP) by teaming Guardian Scholars staff and peer mentors with social workers to facilitate providing the post-secondary education and career support necessary to ensure a successful transition to adulthood following the end of social worker support. Last academic year, we served 74 high school students, 25 of whom were seniors who successfully achieved graduation. Of these seniors, 23 enrolled in our Guardian Scholars program to pursue their post-secondary goals. Each student pursuing college was assisted with scheduling multiple college campus visits; completing college, financial aid and housing applications; preparing for interviews; and general transition planning. We also paired 32 high school youth with their older peers through our Youth2Youth Advocates program. These high touch strategies have been successful in engaging and retaining youth, which is evidenced by our Guardian Scholars return rate of over 92%. Data for the FASE program that is supported by these services resulted in 85% of students improving their GPA, 95% enrolling in college, and 95% having no placement changes -- a great contributor to educational success.

In terms of working with trade organizations, we are excited to partner with the Good for Others Foundation (GFO) which will provide participating youth with job readiness using the curriculum attached as an addendum to this proposal. As a local workforce intermediary, GFO has extensive relationships with the San Diego Building and Construction Trades (SDBTC), San Diego Leadership Alliance (SDLA), and the University of California San Diego Labor Center, helping ensure program participants are prepared for jobs in high-demand trades. As part of this project, Promises2Kids will work with GFO to recruit a new specialized mentoring group focused on trade professionals who are

committed to working with former foster youth to guide them through training and placement into jobs with significant earning potential.

This goal is rooted in our successful Lennar Homes/HomeAid partnership in which our first cohort of 16 youth completed an intensive two-week program and 10 were hired. This effort worked in large part because we were able to work jointly with HomeAid to provide employers with education around the underlying reasons youth who have been in care may present unusual challenges attributable to an underdeveloped sense of accountability or an overdeveloped fear of rejection. Our approach is to support transparent and open communication in a healing environment, something that our Trade Mentoring group will be invaluable in providing.

Objective 2.6 Facilitate programs for youth to develop leadership, teamwork, critical thinking, time management, professionalism, program solving, and communication skills.

CYP Recommendation: Critical life skill programs aimed at foster youth and young adults. Activities: Provide presentations and activities associated with critical life skills; Collaborate with other agencies to develop presentations to support youth in critical life skills.

Promises2Kids' Guardian Scholars provides support for self-sufficiency and life skill development for foster youth beginning in high school to ensure they reach the graduation milestone with an achievable future plan in place, whether it includes traditional post-secondary education, a vocational training program, or direct to employment. The program supports approximately 300 current and former foster youth annually, nearly double the number we were serving just five years ago. While we provide an array of services including mental health supports, mentoring, childcare, tutoring, and housing assistance, the overarching goal is to help youth achieve a stable transition to independence based on a career path that offers growth opportunities and a livable wage. Our approach works – consistently over 80% of Guardian Scholars youth make progress on their plan, which we are able to track through a variety of measurable indicators including educational achievement, employment and housing stability.

While many of these elements are touched upon throughout case management, we require the support of our partner Good for Others Foundation to frame these qualities in a real world context. GFO's Workforce Development Manager will engage all participating youth in career-focused activities such as job readiness workshops, one-on-one resume reviews, mock interviews, and more. Their curriculum covers resume writing, networking essentials, and interview skills. While workshops are effective when participants have similar familiarity with the topics, we also know one-on-one support is essential to the full development of the critical life skills outlined above, which are integrated into the

curriculum but better realized through the individualized counseling that will be provided by GFO and reinforced by Guardian Scholars staff and mentors.

Focus Area 3 - Youth Empowerment

Objective 3.2 Support trauma informed care support systems that are free of discrimination, criticism, harassment or any other emotional harm;

CYP Recommendation: Partner with non-profit and community based organizations specializing in trauma informed care systems of practice. Activity: Collaborate with other agencies to highlight resources and programs that support in these areas.

Founded in 1981 as the Child Abuse Prevention Foundation, Promises2Kids embeds trauma informed care and respect for the voices of individual youth into everything we do. Whether we first engage with youth as toddlers or teenagers, we will remain available throughout their journey in care and beyond. Because far too many foster youth do not transition to adulthood successfully, we have continuously refined our scope of services to point them toward engagement with Guardian Scholars where they can access holistic services that are still flexible enough to meet their specific needs.

Critical to addressing the childhood trauma of abuse and neglect is our commitment to empowering youth voice as we develop our programming. Intentionally designed elements include Youth2Youth Advocates, through which Guardian Scholars are hired and trained as peer mentors to play an invaluable role for youth still in care who need to see someone who has successfully exited the system. We further support the adoption of a trauma-informed lens through our mentor training and ongoing support. Over the past few years we have substantially increased mentoring options, which now include Men's and Women's Leadership Learning Groups, Parenting Group, and identity-focused mentoring, to which we now propose to add a Trade Professionals Mentoring Group that will bring together trained community volunteers with youth seeking education, training and career options in trade-focused sectors. The ability to offer a variety of options for these young adults to connect with peers, community volunteers, and mentors in a way that works for them has seen positive feedback from participating youth.

Our commitment to collaborating is established throughout this proposal. From our early days of working with San Diego County Child Welfare Services (now Child and Family Wellbeing), we have centered the needs of the youth in every partnership and worked to convene all individuals and organizations with that shared commitment. Over 44 years, this has positioned us as a leader in developing trauma informed care systems and resulted in a broad swath of institutions stepping up to work with us on areas of specific need. As an example, we established the Council of Colleges in the early stages of Guardian Scholars to ensure every campus has a designated resource available for former foster youth

attending those schools. We have worked with UCSD's Academic Connections to prepare youth for the option of attending college. We are currently working with the San Diego Community College District (SDCCD), which includes City, Mesa, Miramar and Continuing Ed to connect the youth we work with directly to SDCCD's Gateway program which includes Gateway Centers that will serve as accessibility sites for this effort. This is in addition to all other local higher education institutions, as well as businesses, policy makers, and other community-based organizations that look to Promises as the expert voice on serving this vulnerable, high need population.

Objective 3.4 Create leadership conference opportunities so that young people have the ability to connect and network with like-minded peers;

CYP Recommendation: Implement an annual youth summit that is dedicated to bringing solutions to the system weaknesses identified. Activity: Create and provide workshops and conferences that promote youth empowerment.

We have previously organized an annual Foster Youth Educational Summit and could contribute this expertise to the planning of a youth empowerment event. We do feel our approach to this topic evolved in a beneficial manner when we decided to focus on providing more regular activities and events for youth to express themselves along with coaching to help them find their true voice. These opportunities include legislative advocacy days, support for youth to attend local and national conferences which feature youth speakers and panels, and establishment of youth-led standing committees to address specific issues and opportunities.

While these opportunities are available to any current or former foster youth, we also offer leadership development through Promises2Kids' Advocates for Change, a group of about 20 youth comprised of current and former Guardian Scholars who complete extensive training that equips them with communication skills necessary to present themselves in a clear, organized, and professional manner. The end result is that students feel confident and better prepared for any form of public speaking they may encounter and empowered to increase community awareness about foster care and Promises2Kids. Advocates for Change participate in various television, radio, and print opportunities; share their stories in-person Promises2Kids events (eg. Dream On Concert Gala); and, participate in community events and panel discussions, as well as advocacy meetings with elected officials.

Our project will expand participation in Advocates for Change in combination with the focus on soft skills development discussed earlier in this proposal. As with the other areas of support defined in this proposal, we believe there is substantial cross-over with the needs of the non-foster youth population and would seek to work with City staff and other stakeholders to replicate and expand these areas.

Objective 3.5 Provide mentorship opportunities to youth experiencing educational intervention;

CYP Recommendation: Create opportunities for youth to have pathways to learn about municipal careers. Activity: Collaborate with public and private organizations to highlight career pathways.

Our proven strategy centers on ensuring youth have trusting relationships with people who genuinely want the best for them. The proposed project will strengthen our ability to support additional positive relationships for these youth that are tied to their achievement of future goals. The next step in the transition to an independent life is far less scary when there is a warm handoff from one caring adult to another. This is especially important for youth who have grown up in the system of care and may resist entering another system (i.e. education or workforce) unless they can do so in a supported manner. For instance, these youth rarely have someone to encourage and teach them how to seek employment beyond that which meets immediate needs. While in care, they may have changed placements multiple times across a broad geographic area, and may not have access to transportation, which makes it exceedingly difficult to maintain a job. The result is that they have had fewer opportunities to build work experience and develop workplace based soft skills, which makes them less competitive for desirable jobs.

Our proposed project changes that by providing youth with essentially a ready-made network of support that includes representatives of the partners named throughout this proposal, including the City and County of San Diego, Good for Others Foundation, San Diego Workforce Partnership, San Diego Community College District, all area colleges and universities, and numerous private sector entities including Lennar Homes and the Salk Institute – all in addition to our trained case management staff and mentor corps. By continuing to focus our efforts on networking to help youth build supportive relationships and connections, we can go beyond addressing their foundational needs and empower them to achieve better outcomes around housing, income, and mental health that only grow stronger as they gain financial stability.

Over the past few years, we have created a dedicated mentoring department and significantly increased the support provided by mentors. For example, our Women’s Leadership Network supports the disproportionate number of girls in foster care by helping them build healthy adult relationships through connection to successful female professionals. Our Parenting group and Black, Latina/o, and LGBTQ+ mentoring groups connect youth to caring adults who have a shared identity and/or life experience. As part of this project we will establish a mentoring group with trade professionals who will also work 1:1 with the youth participating.

Objective 3.6 Centralized resource application dedicated to youth and young adult services

CYP Recommendation: Partner with agencies providing wrap-around services to support vulnerable youth. Activity: Collaborate with other agencies to highlight resources and programs that support in these areas. Provide direct services that offer equitable accessibility.

We have been providing wraparound support and case management for youth through Guardian Scholars since 2001 to address the extreme challenges that youth who grow up in a system of care without family support encounter as they transition to independent adulthood. We then add initiatives and partnerships to supplement needs related to key issues like housing, mental health and achieving the education or training necessary to earn a livable wage. Our goal is to provide access to trauma-informed, wholistic supports because we know that close to 80% of youth who have been in the foster care system will experience mental health challenges including depression and post-traumatic stress disorder related to their past. As foster youth approach the end of high school there is added urgency as more than just their educational status will change. While they have the option to stay in EFC through age 21 to access housing benefits and other supports, many are ready to exit the system as soon as they turn 18. Either way, very few are actually equipped to function outside of the system.

Along with the partners who refer youth to us and vice versa, our Guardian Scholars Coordinators play a key role, each working with around 30-40 youth, conducting the initial assessment and goal setting followed by weekly check-ins with in-person meetings as often as the youth need. Coordinators are trained to recognize mental health issues and provide supported connection to services, all of which are part of the trust building that is an important part of ensuring youth feel comfortable sharing their goals and dreams and motivated to develop a plan to achieve them. Specific services include 1:1 case management, peer mentorship, SEL-based group mentoring, tutoring, help with college applications and financial aid forms, career assessments, college and career visits including specialized tours (HBCUs, Silicon Valley, geographical), financial stipends and emergency needs funding, and connection to onsite campus and training resources, which we seek to complement with employment placement as a critical component of achieving self-sufficiency.

Here again we believe there are replicable practices that will be available specifically to current and former foster youth but that could be effective interventions for a much broader swath of youth who have less intense obstacles that are nonetheless keeping them from achieving self-sufficiency.

Objective 3.7 Consider barriers of disconnected youth for entry-level job opportunities.

CYP Recommendation: Remove barriers for entry to entry-level positions that have historically discouraged disconnected youth from applying. Activities: Collaborate with other agencies to highlight resources and programs. Address city barriers that affect youth job-seeking. Provide direct services that offer equitable access trainings to municipal careers.

We are familiar with working to tear down barriers -- for youth who grow up in a system of care, often without any family support, transitioning into independent adulthood is fraught with challenges. We have consistently and thoughtfully built out our programming over time, always listening to what youth tell us they need and determining how to align meeting those needs with the realities of social and economic factors. An example of how we have developed responses to such challenges can be seen in the hiring of our Clinical Service Manager (CSM) who has greatly expanded our team's capacity to apply screening tools to each youth's case management plan, as well as onsite licensed therapists who can provide direct clinical services when needed. This is especially critical because former foster youth have typically faced emotional challenges rooted in Adverse Childhood Experiences (ACEs); are more likely to be a young, single parent or guardian; and, less likely to have a reliable network of support, all of which can contribute to mental health needs and substance abuse and addiction.

All of the above are barriers that must be addressed with youth, but also by educating employers beforehand and maintaining support throughout the initial stages of employment as the youth adjust and may be more likely to display unhelpful behaviors. This is where wrap around services, collaborations, and adult mentors are such an asset and can work closely with each youth's Coordinator and other support team members to ensure communication flow and prompt response should the youth experience crisis or otherwise be in need of additional services to stay or get back on track. This informed, holistic approach requires more intensive intervention in the near term but through its consistent provision of connected supportive services has the ability to help youth build the long-term positive traits that will lead to ongoing success.

Fortunately, we have solid partnerships on which to build. As just one example, Career Pathways for Foster Youth was launched in July 2023 as a program of the San Diego Workforce Partnership, with funding provided by the County of San Diego and content developed by the County's Foster Alumni and Youth Community Empowerment Subcommittee (FAYCES), now called Lived Expert Action Partners (LEAP). SDWP has long focused on understanding the needs of Opportunity Youth as key contributors to a thriving local economy, and realized former foster youth needed a specific set of supports that

Promises2Kids is highly experienced in providing. Working together, we are helping youth who have been in foster care to gain real workplace experience and skills through various placement opportunities including a paid job or internship, occupational training, and/or education. SDWP relies on Promises2Kids to provide support for housing, mental health assistance, work attire, transportation, childcare and more. With those wraparound services in place, youth can more effectively engage in connection to SDWP staff who will support system navigation as youth decide whether they are more inclined to pursue starting school or a certificate program, finding a temporary job or internship, learning new job skills, or finding long-term employment.

As part of our longer-term planning, we also want to highlight our commitment to the Childcare component of the Child and Youth Plan as it relates to **Focus Area 4 - Engaging Activities**, and in support of the childcare component of the CYP, Objective 4.3 Prioritize early education opportunities for children 0-4 yrs. old, at low or no cost. We are currently in the advanced stages of selecting a site and developing a childcare center that will meet the recommendation to “Provide direct services that increase early learning opportunities that engage families and children together.” The primary population of service will be former foster youth and their young children but, as resources allow, we do anticipate expanding capacity and making low or no cost childcare available to current foster parents and other high need populations. While this effort will not be active during the one-year initial grant period, if selected we anticipate being able to incorporate this into the model we have outlined here as a major benefit to former foster youth as they enter training or employment and are in need of childcare that is enhanced by early learning opportunities. In the meantime, providing access to childcare during trainings, workshops, social gatherings, etc. continues to be a priority for Promises to ensure barriers are removed for those young adults who are juggling parenting while also trying to make their career goals a reality.

Describe the scope of the program you are proposing? How many children, youth and/or young adults do you feel can be served throughout the term of the Agreement?

Through our Guardian Scholars program we currently work with 99 youth and young adults in the City of San Diego, of whom eight are in high school, 80 are pursuing post-secondary education, and 11 are pursuing training/certification. Of these youth, 26 are enrolled in our Foster Futures pilot where they are receiving an intensive level of services designed to minimize their risk of homelessness. This project will provide an effective set of services for approximately 60-70 of the 99 youth, who during the one-year grant period will be engaged in services to include:

- Assessment of basic needs
- Assessment of skills, interests, barriers
- Development of a personalized education/training and career plan
- Group and individual mentoring options

- Resource navigation
- GFO job readiness curriculum
- Connection to internships and apprenticeships
- Connection to employment
- Evaluation of further education or training needs
- Advocacy and empowerment supports
- Childcare
- Other wraparound supports as needed

The number of youth served represents an estimate which during year one may shift based on factors specific to each individual. We know at this point the number of eligible youth in the City of San Diego; if the proposed project moves forward, we will anticipate growing the number served year over year (as residency allows) based on increased outreach. We also believe many of the proposed services will be applicable to non-foster youth and are prepared to work with City staff to identify and expand to serving other system impacted youth.

We anticipate reporting to City staff the dates/times of all service activities provided and the number of children/youth served as indicated by attendance/enrollment data. We will provide the change in number of youth served over the duration of the contract and indicate aggregate demographic totals (i.e., gender, race/ethnicity, age). Regarding evaluation of outcomes and impacts of the programs and services on participants, we will provide reporting on housing stability as well as employment and education acquisition and persistence, with additional outcomes determined on an individual basis (e.g. changes in income for those who are already employed, or in status for those who are experiencing mental health challenges). Please see the section on data collection below for more detail.

Describe how your proposed programs and/or services support specific populations that have been historically unserved. How do you ensure that these populations have equitable access to the programs and/or services?

The proposed project expands upon our Guardian Scholars program, which was designed to address the fact that foster youth have had to transition into adulthood relying on fractured support from a variety of programs and services that separately address education, employment, life skills, housing, etc. Because these programs rarely service youth holistically as they navigate into adulthood, too often the result is that many youth exit the system without being prepared to do so successfully. Only 59% of foster youth in California graduate from high school on time (compared to 84% of the non-foster population) and generally begin to have children earlier and enter adult justice systems or require public assistance at higher rates than their peers. Nationally, after exiting care, one in three foster youth become homeless within the first two years, 47% will be unemployed, and only 11% will earn a degree by age 26.

These are incredible odds to overcome, and even more so for LGBTQ and Black youth who are over-represented in the foster care system. Along with advocating for system accountability and changes – both directly and by support foster youth in making their voices heard – we know that equitable access is rooted in trust. Youth must first believe we will be a consistent and positive presence in their lives. This is embedded in all training and action across our agency, and we make sure to respect and leverage existing trusted connections they have with peers and adult caregivers, knowing those have taken time to build. These include Youth2Youth Advocates, who play an invaluable role for youth still in care who need to see someone that has shared experience who has successfully exited the system, and engagement with our Men's and Women's Leadership Learning Groups, Parenting Group, and Black, Latinx and LGBTQ Groups.

What is your organization's approach to collecting data on program impact, and what processes are used?

Our organization uses Salesforce to securely collect and store client data which is updated a maximum of every two weeks (or several times a week for youth with higher-touch cases). Staff and management actively use that data to understand and enhance service effectiveness. For Guardian Scholars, each youth completes a baseline assessment to identify strengths and gaps in education, employment, life skills, safety, mental and physical health, positive adult relationships/mentors, and support network. Youth are responsible for selecting goals and milestones to be reached throughout the course of their engagement plan. To gauge youth progress from the initial assessment and goal setting, we use quantitative methods that analyze students' engagement in program components, transcripts, rates of retention, housing stability, ongoing employment, and education or job training progress.

Over the life of Guardian Scholars, we have tracked matriculation and graduation rates which have been around 80%, far surpassing other programs. In 2023 we added an outcomes committee, including members with lived experience, which meets quarterly to review data collection and outcomes and make recommendations. We have expanded tracking to include more indicators around support responsiveness, relationship development and satisfaction with mentors, employment after program/education completion, mental health, housing, finances, transportation – all areas that greatly impact youths' ability to persist through higher education through to future stability. This feeds quality improvement by informing organizational priorities around staff, fundraising and partnership development.

We have noted the performance indicators on which the City will expect to receive reports and are confident our existing platform will support the collection, secure storage and reporting of this data.

Give an example of how your organization has identified shortcomings in your programming and made changes accordingly to improve your impact.

A hallmark of our organizational culture is identifying gaps in service and how they can be addressed, whether on a sector-level or within our own programmatic operations. We mentioned above that we had formed an outcomes committee; this was not because of any indication that our measurable indicators were not impressive, but because we felt we could dig deeper into more of the impacts of our programming if we expanded our data collection into carefully selected areas that have significant implications for how youth are really doing.

Analysis and revision of our outcomes started with Guardian Scholars, which since its launch nearly 25 years ago has become our flagship program, and the one toward which we work to guide all youth in care in San Diego. We started Guardian Scholars because of the complete lack of postsecondary supports for foster youth in San Diego County at the time. Promises2Kids built a coalition by launching the Council of Colleges which included every post-secondary institute of higher education (IHE) in the County. As participation by youth and IHEs grew, so did our ability to make programmatic adjustments to better connect with and serve more youth. Along the way we have tried a variety of adjustments, like creating a distinct Junior Guardian Scholars program before we realized that foster youth need consistent and continuous engagement in order to develop trust. This led us to work instead on extending the services provided under Guardian Scholars to those younger than 18. This has been greatly facilitated through our work with San Diego County Office of Education for outreach to high school-aged foster youth, utilizing engagement strategies that include incentives, relationship building opportunities and funding for extra-curriculars. In its initial year, we served 74 high school students, 25 of whom were seniors who successfully achieved graduation. Of these, 23 enrolled in our Guardian Scholars program to pursue their post-secondary goals. Each student pursuing college was assisted with scheduling multiple college campus visits; completing college, financial aid and housing applications; preparing for interviews; and general transition planning.

What proportion of proposed services and/or programs will be delivered virtually and in-person?

We craft our programs and services to best meet the needs of the youth we serve. Because we are focused primarily on 16-24 year olds who are likely in school or working or both and may have children to care for, we do expect that some of the 1:1 services will be provided virtually. However, we feel the greatest impact comes from in-person interactions, including mentoring groups and the Job Readiness workshop provided by Good for Others Foundation. As indicated in our answer to the next question, Promises will facilitate in-

person interactions to the greatest extent possible by providing youth with the resources to overcome barriers such as childcare or transportation.

Describe how your organization makes your services easily accessible to youth. This could be through assistance with transportation, for example.

The youth we are here to help have many demands on their time so in addition to being available virtually (email, texting, face time) our Coordinators and other staff are expected to go to where youth are – close to their work, school or home, anywhere in the County. That said, there are times when youth need to access services elsewhere so we provide rideshare and public transportation support, in addition to having our own vehicle that can be used for group activities. Our philosophy is to patiently work through any obstacles to service delivery, which not only accomplishes the goal of connecting youth to that service, it also models for them how to work to find solutions to getting things that are worth having.

List any fees your organization charges children, youth, or families to participate, if any.

We do not charge any fees for participation in any program or service we offer. If anything, a priority of our philanthropic efforts is to alleviate cost as a barrier to accessing services.

Describe how your organization supplements your main services with “wrap-around” support for youth, such as with mental health support or the inclusion of mentorships for youth participants.

Please refer to the extensive descriptions through this proposal of our ability to provide wrap-around supports including mental health, mentoring and more.

Describe how much your organization prioritizes having relatable adult staff who have similar experiences and backgrounds to the children and youth they are serving.

Program staff are culturally and ethnically representative of our constituency and include 12 Youth2Youth Advocates who are former foster youth who we employ as trained peer mentors working primarily with youth in high school and Extended Foster Care. Many of the educational institutions we partner with have programs run by former foster youth and Promises2Kids Guardian Scholars Alumni. Additionally, we currently have two board members with lived experience, one of whom was a Guardian Scholar more than a decade ago.

Because the majority of youth we serve are people of color and/or LGBTQ individuals, we have launched targeted recruitment campaigns to ensure that volunteer mentors are representative of youth identities, which facilitates the building of trusting relationships. We have established an Advisory Council made up of a diverse group of community leaders who serve as a sounding board for our CEO, who as an LGBTQ individual reflects the

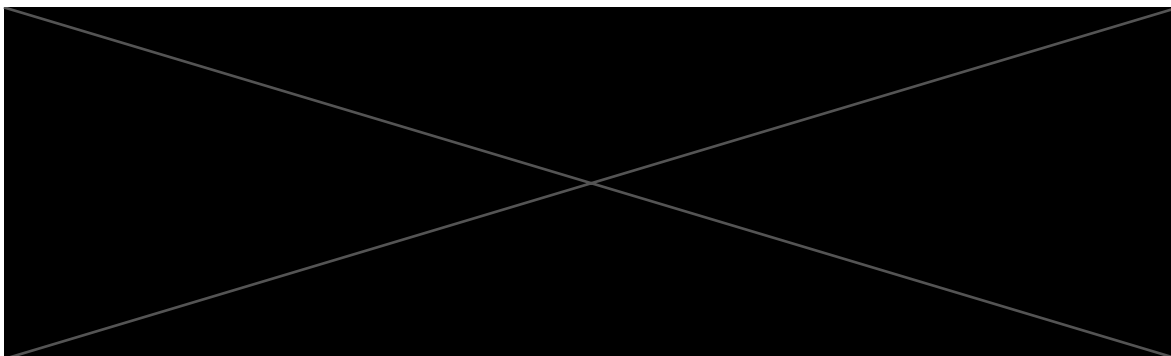
identity of around 30% of foster youth. Our CEO hosts quarterly dinners for all youth in the program where they can share ideas and concerns and hear about agency priorities. Staff and leadership engage in regular Diversity, Equity and Inclusion (DEI) activities and annual trainings coordinated by our People and Culture Consultant.

Relevant Organizational Experience and Team Members

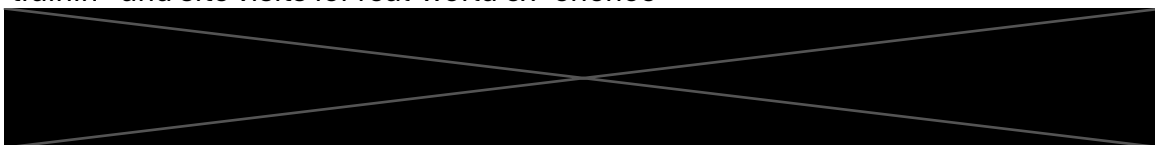
Organizational Experience: The following contract information corresponds with the references provided in the required Contractor Standards form, which has been uploaded separately as part of the submission requirements. The three projects detailed here provide the required three examples of related experience for the Principal in Charge, the two Associate Directors and the Youth2Youth Supervisor Team Members identified below, all of whom have or continue to play key roles in achieving the outcomes of these projects.

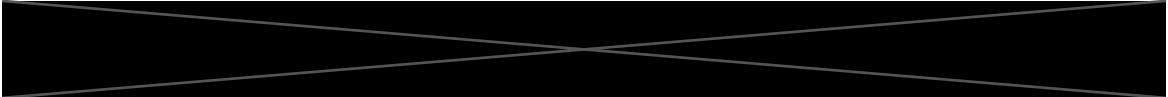
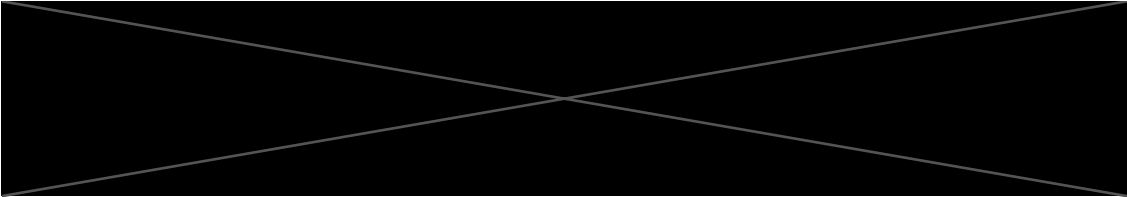
Note: The Project Manager was recently hired as Promises2Kids Chief Program Officer, joining us from SBCS where she served as Clinical Director and before that as Director and Clinical Supervisor for several program areas. She has served in multiple systems-level leadership roles related to youth and family services and will bring that lens to program oversight. The Mentor Coordinator is similarly new to the team and will be guided in her efforts by the Team Leads.

1.



2. **Project Name:** HomeAid WORKS: Expanding Opportunities in Construction. Since March 2022, Promises2Kids, HomeAid San Diego, and Lennar Construction have collaborated to provide at-risk youth with career pathways in the construction industry. Through the HomeAid WORKS Program (Workforce Opportunities for Rebuilding through Knowledge and Skills), over 40 youth have received technical construction training and job placement support, helping them overcome barriers to employment. The program equipped participants with basic construction skills, career exploration and resume assistance, job application support, hands-on training and site visits for real-world experience



- 
3. **Project Name:** Gateway to Guardian, through which we are connecting Guardian Scholars youth directly with the Continuing Education's successful Gateway to College and Career program which promotes self-sufficiency through completing job training, participating in internships, acquiring living wage jobs or entering college, and achieving personal empowerment goals. Gateway to College and Career has dedicated programming for targeted populations including High School Non-Completers, and African American, Homeless, and Justice Involved Opportunity Youth, and is looking focus their high touch program on transition age foster outh.
- 

Team Members

Principal in Charge  oversees all operational aspects for Promises2Kids, including Finance and Accounting, Human Resources, and IT. Stephanie has been with Promises2Kids since 2006, when she was hired as Guardian Scholars Manager.

Project Manager  oversees the entire rograms epartment w c n a t o n t o t e u a r a n c o a r s a n Foster Futures programs described in this proposal includes Camp Connect and Clinical Services provided by our Clinical Services Manager and two therapists.

Team Leaders -

Associate Director of Guardian Scholars  has 12 years of experience, including 7 years of management skills. First hired as a Guardian Scholars Coordinator in 2020, Eygiel now manages two Guardian Scholars Supervisors who oversee a team of four case managers and the Youth2Youth Supervisor who oversees a team of 12 Youth2Youth Advocates.

Associate Director of Guardian Scholar  has been with Promises2Kids since 2017 and brings his extensive experience working with foster youth to his role managing a team of five that includes our Mentoring Department and the Foster Futures Initiative.

Additionally, the team will include Youth2Youth Supervisor [REDACTED] (contract information for similar experience) and Mentor Coordinator [REDACTED] whose resumes are included in the addendum. Further, we anticipate one GS Supervisor and the Housing and Resources Navigator will round out the team.

Please see attached resumes for relevant education and experience of those listed above. Additional team members will be specified upon award. We have provided the organizational chart required and a representative sample of our staffing profile in the form of a job description for the Associate Director of Guardian Scholars role, with additional job descriptions available upon request.

Partner – Good for Others Foundation

Cameron Weaver, Manager of Workforce Development at Good for Others Foundation, is an accomplished professional with over 10 years of experience managing continuing education and workforce development programs (see attached resume). He will lead delivery of the job readiness curriculum (attached). Similar projects include:

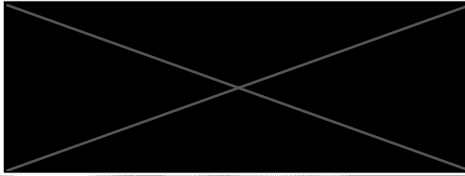
NAMI Clubhouse Job Readiness Workshops for which he delivered resume & networking and interview skills workshops and ‘office hours’ to provide one-on-one support with resume writing, interview skills, and job searching for individuals 18+ with mental illness who are members of one of NAMI’s clubhouses in San Diego and Imperial Valley. Jurisdiction: San Diego County (Central SD, Chula Vista, East County) and Imperial Valley.

[REDACTED]

Construction Career Jumpstart, for which he led resume workshops, interview skills workshops, and multiple rounds of interviews to prepare job seekers for careers in the trades, specifically union electrical apprenticeships. The population of service included job seekers aged 18+ including unemployed, underemployed, justice involved, former foster youth, veterans, minorities, and more. Jurisdiction: San Diego County. Project Budget: \$2

[REDACTED]

Future Non-Profit Leaders, for which he designed and lead workshops covering resume writing & networking essentials and interview skills for participants of the Future Nonprofit Leaders program, designed to prepare job seekers for carers in the nonprofit sector.



Experience

Guardian Scholars Program Manager; Promises2kids, San Diego, CA 2006-Present

Developed and implemented the CAPF Guardian Scholars Program. Evaluate and counsel current and former foster youth to help them successfully transition into independence. Work directly with higher education institutions and community organizations to ensure this population is accessing all services to meet their basic, mental health, physical health, and educational needs.

Cold Case/Homicide Intern; Naval Criminal Investigative Services (NCIS), Washington, DC 2004-2005

Provided support to Special Agents on a number of Cold Cases, including cases that needed my Spanish language abilities. Tasks included research, analysis, translation, executive summaries, and preparation and delivery of PowerPoint presentations.

Court Appointed Special Advocate (CASA), Washington, DC 2003-2005

Represented the interests of abused and neglected children in court proceedings. Completion of six-week training program.

Forensics Intern, Santa Barbara County Sheriff's Department 2000-2002

Participated in the Volunteer Policing Program. Observed crime scene evidence collection and processing. Collected and filed fingerprints for sex offender registration and county files. Studied crime scene photographs and worked with police officers to solve crimes.

Education

Argosy University, 2003-2005

M.A. Forensic Psychology GPA: 3.8

University of California, Santa Barbara, 1999-2003

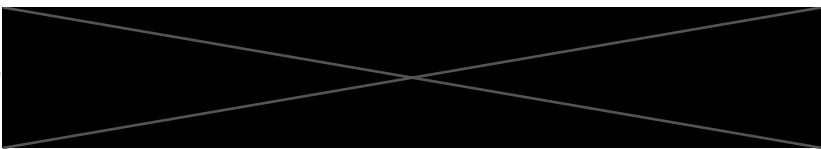
B.A. Law and Society, Minor: Spanish GPA: 3.3

Education Abroad Program, UCSB, 2001-2002

Barcelona and Madrid Study Abroad Program

Additional Skills and Experience

- Attended Child Abuse Prevention Month Forum sponsored by the San Diego County Commission on Children, Youth and Families, and the Chadwick Center at Children's Hospital
- Annually attend Creating a Blueprint Conference: Building Support for Students from Foster Care on Higher Education Campuses
- Fluent in Spanish
- Computer Proficiency



Committed and highly dedicated mental health professional with over 18 years of experience in working with families and 11 years of project management. Possess strong rapport communication skills with solution focused methods. Adept at working with people from diverse cultural backgrounds.

Clinical Director

[Jan. 2022-Present]

South Bay Community Services

- Oversight of clinical department and clinical supervisor.
- Planning and oversight of quality patient care
- Management of supervisions for staff and students
- Development and facilitation of agency trainings.
- Agency Privacy officer, ensuring adherence to health information privacy and legal guidelines.

Children's Mental Health Program Director and Clinical Supervisor

[Jan.2018- Dec.2021]

South Bay Community Services

- Provide San Diego County behavioral health services to children age 5-21 years with mild to severe mental health concerns.
- Overall management of Children's Mental Health services including the management of 3 clinics, 15 therapist, 4 paraprofessionals and 1 psychiatrist.
- Monitor the accuracy of all patients' electronic mental health records and charts.
- Plan and facilitate program outreach and build strong collaborative relationships with the community.
- Provide crisis intervention services to patients and clinical guidance to staff, including diagnosis confirmation, treatment planning and safety planning.
- Participate in County and collaborative meetings as required and requested.

Family Violence Shelter & Support Services Program Director and Clinical Supervisor

South Bay Community Services

[March 2015- Jan. 2018]

- Provide prevention and intervention services to families impacted by domestic violence; including, crisis intervention, safety planning, emergency shelter, court accompaniment, case management and therapeutic services.
- Ensure that comprehensive guidelines for crisis response to abuse situations are adhered to which include thorough domestic violence and lethality assessments, ongoing safety planning and linkage to supportive services.
- Coordinate 52 week offender program including the preparation of all required probation reports in a timely manner.
- Provide clinical supervision/consultation of individual, group and children's counseling therapeutic services.
- Functions as primary liaison with Law enforcement, District Attorney's Office, probation, Child Welfare Services and other community providers and networks.

Families as Partners Program Director

[March 2013- March 2015]

South Bay Community Services

- Partner with Child Welfare Services in providing clinical assessments and formal reports with recommendations for services for families involved with CWS due to domestic violence, substance use or mental health.
- Clinical and administrative program oversight and monitoring.
- Review and audit client case files; including, San Diego County and intra-agency client documents.
- Co-facilitate Multi-Disciplinary Team meetings with Child Welfare Services.

- Participate in Contractors' meetings, Case Consultation, and Triage meetings with San Diego county
- Functions as primary liaison with Child Welfare Services

Healthy Development Services Program Coordinator

[July 2011-March 2013]

South Bay Community Services

- Provide management and supervision of staff working providing emotional, development or behavioral treatment services to families with children 0-5 years old.
- Provide consultations for treatment recommendations.
- Review and audit client case files.
- Participate in Provider meetings and Facilitate Multi-Disciplinary Team meetings.
- Function as primary liaison with First 5 Initiative and other Healthy Development Providers.

Paradise Valley Hospital Trauma Informed Program Coordinator

[Jan 2011-Feb 2012]

South Bay Community Services

- Monitor, manage and deliver mental health services to trauma survivors.
- Facilitate support groups and provide individual therapy utilizing Trauma curriculum: *Trauma Recovery and Empowerment Model & Trauma Affect Regulation: Guide for Education and Therapy*.
- Assess medical, mental health, substance abuse, domestic violence and other issues that place individuals at risk while utilizing standardized screening tools.
- Provide Case management; record case notes, treatment planning and referrals.
- Provide appropriate coordination of contacts with other public and private organizations.
- Provides crisis assessment and referral, and support and education for individuals and families.

Youth Prevention and Intervention Clinician

[Jun. 2005- Jan 2011]

South Bay Community Services

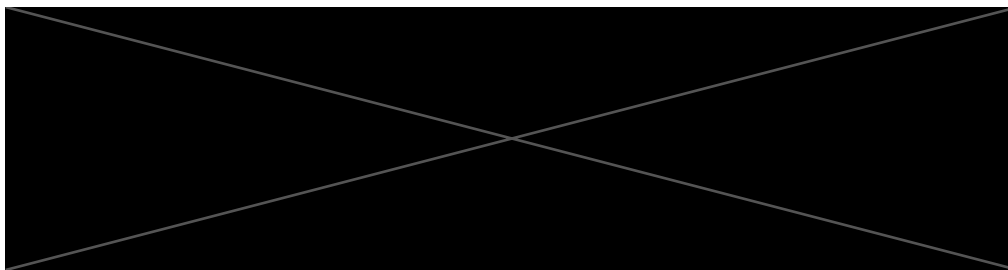
- Conduct clinical assessments and develop treatment plans based on the individual and family needs.
- Assess medical, mental health, substance abuse, domestic violence and child development concerns that place individuals at risk while utilizing psycho diagnostic instruments and standardized screenings.
- Collaborate with Child Welfare Services, Law Enforcement, schools and other community providers.
- Provide therapeutic support to individuals and families
- Facilitate support groups
- Adhere to documentation standards around progress notes and comprehensive assessments.

Professional Affiliations & Leadership

- San Diego Domestic Violence Executive Committee
- Lead, South Bay Family Violence Multi-Disciplinary Team (2015-2017)
- Domestic Violence Fatality Review Team- San Diego County
- Law Enforcement Committee- San Diego County
- Children Youth and Family System of Care Committee- San Diego County
- South Bay Mental Health Collaborative

Education & Certifications

- M.A. in **Marital and Family Therapy** – *Alliant International University* (2004- 2006)
- B.A. in **Psychology** – *San Diego State University* (1999-2004)
- Licensed Marriage and Family Therapist, #53734, 2013
- Change Agents Developing Recovery Excellence (CADRE) Certified, 2019
- Certificate Clinical Supervisor, 2015
- Certified Mental Health First Aid, 2012
- Certified Danger Assessor, 2010
- Certified Domestic Violence Counselor, 2006



Social work and youth development specialist with 12 years of experience, including 7 years of management skills, that thrives in a high-volume environment, supports teamwork and interpersonal communication. Contributed to successful operations by improving organizational effectiveness and productivity through critical analysis and problem solving. Knowledgeable with large group facilitation and cross-cultural communication in diverse teams.

BA | Social Work | San Diego State University, San Diego, CA | 2015

Core Strengths Include:

- Youth Development & Education
- Cross-Cultural Communication
- Program & Team Management
- Project Design & Implementation
- Monitor & Evaluation
- Administrative Support

PROFESSIONAL EXPERIENCE

August 2021 – Present | San Diego, CA

Guardian Scholars Supervisor | Promises2Kids

- Provide leadership, oversight, coaching, and evaluation of Guardian Scholars Coordinators to support foster youth pursuing post-secondary education or those moving directly into a career.
- Manage the usage and oversight of the evaluation and assessment tools to ensure programmatic data and outcomes can be collected and analyzed for leadership, while maintaining the database with accurate files, notes, and documentation.
- Coordinate and support Guardian Scholars events, activities, trainings and workshops, including collaborative efforts with the philanthropy and marketing departments.
- Support application and recruitment process to ensure agency participation goals are met and manage youth development program components to support growth of the youth.

August 2020 – August 2021 | San Diego, CA

Guardian Scholars Coordinator | Promises2Kids

- Supported a caseload of approximately 30–35 high need students while assisting youth development program components including Leadership Network, Speaker's Bureau, Education Summit, student training and events.
- Contacted and met with students and mentors monthly to discuss any challenges and successes, and address any issues as they arise.
- Implemented evaluation and assessment tools to ensure programmatic data and outcomes can be collected and analyzed for outcome management.
- Ensured student database is up to date with accurate files, notes & documentation,

July 2019 – August 2020 | San Diego, CA

Child and Youth Program Teen Coordinator | Naval Base Point Loma

- Planned, organized, and provided a supervised social, recreational and educational program for youth ages 13–18 that meets the development and need of all children and youth.

- Developed programs related to the core program areas required by the Department of the Navy such as Boys and Girls Clubs of America, 4-H, and Youth Sponsorship.
- In the absence of the Youth Director, incumbent assumed responsibilities and performs duties and requirements of the management position with oversight.
- Ensured compliance with security rules and regulations, law, policies and regulations applicable to the Department of Defense child and youth programs.
- Supported and carried out all established objectives and policies in matters of personnel management and communicates support of these policies.

January 2017 – February 2019 | Nakhon Ratchasima, Thailand

Youth in Development Specialist | US Peace Corps

- Collaborated with government officials, school staff, and community members to implement life skills, community leadership, and develop healthier lifestyles for youth.
- Co-taught a minimum of 15 hours a week alongside Thai English Teachers at the upper Elementary and Middle School level to improve youth functional English skills.
- Planned and designed projects (clubs and camps) by applying a needs assessment, managing a budget, monitor and evaluation, and follow up on feedback and improvements.
- Incorporated weekly physical exercise and sports activities to promote a healthy lifestyle and discuss topics such as teamwork, self-esteem and making good choices.
- Facilitated discussions with youth about sex and gender, and gender roles in society to raise awareness about gender equality.

February 2015 – December 2016 | San Diego, CA

Program Manager | Hannah's House

- Assisted in reducing conflict and violence among families by offering supervised visitation and safe exchange services during custody changes.
- Managed 15 staff members' hours and schedule in conjunction to 135 clients' court ordered parenting time and additional operational hours.
- Served as a neutral third party between custodial and non-custodial clients along with their respective lawyers in following and upholding specific court orders.
- Facilitated, delivered, and oversaw all initial training for new employees and conducted quarterly performance evaluations.
- Drafted court reports for lawyers and clients by transcribing documents from family visitations/exchanges over a period of time and compiling it in one report.

October 2014 – March 2015 | San Diego, CA

Site Leader | After School All-Stars

- Empowered students from elementary through middle school to succeed in school and life by using the Three Pillars; Support in Academics, Sports, and Enrichments.
- Created lesson plans focused on arts, sciences, technology, and math fields to bring new and exciting experiences for students.
- Coordinated activities to encourage students to exercise daily and adopt new ways to play, think, and learn individually and as a team.
- Held team meetings to highlight successes, reflect on progress, and have an open dialogue on ways to improve the general performance of the team regarding the overall after school program.
- Maintain knowledge of current laws, regulations, and resources pertaining to educating foster youth and making referrals.

August 2008 – January 2015 | Chula Vista, CA

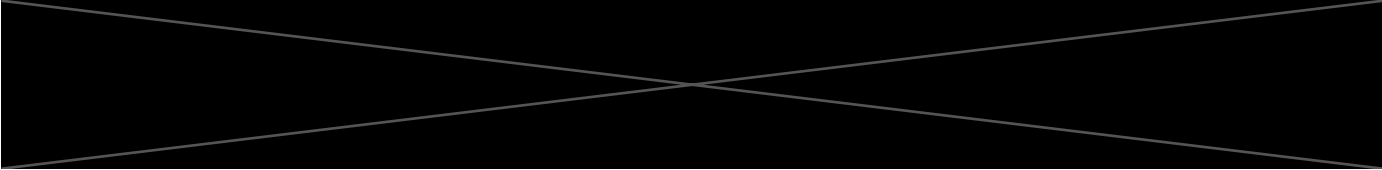
Christian Education Teacher & Youth Mentor | Community Congregational Church

- Facilitated Christ-centered lessons for 25 children and preteens focused on learning attitudes, skills, and subject matter that will contribute to their development as mature, able and responsible disciples of God.
- Guided 15 youth in a faith-based environment and effectively connected with teens on an interpersonal level to lead praise and worship.
- Partnered with Path for Teens, a launching pad for teen's future and designed to give youth a measurable way to look at themselves and a renewed vision for their future.
- Cofounded and directed a thriving annual Christmas musical, resulting in an increased number of new members to the church.
- Organized a successful Vacation Bible School program each summer and invited children and youth from the community to create friendships.

May 2010 – November 2014 | National City, CA

Theatre Manager | American Multi-Cinema Theatres

- Managed over fifty theatre associates and their schedule in conjunction with the low and high volume hours of the day and week.
- Maintained an environment that provides superior customer service to 2,500 guests on average per week and ensure successful daily theatre operations with a team-based culture approach.
- Motivated associates to maximize their personal growth and development by creating staff performance projects that increase service level and improve efficiencies in all areas of operations.
- Upheld a commitment to diversity – employed people of many different backgrounds, generations, traditions and philosophies in our workforce to bring new ideas, perspectives and paradigms to the table.



Objective

TO BECOME A HIGHLY SKILLED PROFESSIONAL IN ALL MY WORK ENDEAVORS.

Experience

GUARDIAN SCHOLARS SUPERVISOR | PROMISES2KIDS AUGUST 2017 - PRESENT

- Supervise a team of 4 Guardian Scholars Coordinators & ensure delivery of outstanding program quality support to youth.
- Ensure assessment and goal-setting tools are being utilized.
- Monitor program participation/requirements.
- Coordinate and support Guardian Scholars events, activities, training, and workshops.
- Support youth development program components such as youth Women's and Men's Leadership Network and specialty groups.
- Perform community outreach to increase awareness of the program to community agencies, County, and other potential partners.
- Provide community outreach and awareness, including professional presentations, conferences, and other venues.
- Collect data and prepare monthly program status reports.
- Maintain knowledge of current laws, regulations, and resources pertaining to educating foster youth and make referrals.
- Support agency with donor, mentor & volunteer cultivation projects

HOUSING SPECIALIST | SAN DIEGO YOUTH SERVICES MAY 2014- AUGUST 2017

- Support Foster youth transition into housing.
- Oversee the program intake process.
- Data collection & input into the county of San Diego database
- Case Management
- Serve as a liaison between rental management companies and community organizations.
- Supervise THP housing properties and staff.
- Carried out detailed county, federal, and state compliance audits.
- Coordinate with other departments to address internal audit observations, responses, and audit completion.

PROGRAM SUPPORT/ AUDITOR | VISTA HILL FOUNDATION JULY 2014- MAY 2014

- Foster Care youth Case Management
- Data collection, input & compliance audits
- Program mental health billing- Medical
- Payroll
- Coordinate youth treatment teams & collaborative meetings
- Liaison between the school district, county of San Diego, & other services providers.

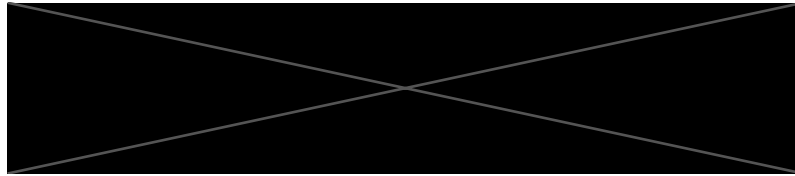
Education

MASTER OF ARTS IN EDUCATION/ ADULT EDUCATION AND TRAINING
UNIVERSITY OF PHOENIX
2022 – PRESENT

BACHELOR'S DEGREE IN HUMAN SERVICES
SPRINGFIELD COLLEGE
JUNE 2010

Skills & Abilities

- Strong communication and presentation skills
- Ability to communicate with individuals and groups from diverse backgrounds, styles, cultures, and socioeconomics.
- Project management
- Conflict Resolution
- Strategic thinking
- Leadership experience
- Teamwork
- Accountability
- Fast Learner Goal setting
- Case Management
- Crisis Intervention
- Bilingual (Spanish and English)



OBJECTIVE: I am looking for fulltime work in case management/advocacy with a foster care agency. I am an experienced advocate with a demonstrated history of working in the non-profit industry. Strong professional skilled in de-escalation, volunteer management, public speaking, training, case management and advocacy. Goal Setter. Team Player. Team builder. Passionate and Loyal Leader. Able to build rapport and develop strong influential relationships. Supervision and team development skills. I love empowering others to make a difference in their lives and transform our community!

EXPERIENCE

March 2021- Current

COUNTY ESG Case Manager III, PATH: People Assisting the Homeless

- Conducting intake and needs assessments
- Collaborating with clients and other SSVF staff to develop Individualized Service Plans (ISPs)
- Providing ongoing case management services to support ISP goal completion including, but not limited to:
 - Assistance with benefits establishment
 - Assistance with obtaining identification documents
 - Employment linkage and assistance
 - Assistance with housing navigation and application
 - Providing referrals and linkages to substance abuse, primary, and mental health care services
- Providing a high-quality customer service environment for all clients and guests
- Maintaining documentation standards as set forth by the program contract and PATH

Sept 2020-Jan 2021

OCOK Intake Coordinator, ACH Child and Family Services

- Serves as a liaison for all Agency children placed in residential and psychiatric facilities.
- Ensures placements adhere to applicable OCOK policy and procedures and other Contract outcomes.
- Ensures an accurate system of identifying available resources to satisfy youth placements.
- Maintains an up-to-date listing of all Agency network providers and licensing capacity.
- Assigned to shifts that enable the Agency to provide 24-hour Region 3b intake and placement services.
- Ensures children are placed in properly trained and licensed facilities with appropriate capacity to accept placement.
- Handles crisis calls and emergencies called into the Agency's intake line.
- Completes all intake and placement documentation for the youth, and forwards reports containing descriptive, analytical and evaluative content as needed.
- Ensures child assessment tools are properly used to correctly evaluate children referred to the Agency for placements or services.
- Ensures quantified and measurable data is used during the child assessment phase to make appropriate decisions regarding the type and level of placement for the child.
- Coordinates and assists to locate and arrange for appropriate placement of clients in out of home care

2015-2018

Life Project Case Manager, ACH Child and Family Services

- Develop Plan of service with Trauma Informed Care approach, conduct screenings, assessments & intakes
- Goal Setting & Motivational Interviewing, Independence Plans, Transitional Plans & life skill training.
- Work collaboratively with community officials & other supportive services for clients such as medical staff, law enforcement, landlords, employers, educators and more
- Work with case management team to ensure the accomplishment of desired outcomes for clients and develop aftercare plans

- On-Call, Crisis intervention and maintaining documentation
- Work with Clients to remove barriers and obtain employment, housing and/or school enrollment
- Connect Clients to community resources and aid with understanding how to use them
- Maintain ongoing Case Management support and obtain benefits and assist in the application process.

2013-2016

Youth Intervention Specialist, Catholic Charities Assessment Center of Ft Worth

- Work cooperatively with staff to implement individualized care plans for clients
- Provide comprehensive observation feedback on client an in-service plan meetings
- Complete and submit all required documentation within specified time frames
- Follow licensing requirements, COA standards, and quality assurance standards
- Initiate daily activities and routines, providing a structured environment

2013-2021

Multiple Roles, Uncommon Church

Director of Preschool Academy

- Oversee daily operation of the Preschool
- Develop & manage all Team members
- Create policies & develop curricula conforming to state requirements
- Manage finance & prepare budgets, Oversee Payroll, Human Resources & Facility Maintenance
- Recruitments & enrollment

Admin (2yrs) & Childrens Pastor (7YRS), Uncommon Church, Euless, TX

- Assist Senior Pastor
- Oversee church finances, contributions and 3rd party contractors
- Manage Payroll & Human Resources
- Team Liaison
- Recruitment
- Correspond with speakers, donors and department leaders
- Event planning and Project development

EDUCATION

Jan 2021 : Currently enrolled online

Liberty University working on an MA in Clinical Mental Health and want to pursue licensure as LPC

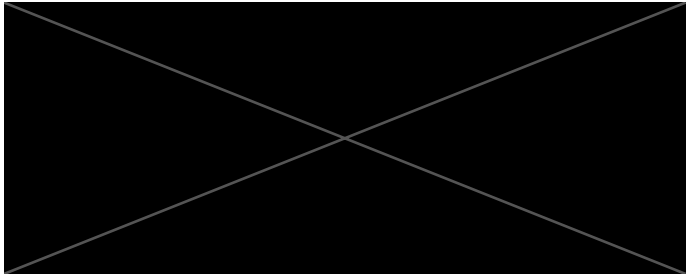
May 2016

BA Christian Ministry/Intercultural Studies, Messenger College Euless TX

Awarded the Servant Leadership Award for Class of 2016

RELATED EXPERIENCE:

My passion is to advocate and empower those around me. I enjoy serving my local community and have worked with at-risk youth and families in poverty for several years. My experience working in Case Management with those aging out of foster care or experiencing homelessness is one of the most rewarding. I love being able to walk through progress and achieve goals with each client on my caseload. Over time I have developed such a passion to be able to help connect others in the community to their purpose and their ability to make an impact.



Work Experience

Syringe Access Program Volunteer

San Francisco Aids Foundation - San Francisco, CA
February 2023 to Present

- Provide compassionate and non-judgemental services for people who use drugs and/or people who experience homelessness to ensure inclusivity and respect for individuals' backgrounds and experiences.
- Distribute sterile syringes, harm reduction supplies, and educational materials to program participants, promoting safe injection practices and reducing the risks associated with drug use.
- Contribute to the collection and analysis of program data to understand program efficacy and inform improvements.

Medical Assistant

Spring Fertility - San Francisco, CA
July 2022 to Present

- Manage patient scheduling, including appointments, diagnostic tests, and follow-up visits, optimizing clinic efficiency and minimizing patient wait times.
- Maintain strict confidentiality and privacy of patient information and adhering to HIPAA regulations.
- Collaborate with physicians, nurses, and administrative staff, to facilitate effective patient care and ensure patients feel knowledgeable and empowered throughout treatment.

Undergraduate Communications Team and Tour Guide

University of California, Davis Welcome Center - Davis, CA
June 2019 to June 2022

- Communicated campus information to prospective students, visiting high schools, and prospective university staff members through admissions presentations and guided walking tours.
- Assisted with special events and orientations, contributing to the overall recruitment and retention efforts of UC Davis.
- Monitored and responded to inquiries and comments from prospective students and their families through email and phone calls, providing prompt and accurate information.
- Trained and mentored new tour guides, ensuring their successful integration into the team.

Undergraduate Researcher

Early Childhood Laboratory - Davis, CA
September 2021 to December 2021

- Collaborated with teachers to create lesson plans for preschool students intended to facilitate the development of positive behavior and relationships with peers.
- Collected data on student behavior and implemented strategies to improve childrens' social, emotional, and academic development.
- Analyzed student progress and evaluated student development over time with parents.

Education

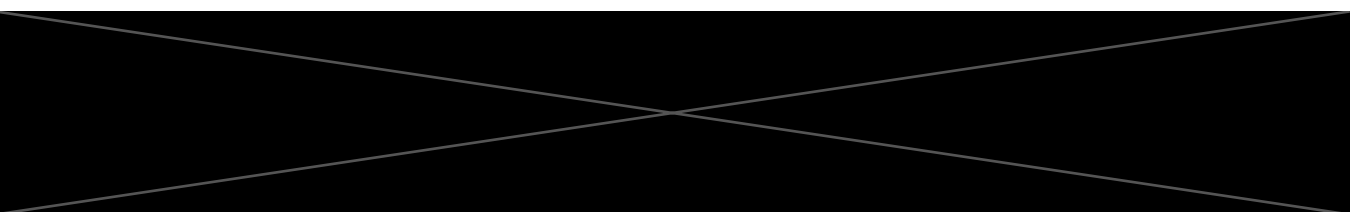
Bachelor of Science in Human Development

University of California-Davis - Davis, CA

September 2018 to June 2022

Skills

- Patient Care
- Medical Office Experience
- Public speaking
- Microsoft Office
- Communication skills
- Staff training
- Organizational skills
- HIPAA



PROFILE

Accomplished professional with over 10 years of experience managing continuing education and workforce development programs. Adept at fostering strong relationships with stakeholders and consistently driving successful outcomes. A proactive communicator with a proven ability to take initiative and lead projects to fruition.

RELEVANT EXPERIENCE

Manager of Workforce Development, Good For Others Foundation, San Diego, CA, September 2024 - Present

- Develop and lead resume building, interview preparation, and career readiness workshops for program participants.
- Collaborate with partners on grant applications to support regional workforce development initiatives.
- Manage training program logistics, including scheduling, resource allocation, and participant tracking, ensuring smooth delivery and accurate reporting of program outcomes to stakeholders and management.

Supervisor of Workforce Development, San Diego Workforce Partnership, San Diego, CA, July 2022 - July 2024

- Managed 2 construction pre-apprenticeship programs with 200+ enrollments per fiscal year, overseeing recruitment, retention, fundraising, job placement, and \$2 million annual budget.
- Led the successful launch of a \$1.3m childcare support stipend program for construction apprentices, interpreting grant guidelines, developing policies and procedures and performing outreach.
- Managed and liaised with internal and external stakeholders, including training providers, community colleges, trade schools, employer partners, and funders.
- Craft comprehensive and articulate grant reports, synthesizing complex information, highlighting key achievements, and effectively communicating program outcomes to stakeholders and funding entities.
- Delivered presentations at conferences, including California Workforce Association's WorkCon in 2023 and 2024.

Program Specialist III San Diego Workforce Partnership, San Diego, CA, October 2021 - June 2022

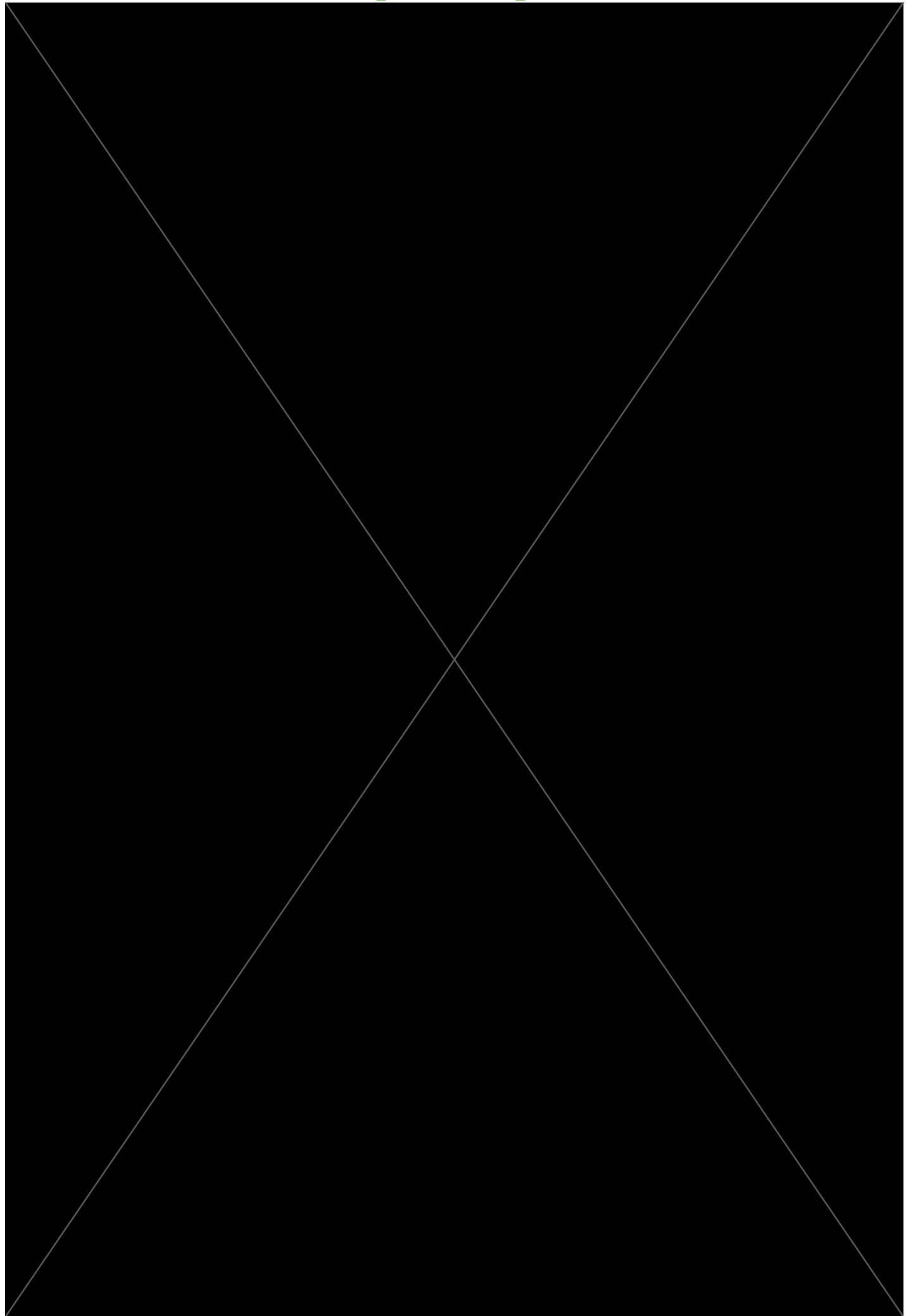
- Managed and coordinated a 4 week, 160 hour construction pre-apprenticeship program, achieving a 75%+ job placement rate, fostering career progression and securing quality employment opportunities for job seekers.
- Collaborated with the business community to secure job placements for program graduates, enhancing career prospects and industry engagement.
- Streamlined invoicing processes with training providers, ensuring timely payments and smooth financial operations.
- Collaborated with cross-functional teams to leverage federal WIOA funding in conjunction with private grants to cover training costs and provide supportive services for participants

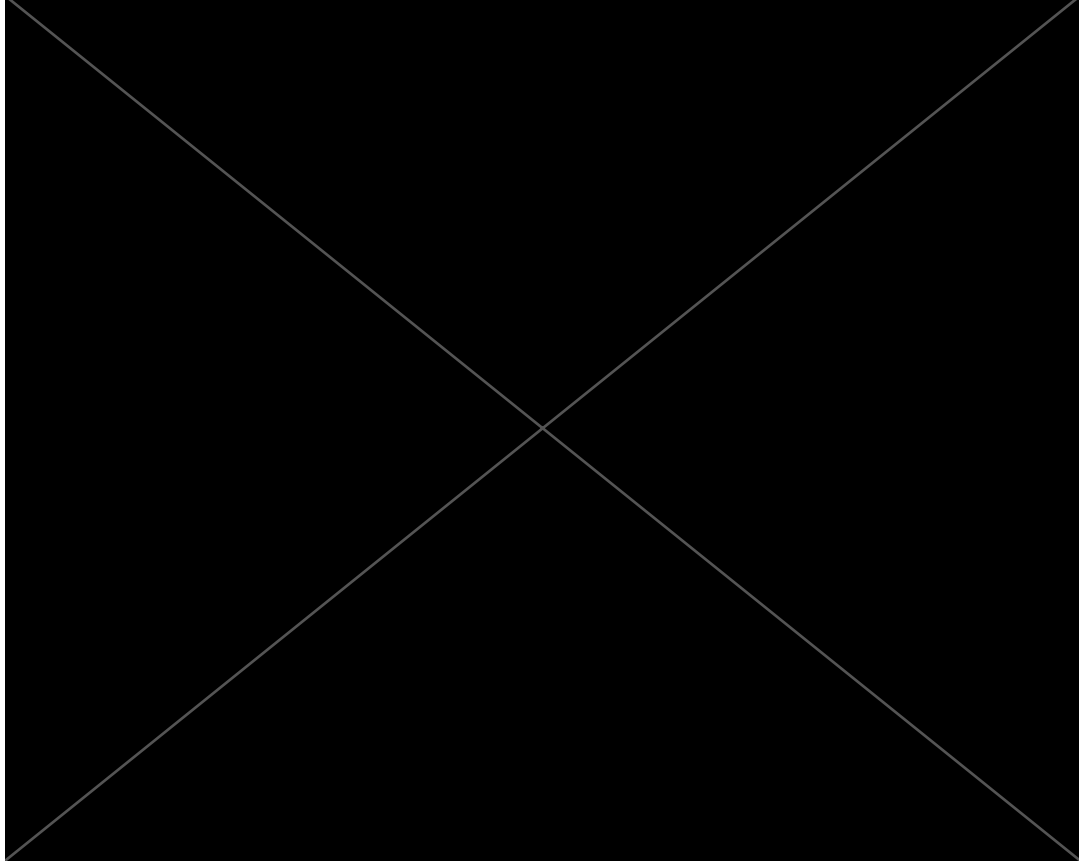
Program Director, San Diego State Global Campus, San Diego, CA, January 2014 - June 2018

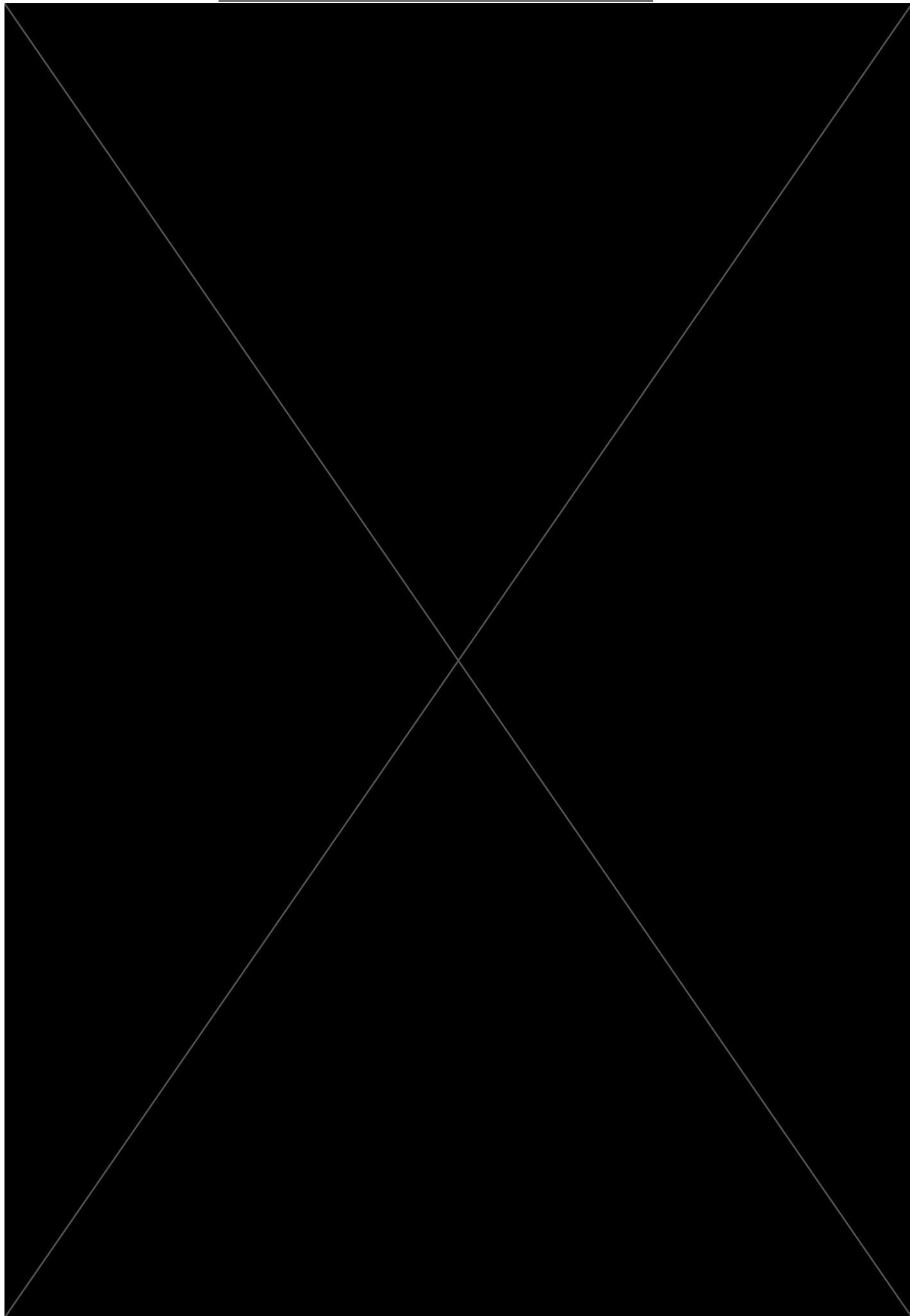
- Directed operations, marketing, partnerships and budgets for 8 continuing education programs, managing budgets ranging from \$10k to \$300k+ quarterly.
- Managed social media accounts for two certificate programs, achieving a 70% increase in engagement.
- Oversaw internal process improvement projects, maintained student data in Salesforce, and ensured compliance with institution policies.

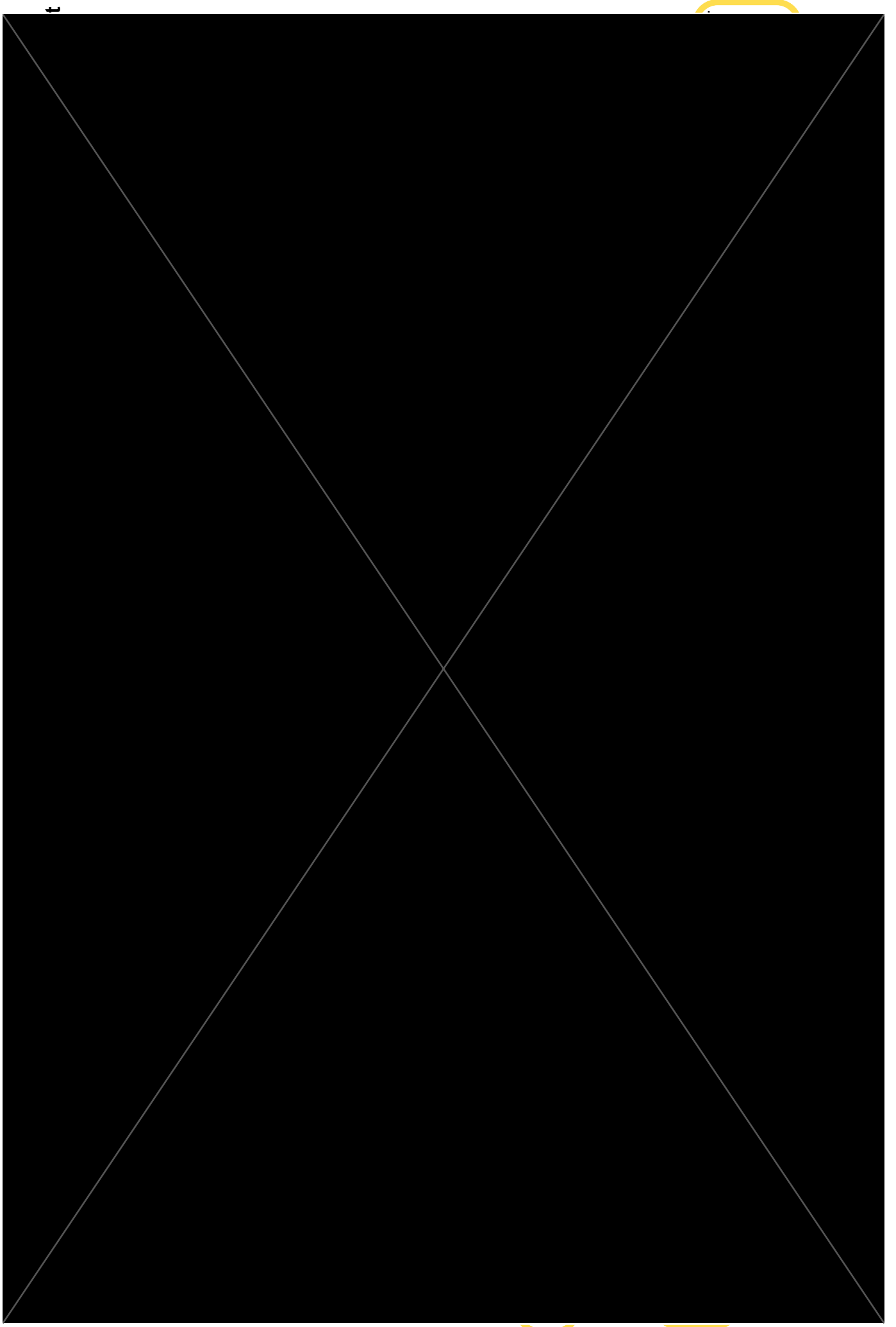
EDUCATION

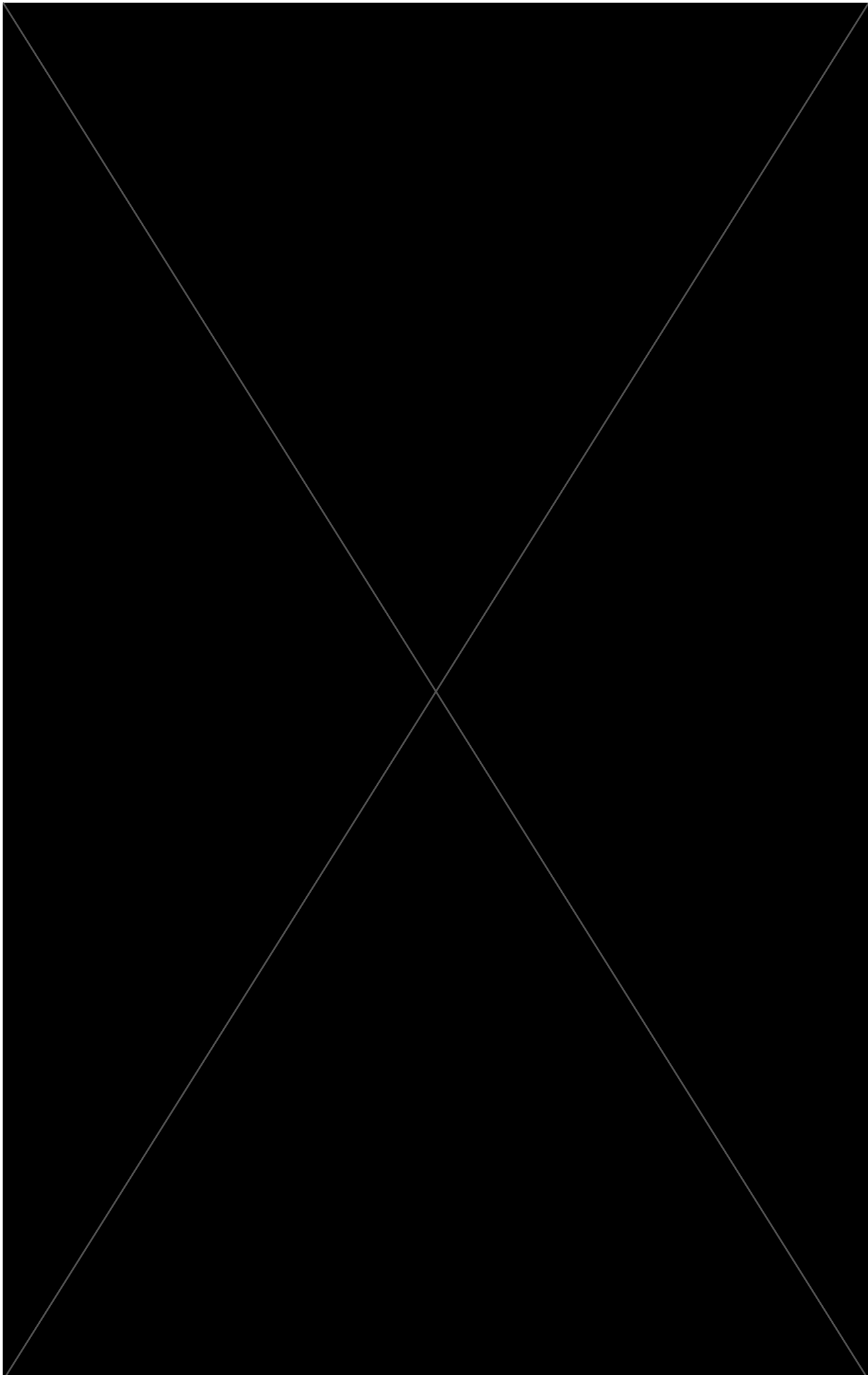
Bachelor of Arts in Communication Studies | June 2008 | University of San Diego, San Diego, CA













JOB DESCRIPTION

TITLE: Associate Director of Guardian Scholars

STATUS: Full-time; Exempt

PAY: \$75,000 - \$80,000 DOE

REPORTS TO: Director of Programs

The Associate Director of Guardian Scholars is responsible for the design, implementation, and evaluation of new program initiatives impacting Guardian Scholars to include but not limited to the Mentor Program, and others as they are developed each year. They will oversee the implementation of these programs and initiatives, ensuring their success internally and externally for the initial year of the program then, support the transition to the long-time management plan of the program(s). This includes the design, staff, fiscal operations, community awareness, youth engagement, mentors, and program outcomes.

The Associate Director of Guardian Scholars takes lead on the management and oversight of the new program(s) including the Mentor program and Alumni program, supporting with the management and oversight of the Promises2Kids Guardian Scholars (GS) program as needed. The Associate Director of Guardian Scholars, under the direction of the Director of Programs and works collaboratively with another Associate Director of Guardian Scholars focused on outcomes/ day to day management, and staff. This leadership team jointly proposes the annual GS program budget for COO approval, supports with donor relationships as they pertain to the program. The Associate Director of Guardian Scholars will proactively recommend solutions in a fast paced, innovative, multi-service environment and will ensure high-performance, responsive, data-driven, and outcomes-focused culture.

RESPONSIBILITIES:

- Under the direction of the Director of Programs, responsible for managing implementation of evidenced-based programming to meet annual Foundation goals.
- Provide leadership in sound internal communication, cohesiveness, and collaboration among the departments to increase efficiency and effectiveness.
- Ensure development, implementation and evaluation of programming adheres to Foundation mission and standards.
- Provide leadership, oversight, coaching, and evaluation of direct reports to support a cohesive team.
- Lead GS program specialty groups to ensure donor/volunteer engagement and youth participation, with an emphasis on DEI.
- Actively engage with participants to regularly assess needs to facilitate recommendations.
- Actively participate in meeting grant requirements.

- Under the direction of the Director of Programs and HR Manager, implement the training tools to ensure standard onboarding and program staff support is occurring.
- Audit and review outcome data to recommend team training, support and resources related to best practices.
- Plan, coordinate, and attend occasional events to engage and build connections with youth and/or donors.
- Maintain policies and procedures, and systematic monitoring and evaluation of the GS program, projects, services to ensure oversight of minimum standards are adhered to.
- Support with the recruitment, screening, and selection of GS program participants and volunteers.
- Under the direction of the Director of Program and Clinical Manager, resolve and troubleshoot GS youth incident follow-up plans.
- Support ongoing training, support, and success of volunteers involved in the GS program to ensure standards are met.
- Collect data, prepare monthly program status reports, and maintain program outcomes.
- Regularly support program presentations regarding Promises2Kids.
- Work in collaboration with the development team to support fundraising efforts such as by creating volunteer opportunities, providing student updates, and impact stories.
- Maintain knowledge of current laws, regulations, and resources pertaining to educating foster youth and make referrals.
- Manage GS program to meet the fiscal and programmatic goals and requirements.
- Foster and maintain relationships with community partners that provide services for foster youth.
- This position is expected to maintain flexibility in scheduling and is expected to work some evenings and weekends to be available to meet participants' needs.
- Other duties as assigned.

QUALIFICATIONS:

- BA Degree in Social Work or related field; Master's Degree preferred.
- 3-5 years of relevant experience in social service management and leadership.
- Experience working with foster youth preferred.
- Demonstrated leadership approach that fosters equity and inclusion.
- Proficiency in computer skills, including entire MS Office Suite.
- Demonstrate professional writing skills.
- Excellent interpersonal skills, including the ability to work with a variety of people and represent Promises2Kids in a positive and professional manner to all staff, visitors, donors, and the community.
- Ability to work independently, demonstrate initiative, and to complete and report on assignments.
- Ability to work under pressure, set priorities and meet deadlines.
- Able to work as part of a close-knit team.
- Ability to handle sensitive information with confidentiality, diplomacy, and tact.
- Ability to pay attention to detail and remain oriented to the "big picture" and established goals.
- Excellent organizational, management, and problem-solving skills.

- Must be able to successfully pass the child abuse clearance, fingerprinting, and background check.
- Must possess reliable personal transportation, current driver's license in good standing, car registration, and auto insurance.

Employee signature below indicates the employee's understanding of the requirements, essential functions and duties of the position.

Employee_____ Date_____

Supervisor_____ Date_____

Revised March 2025

Job Readiness Curriculum Overview

Good for Others Foundation (GFO) will provide tailored job readiness training to foster youth and former foster youth, equipping them with the skills and support necessary to secure and sustain meaningful employment. Through a combination of interactive workshops and personalized one-on-one support, we will address common employment barriers, enhance job-seeking skills, and help participants build professional networks.

Our job readiness curriculum is built on industry best practices and has been successfully deployed across multiple populations, including professionals transitioning careers, Transitional Age Youth (TAY) with little to no formal work experience, individuals living with mental illness, and job seekers facing barriers such as employment gaps, limited networks, or a lack of confidence in interviews.

This tried-and-true curriculum is practical, engaging, and results-driven, designed to provide participants with immediately actionable takeaways that align with employer expectations. Lessons focus on real-world job search strategies, helping participants not just prepare, but succeed in securing meaningful employment.

Core Training Components

1. Resume and Networking Workshops

- Crafting compelling resumes that highlight transferable skills and experiences.
- Tailoring resumes for nonprofit and entry-level career opportunities.
- Building and leveraging professional networks to find job opportunities and mentorship.

2. Interview Skills Workshops

- Navigating different interview formats (phone, virtual, in-person).
- Structuring responses using the STAR method to showcase problem-solving and adaptability.
- Mastering professional demeanor, body language, and overcoming interview anxieties.

3. Individualized Career Support Sessions

- Personalized assistance with resumes, interview prep, and job search strategies.
- Coaching to address employment gaps, career transitions, and challenges specific to foster youth.

- Multiple touchpoints to provide continued guidance through the job search process.

Our job readiness training is designed to be highly adaptable and tailored to the unique needs of each participant. At intake, foster youth will complete a survey to identify their key employment challenges, allowing us to refine training materials and focus on the most pressing needs. Using a trauma-informed approach, all sessions are structured with an awareness of foster youth experiences, ensuring a safe, supportive, and empowering learning environment. Additionally, we offer flexible learning formats, including in-person, virtual, and recorded sessions, to accommodate different learning styles and accessibility needs, ensuring that every participant can engage in a way that works best for them.

While workshops provide essential job-seeking knowledge, long-term career success often requires sustained guidance. Many job seekers—especially those overcoming barriers—need:

- Multiple rounds of resume and cover letter revisions before securing interviews.
- Several practice interview sessions to refine responses and build confidence.
- Ongoing mentorship to navigate job applications, employer communication, and workplace expectations.

By offering a structured yet adaptable model that combines group learning with personalized career coaching, GFO ensures that foster youth receive the comprehensive, tailored support they need to successfully enter and sustain employment in meaningful careers.

CITY OF SAN DIEGO

PURCHASING & CONTRACTING DEPARTMENT

1200 Third Avenue, Suite 200

San Diego, CA 92101-4195

Fax: (619) 236-5904

ADDENDUM A

Request for Proposal (RFP): 10090230-25-P

RFP Closing Date: March 13, 2025 @ 2:00 p.m.

City of San Diego Bid to provide **Child and Youth Plan Services**

The following changes to the specifications are hereby made effective as though they were originally shown and/or written:

1. Remove the original cover sheet and replace with the attached Addendum A cover sheet. (NOTE: No changes were made to the cover sheet).
2. Remove the original Request for Proposal Signature Page 3 and replace with the attached Addendum A Request for Proposal Signature Page 3. (NOTE: No changes were made to the signature page).
3. Add three (3) pages of "Questions and Answers." (NOTE: These questions and answers are being provided for informational purposes only and are not part of any resulting contract from this RFP).

CITY OF SAN DIEGO PURCHASING & CONTRACTING DEPARTMENT



Paige Spounias-Flynn
Senior Procurement Contracting Officer
(619) 533-6441



Request for Proposal (RFP) for 10090230-25-P, Child and Youth Plan Services

Addendum A

Solicitation Number:	10090230-25-P
Solicitation Issue Date:	February 11, 2025
Pre-Proposal Conference:	No Pre-Proposal Conference will be held.
Questions and Comments Due:	February 28, 2025 @ 12:00 p.m.
Proposal Due Date and Time ("Closing Date"):	March 13, 2025 @ 2:00 p.m.
Contract Terms:	One (1) year, with four (4), additional one (1) year options to renew from the Effective Date, as defined in Article I, Section 1.2 of the City's General Contract Terms and Provisions.
City Contact:	Paige Spounias-Flynn Senior Procurement Contracting Officer pflynn@sandiego.gov 619-533-6441
Submissions:	Proposer is required to provide one (1) original hard copy and one (1) electronic copy (e.g., thumb drive or CD), or an electronic bid via PlanetBids, of their response as described herein. The City may require Bidders to submit original hard copies prior to execution of the contract if the PlanetBids electronic submission does not include an authorized electronic signature page (e.g., Adobe Sign, DocuSign). Completed and signed RFP signature page is required, with most recent addendum listed as acknowledgement of all addenda issued.

5.4 Counterparts. This Contract may be executed in counterparts which, when taken together, shall constitute a single signed original as though all Parties had executed the same page.

5.5 Public Agencies. Other public agencies, as defined by California Government Code section 6500, may choose to use the terms of this Contract, subject to Contractor's acceptance. The City is not liable or responsible for any obligations related to a subsequent Contract between Contractor and another public agency.

IN WITNESS WHEREOF, this Contract is executed by City and Contractor acting by and through their authorized officers.

CONTRACTOR

CITY OF SAN DIEGO
A Municipal Corporation

BY:

Proposer

Street Address

City

Telephone No.

E-Mail

Print Name:

Director, Purchasing & Contracting
Department

Date Signed

BY:

Signature of
Proposer's Authorized
Representative

Print Name

Title

Date

Approved as to form this ____ day of
_____, 20____.

HEATHER FERBERT, City Attorney

BY:_____
Deputy City Attorney

RFP Request for Proposal (RFP) for 10090230-25-P, Child and Youth Plan Services

Questions and Answers

Question 1: The required EOCP form (specifically page 2 of the Work Force Report) only has options for male and female associated with each race/ethnicity. How would you like us to share race/ethnicity for our non-binary employees?

Response: When completing the Workforce Report, the form should be filled out according to the same guidelines and definitions used by the United States Census Bureau. Select 'male' or 'female' based on the employee's biological sex, rather than their gender presentation.

Question 2: In Section J: References of the RFP, under #1, it indicates that "references must be provided by the attached form." I do not see a reference form in the RFP packet. Can that be uploaded to the Documents section of the portal?

Response: Please see Section F. Performance History on the Contractor Standard Pledge of Compliance form.

Question 3: Can you clarify if years 2-5 are also expected to have \$200k available in each year? Is the City wanting all four focus areas covered with this opportunity (such as funding four organizations at \$50k each so that each focus area is met)?

Response: It is not known at this time what budget amount will be available past the 2024-25 fiscal year. The City will award contracts to one or more respondents based on the strength of the proposal and cost effectiveness. There is not a specified amount per focus area to be awarded.

Question 4: What documents are required for submission?

Response: Please see Exhibit A "Proposal Submission and Requirements of the solicitation documents provided on PlanetBids."

Question 5: In the bid, it states that 'The Price Schedule must be completed in full.' Does this mean that a bidder must submit a bid that includes all focus areas and tasks? If a bidder is only submitting a proposal for one or two focus areas, are they required to address all individual tasks within those areas? Additionally, can a bidder select activities across multiple focus areas while marking some task costs as zero?

Response: The bidder must enter cost(s) for the objective(s) (e.g., 1.1 Expand access to municipal career pathways for youth) within the focus area(s) (e.g., 1 Education and Career Pathways) that are addressed with the program(s)/service(s) proposed. If more than one objective is addressed, the cost should be broken out appropriately. Yes, bidder can mark task costs as zero for objectives that they are not proposing on.

Question 6: What is the maximum allowable indirect cost rate for this funding opportunity?

Response: **This is not applicable for this RFP.**

Question 7: To clarify RFP requirements and strengthen our proposal, Talent For Success submits the following questions: General Proposal & Scope Questions Will preference be given to organizations with prior experience working with the City of San Diego? Can multiple organizations partner on a single proposal, and if so, how should roles be defined? Are there any restrictions on subcontracting or partnerships with other agencies? Budget & Funding Will the City provide funding upfront, or is reimbursement-based funding expected? Are there any caps or limits on administrative costs within the budget? What percentage of funding should be allocated to each focus area, or is flexibility allowed? Program Implementation & Compliance What specific performance metrics or outcomes will be used to evaluate program success? Are there specific reporting requirements or data collection tools that must be used? Does the City require any specific certifications, such as trauma-informed care or workforce development credentials? Submission & Logistics Is there a specific format required for electronic submission on PlanetBids? Can additional supporting documents (e.g., letters of support, participant testimonials) be included in the proposal? Will there be an opportunity for finalists to present their proposal in person?

Response: **The proposals will be reviewed and scored based on the evaluation criteria listed in Exhibit A, Proposal Submission and Requirements, Section C, Evaluation of Proposals, Item 3.6.**

Multiple organizations may partner on a single proposal. One organization must submit the proposal and act as the lead, ultimately responsible for ensuring contract requirements and compliance and serve as the fiscal agent for any agreements awarded. Additional organizations would be listed as subcontractors. There are no restrictions on partnerships with other organizations.

Please review Exhibit C. Article III Compensation.

There is no administrative cost limit; there will be a total not to exceed amount for all awarded agreements.

The amount allocated to any focus area must represent the activities of the programs/services proposed. The proposal does not need to address every focus area nor every objective of any focus area.

The proposal must describe how the programs/services will be evaluated as described in Exhibit B, Scope of Work, Section F, Performance Measures.

The contractor will be required to submit reporting as described in Exhibit B, Scope of Work, Section F, Performance Measures. Additionally, the respondent must describe their data collection process to ensure the respondent will indicate the data collection method in Exhibit B, Scope of Work, Section I, Submissions, Item 5.

The contractor must ensure compliance with Exhibit B, Scope of Work, Section K. Proposals will be evaluated based on the evaluation criteria listed. If program staff holds particular certifications or licenses that impact their qualifications to deliver the proposed programs/services, the proposal narrative should include that.

Please see Exhibit A. Proposal Submission and Requirements for PlanetBids submittal information.

Additional documents that are relevant to the RFP requirements, may be submitted with proposals.

Yes, there will be mandatory demonstrations/presentations. See Exhibit A. Section C. Evaluation of Proposals subsection 3.3 Mandatory Interview/Oral Presentation.

Question 8: For this RFP, is there a specific project amount or range that can be requested or it is open ended?

Response: Please see Exhibit B, Scope of Work, Section M, Price Schedule.

City of San Diego
CONTRACTOR STANDARDS
Pledge of Compliance

The City of San Diego has adopted a Contractor Standards Ordinance (CSO) codified in section 22.3004 of the San Diego Municipal Code (SDMC). The City of San Diego uses the criteria set forth in the CSO to determine whether a contractor (bidder or proposer) has the capacity to fully perform the contract requirements and the business integrity to justify the award of public funds. This completed Pledge of Compliance signed under penalty of perjury must be submitted with each bid and proposal. If an informal solicitation process is used, the bidder must submit this completed Pledge of Compliance to the City prior to execution of the contract. All responses must be typewritten or printed in ink. If an explanation is requested or additional space is required, Contractors must provide responses on Attachment A to the Pledge of Compliance and sign each page. Failure to submit a signed and completed Pledge of Compliance may render a bid or proposal non-responsive. In the case of an informal solicitation or cooperative procurement, the contract will not be awarded unless a signed and completed Pledge of Compliance is submitted. A submitted Pledge of Compliance is a public record and information contained within will be available for public review except to the extent that such information is exempt from disclosure pursuant to applicable law.

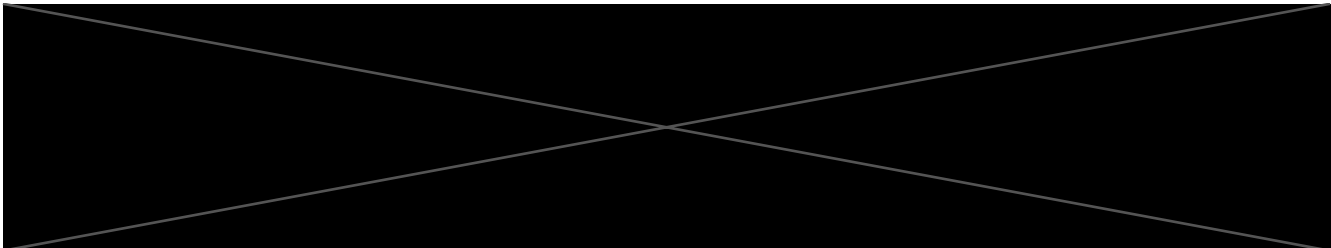
By signing and submitting this form, the contractor is certifying, to the best of their knowledge, that the contractor and any of its Principals have not within a five (5) year period – preceding this offer, been convicted of or had a civil judgement rendered against them for commission of a fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (Federal, State or local) contract or subcontract.

“Principal” means an officer, director, owner, partner or a person having primary management or supervisory responsibilities within the firm. The Contractor shall provide immediate written notice to the Procurement Contracting Officer handling the solicitation, at any time prior to award should they learn that this Representations and Certifications was inaccurate or incomplete.

This form contains 10 pages, additional information may be submitted as part of *Attachment A*.

A. BID/PROPOSAL/SOLICITATION TITLE:

B. BIDDER/PROPOSER INFORMATION:



Provide the name, identity, and precise nature of the interest* of all persons who are directly or indirectly involved** in this proposed transaction (SDMC § 21.0103). Use additional pages if necessary.

* The precise nature of the interest includes:

- the percentage ownership interest in a party to the transaction,
- the percentage ownership interest in any firm, corporation, or partnership that will receive funds from the transaction,
- the value of any financial interest in the transaction,
- any contingent interest in the transaction and the value of such interest should the contingency be satisfied, and
- any philanthropic, scientific, artistic, or property interest in the transaction.

** Directly or indirectly involved means pursuing the transaction by:

- communicating or negotiating with City officers or employees,
- submitting or preparing applications, bids, proposals or other documents for purposes of contracting with the City, or
- directing or supervising the actions of persons engaged in the above activity.

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

Name	Title/Position
City and State of Residence	Employer (if different than Bidder/Proposer)
Interest in the transaction	

C. OWNERSHIP AND NAME CHANGES:

1. In the past five ten (5) years, has your firm changed its name?

Yes **No**

If **Yes**, use Attachment A to list all prior legal and DBA names, addresses, and dates each firm name was used. Explain the specific reasons for each name change.

2. Is your firm a non-profit?

Yes ☐ **No**

If **Yes**, attach proof of status to this submission.

3. In the past five (5) years, has a firm owner, partner, or officer operated a similar business?

Yes **No**

If **Yes**, use Attachment A to list names and addresses of all businesses and the person who operated the business. Include information about a similar business only if an owner, partner, or officer of your firm holds or has held a similar position in another firm.

D. BUSINESS ORGANIZATION/STRUCTURE:

Indicate the organizational structure of your firm. Fill in only one section on this page. Use Attachment A if more space is required.

Corporation Date incorporated: _____ State of incorporation: _____

List corporation's current officers: President: _____
 Vice Pres: _____
 Secretary: _____
 Treasurer: _____

Type of corporation: C Subchapter S

Is the corporation authorized to do business in California: **Yes** **No**

If **Yes**, after what date: _____

Is your firm a publicly traded corporation? **Yes** **No**

If **Yes**, how and where is the stock traded? _____

If **Yes**, list the name, title and address of those who own ten percent (10 %) or more of the corporation's stocks:

Do the President, Vice President, Secretary and/or Treasurer of your corporation have a third party interest or other financial interests in a business/enterprise that performs similar work, services or provides similar goods? **Yes** **No**

If **Yes**, please use Attachment A to disclose.

Please list the following:

	Authorized	Issued	Outstanding
--	------------	--------	-------------

a. Number of voting shares:	_____	_____	_____
b. Number of nonvoting shares:	_____	_____	_____
c. Number of shareholders:			_____
d. Value per share of common stock:		Par	\$ _____
		Book	\$ _____
		Market	\$ _____

Limited Liability Company Date formed: _____ State of formation: _____

List the name, title and address of members who own ten percent (10%) or more of the company:

Partnership Date formed: _____ State of formation: _____

List names of all firm partners:

Sole Proprietorship Date started: _____

List all firms you have been an owner, partner or officer with during the past five (5) years. Do not include ownership of stock in a publicly traded company:

Joint Venture Date formed: _____

List each firm in the joint venture and its percentage of ownership:

Note: To be responsive, each member of a Joint Venture or Partnership must complete a separate *Contractor Standards form*.

E. FINANCIAL RESOURCES AND RESPONSIBILITY:

1. Is your firm preparing to be sold, in the process of being sold, or in negotiations to be sold?

Yes **No**

If **Yes**, use Attachment A to explain the circumstances, including the buyer's name and principal contact information.

2. In the past five (5) years, has your firm been denied bonding?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances; include bonding company name.

3. In the past five (5) years, has a bonding company made any payments to satisfy claims made against a bond issued on your firm's behalf or a firm where you were the principal?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances.

4. In the past five (5) years, has any insurance carrier, for any form of insurance, refused to renew the insurance policy for your firm?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances.

5. Within the last five years, has your firm filed a voluntary petition in bankruptcy, been adjudicated bankrupt, or made a general assignment for the benefit of creditors?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances.

6. Are there any claims, liens or judgements that are outstanding against your firm?

Yes **No**

If **Yes**, please use Attachment A to provide detailed information on the action.

7. Please provide the name of your principal financial institution for financial reference. By submitting a response to this

Solicitation Contractor authorizes a release of credit information for verification of financial responsibility.

Name of Bank: California Bank of Commerce

Point of Contact: Mary Sandlin

Address: 12265 El Camino Real, Suite 210 San Diego CA 92130

Phone Number: 858-847-4724

8. By submitting a response to a City solicitation, Contractor certifies that he or she has sufficient operating capital and/or financial reserves to properly fund the requirements identified in the solicitation. At City's request, Contractor will promptly provide to City

a copy of Contractor's most recent balance sheet and/or other necessary financial statements to substantiate financial ability to perform.

9. In order to do business in the City of San Diego, a current Business Tax Certificate is required. Business Tax Certificates are issued by the City Treasurer's Office. If you do not have one at the time of submission, one must be obtained prior to award.

Business Tax Certificate No.: _____ Year Issued: _____

F. PERFORMANCE HISTORY:

1. In the past five (5) years, has your firm been found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement, for defaulting or breaching a contract with a government agency?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances.

2. In the past five (5) years, has a public entity terminated your firm's contract for cause prior to contract completion?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances and provide principal contact information.

3. In the past five (5) years, has your firm entered into any settlement agreement for any lawsuit that alleged contract default, breach of contract, or fraud with or against a public entity?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances.

4. Is your firm currently involved in any lawsuit with a government agency in which it is alleged that your firm has defaulted on a contract, breached a contract, or committed fraud?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances.

5. In the past five (5) years, has your firm, or any firm with which any of your firm's owners, partners, or officers is or was associated, been debarred, disqualified, removed, or otherwise prevented from bidding on or completing any government or public agency contract for any reason?

Yes **No**

If **Yes**, use *Attachment A* to explain specific circumstances.

6. In the past five (5) years, has your firm received a notice to cure or a notice of default on a contract with any public agency?

Yes **No**

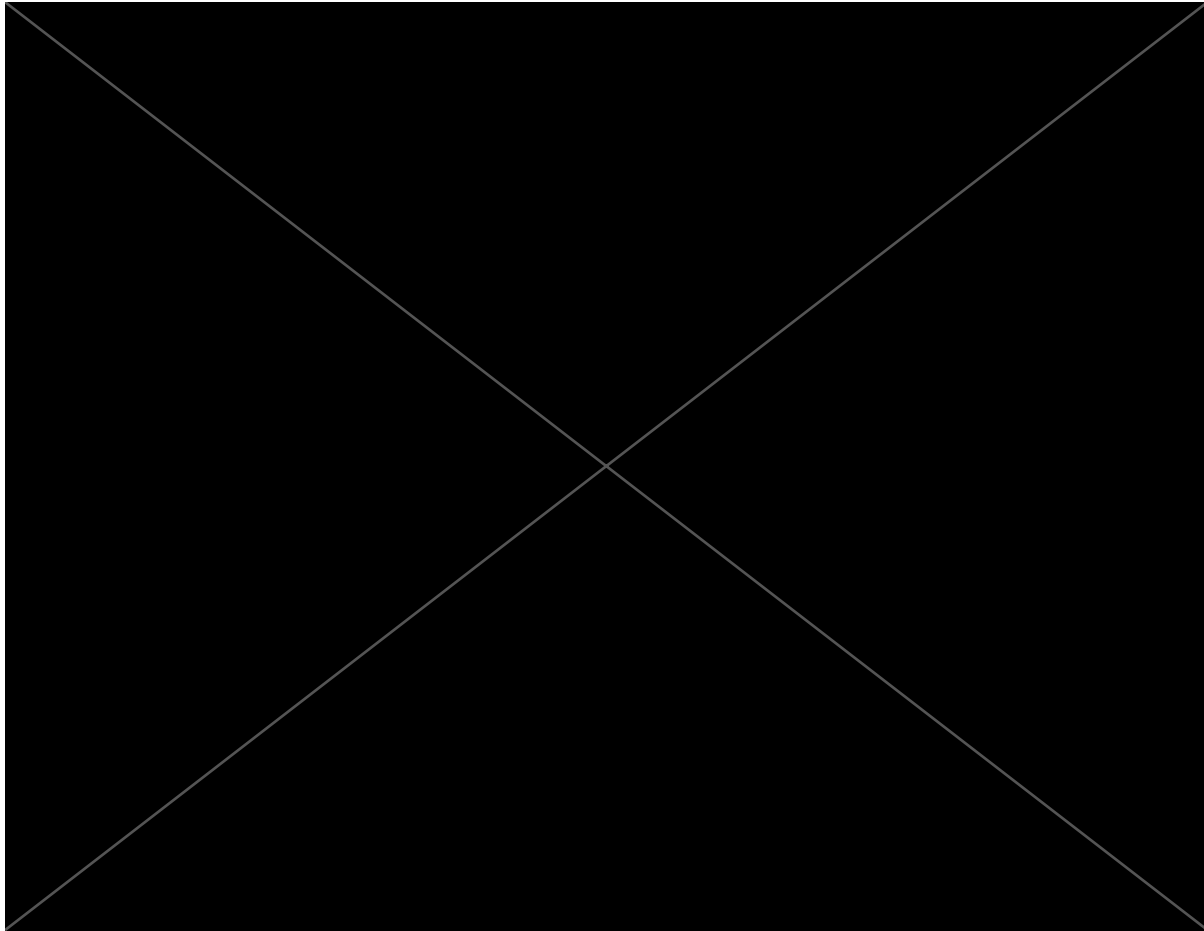
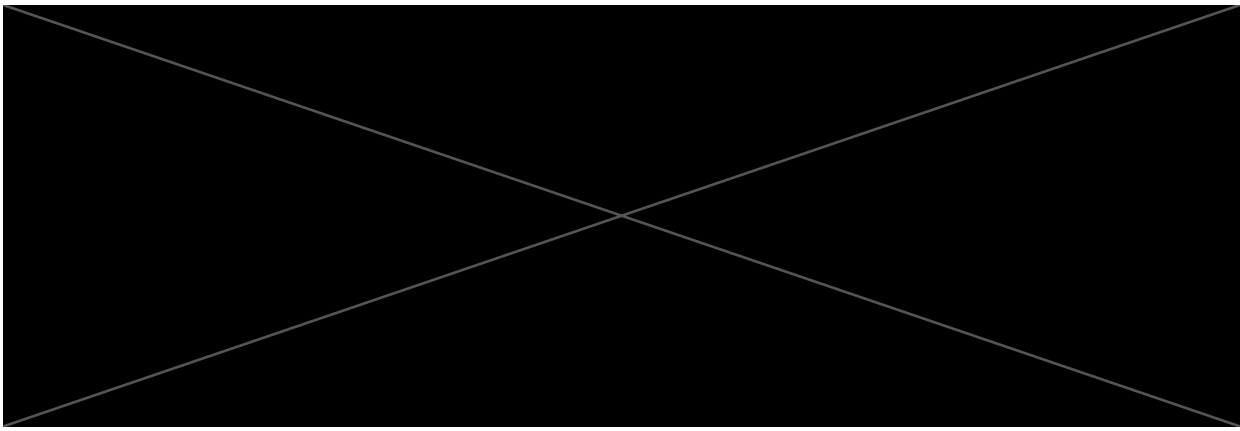
If **Yes**, use Attachment A to explain specific circumstances and how the matter resolved.

7. Performance References:

Please provide a minimum of three (3) references familiar with work performed by your firm which was of a similar size and nature to the subject solicitation within the last five (5) years.

Please note that any references required as part of your bid/proposal submittal are in addition to those references required as part of this form.

Company Name: _____



G. COMPLIANCE:

1. In the past five (5) years, has your firm or any firm owner, partner, officer, executive, or manager been criminally penalized or found civilly liable, either in a court of law or pursuant to the terms of a settlement agreement, for violating any federal, state, or local law in performance of a contract, including but not limited to, laws regarding health and safety, labor and employment, permitting, and licensing laws?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances surrounding each instance. Include the name of the entity involved, the specific infraction(s) or violation(s), dates of instances, and outcome with current status.

2. In the past five (5) years, has your firm been determined to be non-responsible by a public entity?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances of each instance. Include the name of the entity involved, the specific infraction, dates, and outcome.

H. BUSINESS INTEGRITY:

1. In the past five (5) years, has your firm been convicted of or found liable in a civil suit for making a false claim or material misrepresentation to a private or public entity?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances of each instance. Include the entity involved, specific violation(s), dates, outcome and current status.

2. In the past five (5) years, has your firm or any of its executives, management personnel, or owners been convicted of a crime, including misdemeanors, or been found liable in a civil suit involving the bidding, awarding, or performance of a government contract?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances of each instance; include the entity involved, specific infraction(s), dates, outcome and current status.

3. In the past five (5) years, has your firm or any of its executives, management personnel, or owners been convicted of a federal, state, or local crime of fraud, theft, or any other act of dishonesty?

Yes **No**

If **Yes**, use Attachment A to explain specific circumstances of each instance; include the entity involved, specific infraction(s), dates, outcome and current status.

4. Do any of the Principals of your firm have relatives that are either currently employed by the City or were employed by the City in the past five (5) years?

Yes **No**

If **Yes**, please disclose the names of those relatives in Attachment A.

I. BUSINESS REPRESENTATION:

1. Are you a local business with a physical address within the County of San Diego?

Yes **No**

2. Are you a certified Small and Local Business Enterprise certified by the City of San Diego?

Yes **No**

Certification # _____

3. Are you certified as any of the following:

- a. Disabled Veteran Business Enterprise Certification # _____
- b. Woman or Minority Owned Business Enterprise Certification # _____
- c. Disadvantaged Business Enterprise Certification # _____

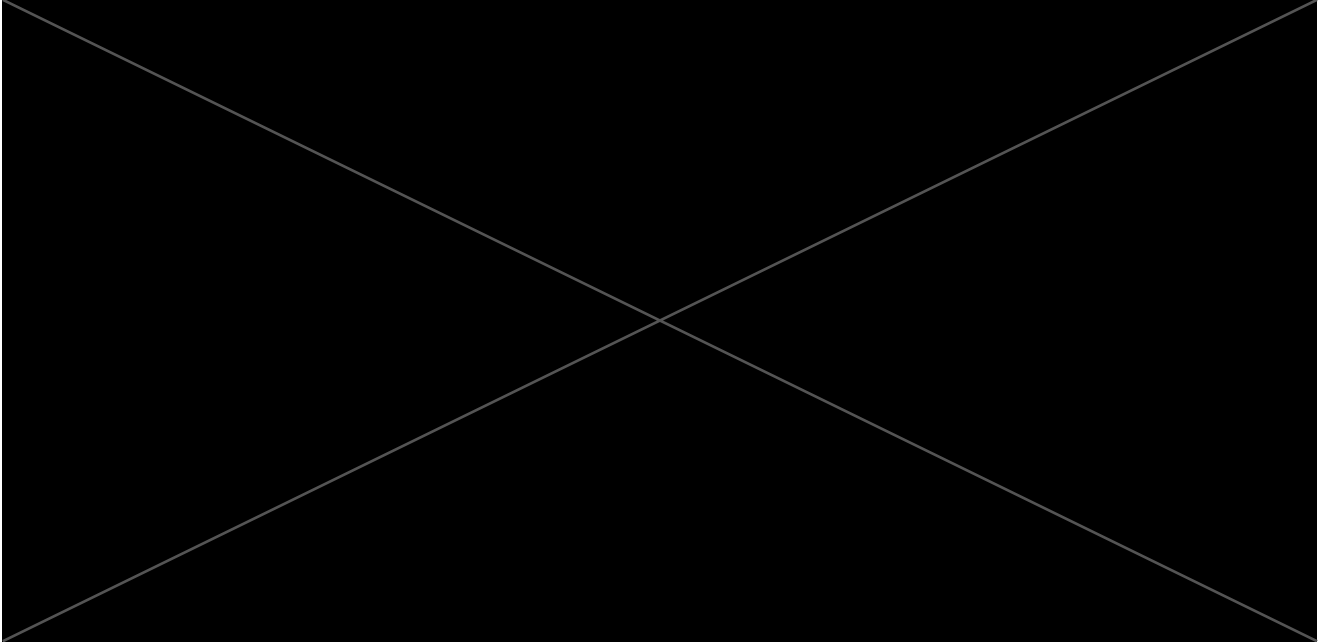
J. WAGE COMPLIANCE:

In the past five (5) years, has your firm been required to pay back wages or penalties for failure to comply with the federal, state or local **prevailing, minimum, or living wage laws**? **Yes** **No** If **Yes**, use Attachment A to explain the specific circumstances of each instance. Include the entity involved, the specific infraction(s), dates, outcome, and current status.

By signing this Pledge of Compliance, your firm is certifying to the City that you will comply with the requirements of the Equal Pay Ordinance set forth in SDMC sections 22.4801 through 22.4809.

K. STATEMENT OF SUBCONTRACTORS & SUPPLIERS:

Please provide the names and information for all subcontractors and suppliers used in the performance of the proposed contract, and what portion of work will be assigned to each subcontractor. Subcontractors may not be substituted without the written consent of the City. Use Attachment A if additional pages are necessary. If no subcontractors or suppliers will be used, please write "Not Applicable."



Company Name: _____

Address: _____

Contact Name: _____ Phone: _____ Email: _____

Contractor License No.: _____ DIR Registration No.: _____

Sub-Contract Dollar Amount: \$_____ (per year) \$_____ (total contract term)

Scope of work subcontractor will perform: _____

Identify whether company is a subcontractor or supplier: _____

Certification type (check all that apply): DBE DVBE ELBE MBE SLBE WBE Not Certified

Contractor must provide valid proof of certification with the response to the bid or proposal to receive participation credit.

L. STATEMENT OF AVAILABLE EQUIPMENT:

A full inventoried list of all necessary equipment to complete the work specified may be a requirement of the bid/proposal submission.

By signing and submitting this form, the Contractor certifies that all required equipment included in this bid or proposal will be made available one week (7 days) before work shall commence. In instances where the required equipment is not owned by the Contractor, Contractor shall explain how the equipment will be made available before the commencement of work. The City of San

Diego reserves the right to reject any response, in its opinion, if the Contractor has not demonstrated he or she will be properly equipped to perform the work in an efficient, effective matter for the duration of the contract period.

M. TYPE OF SUBMISSION: This document is submitted as:

Initial submission of *Contractor Standards Pledge of Compliance*

Initial submission of *Contractor Standards Pledge of Compliance* as part of a Cooperative agreement

Initial submission of *Contractor Standards Pledge of Compliance* as part of a Sole Source agreement

Update of prior *Contractor Standards Pledge of Compliance* dated _____.

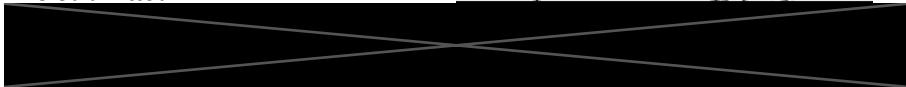
Complete all questions and sign below.

Under penalty of perjury under the laws of the State of California, I certify that I have read and understand the questions contained in this Pledge of Compliance, that I am responsible for completeness and accuracy of the responses contained herein, and that all information provided is true, full and complete to the best of my knowledge and belief. I agree to provide written notice to the Purchasing Agent within five (5) business days if, at any time, I learn that any portion of this Pledge of Compliance is inaccurate. Failure to timely provide the Purchasing Agent with written notice is grounds for Contract termination.

I, on behalf of the firm, further certify that I and my firm will comply with the following provisions of SDMC section 22.3004:

- (a) I and my firm will comply with all applicable local, State and Federal laws, including health and safety, labor and employment, and licensing laws that affect the employees, worksite or performance of the contract.
- (b) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of receiving notice that a government agency has begun an investigation of me or my firm that may result in a finding that I or my firm is or was not in compliance with laws stated in paragraph (a).
- (c) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of a finding by a government agency or court of competent jurisdiction of a violation by the Contractor of laws stated in paragraph (a).
- (d) I and my firm will notify the Purchasing Agent in writing within fifteen (15) calendar days of becoming aware of an investigation or finding by a government agency or court of competent jurisdiction of a violation by a subcontractor of laws stated in paragraph (a).
- (e) I and my firm will cooperate fully with the City during any investigation and to respond to a request for information within ten (10) working days.

Failure to sign and submit this form with the bid/proposal shall make the bid/proposal non-responsive. In the case of an informal solicitation, the contract will not be awarded unless a signed and completed *Pledge of Compliance* is submitted.



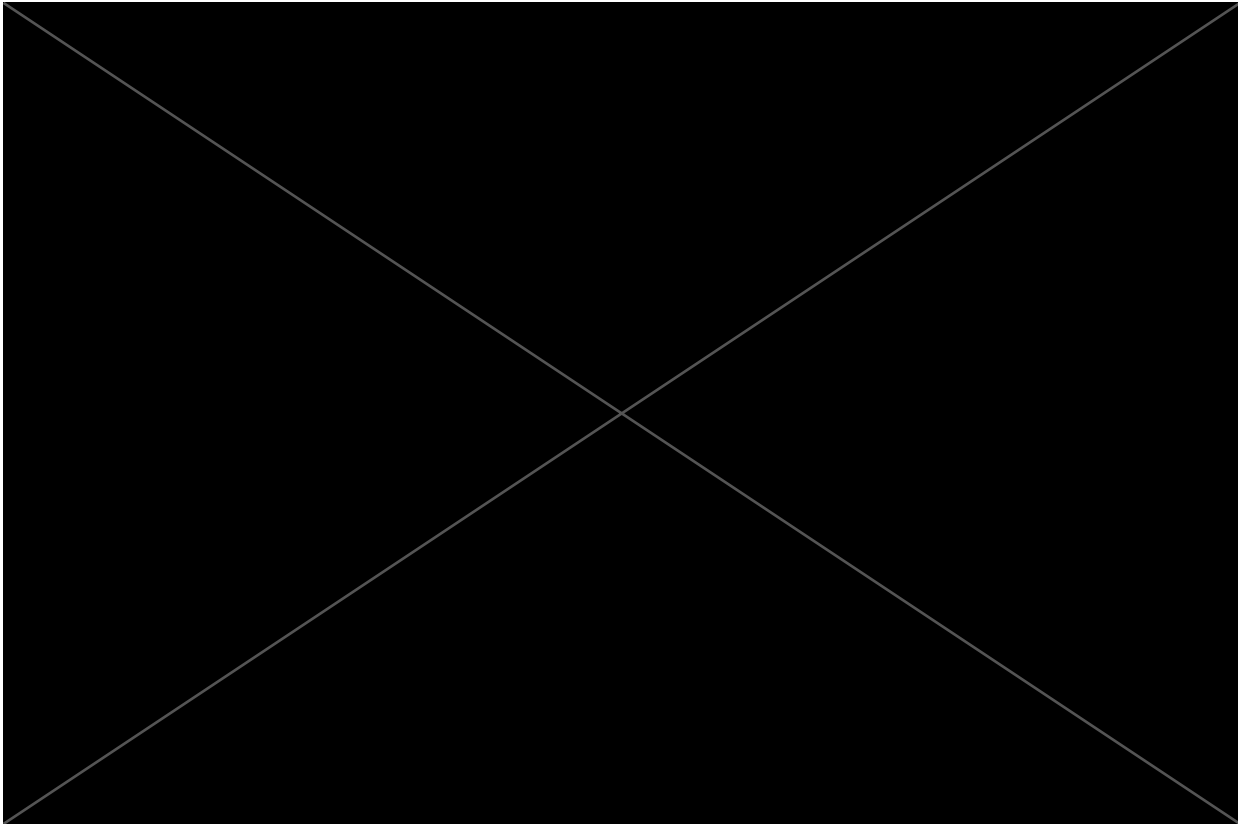
Name and Title

Signature

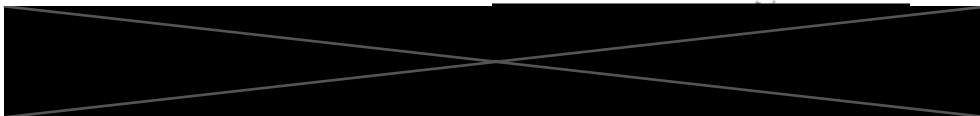
Date

**City of San Diego
CONTRACTOR STANDARDS
Attachment "A"**

Provide additional information in space below. Use additional Attachment "A" pages as needed. Each page must be signed.
Print in ink or type responses and indicate question being answered.



I have read the matters and statements made in this Contractor Standards Pledge of Compliance and attachments thereto and I know the same to be true of my own knowledge, except as to those matters stated upon information or belief and as to such matters, I believe the same to be true. I certify under penalty of perjury that the foregoing is true and correct.



Print Name, Title

Signature

Date

EQUAL OPPORTUNITY CONTRACTING (EOC)

1200 Third Avenue, Suite 200 • San Diego, CA 92101

Phone: (619) 236-6000 • Fax: (619) 236-5904

WORK FORCE REPORT

The objective of the *Equal Employment Opportunity Outreach Program*, San Diego Municipal Code Sections 22.3501 through 22.3517, is to ensure that contractors doing business with the City, or receiving funds from the City, do not engage in unlawful discriminatory employment practices prohibited by State and Federal law. Such employment practices include, but are not limited to unlawful discrimination in the following: employment, promotion or upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Contractors are required to provide a completed *Work Force Report (WFR)*.

NO OTHER FORMS WILL BE ACCEPTED

CONTRACTOR IDENTIFICATION

Type of Contractor: ☐ Construction ☐ Vendor/Supplier ☐ Financial Institution ☐ Lessee/Lessor
☐ Consultant ☐ Grant Recipient ☐ Insurance Company ☐ Other

Name of Company:

ADA/DBA:

Address (Corporate Headquarters, where applicable):

City: County: State: Zip:

[Redacted Address Field]

Address(es), phone and fax number(s) of company facilities located in San Diego County (if different from above):

Address:

City: County: State: Zip:

Telephone Number: Fax Number: Email:

Type of Business: Type of License:

The Company has appointed:

As its Equal Employment Opportunity Officer (EEOO). The EEOO has been given authority to establish, disseminate and enforce equal employment and affirmative action policies of this company. The EEOO may be contacted at:

Address:

Telephone Number: () Fax Number: Email:

- ☐ One San Diego County (or Most Local County) Work Force – Mandatory
☐ Branch Work Force *
☐ Managing Office Work Force

Check the box above that applies to this WFR.

**Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.*

I, the undersigned representative of

(Firm Name)

hereby certify that information provided

(County)

(State)

20th

day of June

, 20. 25

[Redacted Signature]

[Redacted Signature]

(Authorized Signature)

(Print Authorized Signature Name)

WORK FORCE REPORT – Page 2

NAME OF FIRM: _____ DATE: _____

OFFICE(S) or BRANCH(ES): _____ COUNTY: _____

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- | | |
|--------------------------------------|---|
| (1) Black or African-American | (5) Native Hawaiian or Pacific Islander |
| (2) Hispanic or Latino | (6) White |
| (3) Asian | (7) Other race/ethnicity; not falling into other groups |
| (4) American Indian or Alaska Native | |

Definitions of the race and ethnicity categories can be found on Page 4

ADMINISTRATION OCCUPATIONAL CATEGORY	(1) Black or African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Race/ Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Management & Financial														
Professional														
A&E, Science, Computer														
Technical														
Sales														
Administrative Support														
Services														
Crafts														
Operative Workers														
Transportation														
Laborers*														

*Construction laborers and other field employees are not to be included on this page

Totals Each Column														
--------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Grand Total All Employees

Indicate by Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled														
----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Non-Profit Organizations Only:

Board of Directors														
Volunteers														
Artists														

WORK FORCE REPORT – Page 3

NAME OF FIRM: _____ DATE: _____

OFFICE(S) or BRANCH(ES): _____ COUNTY: _____

INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- | | |
|--------------------------------------|---|
| (1) Black or African-American | (5) Native Hawaiian or Pacific Islander |
| (2) Hispanic or Latino | (6) White |
| (3) Asian | (7) Other race/ethnicity; not falling into other groups |
| (4) American Indian or Alaska Native | |

Definitions of the race and ethnicity categories can be found on Page 4

TRADE OCCUPATIONAL CATEGORY	(1) Black or African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Race/ Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Brick, Block or Stone Masons														
Carpenters														
Carpet, Floor & Tile Installers Finishers														
Cement Masons, Concrete Finishers														
Construction Laborers														
Drywall Installers, Ceiling Tile Inst														
Electricians														
Elevator Installers														
First-Line Supervisors/Managers														
Glaziers														
Helpers; Construction Trade														
Millwrights														
Misc. Const. Equipment Operators														
Painters, Const. & Maintenance														
Pipelayers, Plumbers, Pipe & Steam Fitters														
Plasterers & Stucco Masons														
Roofers														
Security Guards & Surveillance Officers														
Sheet Metal Workers														
Structural Metal Fabricators & Fitters														
Welding, Soldering & Brazing Workers														
Workers, Extractive Crafts, Miners														

Totals Each Column														
--------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Grand Total All Employees

Indicate By Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled														
----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Work Force Report

HISTORY

The Work Force Report (WFR) is the document that allows the City of San Diego to analyze the work forces of all firms wishing to do business with the City. We are able to compare the firm's work force data to County Labor Force Availability (CLFA) data derived from the United States Census. CLFA data is a compilation of lists of occupations and includes the percentage of each ethnicity we track (American Indian or Alaska Native, Asian, Black or African-American, Native Hawaiian or Pacific Islander, White, and Other) for each occupation. Currently, our CLFA data is taken from the 2010 Census. In order to compare one firm to another, it is important that the data we receive from the consultant firm is accurate and organized in the manner that allows for this fair comparison.

WORK FORCE & BRANCH WORK FORCE REPORTS

When submitting a WFR, especially if the WFR is for a specific project or activity, we would like to have information about the firm's work force that is actually participating in the project or activity. That is, if the project is in San Diego and the work force is from San Diego, we want a San Diego County Work Force Report¹. By the same token, if the project is in San Diego, but the work force is from another county, such as Orange or Riverside County, we want a Work Force Report from that county². If participation in a San Diego project is by work forces from San Diego County and, for example, from Los Angeles County and from Sacramento County, we ask for separate Work Force Reports representing your firm from each of the three counties.

MANAGING OFFICE WORK FORCE

Equal Opportunity Contracting may occasionally ask for a Managing Office Work Force (MOWF) Report. This may occur in an instance where the firm involved is a large national or international firm but the San Diego or other local work force is very small. In this case, we may ask for both a local and a MOWF Report^{1, 3}. In another case, when work is done only by the Managing Office, only the MOWF Report may be necessary.³

TYPES OF WORK FORCE REPORTS:

Please note, throughout the preceding text of this page, the superscript numbers one ¹, two ² & three ³. These numbers coincide with the types of work force report required in the example. See below:

- ¹ One San Diego County (or Most Local County) Work Force – Mandatory in most cases
- ² Branch Work Force *
- ³ Managing Office Work Force

**Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.*

RACE/ETHNICITY CATEGORIES

American Indian or Alaska Native – A person having origins in any of the peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment.

Asian – A person having origins in any of the peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American – A person having origins in any of the Black racial groups of Africa.

Native Hawaiian or Pacific Islander – A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White – A person having origins in any of the peoples of Europe, the Middle East, or North Africa.

Hispanic or Latino – A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin.

Exhibit A: Work Force Report Job Categories – Administration

Refer to this table when completing your firm's Work Force Report form(s).

Management & Financial

Advertising, Marketing, Promotions, Public Relations, and Sales Managers
Business Operations Specialists
Financial Specialists
Operations Specialties Managers
Other Management Occupations
Top Executives

Professional

Art and Design Workers
Counselors, Social Workers, and Other Community and Social Service Specialists
Entertainers and Performers, Sports and Related Workers
Health Diagnosing and Treating Practitioners
Lawyers, Judges, and Related Workers
Librarians, Curators, and Archivists
Life Scientists
Media and Communication Workers
Other Teachers and Instructors
Postsecondary Teachers
Primary, Secondary, and Special Education School Teachers
Religious Workers
Social Scientists and Related Workers

Architecture & Engineering, Science, Computer

Architects, Surveyors, and Cartographers
Computer Specialists
Engineers
Mathematical Science Occupations
Physical Scientists

Technical

Drafters, Engineering, and Mapping Technicians
Health Technologists and Technicians
Life, Physical, and Social Science Technicians
Media and Communication Equipment Workers

Sales

Other Sales and Related Workers
Retail Sales Workers
Sales Representatives, Services
Sales Representatives, Wholesale and Manufacturing
Supervisors, Sales Workers

Administrative Support

Financial Clerks
Information and Record Clerks
Legal Support Workers

Material Recording, Scheduling, Dispatching, and Distributing Workers
Other Education, Training, and Library Occupations
Other Office and Administrative Support Workers
Secretaries and Administrative Assistants
Supervisors, Office and Administrative Support Workers

Services

Building Cleaning and Pest Control Workers
Cooks and Food Preparation Workers
Entertainment Attendants and Related Workers
Fire Fighting and Prevention Workers
First-Line Supervisors/Managers, Protective Service Workers
Food and Beverage Serving Workers
Funeral Service Workers
Law Enforcement Workers
Nursing, Psychiatric, and Home Health Aides
Occupational and Physical Therapist Assistants and Aides
Other Food Preparation and Serving Related Workers
Other Healthcare Support Occupations
Other Personal Care and Service Workers
Other Protective Service Workers
Personal Appearance Workers
Supervisors, Food Preparation and Serving Workers
Supervisors, Personal Care and Service Workers
Transportation, Tourism, and Lodging Attendants

Crafts

Construction Trades Workers
Electrical and Electronic Equipment Mechanics, Installers, and Repairers
Extraction Workers
Material Moving Workers
Other Construction and Related Workers
Other Installation, Maintenance, and Repair Occupations
Plant and System Operators
Supervisors of Installation, Maintenance, and Repair Workers
Supervisors, Construction and Extraction Workers
Vehicle and Mobile Equipment Mechanics,

Installers, and Repairers
Woodworkers

Operative Workers

Assemblers and Fabricators
Communications Equipment Operators
Food Processing Workers
Metal Workers and Plastic Workers
Motor Vehicle Operators
Other Production Occupations
Printing Workers
Supervisors, Production Workers
Textile, Apparel, and Furnishings Workers

Transportation

Air Transportation Workers
Other Transportation Workers
Rail Transportation Workers
Supervisors, Transportation and Material
Moving Workers
Water Transportation Workers

Laborers

Agricultural Workers
Animal Care and Service Workers
Fishing and Hunting Workers
Forest, Conservation, and Logging Workers
Grounds Maintenance Workers
Helpers, Construction Trades
Supervisors, Building and Grounds Cleaning
and Maintenance Workers
Supervisors, Farming, Fishing, and Forestry
Workers

Exhibit B: Work Force Report Job Categories–Trade

Brick, Block or Stone Masons

Brickmasons and Blockmasons
Stonemasons

Carpenters

Carpet, floor and Tile Installers and Finishers

Carpet Installers
Floor Layers, except Carpet, Wood and Hard
Tiles
Floor Sanders and Finishers
Tile and Marble Setters

Cement Masons, Concrete Finishers

Cement Masons and Concrete Finishers
Terrazzo Workers and Finishers

Construction Laborers

Drywall Installers, Ceiling Tile Inst

Drywall and Ceiling Tile Installers
Tapers

Electricians

Elevator Installers and Repairers

First-Line Supervisors/Managers

First-line Supervisors/Managers of
Construction Trades and Extraction Workers

Glaziers

Helpers, Construction Trade

Brickmasons, Blockmasons, and Tile and
Marble Setters
Carpenters
Electricians
Painters, Paperhangers, Plasterers and Stucco
Pipelayers, Plumbers, Pipefitters and
Steamfitters
Roofers
All other Construction Trades

Millwrights

Heating, Air Conditioning and Refrigeration
Mechanics and Installers
Mechanical Door Repairers
Control and Valve Installers and Repairers
Other Installation, Maintenance and Repair
Occupations

Misc. Const. Equipment Operators

Paving, Surfacing and Tamping Equipment
Operators
Pile-Driver Operators
Operating Engineers and Other Construction
Equipment Operators

Painters, Const. Maintenance

Painters, Construction and Maintenance
Paperhangers

Pipelayers and Plumbers

Pipelayers
Plumbers, Pipefitters and Steamfitters

Plasterers and Stucco Masons**Roofers****Security Guards & Surveillance Officers****Sheet Metal Workers****Structural Iron and Steel Workers****Welding, Soldering and Brazing Workers**

Welders, Cutter, Solderers and Brazers
Welding, Soldering and Brazing Machine
Setter, Operators and Tenders

Workers, Extractive Crafts, Miners

10090230-25-P Agreement

Final Audit Report

2025-09-15

Created:	2025-09-11
By:	Paige Flynn (PFlynn@sandiego.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAI7-UxpvXzbHZFenN9UcXBxUYADMaQiey

"10090230-25-P Agreement" History

-  Document created by Paige Flynn (PFlynn@sandiego.gov)
2025-09-11 - 11:17:01 PM GMT- IP address: 156.29.5.177
-  Document emailed to Claudia Abarca (CAbarca@sandiego.gov) for signature
2025-09-11 - 11:21:46 PM GMT
-  Document e-signed by Claudia Abarca (CAbarca@sandiego.gov)
Signature Date: 2025-09-15 - 7:59:20 PM GMT - Time Source: server- IP address: 156.29.5.177
-  Document emailed to nmangum@sandiego.gov for signature
2025-09-15 - 7:59:23 PM GMT
-  Email viewed by nmangum@sandiego.gov
2025-09-15 - 8:37:44 PM GMT- IP address: 156.29.5.190
-  Signer nmangum@sandiego.gov entered name at signing as Nicole Pedone
2025-09-15 - 9:00:45 PM GMT- IP address: 156.29.5.190
-  Document e-signed by Nicole Pedone (nmangum@sandiego.gov)
Signature Date: 2025-09-15 - 9:00:47 PM GMT - Time Source: server- IP address: 156.29.5.190
-  Agreement completed.
2025-09-15 - 9:00:47 PM GMT