

**COUNTY CONTRACT NUMBER 575193
AGREEMENT WITH HOME START, INC.
FOR FAMILY HOME VISITING SUPPORT SERVICES**

This agreement ("Agreement") is made and entered into effective as of the date of the last signature on the signature page by and between the County of San Diego, a political subdivision of the State of California ("County") and Home Start, Inc., a non-profit corporation, located at 5005 Texas Street, Suite 203, San Diego, CA 92108 ("Contractor"), with reference to the following facts:

RECITALS

- A. The County, by action of the Board of Supervisors at Minute Order No. 4, April 22, 2025, authorized the Director of Purchasing and Contracting to award a contract for Family Home Visiting Support Services.
- B. The First 5 Commission of San Diego ("Commission") is an agency of the County with specific independent authority over the Commission's strategic plan and the local Child and Families Trust Fund ("Proposition 10 funds"). *See* Cal. Health & Safety Code § 130140.1. Accordingly, with regard to a portion of the funding for the Agreement derived from Proposition 10 funds, the Commission, by action on April 16, 2025, Item No. 5, authorized the Commission's Executive Director to collaborate with the County's Director of Purchasing to expend Proposition 10 funds to support the Agreement.
- C. Contractor is specially trained and possesses certain skills, experience, education, and competency to perform these services.
- D. The Chief Administrative Officer made a determination that Contractor can perform the services more economically and efficiently than the County, pursuant to section 703.10 of the County Charter.
- E. The Agreement shall consist of this document, Exhibit A Statement of Work, Exhibit A-1 Start of Contractor's Technical Response, Exhibit B Insurance Requirements, and Exhibit C Payment Schedule. In the event of a conflict between any provisions of this Agreement, the following order of precedence shall govern: First (1st) this document; Second (2nd) Exhibit B; Third (3rd) Exhibit A; Fourth (4th) Exhibit C; and Fifth (5th) Exhibit A-1.

NOW THEREFORE, for valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

**ARTICLE 1
PERFORMANCE OF WORK**

- 1.1 Standard of Performance. Contractor shall, in good and workmanlike manner and in accordance with the highest professional standards, at its own cost and expense, furnish all of the labor, technical, administrative, professional and all other personnel, all supplies and materials, equipment, printing, transportation, training, facilities, and all other means whatsoever, except as herein otherwise expressly specified to be furnished by County, necessary or proper to perform and complete the work and provide the services required of Contractor by this Agreement.
- 1.2 Contractor's Representative. The person identified on the signature page ("Contractor's Representative") shall ensure that Contractor's duties under this Agreement shall be performed on behalf of the Contractor by qualified personnel; Contractor represents and warrants that (1) Contractor has fulfilled all applicable requirements of the laws of the State of California to perform the services under this Agreement and (2) Contractor's Representative has full authority to act for Contractor hereunder. Contractor and County recognize that the services to be provided by Contractor's Representative pursuant to this Agreement are unique: accordingly, Contractor's Representative shall not be changed during the Term of the Agreement without County's written consent. County reserves the right to terminate this Agreement pursuant to section 7.1 "Termination for Default" if Contractor's Representative should leave Contractor's employ, or if, in County's judgment, the work hereunder is not being performed by Contractor's Representative.
- 1.3 Contractor as Independent Contractor. Contractor is, for all purposes of this Agreement, an independent contractor, and neither Contractor nor Contractor's employees or subcontractors shall be deemed to be employees of the County. Contractor shall perform its obligations under this Agreement according to the Contractor's own means and methods of work, which shall be in the exclusive charge and under the control of the Contractor, and which shall not be subject to control or supervision by County except as to the results of the work. County hereby delegates to Contractor any and all responsibility for the safety of Contractor's employees, which shall include inspection of property to identify potential hazards. Neither Contractor nor Contractor's employees or subcontractors shall be entitled to any benefits to which County employees are entitled, including without limitation, overtime, retirement benefits, workers' compensation benefits and injury leave.
- 1.4 Contractor's Agents and Employees or Subcontractors. Contractor's duties under this Contract shall be performed on behalf of Contractor ("Contractor's Key Personnel"). Contractor represents and warrants that (1) Contractor's Key Personnel has fulfilled all applicable requirements of the laws of the State of California to perform the work under this Contract and has full authority to act for Contractor hereunder. Contractor's Key Personnel shall not be changed during the Term of the Contract without County's prior written consent.

Contractor shall obtain, at Contractor's expense, all agents, employees, subcontractors, and consultants required for Contractor to perform its duties under this Agreement, and all such services shall be performed by Contractor's Representative, or under Contractor's Representatives' supervision, by persons authorized by law to perform such services.

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Retention by Contractor of any agent, employee, subcontractor, or consultant shall be at Contractor's sole cost and expense, and County shall have no obligation to pay Contractor's agents, employees subcontractors, or consultants; to support any such person's or entity's claim against the Contractor; or to defend Contractor against any such claim.

In the event any subcontractor or consultant is utilized by Contractor for any portion of the project, Contractor retains the prime responsibility for carrying out all the terms of this Agreement, including the responsibility for performance and ensuring the availability and retention of records of subcontractors and consultants in accordance with this Agreement.

- 1.4.1 "Related Subcontract" means an agreement to furnish, or the furnishing of, supplies, materials, equipment, or services of any kind to Contractor or any higher tier subcontractor in the performance of some or all of the work in this Agreement. Related Subcontracts includes consultant agreements, which are defined as agreements for services rendered, or the rendering of services, by persons who are members of a particular profession or possess as special skill and who are not officers or employees of the Contractor. Examples include those services acquired by Contractor or a subcontractor in order to enhance their legal, economic, financial, or technical positions. Professional and consultant services are generally acquired to obtain information, advice, opinions, alternatives, conclusions, recommendations, training, or direct assistance, such as studies, analyses, evaluations, liaison with government officials, or other forms of representation. Related Subcontracts shall not include agreements for ancillary goods or services, or consulting services intended to support Contractor in a general manner not specific to the work performed under this Agreement. "Related Subcontractor" means an individual or entity holding or performing a Related Subcontract.
- 1.4.2 Required Subcontract Provisions: Contractor shall notify all Related Subcontractors of Contractor's relationship to County. Contractor shall include in its Related Subcontracts and require Related Subcontractors' compliance with the provisions of Articles 3, 7, 8, 9, 10, 11, 13, 14 and 16, and section 4.6.1 of Article 4, hereunder except altered as necessary for proper identification of the contracting parties.
- 1.4.3 Contractor shall provide COR with copies of all Related Subcontracts entered into by Contractor within thirty (30) days after the effective date of the Related Subcontract, or within thirty (30) days of the effective date of this Agreement if such Related Subcontract is already in existence at that time.
- 1.4.4 County Approval: Any Related Subcontract that is in excess of fifty thousand dollars (\$50,000) or twenty five percent (25%) of the value of this Agreement, whichever is less; or a combination of Related Subcontracts to the same individual or firm for the Agreement period, the aggregate of which exceeds fifty thousand dollars (\$50,000) or twenty five percent (25%) of the value of this Agreement, whichever is less; or any Related Subcontract for professional medical or mental health services, regardless of value, must have prior concurrence of the COR.
- 1.5 Offshore Prohibition. Except where Contractor obtains the County's prior written approval, Contractor shall perform the work of this Agreement only from or at locations within the United States. Any County approval for the performance of work outside of the United States shall be limited to the specific instance and scope of such written approval, including the types of work and locations involved. Notwithstanding the foregoing, this section shall not restrict the country or countries of origin of any assets purchased to provide the work hereunder; provided that when such assets are used to provide the work, such assets shall be used only from or at locations within the geographic boundaries of the United States.
- 1.6 DVB Participation. If this Agreement resulted from a solicitation containing Disabled Veteran Business ("DVB") requirements and forms, such requirements and Contractor's submitted forms are incorporated herein by reference to the extent not included as an Exhibit to this Agreement. Contractor shall make all commercially reasonable efforts to comply with all such DVB requirements, including meeting the DVB Percent of Utilization on Contractor's DVB Subcontractor Participation Plan. Contractor shall maintain a rate of DVB utilization throughout the term of this Agreement that is reasonably in alignment with the progress of the Agreement (e.g., term, utilization, deliverables). Contractor shall provide to County, upon request, documentation sufficient to verify Contractor's compliance with such requirements.
- If in County's determination, Contractor is not in compliance with all DVB requirements, County may take corrective action, which may include (i) requiring Contractor to submit a corrective action plan acceptable to County detailing actions the Contractor will take to fulfill its DVB requirements and/or (ii) withholding of payments to Contractor equivalent to the amount of DVB underutilization. Such corrective actions shall be in addition to any other remedies the County may have under this Agreement or at law or equity.
- 1.7 Preferred Vendor. If this Agreement resulted from a solicitation where Contractor claimed Preferred Vendor status in its response per section 405 of the San Diego County Administrative Code, Contractor shall perform a commercially useful function (as that term is defined in California Military and Veterans Code § 999 or successor statute) throughout the term of this Agreement.

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ARTICLE 2
SCOPE OF WORK

- 2.1 **Statement of Work.** Contractor shall perform the work described in the “Statement of Work” attached as Exhibit A to this Agreement, and by this reference incorporated herein, except for any work therein designated to be performed by County.
- 2.1.1 **Evaluation Studies.** Contractor shall participate as requested by the County in research and/or evaluative studies designed to show the effectiveness and/or efficiency of Contractor services or to provide information about Contractor’s project.
- 2.1.2 **Health Insurance.** If Contractor provides direct services to the public under this Agreement, Contractor shall ask if clients and any minor(s) for whom clients are responsible have health insurance coverage. If the response is “no” for client or minor(s) the Contractor shall refer the client to Covered California at <https://www.coveredca.com/> or to 1-800-300-1506.
- 2.1.3 **Behavioral Health Services Funding Source Requirements.** Contractor shall adhere to all Behavioral Health Services policies and requirements, and any modifications thereof, applicable to the type of work performed and funding source(s) involved. The terms of this Agreement shall take precedence over any conflicting terms in such policies and requirements, and Contractor shall promptly notify the COR upon discovery of any such conflict. Such policies and requirements can be found at <https://optumsandiego.com/> and include, but are not limited to, the following:
- 2.1.3.1 **Mental Health Services**
- 2.1.3.1.1 Organizational Provider Operations Handbook (OPOH)
- 2.1.3.1.2 Financial Eligibility and Billing Procedures – Organizational Providers Manual
- 2.1.3.2 **Substance Use Disorder Services (Alcohol and Drug Services)**
- 2.1.3.2.1 Substance Use Disorder Provider Operations Handbook
- 2.1.3.2.2 Drug Medi-Cal Billing Manual
- 2.2 **Right to Acquire Equipment and Services.** Nothing in this Agreement shall prohibit the County from acquiring the same type or equivalent equipment and/or service from other sources, when deemed by the County to be in its best interest.
- 2.3 **Responsibility for Equipment.** County shall not be responsible nor be held liable for any damage to persons or property consequent upon the use, misuse, or failure of any equipment used by Contractor or any of Contractor’s employees, even though such equipment may be furnished, rented, or loaned to Contractor by County. The acceptance or use of any such equipment by Contractor or Contractor’s employees shall be construed to mean that Contractor accepts full responsibility for and agrees to exonerate, indemnify, and hold harmless County from and against any and all claims for any damage whatsoever resulting from the use, misuse, or failure of such equipment, whether such damage be to the employee or property of Contractor, other Contractors, County, or other persons. Equipment includes, but is not limited to material, computer hardware and software, tools, or other things.
- 2.3.1 Contractor shall repair or replace, at Contractor’s expense, all County equipment or fixed assets that are damaged or lost as a result of Contractor negligence.
- 2.4 **Non-Expendable Property Acquisition.** County retains title to all non-expendable property provided to Contractor by County, or which Contractor may acquire with funds from this Agreement if payment is on a cost reimbursement basis, including property acquired by lease purchase Agreement. Contractor may not expend funds under this Agreement for the acquisition of non-expendable property having a unit cost of \$5,000 or more and a normal life expectancy of more than one year without the prior written approval of COR. Contractor shall maintain an inventory of non-expendable equipment, including dates of purchase and disposition of the property. Inventory records on non-expendable equipment shall be retained, and shall be made available to the County upon request, for at least three years following date of disposition. Non-expendable property that has value at the end of the Agreement (e.g. has not been depreciated so that its value is zero), and to which the County may retain title under this paragraph, shall be disposed of at the end of the Agreement as follows: At County’s option, it may: 1) have Contractor deliver to another County contractor or have another County contractor pick up the non-expendable property; 2) allow Contractor to retain the non-expendable property provided that Contractor submits to the County a written statement in the format directed by the County of how the non-expendable property will be used for the public good; or 3) direct the Contractor to return to the County the non-expendable property.

ARTICLE 3
DISENTANGLEMENT

3.1 **General Obligations.**

Upon the expiration or termination of all or a portion of the services provided hereunder (“Transitioning Services,”), the County may elect to have such services, substantially similar services, or follow-on services (“Disentangled Services”) performed by County or one or more separate contractors (“Replacement Provider”). Contractor shall take all actions necessary to accomplish a complete and timely transition of the Disentangled Services (“Disentanglement”) without any material impact on the services. Contractor shall cooperate with County and otherwise take all steps reasonably required to

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assist County in effecting a complete and timely Disentanglement. Contractor shall provide Replacement Provider with all information regarding the services and any other information needed for Disentanglement.

Contractor shall provide for the prompt and orderly conclusion of all work required under this Agreement, as County may direct, including completion or partial completion of projects, documentation of work in process, and other measures to assure an orderly Disentanglement.

3.2 Disentanglement Process.

Contractor and County shall discuss in good faith a plan for Contractor's Disentanglement that shall not lessen in any respect Contractor's Disentanglement obligations.

If County requires the provision of Transitioning Services after expiration or termination of the Agreement or Disentanglement work not otherwise required under this Agreement, for which additional compensation will be due, such services shall be compensated at: (i) the applicable rates in Agreement or a reasonable pro-rata of those prices, or (ii) if no applicable rates apply, no more than Contractor's costs. Such work must be approved in writing by County approval of a written Disentanglement plan or separately in writing and is subject to the Compensation clause on the signature page.

Contractor's obligation to provide Disentanglement services shall not cease until all Disentanglement obligations are completed to County's reasonable satisfaction, including the performance by Contractor of all Specific Obligations of Contractor. County shall not require Contractor to perform Transitioning Services beyond 12 months after expiration or termination, provided that Contractor meets all Disentanglement obligations and other obligations under Agreement.

3.3 Specific Obligations.

The Disentanglement shall include the performance of the following specific obligations ("Specific Obligations"):

3.3.1 No Interruption or Adverse Impact

Contractor shall cooperate with County and Replacement Provider to ensure a smooth Disentanglement, with no interruption of or adverse impact to Disentangled Services, Transitioning Services, other work required under the Agreement, or services provided by third parties.

3.3.2 Client Authorizations.

Contractor shall obtain from clients served by Contractor all client consents or authorizations legally necessary to transfer client data to Replacement Provider.

3.3.3 Leases, Licenses, and Third-Party Agreements.

Contractor shall procure at no charge to County all authorizations necessary to grant Replacement Provider the use and benefit of any third-party agreements pending their conveyance or assignment to Replacement Provider.

Contractor, at its expense, shall convey or assign to Replacement Provider leases, licenses, and other third-party agreements procured under this Agreement, subject to written approval of the Replacement Provider (and County, if Replacement Provider is other than County).

Without limiting any other provision of this Agreement, Contractor shall reimburse County for any losses resulting from Contractor's failure to comply with any terms of any third-party agreements prior to the date of conveyance or assignment.

3.3.4 Return, Transfer, and Removal of Assets.

Contractor shall return to County all County assets in Contractor's possession, pursuant to section 2.4 of this Agreement.

County shall be entitled to purchase at net book value Contractor assets used primarily for the provision of Disentangled Services to or for County, other than those assets expressly identified as not being subject to this provision. Contractor shall promptly remove from County's site any Contractor assets that County, or its designee, chooses not to purchase under this provision.

3.3.5 Delivery of Documentation.

Notwithstanding section 13.5 of this Agreement, and without limiting Contractor's obligations thereunder, Contractor shall deliver to Replacement Provider (and/or County, if Replacement Provider is other than County), all documentation and data necessary for Disentanglement.

ARTICLE 4
COMPENSATION

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County will pay Contractor in accordance with Exhibit C Payment Schedule and this Article 4, for the work specified in Exhibit A Statement of Work (SOW), not to exceed the maximum compensation as set forth on signature page. Contractor shall employ and maintain an accounting and financial system to effectively monitor and control costs and assure accurate invoicing and performance under this Agreement.

- 4.1 General Principles. Contractor shall comply with generally accepted accounting principles, good business practices, San Diego County Code of Administrative Ordinances section 472, and the cost principles published by the federal Office of Management and Budget (OMB), including 2 CFR 200 - UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS “The Uniform Guidance,” which can be viewed at https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl. Contractor shall comply with all applicable federal, State, and other funding source requirements. Contractor shall, at its own expense, furnish all cost items associated with this Agreement except as specifically stated herein to be furnished by County.
- 4.1.1 Fiscal Year. The County’s fiscal year runs from July 1 through June 30 (“County Fiscal Year”).
- 4.1.2 Cost Allocation Plan. Contractor shall submit annually to the County a cost allocation plan in accordance with The Uniform Guidance.
- 4.1.3 Agreement Budget. The COR may make Administrative Adjustments to the budget as long as the total budget does not exceed the compensation specified on the Signature Page.
- 4.2 Compensation. For cost-reimbursement Services, the County will reimburse the actual allowable, allocable, necessary, and reasonable costs incurred in accordance with this Agreement (including the established budget), generally accepted accounting principles, good business practices, and the cost principles published by the federal Office of Management and Budget (OMB) (“Allowable Costs”). Where non-cost-reimbursement work (fixed price, labor hour, time and materials, etc.) is also provided for in this Agreement, Contractor shall be entitled to compensation as set forth below:
- 4.2.1 Contractor shall be entitled to compensation only upon completion and acceptance of a deliverable or portion of work as described in the Payment Schedule (“Services”). Services shall include any additional or as-needed services specified in the SOW and Pricing Schedule and pre-approved in writing by COR or authorized by County task order issued in accordance with this Agreement (“As-Needed Services”).
- 4.2.1.1 Contractor shall be entitled to reimbursement for incidental expenses associated with any such portions of the work only when specifically allowed for in the SOW and Pricing Schedule (“Reimbursable Expenses”), and only upon completion and acceptance of the Services for which they were incurred unless earlier reimbursement is otherwise authorized under this Agreement. Compensation for Reimbursable Expenses shall be at cost.
- 4.2.1.2 Where travel, lodging, or meal expenses (“Travel Expenses”) are allowable Reimbursable Expenses, rates must not exceed County-authorized rates set forth in San Diego County Administrative Code section 472. Should Contractor incur Travel Expenses greater than the County-authorized rates, Contractor shall not be entitled to reimbursement for the difference between the County-authorized rate for each category and the actual cost.
- 4.3 Invoices.
- 4.3.1 Contractor shall invoice monthly for completed and accepted Services performed in the prior month. Completed fixed-price deliverables may be invoiced upon acceptance.
- 4.3.1.1 Where allowable, Contractor may invoice monthly for As-Needed Services completed and accepted within that month, or include with invoices for other completed and accepted Services.
- 4.3.1.2 Contractor may invoice monthly for Reimbursable Expenses incurred within the month, or include with invoices for completed and accepted Services.
- 4.3.2 Contractor shall submit invoices to the COR that are completed and submitted in accordance with written COR instructions and are in compliance with all Agreement terms.
- 4.3.2.1 Contractor shall provide accurate invoices with sufficient detail and supporting documentation for County verification. Invoices must reference the Agreement number (and task order, if applicable), contain a detailed listing of each deliverable or portion of work, including the pay point, target, accomplishment, unit price, percentage completion, and appropriate calculations where applicable. Invoices must include a progress report documenting the status and accomplishments of Contractor.
- 4.3.2.2 Contractor invoices shall include the following language:
- I certify, under penalty of perjury under the laws of the State of California, that the deliverables and/or services invoiced were delivered and/or performed specifically for this Agreement in accordance with and compliance to all terms and conditions set forth therein.

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- 4.3.3 Contractor requests for payment of authorized Reimbursable Expenses must be included in the invoice for the associated Services, unless previously invoiced in accordance with this Agreement.
- 4.3.4 Contractor invoices for Allowable Costs must be complete, containing all claimed costs for the invoiced period of performance, unless authorized in writing by COR, previously invoiced in accordance with Agreement, or otherwise specifically allowed for in this Agreement.
- 4.3.5 Final Fiscal Year-End Settlements. Contractor shall submit the final invoice for Services performed during each County Fiscal Year no later than the settlement date established by COR or each department, but in no event later than 60 calendar days from (i) the end of each County Fiscal Year or (ii) the expiration or termination of this Agreement. County may, in its sole discretion, choose to not process invoices for reimbursement for services performed during that County Fiscal Year after this date.
 - 4.3.5.1 The following costs will be excluded from reimbursable costs during the year-end settlement process:
 - 4.3.5.1.1 ADS Drug Medi-Cal: Drug Medi-Cal costs that exceed the cap at the individual provider level.
 - 4.3.5.1.2 Mental Health Services Revenue Risks: Medi-Cal costs for which the County has not received reimbursement through an approved Medi-Cal claim.
- 4.4 Payments. Contractor shall be entitled to payment only upon County approval of a correct and substantiated invoice. Payment terms are, unless otherwise specified by County, thirty (30) days from the later of: (i) performance of work under the Agreement entitling Contractor to payment, (ii) County receipt of a correct and substantiated invoice, and (iii) County receipt of all substantiating information. The County at its sole discretion may issue partial payment where only a portion of an invoice is correct and substantiated. Payment shall be deemed to have been made on the date that County submits electronic payment or mails a warrant or check. The County is precluded from making payments prior to receipt of services (advance payments).
- 4.5 Full Compensation. The compensation set forth in this Agreement shall constitute the full and complete payment for Contractor's performance of the services set forth herein. Contractor shall not be entitled to any additional payment for services rendered. Contractor shall not be entitled to any compensation, reimbursement, ancillary benefits, or other consideration for services rendered beyond that specified in Agreement.
- 4.6 Prompt Payment for Vendors and Subcontractors
 - 4.6.1 Unless otherwise set forth in this section 4.6, Contractor shall promptly pay Related Subcontractors for satisfactory performance of work required by this Agreement. Such prompt payment shall be no later than thirty (30) days after Contractor receives payment for such services from County, and Contractor shall apply such payments to the payment of the Related Subcontractor(s) that performed the work.
 - 4.6.2 If Contractor determines that any payment otherwise due such Related Subcontractor is subject to withholding in accordance with a Related Subcontract, Contractor shall:
 - 4.6.2.1 Provide written notice to the Related Subcontractor and COR within three (3) business days of such withholding stating the amount to be withheld, the basis for the withholding, and, if applicable, the cure required of the Related Subcontractor in order to receive payment of the amounts withheld; and
 - 4.6.2.2 Reduce the Related Subcontractor's payment by an amount not to exceed the amount specified in the notice furnished under paragraph 4.6.2.1 above.
 - 4.6.3 Contractor shall not include in any invoice to the County amounts that the Contractor has withheld or intends to withhold from a Related Subcontractor for failure to satisfactorily perform work in a manner required by this Agreement. If such withholding determination is made after submitting an invoice to the County, Contractor shall submit to County a revised invoice omitting or crediting such amount. Contractor shall not include such amounts in any subsequent invoices unless the Related Subcontractor has cured the basis for withholding.
- 4.7 Partial Payment. Contractor shall be paid only for work performed in accordance with this Agreement. If Contractor fails to perform a portion of the work or fails to perform some or all of the work in accordance with this Agreement, County, at its sole discretion, may provide partial payment to Contractor to reflect the reasonable value of work properly performed.
- 4.8 Withholding of Payment. Without limiting any other provision of this Agreement, County may withhold payment, in whole or in part, if any of the following exist:
 - 4.8.1 Missing Information. Contractor has not provided to County any reports, data, audits, or other information required for Agreement administration, for reporting or auditing purposes, or by State, federal, or other funding source.
 - 4.8.2 Misrepresentation. Contractor, with or without knowledge, made any misrepresentation of a substantial and material nature with respect to any information furnished to County
 - 4.8.3 Unauthorized Actions by Contractor. Contractor took any action under this Agreement that required County approval without having first received such approval.

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- 4.8.4 **Breach.** In the County's determination, Contractor is, or at the time of performance was, in breach of any of the terms of this Agreement.
- 4.8.5 **Wage Theft.** Contractor has a judgment rendered against it by the California Division of Labor Standards Enforcement (DLSE), other state labor compliance body, or the United States Department of Labor that is unsatisfied. In such event, County may withhold payment from Contractor in the amount of such unsatisfied judgment until such judgment has been discharged.
- 4.9 **Disallowance.** County may disallow payment at any time if it determines that the basis for the payment is or was not eligible for compensation under this Agreement. If County makes payment to Contractor that is later disallowed by the County, State or federal government, or other funding source, County shall be entitled to prompt recovery of funds in accordance with Article 12.
- 4.10 **Maximum Price.** During the performance period of this Agreement, the maximum price for the same or similar items and/or services shall not exceed the lowest price at which Contractor then offers the items and/or services to its most favored customer.
- 4.11 **Overpayments.** If Contractor becomes aware of a duplicate contract financing or invoice payment or that County has otherwise overpaid on a contract financing or invoice payment, Contractor shall immediately notify the COR and County shall be entitled to prompt recovery of funds in accordance with Article 12.
- 4.12 **Availability of Funding.** The County's obligation for payment under this Agreement is contingent upon the availability of funding from which payment can be made. No legal liability on the part of the County shall arise for payment beyond the end of the County Fiscal Year for which funds are designated by the County. In the event that federal, State, or County funding ceases or is reduced, the County shall, in its sole discretion and without limiting any other provision of this Agreement, have the right to terminate or suspend this Agreement, or to reduce compensation and service levels proportionately.
- 4.13 **Rate of Expense.** Contractor shall control its rate of expense throughout the term of this Agreement such that it is reasonably in alignment with the progress of the Agreement, inclusive of term, achievement towards objectives, anticipated revenue, deliverables, and other applicable factors. Contractor shall provide to County, upon request, documentation sufficient to verify Contractor's compliance with such requirements.
- 4.13.1 Contractor shall promptly inform the COR if its rate of expense exceeds, or is anticipated to exceed, the progress of this Agreement or would result in expenses that exceed the maximum Agreement amount or budget. In no event, however, shall Contractor's invoiced amounts exceed the maximum Agreement amount or budget.
- 4.13.2 If the Agreement term, Initial Term, or any Option Period originates in one County Fiscal Year and ends in another County Fiscal Year, Contractor shall not exceed the amounts reasonably allocated to each of the County Fiscal Years based on the monthly budget or other rate of expense.
- 4.14 **Revenue Sources.** Federal or other funding source amounts listed in the Agreement or the budget are preliminary estimates and shall not limit the County's use of specific funding sources that vary from the preliminary estimates, provided that such payments do not exceed the total Agreement amount.
- 4.15 **Program Income.** Program Income as defined in 2 CFR §200.1 shall be administered in accordance with 2 CFR §200.307 and shall be reported at the end of the Initial Term of the Agreement and each Option Period. All use of Program Income requires written County approval.
- 4.15.1 Unless otherwise required by federal, State, or other funding source requirements, Program Income earned after the period of performance of this Agreement shall be utilized in support of the same or similar goals and objectives, preferably under an agreement between County and Contractor.
- 4.16 **Incentive/Bonus/Performance Payments.** Contractor shall not use any funds paid under this Agreement for employee incentive or bonus programs or structures, for employees at any level, unless such payments are within Contractor's normal compensation policy and are based upon objective measurements of performance that include compliant and ethical conduct. Contractor agrees to provide information to the County on the formula or criteria used to calculate such payments upon request.

ARTICLE 5
AGREEMENT ADMINISTRATION

- 5.1 The Director of the Department of Purchasing and Contracting or designated Department of Purchasing and Contracting official is the contracting officer for this Agreement ("Contracting Officer").
- 5.2 **County's Agreement Administrator.** The County has designated the individual identified on the signature page as the Contracting Officer's Representative ("COR"), The COR will coordinate the County's administration of this Agreement.

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- 5.2.1 The COR is designated to receive and approve Contractor invoices for payment, audit and inspect records, inspect Contractor services, and provide other technical guidance as required.
- 5.2.2 The COR is not authorized to make Changes to this Agreement, except for administrative adjustments, such as line-item budget changes or adjustments to the service requirements, that do not change the purpose or intent of the Statement of Work, the Terms and Conditions, the Agreement Term, or the total Agreement price ("Administrative Adjustments"). Each Administrative Adjustment shall be in writing and signed by COR and Contractor.
- 5.3 Agreement Progress Meeting. The COR and other County personnel, as appropriate, will meet periodically with the Contractor to review the Agreement performance, with the COR serving as meeting chair. At these meetings the COR will apprise the Contractor of how the County views the Contractor's performance and the Contractor will apprise the County of problems, if any, being experienced. The Contractor shall also notify the Contracting Officer (in writing) of any work being performed, if any, that the Contractor considers being over and above the requirements of the Agreement. Appropriate action shall be taken to resolve outstanding issues. The minutes of these meetings will be reduced to writing and signed by the COR and the Contractor. Should the Contractor not concur with the minutes, the Contractor shall set out in writing any area of disagreement within 10 days. Appropriate action will be taken to resolve any areas of disagreement.

ARTICLE 6
CHANGES

- 6.1 Changes. Changes to this Agreement may only be made by Administrative Adjustment, Change Order, or amendment, in accordance with this Article 6. No other modification of this Agreement shall be valid.
- 6.1.1 Administrative Adjustment. Changes that do not change the purpose or intent of the Statement of Work, the Terms and Conditions, the Agreement Term, or the total Agreement price of the Agreement, such as line-item budget changes or adjustments to the service requirements, ("Administrative Adjustments") may be made if in writing and signed by COR and Contractor
- 6.1.2 Change Order. The County may at any time, by written order, make Changes within the general scope of this Agreement ("Change Order"). If any Change Order causes an increase or decrease in the cost or time required for the performance of the work under this Agreement, an equitable adjustment shall be made to the price, delivery schedule, or both.
- 6.1.2.1 Contractor must assert any claim for equitable adjustment within thirty (30) days from the date of receipt by the Contractor of the Change Order; however, the Contracting Officer may receive and act upon any such claim asserted at any time prior to final payment under this Agreement where the facts justify such action. Where the cost of property made obsolete or excess as a result of a Change Order is included in the Contractor's claim for equitable adjustment, the Contracting Officer shall have the right to prescribe the manner of disposition of such property. Failure to agree to any equitable adjustment shall be a dispute concerning a question of fact within the meaning of Article 15 "Disputes". However, nothing in this section shall excuse the Contractor from proceeding with this Agreement as changed.
- 6.1.3 Amendment. The County and Contractor may modify this Agreement by written amendment signed by the Contracting Officer and Contractor.

ARTICLE 7
SUSPENSION, DELAY, AND TERMINATION

- 7.1 Termination for Default. In the event of Contractor's breach of this Agreement, County shall have the right to terminate this Agreement in whole or in part.
- 7.1.1 Prior to termination for default, Contracting Officer will send Contractor written notice specifying the default. Contractor shall have ten (10) days from issuance (unless a different time is given in the notice) to respond to the notice as directed by County to acknowledge the default or show cause as to why Contractor is not in default. Such notice may provide Contractor the opportunity to cure the default or to demonstrate progress towards curing the default. If Contractor fails to respond, or if Contractor's response is not satisfactory to the County, County may terminate this Agreement for default upon written notice from Contracting Officer.
- 7.1.2 If County determines that the default contributes to the curtailment of an essential service; poses an immediate threat to life, health, or property; or constitutes fraud or other serious misconduct, County may terminate this Agreement for default by written notice from the Contracting Officer without the notice described in section 7.1.1 above.
- 7.1.3 In the event of termination for default, all finished or unfinished documents, and other materials, prepared by Contractor under this Agreement shall become the sole and exclusive property of County.

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7.1.4 If, after termination for default, it is determined for any reason that Contractor was not in default under this Agreement, the rights and obligations of the parties shall be the same as if terminated for convenience under section 7.5 "Termination for Convenience."

7.2 RESERVED

7.3 Failure to Perform. Contractor shall immediately notify the COR upon learning that it has, or that it is reasonably foreseeable that it will, fail to perform or timely perform its obligations under this Agreement for any reason, including, but not limited to, a labor dispute, emergency, epidemic, pandemic, or supply chain shortage. In such event, Contractor shall, upon request, prepare and deliver to the COR a written mitigation plan. Nothing in this section relieves the Contractor of its obligations under this Agreement.

7.4 Reduction in Funding. In the event there is a reduction of funds made available by County to Contractor under this or subsequent agreements, the County of San Diego and its departments, officers and employees shall incur no liability to Contractor and shall be held harmless from any and all claims, demands, losses, damages, injuries, or liabilities arising directly or from such action.

7.5 Termination for Convenience. The County may, by written notice from Contracting Officer, terminate this Agreement for convenience, in whole or in part, at any time. Upon receipt of such notice, Contractor shall promptly report to County all undelivered or unaccepted work performed in accordance with this Agreement prior to termination ("Incomplete Work"). Contractor may, at County's option, be required to complete some or all Incomplete Work during Disentanglement.

7.5.1 The County shall pay Contractor as full compensation for work performed and costs of termination:

7.5.1.1 The unit or pro rata price for any delivered and accepted portion of the work.

7.5.1.2 Actual and reasonable Contractor costs for Incomplete Work not mitigable or otherwise recoverable by Contractor. Such compensation shall not exceed the unit or pro rata price due to Contractor had the work been completed.

7.5.2 In no event shall the County be liable for any loss of profits or any other consequential damages.

7.5.3 County's termination of this Agreement for convenience shall not preclude it from changing the termination to a default, as set forth in section 7.1 of this Agreement, nor from taking any action in law or equity against Contractor for:

7.5.3.1 Fraud, waste, or abuse of Agreement funds, or

7.5.3.2 Improperly submitted claims, or

7.5.3.3 Any failure to perform the work in accordance with the Statement of Work, or

7.5.3.4 Any breach of any term or condition of the Agreement, or

7.5.3.5 Any actions under any warranty, express or implied, or

7.5.3.6 Any claim of professional negligence, or

7.5.3.7 Any other matter arising from or related to this Agreement, whether known, knowable, or unknown before, during, or after the date of termination.

7.6 Suspension of Work. The Contracting Officer may order Contractor, in writing, to suspend, delay, or interrupt all or part of the work of this Agreement for the period of time that the Contracting Officer determines appropriate. County reserves the right to prohibit, without prior notice, Contractor or Contractor's employees, directors, officers, agents, subcontractors, vendors, consultants, or volunteers from 1) accessing County data systems and County owned software applications, including websites, domain names, platforms, physical files, 2) treating County's patients, clients, or facility residents, or 3) providing any other services under this Agreement.

ARTICLE 8
COMPLIANCE WITH LAWS AND REGULATIONS

8.1 Compliance with Laws and Regulations. Contractor shall at all times perform its obligations hereunder in compliance with all applicable federal, State, County, and local laws, rules, and regulations, current and hereinafter enacted, including facility and professional licensing and/or certification laws and keep in effect any and all licenses, permits, notices and certificates as are required. Contractor shall further comply with all laws applicable to wages and hours of employment, occupational safety, and to fire safety, health, and sanitation.

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- 8.2 Contractor Permits and License. Contractor certifies that it possesses and shall continue to maintain or shall cause to be obtained and maintained, at no cost to the County, all approvals, permissions, permits, licenses, and other forms of documentation required for it and its employees to comply with all existing foreign or domestic statutes, ordinances, and regulations, or other laws, that may be applicable to performance of services hereunder. The County reserves the right to reasonably request and review all such applications, permits, and licenses prior to the commencement of any services hereunder.
- 8.3 Equal Opportunity. Contractor shall comply with federal and State equal employment opportunity laws, including, but not limited to, the provisions of Title VII of the Civil Rights Act of 1964 in that it will not discriminate against any individual with respect to his or her compensation, terms, conditions, or privileges of employment nor shall Contractor discriminate in any way that would deprive or intend to deprive any individual of employment opportunities or otherwise adversely affect his or her status as an employee because of such individual's race, color, religion, sex, national origin, age, handicap, medical condition, sexual orientation or marital status.
- 8.4 Affirmative Action. Each Contractor of services and supplies employing fifteen (15) or more full-time permanent employees, shall comply with the Affirmative Action Program for Vendors as set forth in Article IIIk (commencing at section 84) of the San Diego County Administrative Code, which program is incorporated herein by reference. A copy of this Affirmative Action Program will be furnished upon request by COR or from the County of San Diego Internet website (www.sandiegocounty.gov).
- 8.5 Non-Discrimination. Contractor shall ensure that services and facilities are provided without regard to ethnic group identification, race, color, nation origin, creed, religion, age, sex, physical or mental disability, political affiliation or marital status in accordance with applicable laws, including, but not limited to, Title VI of the Civil Rights Act of 1964 (42 U.S.C 2000d), section 162 (a) of the Federal-Aid Highway Act of 1973 (23 U.S.C 324), section 504 of the Rehabilitation Act of 1973, The Civil Rights Restoration Act of 1987 (P.L. 100-209), Executive Order 12898 (February 11, 1994), Executive Order 13166 (August 16, 2000), Title VII of the Civil Rights Act of 1964 (42 U.S.C. 2000-e), the Age Discrimination Act of 1975 (42 U.S.C. 6101), Article 9.5, Chapter 1, Part 1, Division 2, Title 2 (section 11135, et seq.) of the California Government Code, Title 9, Division 4, Chapter 6 (section 10800, et seq.) of the CCR and California Dept of Social Services Manual of Policies and Procedures (CDSS MPP) Division 21.
- 8.6 AIDS Discrimination. Contractor shall not deny any person the full and equal enjoyment of, or impose less advantageous terms, or restrict the availability of, the use of any County facility or participation in any County funded or supported service or program on the grounds that such person has Human Immunodeficiency Virus (HIV) or Acquired Immune Deficiency Syndrome (AIDS) as those terms are defined in Title 3, Division 2, Chapter 8, section 32.803, of the San Diego County Code of Regulatory Ordinances.
- 8.7 American with Disabilities Act (ADA) 1990. Contractor shall not discriminate against qualified people with disabilities in employment, public services, transportation, public accommodations, and telecommunications services in compliance with the Americans with Disabilities Act (ADA), the California Fair Employment and Housing Act (FEHA), and California Administrative Code Title 24.
- 8.8 Political Activities Prohibited. None of the funds, provided directly or indirectly, under this Agreement shall be used for any political activities or to further the election or defeat of any candidate for public office. Contractor shall not utilize or allow its name to be utilized in any endorsement of any candidate for elected office. Neither this Agreement nor any funds provided hereunder shall be utilized in support of any partisan political activities, or activities for or against the election of a candidate for an elected office.
- 8.9 Lobbying. Contractor agrees to comply with the lobbying ordinances of the County and to assure that its officers and employees comply before any appearance before the County Board of Supervisors. Except as required by this Agreement, none of the funds provided under this Agreement shall be used for publicity or propaganda purposes designed to support or defeat any legislation pending before State and federal Legislatures, the Board of Supervisors of the County, or before any other local governmental entity. This provision shall not preclude Contractor from seeking necessary permits, licenses and the like necessary for it to comply with the terms of this Agreement.
- 8.9.1 Byrd Anti-Lobbying Amendment. In accordance with 31 U.S.C. 1352 and related regulations, (a) Contractor certifies, and shall require each lower-tier recipient (as that term is defined in 31 U.S.C. 1352) to certify to the tier above, that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any covered Federal contract, grant or any other award covered by 31 U.S.C. 1352, and (b) Contractor shall disclose, and shall require each lower-tier recipient to disclose to the tier above, any lobbying with non-Federal funds that takes place in connection with obtaining any covered Federal award.

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- 8.10 Religious Activity Prohibited. There shall be no religious worship, instructions or proselytization as part of or in connection with the performance of this Agreement.
- 8.11 Audit Requirement.
- 8.11.1 Contractor shall annually engage a Licensed Certified Public Accountant licensed to perform audits and attests in the State of California to conduct an annual financial audit of the organization. Contractors that expend \$750,000 or more of federal grant funds per year shall also have an audit conducted in compliance with Government Auditing Standards, which includes Single Audit Act Amendments and the Compliance Supplement (2 CFR part 200 App. XI). Contractors that are commercial organizations (for-profit) are required to have a non-federal audit if, during its fiscal year, it expended a total of \$750,000 or more under one or more HHS awards. 45 CFR part 74.26(d) incorporates the threshold and deadlines of the Compliance Supplement but provides for-profit organizations two options regarding the type of audit that will satisfy the audit requirements. Contractor shall include a clause in any agreement entered into with an audit firm, or notify the audit firm in writing prior to the audit firm commencing its work for Contractor, that the audit firm shall, pursuant to 31 U.S.C. 7503, and to the extent otherwise required by law, provide access by the federal government or other legally required entity to the independent auditor's working papers that were part of the independent auditor's audit of Contractor. Contractor shall submit two (2) copies of the annual audit report, the audit performed in accordance with the Compliance Supplement, and the management letter to the County fifteen (15) days after receipt from the independent Certified Public Accountant but no later than nine (9) months after the Contractor's fiscal year end.
- 8.11.2 Contractor shall immediately notify County upon learning that Contractor's independent Certified Public Accountant may or will issue a disclaimer of opinion due to substantial doubt of Contractor's ability to continue as a going concern.
- 8.12 Board of Supervisors' Policies. Contractor represents that it is familiar, and shall use its best efforts to comply, with the following policies of the Board of Supervisors, available on the County of San Diego website.
- 8.12.1 Board Policy B-67, which encourages the County's Contractors to offer products made with recycled materials, reusable products, and products designed to be recycled to the County in response to the County's requirements; and
- 8.12.2 Board Policies B-53 and B-39a, which encourage the participation of small and veteran owned businesses in County procurements; and
- 8.12.3 Zero Tolerance for Fraudulent Conduct in County Services. Contractor shall comply with County of San Diego Board of Supervisors Policy A-120 "Zero Tolerance for Fraudulent Conduct in County Services." There shall be "Zero Tolerance" for fraud committed by contractors in the administration of County programs and the provision of County services. Upon proven instances of fraud committed by contractors in connection with their performance under the Agreement, said contractor shall be subject to corrective action up to and including termination of the Agreement; and
- 8.12.4 Interlocking Directorate. Per Board Policy A-79, if Contractor is a non-profit corporation, Contractor shall not subcontract any work under this Agreement with a related for-profit subcontractor where an interlocking directorate, management, or ownership relationship exists, unless specifically authorized by the Board of Supervisors; and
- 8.12.5 Drug and Alcohol-Free Work Environment. The County of San Diego, in recognition of its responsibility to provide a safe, healthy, and productive work environment and perform services as safely, effectively, and efficiently as possible, has adopted a requirement for a work environment not adversely affected or impaired in any way by the use or presence of alcohol or drugs in Board Policy C-25 County of San Diego Drug and Alcohol Use Policy.
- 8.12.5.1 As a material condition of this Agreement, the Contractor agrees that Contractor and Contractor's employees, while performing services or using County equipment pursuant to Agreement:
- 8.12.5.1.1 Shall not be in any way impaired because of being under the influence of alcohol or a drug.
- 8.12.5.1.2 Shall not possess, consume, or be under the influence of alcohol and/or an illegal drug.
- 8.12.5.1.3 Shall not sell, offer, or provide alcohol or an illegal drug to another person; provided, however, that the foregoing restriction shall not be applicable to a Contractor or Contractor employee who as part of the performance of normal job duties and responsibilities prescribes or administers medically prescribed drugs.
- 8.12.5.2 Contractor shall inform all employees who are performing applicable services of the County's Board Policy C-25 and the above prohibitions.

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- 8.13 Cartwright Act. Following receipt of final payment under the Agreement, Contractor assigns to the County all rights, title, and interest in and to all causes of action it may have under section 4 of the Clayton Act (15 U.S.C. Sec. 15) or under the Cartwright act (Chapter 2) (commencing with section 16700) of Part 2 of Division 7 of the Business and Professions Code), arising from purchases of goods, materials, or services by the Contractor for sale to the County under this Agreement.
- 8.14 Hazardous Materials. Contractor shall comply with all Environmental Laws and all other laws, rules, regulations, and requirements regarding Hazardous Materials, health and safety, notices, and training. Contractor agrees that it will not store any Hazardous Materials at any County facility for periods in excess of ninety (90) days or in violation of the applicable site storage limitations imposed by Environmental Law. Contractor agrees to take, at its expense, all actions necessary to protect third parties, including, without limitation, employees, and agents of the County, from any exposure to Hazardous Materials generated or utilized in its performance under this Agreement. Contractor agrees to report to the appropriate governmental agencies all discharges, releases, and spills of Hazardous Materials that are required to be reported by any Environmental Law and to immediately notify the County of it. Contractor shall not be liable to the County for the County's failure to comply with, or violation of, any Environmental Law. As used in this section, the term "Environmental Laws" means any and all federal, state, or local laws or ordinances, rules, decrees, orders, regulations, or court decisions (including the so-called "common law"), including, but not limited to, the Resource Conservation and Recovery Act, relating to hazardous substances, hazardous materials, hazardous waste, toxic substances, environmental conditions or other similar substances or conditions. As used in this section the term "Hazardous Materials" means any chemical, compound, material, substance or other matter that: (a) is a flammable, explosive, asbestos, radioactive nuclear medicine, vaccine, bacteria, virus, hazardous waste, toxic, overtly injurious or potentially injurious material, whether injurious or potentially injurious by itself or in combination with other materials; (b) is controlled, referred to, designated in or governed by any Environmental Laws; (c) gives rise to any reporting, notice or publication requirements under any Environmental Laws, or (d) is any other material or substance giving rise to any liability, responsibility or duty upon the County or Contractor with respect to any third person under any Environmental Laws.
- 8.15 Clean Air Act and Federal Water Pollution Control Act.
- 8.15.1 Contractor shall comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act, as amended, (42 U.S.C. §§ 7401 et seq.) and the Federal Water Pollution Control Act, as amended, (33 U.S.C. §§ 1251 et seq.). Contractor shall report each violation to the USDA and the appropriate EPA Regional Office as required.
- 8.15.1.1 Contractor agrees to report each violation to the County (and understands and agrees that the County will, in turn, report each violation as required to assure notification to the appropriate federal agency) and the appropriate Environmental Protection Agency Regional Office. Contractor agrees to include this requirement in each subcontract exceeding \$150,000 financed in whole or in part with federal assistance.
- 8.16 Debarment, Exclusion, Suspension, and Ineligibility.
- 8.16.1 Contractor certifies that, to the best of its knowledge, and except as disclosed to County and acknowledged in writing by County prior to the execution of this Agreement, Contractor, its employees, directors, officers, agents, subcontractors, vendors, consultants, and volunteers:
- 8.16.1.1 Are not presently debarred, excluded, suspended, declared ineligible, voluntarily excluded, or proposed for debarment, exclusion, suspension, or ineligibility by any federal, state, or local department or agency; and
- 8.16.1.2 Have not within a 3-year period preceding this Agreement been convicted of, or had a civil or administrative judgment rendered against them for, the commission of fraud or a criminal offense or civil action in connection with obtaining, attempting to obtain, or performing a public (federal, State, or local) transaction; violation of federal or State anti-trust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, receiving stolen property; physical, financial or sexual abuse or misconduct with a patient or client, or medical negligence or malpractice;
- 8.16.1.3 Are not presently indicted or otherwise criminally, civilly, or administratively charged by a government entity (federal, State, or local) with commission of any of the offenses enumerated in the paragraph above; and
- 8.16.1.4 Are not presently the target or subject of any investigation, accusation, or charge related to the conduct of business by any federal, state, or local agency or law enforcement, licensing, certification, labor standards, occupational safety, ethics, or compliance body.
- 8.16.1.5 Are not proposed for debarment by any state, local, or federal department or agency.
- 8.16.1.6 Do not have a judgment rendered against them by a body described in 8.16.1.5 that is unsatisfied.

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- 8.16.1.7 Have not within a three (3) year period preceding this Agreement (i) been found in violation or had a judgment rendered against them resulting from the type of investigation, accusation, or charge described in 8.16.1.5 or (ii) had one or more public transactions (federal, state, or local) terminated for cause or default.
- 8.16.2 Contractor shall have an ongoing duty during the term of this Agreement to disclose to the County any occurrence that would prevent Contractor from making the certifications contained in this section 8.16 on an ongoing basis. Such disclosure shall be made in writing to the COR and the County Office of Ethics and Compliance within five (5) business days of when Contractor discovers or reasonably believes there is a likelihood of such occurrence.
- 8.16.3 Debarment and Suspension.
- 8.16.3.1 This Agreement is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the Contractor is required to verify that none of the Contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).
- 8.16.3.2 The Contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
- 8.16.3.3 This certification is a material representation of fact relied upon by County. If it is later determined that the Contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to County, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.
- 8.17 Display of Fraud Hotline Poster(s). As a material term and condition of this Agreement, Contractor shall:
- 8.17.1 Prominently display in common work areas within all business segments performing work under this Agreement County of San Diego Office of Ethics and Compliance Ethics Hotline posters;
- 8.17.2 Posters may be downloaded from the County Office of Ethics and Compliance website at: <http://www.sandiegocounty.gov/content/sdc/cao/oec.html>. Additionally, if Contractor maintains a company website as a method of providing information to employees, the Contractor shall display an electronic version of the poster(s) at the website;
- 8.17.3 If Contractor has implemented a business ethics and conduct awareness program, including a reporting mechanism, the Contractor need not display the County poster.
- 8.18 False Claims Act Training. Contractor shall, not less than annually, provide training on the Federal False Claims Act (31 USC 3729, et seq. or successor statutes) and State False Claims Act (California Government Code 12650, et seq. or successor statutes) to all employees, directors, officers, agents, Related Subcontractors, or volunteers providing services under this Agreement. Contractor shall maintain verification of this training. Contractor shall retain verifications in accordance with the Agreement requirement for retention of records
- 8.19 Code of Ethics. As a material term and condition of this Agreement, Contractor shall develop and implement a Code of Ethics or similar document and maintain it during the term of this Agreement. Additionally, Contractor shall train all employees and volunteers on the Code of Ethics, and all employees, volunteers, directors, officers, and agents shall certify that they have received training and have been provided an opportunity to ask questions of their employer regarding the Code of Ethics. Contractor shall retain these certifications in accordance with the Agreement's provision regarding retention of records
- 8.20 Compliance Program. Contractors with an agreement that exceeds more than \$250,000 in value annually shall establish, and maintain for the duration of this Agreement, a compliance program that meets the standards of Federal Sentencing Guidelines section 8B2.1 and 42 CFR 438.608, regardless of funding source or services.
- 8.21 Investigations. Unless prohibited by an investigating government authority, Contractor shall cooperate and participate fully in any investigation initiated by County relative to this Agreement. Upon County's request, Contractor shall promptly provide to County any and all documents, including any and all communications or information stored digitally, and make available for interviews any employee(s) of Contractor identified by County. Contractor further agrees to immediately notify County if any employee, director, officer, agent, subcontractor, vendor, consultant, or volunteer of Contractor comes under investigation by any federal, State, or local government entity with law enforcement or oversight authority over the Agreement or its funding for conduct arising out of, or related to, performance under this Agreement.
- Contractor shall promptly make available to County all internal investigative results, findings, conclusions, recommendations, and corrective action plans pertaining to the investigation in its possession as requested by the County, unless otherwise protected by applicable law or privilege.

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8.22 RESERVED.

8.23 Contracting with Small and Minority Businesses, Women's Business Enterprises, and Labor Surplus Area Firms. Contractor shall, in accordance with 2 CFR 200.321 - Contracting with small and minority businesses, women's business enterprises, and labor surplus area firms, take affirmative steps to include minority business, women's business enterprises, and labor surplus area firms by:

8.23.1 Placing qualified small and minority businesses and women's business enterprises on solicitation lists;

8.23.2 Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;

8.23.3 Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;

8.23.4 Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises; and

8.23.5 Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.

8.24 Procurement of Recovered Materials. Contractor shall comply with 2 CFR part 200.323 and shall procure only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000. Contractor certifies that the percentage of recovered materials to be used in the performance of this Agreement will be at least the amount required by applicable specifications or other contractual requirements.

8.24.1 In the performance of this Agreement, the Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired:

8.24.1.1 Competitively within a timeframe providing for compliance with the contract performance schedule;

8.24.1.2 Meeting contract performance requirements; or

8.24.1.3 At a reasonable price.

8.24.2 Information about this requirement, along with the list of EPA-designated items, is available at EPA's Comprehensive Procurement Guidelines web site <https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program>.

8.24.3 Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act, including the following:

8.24.3.1 For contracts over \$100,000 in total value, Contractor shall estimate the percentage of total material utilized for the performance of the Agreement that is recovered materials and shall provide such estimate to County upon request.

8.25 Domestic Preferences. In accordance with 2 CFR part 200.322, as appropriate and to the extent consistent with law, Contractor shall, to the greatest extent practicable, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products).

8.25.1 "Produced in the United States" means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, must occur in the United States.

8.25.2 "Manufactured products" means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.

8.26 Prohibition on Certain Telecommunications and Video Surveillance Services or Equipment. In accordance with 2 CFR part 200.216, Contractor and its subcontractors are prohibited from expending funds under this Agreement to:

8.26.1 Procure or obtain;

8.26.2 Extend or renew a contract to procure or obtain; or

8.26.3 Enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. As described in Public Law 115-232, section 889, covered

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telecommunications equipment is telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).

8.26.3.1 For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities).

8.26.3.2 Telecommunications or video surveillance services provided by such entities or using such equipment.

8.26.3.3 Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country.

8.27 RESERVED.

8.28 FEMA Required Provisions.

8.28.1 Access to Records. The following access to records requirements apply to this Agreement:

8.28.1.1 The Contractor agrees to provide County, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this Agreement for the purposes of making audits, examinations, excerpts, and transcriptions.

8.28.1.2 The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.

8.28.1.3 The Contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the Agreement.

8.28.1.4 In compliance with the Disaster Recovery Act of 2018, the County and the Contractor acknowledge and agree that no language in this Agreement is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

8.28.2 DHS Seal, Logo, and Flags. The Contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre-approval.

8.28.3 Compliance with Federal Law, Regulations, and Executive Orders. This is an acknowledgement that FEMA financial assistance may be used to fund all or a portion of the Agreement. The Contractor will comply with all applicable Federal law, regulations, executive orders, FEMA policies, procedures, and directives.

8.28.4 No Obligation by Federal Government. The Federal Government is not a party to this Agreement and is not subject to any obligations or liabilities to the County, Contractor, or any other party pertaining to any matter resulting from the Agreement.

8.28.5 Program Fraud and False or Fraudulent Statements or Related Acts. The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this Agreement.

ARTICLE 9
CONFLICTS OF INTEREST; CONTRACTOR'S CONDUCT

9.1 Conflicts of Interest. Contractor presently has no interest, including but not limited to other projects or independent agreements, and shall not acquire any such interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Agreement. The Contractor shall not employ any person having any such interest in the performance of this Agreement. Contractor shall not hire County's employees to perform any portion of the work or services provided for herein including secretarial, clerical, and similar incidental services except upon the written approval of County. Without such written approval, performance of services under this Agreement by associates or employees of County shall not relieve Contractor from any responsibility under this Agreement.

9.1.1 California Political Reform Act and Government Code Section 1090 Et Seq. Contractor acknowledges that the California Political Reform Act ("Act"), Government Code section 81000 et seq., provides that Contractors hired by a public agency, such as County, may be deemed to be a "public official" subject to the Act if the Contractor advises

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the agency on decisions or actions to be taken by the agency. The Act requires such public officials to disqualify themselves from participating in any way in such decisions if they have any one of several specified “conflicts of interest” relating to the decision. To the extent the Act applies to Contractor, Contractor shall abide by the Act. In addition, Contractor acknowledges and shall abide by the conflict-of-interest restrictions imposed on public officials by Government Code section 1090 et seq.

9.2 Conduct of Contractor.

- 9.2.1 Contractor shall inform the County of all Contractor’s interests, if any, that are, or that Contractor believes to be, incompatible with any interests of the County.
- 9.2.2 Contractor shall not, under circumstances that might reasonably be interpreted as an attempt to influence the recipient in the conduct of his duties, accept any gratuity or special favor from individuals or organizations with whom the Contractor is doing business or proposing to do business, in accomplishing the work under this Agreement.
- 9.2.3 Contractor shall not use for personal gain or make other improper use of confidential information acquired in connection with this Agreement. In this connection, the term “confidential information” includes, but is not limited to, unpublished information relating to technological and scientific development; medical, personnel, or security records of individuals; anticipated materials requirements or pricing actions; and knowledge of selections of Contractors or subcontractors in advance of official announcement.
- 9.2.4 Contractor, its employees, directors, officers, agents, subcontractors, vendors, consultants, and volunteers shall not offer, directly or indirectly, any unlawful gift, gratuity, favor, entertainment, or other item(s) of monetary value to an employee or official of the County.
- 9.2.5 Referrals. Contractor further covenants that no referrals of clients through Contractor’s intake or referral process shall be made to the private practice of any person(s) employed by the Contractor.

9.3 Prohibited Agreements. As required by section 67 of the San Diego County Administrative Code, Contractor certifies that it is not in violation of the provisions of section 67, and that Contractor is not, and will not subcontract with, any of the following:

- 9.3.1. Persons employed by County or of public agencies for which the Board of Supervisors is the governing body;
- 9.3.2. Profit-making firms or businesses in which employees described in sub-section 9.3.1, above, serve as officers, principals, partners, or major shareholders;
- 9.3.3. Persons who, within the immediately preceding twelve (12) months came within the provisions of the above sub-sections and who (1) were employed in positions of substantial responsibility in the area of service to be performed by the Agreement, or (2) participated in any way in developing the Agreement or its service specifications; and
- 9.3.4. Profit-making firms or businesses, in which the former employees described in sub-section 9.3.3 above, serve as officers, principals, partners, or major shareholders.

9.4 Limitation of Future Agreements or Grants. It is agreed by the parties to the Agreement that Contractor shall be restricted in its future contracting with the County to the manner described below. Except as specifically provided in this section, Contractor shall be free to compete for business on an equal basis with other companies.

- 9.4.1 If Contractor, under the terms of the Agreement, or through the performance of tasks pursuant to this Agreement, is required to develop specifications or statements of work and such specifications or statements of work are to be incorporated into a solicitation, Contractor shall be ineligible to perform the work described within that solicitation as a prime or subcontractor under an ensuing County agreement. It is further agreed, however, that County will not, as additional work, unilaterally require Contractor to prepare such specifications or statements of work under this Agreement.
- 9.4.2 Contractor may not apply for nor accept additional payments for the same services contained in the Statement of Work.

ARTICLE 10
INDEMNITY AND INSURANCE

- 10.1 Indemnity. County shall not be liable for, and Contractor shall defend and indemnify County and the employees and agents of County (collectively “County Parties”), against any and all claims, demands, liability, judgments, awards, fines, mechanics’ liens or other liens, labor disputes, losses, damages, expenses, charges or costs of any kind or character, including attorneys’ fees and court costs (hereinafter collectively referred to as “Claims”), related to this Agreement or the work covered by this Agreement and arising either directly or indirectly from any act, error, omission or negligence of Contractor or its Contractors, licensees, agents, servants or employees, including, without limitation, Claims caused by the sole passive

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negligent act or the concurrent negligent act, error or omission, whether active or passive, of County Parties. Contractor shall have no obligation, however, to defend or indemnify County Parties from a Claim if it is determined by a court of competent jurisdiction that such Claim was caused by the sole negligence or willful misconduct of County Parties.

Without limiting the foregoing, Contractor's defense and indemnity obligations under this section shall specifically apply to any claim, suit, proceeding, demand, liability, loss, damage, or expense (including but not limited to attorneys' fees) arising from or relating to a claim that any work performed pursuant to this Agreement infringes a patent, copyright, moral right, trademark, trade secret, or other intellectual property right of a third party. Without limiting the generality of the foregoing, if any portion of any the same or County's use of the same is, or in Contractor's or County's opinion is likely to be, held to infringe the rights of any third party, Contractor shall at its expense either (i) procure the right for County to use the infringing item free of any liability or expense to County to the full extent contemplated by this Agreement; or (ii) replace it with a non-infringing equivalent reasonably satisfactory to County. Without limiting the County's other rights and Contractor's obligations under this section, County shall have the right to employ counsel at its own expense for, and participate in the defense of, any claim.

- 10.2 Insurance. Contractor shall, at its own cost and expense, obtain and keep in force and effect during the term of this Agreement, including all extensions, the insurance specified in Exhibit B Insurance Requirements. Evidence of insurance and any other documents or notices required to be provided to County pursuant to Exhibit B shall be submitted to the COR or as instructed by the COR. The provisions of section 10.1 are independent of, and shall in no way limit, Contractor's and its insurer's requirements under this section 10.2 and Exhibit B.

ARTICLE 11
AUDIT AND INSPECTION

11.1 Audit and Inspection.

- 11.1.1 Authorized federal, State and County representatives and their designated inspectors shall each have the following rights ("Audit and Inspection"):

11.1.1.1 to monitor, assess, and evaluate Contractor's performance under this Agreement;

11.1.1.2 to conduct audits, inspections, reviews of reports, and interviews of staff and participants involved with the services provided under this Agreement; and

11.1.1.3 to inspect the premises, services, materials, supplies, and equipment furnished or utilized in the performance of this Agreement and the workmanship of the work performed under this Agreement.

- 11.1.2 Contractor shall fully cooperate with any Audit and Inspection. County shall perform Audits and Inspections in a manner so as not to unduly interfere with Contractor's performance.

- 11.1.3 At any time during normal business hours and as often as County may deem necessary, Contractor shall make available to County, State or federal officials for examination all of its records with respect to all matters covered by this Agreement and will permit County, State or federal officials to examine and make excerpts or transcripts from such records, and to make audits of all invoices, materials, payrolls, records of personnel, information regarding clients receiving services, and other data relating to all matters covered by this Agreement.

- 11.1.4 If an audit is conducted, it will be done in accordance with generally accepted government auditing standards as described in "Government Auditing Standards," published for the United States General Accountability Office or the institute of Internal Auditors International Standards for the Professional Practice of Internal Auditing.

11.2 External Audits. Contractor shall provide the following to the COR:

- 11.2.1 a copy of all notifications of audits or pending audits by federal or State representatives regarding contracted services identified in this Agreement within three (3) business days of Contractor receiving notice of the audit.

- 11.2.2 a copy of the draft and final State or federal audit reports within twenty-four (24) hours of receiving them. Contractor shall also provide electronic copies to Agency Contract Support (ACS) at ACS.HHSA@sdcounty.ca.gov.

- 11.2.3 a copy of Contractor's response to the draft and final State or federal audit reports at the same time the response is provided to the State or federal representatives.

- 11.2.4 a copy of all responses made by a federal or State representative to a Contractor's audit response no later than three (3) business days after receiving it, unless prohibited by the government agency conducting the audit. This shall continue until the federal or State auditors have accepted and closed the audit.

- 11.3 Availability of Records. Contractor shall maintain and/or make available within San Diego County accurate books, accounting records, and other records related to Contractor's performance under this Agreement, including all records of

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costs charged to this Agreement during the term of this agreement and for the longer of: (i) a period of five (5) years after the date of final payment under this Agreement, (ii) for records that relate to appeals under Article 15 "Disputes," or litigation or the settlement of claims arising out of the performance of this Agreement, three (3) years after such appeals, litigation, or claims have been disposed of, and (iii) any retention period required by the funding source(s) of this Agreement. Contractor shall provide any requested records to County within two (2) business days of request. Contractor assertions of confidentiality shall not be a bar to full access to the records. County shall keep the materials described above confidential unless otherwise required by law.

11.3.1 Contractor shall maintain, and the records referred to in section 11.3 shall include, records sufficient to establish the reasonableness accuracy, completeness and currency of all cost or pricing data submitted to County in connection with this Agreement, including records of adequate price competition, negotiations, and cost or price analysis.

- 11.4 Outcome-Based Measures. Where outcome-based measures are set forth in the Statement of Work, Contractor shall maintain, and provide to County upon County's request as often as County deems necessary, complete, and accurate data documenting such outcome measures under this Agreement. Such data may include, but is not limited to, statistics on outcomes, rates of success, and completion rate of deliverables.
- 11.5 Full Cost Recovery. Contractor shall reimburse County for all direct and indirect expenditures incurred in conducting an audit, investigation, or inspection when Contractor is subsequently found to have violated terms of this Agreement.
- 11.6 Corrective Actions. If any services performed hereunder are found to have not been in conformity with the specifications and requirements of this Agreement, County shall have the right to (1) require the Contractor to perform the services in conformity with said specifications and requirements at no additional increase in total Agreement amount, (2) require Contractor immediately to take all necessary steps to ensure future performance of the services in conformity with requirements of the Agreement, (3) reduce payment to Contractor in accordance with Article 4, (4) have the services performed, by agreement or otherwise, in conformance with the specifications of this Agreement and recover from Contractor any costs incurred by County that are directly related to the performance of such services, and/or (5) pursue any other rights or remedies available to County under this Agreement.

ARTICLE 12
RECOVERY OF FUNDS

Where Contractor is required to reimburse County under any provision of this Agreement, or where County is otherwise owed funds from Contractor, County may, at its sole discretion and subject to funding source restrictions and State and federal law: (1) withhold such amounts from any amounts due to Contractor pursuant to the payment terms of this Agreement, (2) withhold such amounts from any other amounts due to Contractor from County, and/or (3) require Contractor to make payment to County for the total amount due (or a lesser amount specified by County) within thirty (30) days of request by County. Notwithstanding the foregoing, County may allow Contractor to repay any such amounts owed in installments pursuant to a written repayment plan.

ARTICLE 13
USE OF DOCUMENTS AND REPORTS

- 13.1 Findings Confidential. Any reports, records, data, or other information given to or prepared or assembled by Contractor under this Agreement that the County requests to be kept confidential shall not be made available to any individual or organization by the Contractor without the prior written approval of the County except as may be required by law. Contractor shall not disclose to any individual or organization any reports, records, data, or other information received, prepared, or assembled by Contractor under this Agreement
- 13.2 Ownership, Publication, Reproduction and Use of Material. All reports, studies, information, data, statistics, forms, designs, plans, procedures, systems, and any other material or properties produced under this Agreement shall be the sole and exclusive property of County. No such materials or properties produced in whole or in part under this Agreement shall be subject to private use, copyright, or patent right by Contractor in the United States or in any other country without the express written consent of County. County shall have unrestricted authority to publish, disclose, distribute and otherwise use, copyright or patent, in whole or in part, any such reports, studies, data, statistics, forms or other materials or properties produced under this Agreement.
- 13.3 Confidentiality. Contractor agrees to maintain the confidentiality of and take industry appropriate and legally required measures to prevent the unlawful disclosure of any information that is legally required to be kept confidential. Except as otherwise allowed by local, State, or federal law or regulation and pursuant to this section 13.3, Contractor agrees to only disclose confidential records where the holder of the privilege, whether the County, or a third party, provides written permission authorizing the disclosure.
- 13.4 Public Records Act. The California Public Records Act ("CPRA") requires County to disclose "public records" in its actual or constructive possession unless a statutory exemption applies. This generally includes contracts and related documents. If

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County receives a CPRA request for records relating to the Agreement, County may, at its sole discretion, either determine its response to the request without notifying Contractor or notify Contractor of the request. If County determines its response to the request without notifying Contractor, Contractor shall hold County harmless for such determination. If County notifies Contractor of the request, Contractor may request that County withhold or redact records responsive to the request by submitting to County a written request within five (5) business days after receipt of the County's notice. Contractor's request must identify specific records to be withheld or redacted and applicable exemptions. Upon timely receipt of Contractor's request, County will review the request and at its sole discretion withhold and/or redact the records identified by Contractor. Contractor shall hold County harmless for County's decision whether to withhold and/or redact pursuant to Contractor's written request. Contractor further agrees that its defense and indemnification obligations set forth in section 10.1 of this Agreement extend to any Claim (as defined in section 10.1) against the County Parties (as defined in section 10.1) arising out of County's withholding and/or redacting of records pursuant to Contractor's request. Nothing in this section shall preclude Contractor from bringing a "reverse CPRA action" to prevent disclosure of records. Nothing in this section shall prevent the County or its agents or any other governmental entity from accessing any records for the purpose of audits or program reviews if that access is legally permissible under the applicable local, State, or federal laws or regulations. Similarly, County or its agent or designee may take possession of the record(s) where legally authorized to do so.

- 13.5 Custody of Records. Contractor shall deliver to County or its designee, at County's request, all documentation and data related to Contractor's work under this Agreement, including, but not limited to, County data and client files held by Contractor, at no charge to County. County, at its option, may take custody of Contractor's client records upon Agreement termination, expiration, or at such other time as County may deem necessary. County agrees that such custody will conform to applicable confidentiality provisions of State and federal law and that retained records shall be available to Contractor for examination and inspection in accordance with applicable law. Contractor shall destroy records not turned over to County in accordance with applicable retention requirements and this Agreement. Notwithstanding the foregoing, Contractor may retain one (1) copy of the documentation and data for archival purposes or warranty support, and Contractor may maintain records that it is legally required to maintain.
- 13.6 Reports. Contractor shall submit reports required in Exhibit A and additional reports as may be requested by the COR and agreed to by the Contractor. Format for the content of such reports may be developed by County. The timely submission of these reports is a necessary and material term and condition of this Agreement and Contractor agrees that failure to meet specified deadlines will be sufficient cause to withhold payment. Contractor shall submit to County within thirty (30) days of the termination of this Agreement a report detailing all work done pursuant to this Agreement by Contractor.

ARTICLE 14
INFORMATION PRIVACY AND SECURITY PROVISIONS

- 14.1 Recitals. This Article is intended to protect the privacy and security of County information that Contractor may create, receive, access, store, transmit, and/or destroy under this Agreement. In addition to the below Responsibilities, contractor shall be in compliance with the following rules, regulations, and agreements, as applicable:
- 14.1.1 Health Insurance Portability and Accountability Act, specifically, Public Law 104-191, the Health Information Technology for Economic and Clinical Health Act, Public Law 111-005, 42USC section 17921 et seq., and 45CFR Parts 160 and 164, collectively referred to as "HIPAA;"
- 14.1.2 County agreements with the State of California, collectively referred to as "State Agreements" and posted on the County's [website](#), including:
- 14.1.2.1 For Eligibility Operations contracts, the Medi-Cal Eligibility Data System Privacy and Security Agreement Between the California Department of Social Services and the County;
- 14.1.2.2 For Mental Health contracts, the Medi-Cal Behavioral Health Services Performance Agreement between the California Department of Health Care Services (DHCS) and the County;
- 14.1.2.3 For Substance Use Disorder contracts, the San Diego County Alcohol and Drug Program Administrator Agreement between DHCS and the County;
- 14.1.2.4 For Aging and Independence Services contracts, the Standard Agreement between the County and the California Department of Aging;
- 14.1.2.5 For Whole Person Wellness contracts, the Agreement for Whole Person Care Pilot Program for San Diego County with DHCS; and
- 14.1.2.6 For Public Health Services contracts, the Standard Agreement between the County and the California Department of Public Health.
- 14.1.3 Title 42 Code of Federal Regulations, Chapter 1, Subchapter A, Part 2.

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- 14.2 Definitions. Terms used, but not otherwise defined, in this Article shall have the same meaning as defined by HIPAA.
- 14.2.1 “Breach” of Protected Health Information (PHI) shall have the same meaning given to the term “breach” under HIPAA and “breach” of Personal Information (PI)/Personally Identifiable Information (PII) shall have the same meaning as given to it under the State Agreements.
- 14.2.2 “Business Associate,” when applicable, shall mean the Contractor.
- 14.2.3 “County PHI” shall have the same meaning as PHI under HIPAA, specific to PHI under this Agreement.
- 14.2.4 “County PI/PII” shall have the same meaning as PI/PII under the State Agreements, specific to PI/PII under this Agreement.
- 14.2.5 “Covered Entity,” when applicable, shall mean the County.
- 14.2.6 “Security incident” shall have the same meaning as defined by the State Agreements.
- 14.3 Responsibilities of Contractor.
- 14.3.1 Use and Disclosure of County PHI/PI/PII. Contractor shall use the minimum County PHI/PI/PII required to accomplish the requirements of this Agreement or as required by Law. Contractor may not use or disclose County PHI/PI/PII in a manner that would violate HIPAA or the State Agreements if done by the County.
- 14.3.2 Safeguards. Contractor shall ensure sufficient administrative, physical, and technical controls are in place to prevent use or disclosure of County PHI/PI/PII
- 14.3.3 Mitigation. Contractor shall mitigate, to the extent practicable, any harmful effects caused by violation of the requirements of this Article, as directed by the County.
- 14.3.4 Subcontractors. Contractor shall ensure that any agent, including a subcontractor, to whom it provides County PHI/PI/PII, imposes the same conditions on such agents that apply to Contractor under this Article.
- 14.3.5 Cooperation with County.
- 14.3.5.1 Contractor shall provide access to County PHI/PI/PII, as well as internal practices and records related to County PHI/PI/PII, at the written request of County within ten (10) calendar days.
- 14.3.5.2 Contractor will assist County regarding individual’s access, copy, amendment, accounting of disclosure, and other such requests for County PHI/PI/PII in the time and manner designated by County.
- 14.3.6 Breach Reporting. Contractor shall report breaches and suspected security incidents to County, to include:
- 14.3.6.1 Initial Report.
- 14.3.6.1.1 Contractor shall email County Contracting Officer’s Representative (COR) and HHS Privacy Officer immediately upon the discovery of a suspected security incident that involves data provided to County by the Social Security Administration, as per the State Agreements.
- 14.3.6.1.2 Contractor shall email COR and HHS Privacy Officer immediately of breaches and suspected privacy incidents involving 500 or more individuals.
- 14.3.6.1.3 Contractor shall additionally submit an online County “Privacy Incident Report” through the online portal within one (1) business day for all breaches and suspected security incidents.
- 14.3.6.2 Investigation Report. Contractor shall immediately investigate such suspected security incident or breach and provide the County a complete report of the investigation within seven (7) working days using County’s “Privacy Incident Report” online form.
- 14.3.6.3 Notification. Contractor will comply with County’s request to notify individuals and/or media and shall pay any costs of such notifications, as well as any costs associated with the breach. County shall approve the time, manner and content of any such notifications before notifications are made.
- 14.3.7 Designation of Individuals. Contractor shall designate a Privacy Official and a Security Official to oversee its privacy and security requirements herein.
- 14.3.8 Termination. Upon termination of the Agreement for any reason, Contractor shall return or destroy all County PHI/PII/PI, except County PHI/PII/PI necessary for Contractor to continue its proper management and administration or to carry out its legal responsibilities, as mutually agreed upon by the Parties. If the Parties mutually agree that return or destruction of County PHI/PII/PI is infeasible, Contractor shall extend the protections of this Article to such County PHI/PII/PI for so long as Contractor maintains such County PHI/PII/PI.

ARTICLE 15
DISPUTES

Notwithstanding any provision of this Agreement to the contrary, the Contracting Officer shall decide any dispute concerning a question of fact arising out of this Agreement that is not otherwise disposed of by the parties within a reasonable period of time. The decision of the Contracting Officer shall be final and conclusive unless determined by a court of competent jurisdiction to have been fraudulent, capricious, arbitrary, or so grossly erroneous as necessarily to imply bad faith. Contractor shall proceed diligently with its performance hereunder pending resolution by the Contracting Officer of any such dispute. Nothing herein shall be construed

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as granting the Contracting Officer or any other administrative official, representative or board authority to decide questions of law, or issues regarding the medical necessity of treatment or to pre-empt any medical practitioners' judgment regarding the medical necessity of treatment of patients in their care. The foregoing does not change the County's ability to refuse to pay for services rendered if County disputes the medical necessity of care.

ARTICLE 16
GENERAL PROVISIONS

- 16.1 Change of Control. Contractor shall notify County in writing of any change in majority ownership of Contractor (or all or substantially all of Contractor's assets) through a transaction or series of transactions including, without limitation, an acquisition, sale, reorganization, merger, or consolidation ("Change of Control") at least one hundred eighty (180) days prior to the effective date of a Change of Control or as soon as practicable thereafter if notice cannot legally be provided to County within such timeframe.
- 16.1.1 Without limiting any other rights or remedies of County, in the event of a pending or actual Change of Control, County may terminate this Agreement in accordance with section 7.5, Termination for Convenience, except that Contractor shall not be entitled to costs of termination set forth in section 7.5.2.
- 16.2 Assignment and Delegation. Contractor shall not assign any of its rights or delegate any of its obligations hereunder without the prior written consent of County, which shall not be unreasonably withheld; provided, however, that Contractor may assign or delegate its rights or obligations under this Agreement to the entity becoming a majority owner of Contractor's assets during a Change of Control, provided that notice is given in accordance with section 16.1 above. Any purported assignment or delegation in violation of this section shall be null and void
- 16.3 Entire Agreement. This Agreement, together with all Exhibits attached hereto and other agreements expressly referred to herein, constitute the entire agreement between the parties with respect to the subject matter contained herein. All prior or contemporaneous agreements, understandings, representations, warranties, and statements, oral or written, including any proposals from Contractor and requests for proposals from County, are superseded.
- 16.4 Remedies Not Exclusive. The rights and remedies of County provided in this Agreement shall not be exclusive and are in addition to any other rights and remedies provided by law, equity, or under resulting order.
- 16.5 Sections and Exhibits. All recitals, sections, and exhibits referred to in this Agreement are incorporated herein by reference.
- 16.6 Further Assurances. Parties agree to perform such further acts and to execute and deliver such additional documents and instruments as may be reasonably required in order to carry out the provisions of this Agreement and the intentions of the parties.
- 16.7 Governing Law. This Agreement shall be governed, interpreted, construed, and enforced in accordance with the laws of the State of California.
- 16.8 Headings. The article and section headings used in this Agreement are inserted for convenience of reference only and are not intended to define, limit, or affect the construction or interpretation of any term or provision hereof.
- 16.9 Neither Party Considered Drafter. Despite the possibility that one party may have prepared the initial draft of this Agreement or played the greater role in the physical preparation of subsequent drafts, neither party shall be deemed the drafter of this Agreement and that, in construing this Agreement in case of any claim that any provision hereof may be ambiguous, no such provision shall be construed in favor of one party on the ground that such provision was drafted by the other.
- 16.10 No Other Inducement. The making, execution, and delivery of this Agreement by the parties hereto has been induced by no representations, statements, warranties, or agreements other than those expressed herein.
- 16.11 Notices. Notice to either party shall be in writing and personally delivered; sent by certified mail, postage prepaid, return receipt requested; or emailed to the County's or Contractor's designated representative (or such party's authorized representative). Any such notice shall be deemed received by the party (or such party's authorized representative) on the earliest of the date of personal delivery, three (3) business days after deposit in the U.S. Mail, or upon sending of an email from which an acknowledgement of receipt has been received other than an out of office, unavailable, or undeliverable reply.
- 16.12 Severability. If any term, provision, covenant, or condition of this Agreement is held to be invalid, void or otherwise unenforceable, to any extent, by any court of competent jurisdiction, the remainder of this Agreement shall not be affected thereby, and each term, provision, covenant, or condition of this Agreement shall be valid and enforceable to the fullest extent permitted by law.
- 16.13 Successors. Subject to the limitations set forth in sections 16.1 and 16.2 above, all terms of this Agreement shall be binding upon, inure to the benefit of, and be enforceable by the parties hereto and their respective heirs, legal representatives, successors, and assigns.

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- 16.14 Time. Time is of the essence for each provision of this Agreement.
- 16.15 Time Period Computation. All periods of time referred to in this Agreement shall be calendar days, unless the period of time specifies business days. Calendar days shall include all days of the week, including holidays. Business days shall be Monday through Friday, excluding County observed holidays.
- 16.16 Waiver. The waiver by one party of the performance of any term, provision, covenant, or condition shall not invalidate this Agreement, nor shall it be considered as a waiver by such party of any other term, provision, covenant, or condition. Delay by any party in pursuing any remedy or in insisting upon full performance for any breach or failure of any term, provision, covenant, or condition shall not prevent such party from later pursuing remedies or insisting upon full performance for the same or any similar breach or failure.
- 16.17 Third Party Beneficiaries Excluded. This Agreement is intended solely for the benefit of the County and its Contractor. Any benefit to any third party is incidental and does not confer on any third party to this Agreement any rights whatsoever regarding the performance of this Agreement. Any attempt to enforce provisions of this Agreement by third parties is specifically prohibited.
- 16.18 Publicity Announcements and Materials. All public announcements, including those issued on Contractor letterhead, and materials distributed to the community shall identify the County of San Diego as the funding source for contracted programs identified in this Agreement. Copies of publicity materials related to contracted programs identified in this Agreement shall be filed with the COR. County shall be advised at least twenty-four (24) hours in advance of all locally generated press releases and media events regarding contracted services identified in this Agreement. Alcohol and Drug Prevention Services Contractors shall notify COR or designee at least five (5) business days in advance of all Contractor generated media releases and media events regarding contracted services identified in this Agreement.
- 16.19 Critical Incidents. Contractor shall have written plans or protocols and provide employee training for handling critical incidents involving: external or internal instances of violence or threat of violence directed toward staff or clients; loss, theft or unlawful accessing of confidential client, patient or facility resident Personal Information (PI), Personally Identifiable Information (PII) and/or Personal Health Information (PHI); fraud, waste and/or abuse of Agreement funds; unethical conduct; or violation of any portion of San Diego County Board of Supervisors Policy C-25 "Drug and Alcohol Use Policy" while performing under this Agreement. Contractor shall report all such incidents to the COR within one business day of their occurrence. However, if this Agreement includes Article 14, Contractor must adhere to the timelines and processes contained in Article 14.
- 16.20 Responsiveness to Community Concerns. Contractor shall notify County within one business day of receipt of any material complaints submitted to Contractor orally or in writing related to Contractor's performance of work under this Agreement ("Complaints"), unless prohibited by applicable State, federal, or local law. Complaints include, but are not limited to, issues of abuse or quality of care, or issues regarding a program or facility applicable to this Agreement. Contractor shall take appropriate steps to acknowledge receipt of Complaint(s) from individuals or organizations and to address or resolve all Complaints. Contractor shall promptly notify the County of the status and disposition of all complaints and provide additional information or documentation upon request. Nothing in this provision shall be interpreted to preclude Contractor from engaging in any legally authorized use of its facility, property, or business as approved, permitted or licensed by the applicable authority.
- 16.21 Criminal Background Check Requirements. Contractor shall ensure that criminal background checks are required and completed prior to employment or placement of any employee, director, officer, agent, subcontractor, consultant, or volunteer who will be providing any services, accessing County or client data, or receiving compensation under this Agreement. Background checks shall be in compliance with any licensing, certification, funding, or Agreement requirements, including the Statement of Work, which may be higher than the minimum standards described herein. Furthermore, for any individuals identified above who will be assigned to sensitive positions funded by this Agreement, background checks shall be in compliance with Board of Supervisors Policy C-28, available on the County of San Diego website. Sensitive positions are those that: (1) physically supervise minors or vulnerable adults; (2) have unsupervised physical contact with minors or vulnerable adults; and/or (3) have a fiduciary responsibility to any County client, or direct access to, or control over, bank accounts or accounts with financial institutions of any client. If this Agreement includes Article 14, Contractor must also adhere to requirements contained in Article 14.

Contractor shall have a documented process for reviewing the information and determine if criminal history demonstrates behavior that could create an increased risk of harm to clients or risk to services to be performed under Agreement. Contractor shall document review of criminal background findings and consideration of criminal history in the selection of such persons listed above in this section.

- 16.21.1 Contractor shall utilize a subsequent arrest notification service or perform a criminal background check annually during the term of this Agreement for any employee, director, officer, agent, subcontractor, consultant, or volunteer

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who will be providing any services under this Agreement. Contractor shall keep the documentation of their review and consideration of the individual's criminal history on file in accordance with paragraph 11.3 "Availability of Records."

16.21.2 Definitions

16.21.2.1 Minor: Individuals under the age of eighteen (18) years old.

16.21.2.2 Vulnerable Adult: (1) Individuals age eighteen (18) years or older, who require assistance with activities of daily living and who may be put at risk of abuse during service provision; (2) Individuals age eighteen (18) years or older who have a permanent or temporary limited physical and/or mental capacity that may put them at risk of abuse during service provision because it renders them: unable to make decisions for themselves, unable to physically defend themselves, or unaware of physical abuse or other harm that could be perpetrated against them. Activities of daily living are defined as the basic tasks of everyday life, such as eating, bathing, dressing, toileting, and transferring.

16.21.2.3 Volunteer: A person who performs a service willingly and without pay.

16.22 Survival. The provisions of this Agreement necessary to carry out the intention of the parties as expressed herein shall survive the termination or expiration of this Agreement. Without limiting the foregoing, the following sections and articles of this Agreement shall survive the expiration or earlier termination of this Agreement: sections 8.1, 8.21, 10.1, 16.4, 16.7, and Articles 3, 4, 7, 11, 12, and 13.

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SIGNATURE PAGE

AGREEMENT TERM. The initial term of this Agreement shall begin on March 1, 2026, and end on June 30, 2027, for an Agreement period of eighteen (18) months ("Initial Term").

OPTION TO EXTEND. The County shall have the option to extend the term of this Agreement for four (4) increments of one (1) year(s) (each an "Option Period"), for a total of four (4) years beyond the expiration of the Initial Term, not to exceed June 30, 2031. This option shall be automatically exercised unless County notifies Contractor in writing not less than thirty (30) days prior to an Option Period that the County does not intend to extend the Agreement.

Options to Extend for One to Six Additional Months at End of Agreement. County shall also have the option to extend the term of this Agreement, in one or more increments, for a total of no less than one (1) and no more than six (6) calendar months ("Incremental Options"). The County may exercise each Incremental Option by providing written notice to Contractor no fewer than fifteen (15) calendar days prior to expiration of this Agreement. The rates in effect at the time an Incremental Option is exercised shall apply during the term of the Incremental Option.

COMPENSATION: Pursuant to Exhibit C, Article 4, and other applicable provisions of this Agreement, County agrees to pay Contractor a sum not to exceed eight million five hundred sixty-five thousand fifty-six dollars (\$8,565,056.00) ("Maximum Agreement Amount"). Furthermore, compensation for the Initial Term and any Option Periods shall not exceed the amounts shown for the Initial Term or that Option Period shown in Exhibit C.

COR. The County designates the following individual as the Contracting Officer's Representative ("COR")

Juanita Garcia, Administrative Analyst II
9655 Granite Ridge Drive, Suite 120
San Diego, CA 92123
(858) 285-7712 Juanita.Garcia@sdcounty.ca.gov

CONTRACTOR'S REPRESENTATIVE. Contractor designates the following individual as the Contractor's Representative.

Joseph Buehrle, Chief Executive Officer
5005 Texas Street, Suite 203
San Diego, CA 92108
(619) 692-0727 jbuehrle@home-start.org

IN WITNESS WHEREOF, County and Contractor execute this Agreement effective as of the date of the last signature below. The person(s) signing this Agreement for Contractor represent(s) and warrant(s) that they are duly authorized to bind Contractor and have the legal capacity to execute and deliver this Agreement.

CONTRACTOR:

By: Joe Buehrle
Joe Buehrle (Feb 25, 2026 14:33:25 PST)
Name: Joe Buehrle
Title: Chief Executive Officer
Email: jbuehrle@home-start.org
Date: Feb 25, 2026

COUNTY OF SAN DIEGO:

ALLEN HUNSBERGER, Director
Department of Purchasing and Contracting

By: Richard McCarvell
Richard McCarvell (Mar 10, 2026 13:51:24 PDT)
Name: Richard McCarvell
Title: Chief, Departmental Operations
Date: Mar 10, 2026

By electronically signing this document, all parties accept the use of electronic signatures.

Adobe Acrobat Sign Transaction Number: CBJCHBCAABAht9J9ChNgBiQ1hyflINW8HQqJF07ZnTuY

Approved as to form and legality
County Counsel

By: Matthew Patrick O'Sullivan

Name: Matthew O'Sullivan

Title: Supervising Deputy County Counsel

Date: Feb 25, 2026

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EXHIBIT A – STATEMENT OF WORK

1. Scope of Work/Purpose

Contractor shall provide home visitation services, delivered by paraprofessionals, to the identified focused populations. The evidence-based model to be utilized in the delivery of home visiting services shall be Healthy Families America (HFA). All program staff shall receive intensive training to understand the essential components of family assessment, home visitation, and supervision per HFA Best Practice Standards. The HFA model shall be delivered according to model fidelity. Using a transdisciplinary strategy, the program will promote improved maternal and child health, caregiver mental health, provide family strengthening and support, promote nurturing parent-child interactions, and foster early childhood development. By building trusting relationships between provider and family, our community benefits from home visiting services which enhance the quality of life and increases the well-being of children and their families.

Contractor shall be responsible for the start-up, implementation, maintenance, and evaluation of the paraprofessional case management activities within the Family Home Visiting Support Services (FHVSS) program working with the Countywide Coordinator (American Academy of Pediatrics California Chapter 3) and respective County of San Diego staff assigned to support a centralized intake system. The Countywide Coordinator (American Academy of Pediatrics Ca-3 Chapter) will oversee implementation of home visiting services provided through the direct service providers. The Countywide Coordinator will serve as a central resource to facilitate and oversee training, evaluation, capacity building activities, and HFA accreditation. In addition, the Countywide Coordinator (American Academy of Pediatrics California Chapter 3) will oversee policy, quality assurance, quality improvement and technical assistance. The Countywide Coordinator (American Academy of Pediatrics California Chapter 3) will be responsible for ensuring that the FHVSS providers coordinate with other entities in the county that provide similar services to the focus population to prevent service gaps and avoid duplication of effort.

Contractor shall coordinate service delivery with County Public Health Nurses, ensuring that their expertise is leveraged for delivering clinical nursing services to families enrolled in the FHVSS program.

2. Background Information

The County of San Diego Health and Human Services Agency (HHSA) has delivered an evidence-based home visiting program since 1999. In addition to the program operated by Medical Care Services (MCS), First 5 Commission of San Diego (First 5) has also operated a home visitation program since 2013 using the HFA model administered through contracted service providers employing paraprofessional staff. Currently, both First 5 and MCS are administering the HFA model.

Based on a business re-engineering process, which examined HHSA home visiting efforts, recommendations to streamline the process and maximize the impacts of the programming resulted in the development of a new transdisciplinary approach.

On April 22, 2025, Minute Order No. 4, the San Diego County Board of Supervisors authorized the Director, Department of Purchasing and Contracting to issue a competitive solicitation for the FHVSS program, following this new approach.

The FHVSS program will use this new transdisciplinary team approach, which involves integrating knowledge and perspectives from multiple disciplines. Transdisciplinary work involves a co-equal partnership, in which the Contractor and Public Health Nursing (PHN) staff collectively define and develop a conceptual understanding of the family's needs. HHSA PHN staff will focus on child and family health needs and will determine the nurse visiting frequency and content based on the client's clinical/health needs. Transdisciplinary service is defined as sharing roles across disciplinary boundaries to maximize communication, interaction and cooperation. A transdisciplinary team is committed to teaching, learning, and working collectively to implement coordinated services. Transdisciplinary work is the integrative process where team members work collaboratively and extend discipline-specific perspectives, knowledge, and skills to produce innovative solutions.

2.1. A Trauma-Informed System: The County of San Diego Health and Human Services Agency (HHSA) is committed to becoming a Trauma-Informed System as part of its effort to build a better service delivery system. All programs operated and supported by HHSA shall be part of a Trauma-Informed System, which includes providing trauma-informed services and maintaining a trauma-informed workforce. It is an approach for engaging individuals – staff, clients, partners, and the community – and recognizing that trauma and chronic stress influence coping strategies and behavior. Trauma-informed systems and services minimize the risk of re-traumatizing individuals and/or families, and promote safety, self-care, and resiliency.

2.1.1. Trauma-Informed Principles include:

- Understanding trauma and its impact to individuals;
- Promoting safety;
- Awareness of cultural, historical, disability, and gender issues, and ensuring competence and responsiveness;

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- Supporting consumer empowerment, control, choice, and independence;
- Sharing power and governance (e.g., including clients and staff at all levels in the development and review of policies and procedures);
- Demonstrating trustworthiness and transparency;
- Integrating services along the continuum of care;
- Believing that establishing safe, authentic, and positive relationships can be healing;
- Understanding that wellness is possible for everyone.

- 2.2. **The Family First Prevention Services Act (FFPSA)** was signed into law on February 9, 2018. The FFPSA changed the landscape of the Social Security Act Title IV-E funding distribution, which historically funded child welfare services and juvenile probation for placement of youth in care for families who met the Aid to Families with Dependent Children income criteria.

The revised FFPSA funding distribution now allows jurisdictions to provide more services to families in need. Eligible services include those focused on substance use disorders, mental health, in-home parenting, and kinship navigation. Services can be provided for up to 12 months with the potential to extend for additional 12-month periods, including contiguous 12-month periods, on a case-by-case basis. Children, youth, parents and both related and non-related extended family members who have guardianship or custody of the children are all eligible. FFPSA was launched in the County of San Diego through a collaboration of Child Welfare Services, Juvenile Probation and Behavioral Health Services. Healthy Families America is a FFPSA allowable service and intended to serve the Community Pathway population as well as populations known to CFWB.

- 2.3. **Live Well San Diego Vision:** The County of San Diego, Health and Human Services Agency (HHS), supports the *Live Well San Diego* vision of Building Better Health, Living Safely, and Thriving. *Live Well San Diego*, developed by the County of San Diego, is a comprehensive, innovative regional vision that combines the efforts of partners inside and outside County government to help all residents be healthy, safe, and thriving. All HHS partners and contractors, to the extent feasible, are expected to advance this vision. Building Better Health focuses on improving the health of residents and supporting healthy choices. Living Safely seeks to ensure residents are protected from crime and abuse, neighborhoods are safe, and communities are resilient to disasters and emergencies. Thriving focuses on promoting a region in which residents can enjoy the highest quality of life. Information about *Live Well San Diego* can be found on its website dedicated to the vision:

<http://www.LiveWellSD.org>

While not specifically a party to the County's overall efforts or initiatives, as outlined above, Contractor supports the goals of the County and its broad public health interests as described.

3. **Definitions**

- 3.1. Child and Family Well Being Department (CFWB): The Child and Family Well Being Department serves families in need of prevention services and foster care. The Office of Child and Family Strengthening is within the CFWB Department and serves as the centralized administrator and intake of Home Visiting.
- 3.2. CalWORKs beneficiary:
- 3.2.1. The individual is pregnant, or the individual is a parent or caretaker relative of a child less than 24 months of age at the time the individual enrolls in the program; and
 - 3.2.2. A member of the CalWORKs Assistance Unit; or
 - 3.2.3. The parent or caretaker relative of a child-only case; or
 - 3.2.4. A pregnant individual who has applied for CalWORKs aid within 60 calendar days prior to reaching the second trimester of pregnancy and would be eligible for CalWORKs aid, other than not having reached the second trimester of pregnancy; or
 - 3.2.5. An individual who is "apparently eligible" for CalWORKs aid, including:
 - 3.2.5.1. Families that have a child(ren) in the home who has been deprived of parental support or care because of the absence, disability or death of either parent.
 - 3.2.5.2. Families with a child(ren) when both parents are in the home, but the principal earner is unemployed.
 - 3.2.5.3. Relative caregivers of a foster child(ren).

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EXHIBIT A – STATEMENT OF WORK

“Apparent Eligibility” means that the information provided on the Statement of Facts and information otherwise available to the county indicates that the applicant would be eligible for aid if the information on the Statement of Facts were verified.

- 3.3. Family First Prevention Services Act (FFPSA): Federal 2018 legislation that permits evidence-based services to support families from entering foster care by funding evidence-based services that are well supported in reducing child maltreatment and foster care experiences. Provides opportunities for jurisdictions to establish a Community Pathway with a no wrong door approach. HFA is identified as the evidence-based home visiting services for FFPSA eligible families in San Diego.
- 3.4. Family Connection Hub – The Family Connection Hub operates as San Diego’s Community Pathway to provide an array of local and evidence-based practices for families in need. The Family Connection Hub is responsible for ensuring a prevention-focused infrastructure to keep children safely at home using service navigation to support upstream efforts with families.
- 3.5. Healthy Families America (HFA) – Healthy Families America is the signature home visiting program of Prevent Child Abuse America, aimed at promoting healthy child development and strengthening families.
- 3.6. Low income:
 - 3.6.1. Household income is less than 200% of the Federal Poverty Level.

4. Goals and Outcomes

- 4.1. Contractor shall work in conjunction with HHSA PHN and CFWB staff to ensure families participating in services receive timely home visitation services to promote improved child and maternal health, caregiver mental health, family strengthening and support, promoting positive parent-child interactions, and fostering healthy early childhood development.
- 4.2. Contractor shall provide services that are culturally competent by employing staff and materials that reflect the cultural, linguistic, geographic, racial, and ethnic diversity of the population served.
- 4.3. Contractor shall employ strategies to measure the program's results and effectiveness and its impact on the focused home visitation population as it relates to desired program outcomes, including reducing child maltreatment and preventing the entry of foster care.

5. Focus Population

- 5.1. The focus population, as noted below, are those who are not receiving similar home visiting services through other programs. Once a family is enrolled, home visiting services may be offered for three (3) years after the child’s birth. If not enrolled prenatally, services may be offered for three (3) years after enrollment.
 - 5.1.1. Pregnant and parenting teens
 - 5.1.2. Pregnant and parenting youth in foster care
 - 5.1.3. Military families (including active duty, reserve or veteran)
 - 5.1.4. Immigrant and refugee families
 - 5.1.5. Income-eligible pregnant or postpartum women/families
 - 5.1.6. Medically complex mother or child (including but not limited to: history of or current substance abuse, history of or current domestic violence, history of or current mental health concerns)
 - 5.1.7. CalWORKs beneficiaries
 - 5.1.8. Family First Prevention Services Act (FFPSA) eligible families as determined by CFWB. These are families who are at risk for child maltreatment or at risk of foster care entry.
 - 5.1.9. Families identified by CFWB
- 5.2. Regions
 - 5.2.1. Lot 1: North Region
 - 5.2.1.1. North Inland
 - 5.2.1.2. North Coastal
 - 5.2.2. Lot 2: Central Region
 - 5.2.2.1. Central
 - 5.2.2.2. North Central
 - 5.2.3. Lot 3: South Region
 - 5.2.4. Lot 4: East Region
- 5.3. Services shall be located in all six (6) of the HHSA service regions. The table below contains a listing of zip codes for the HHSA Regions.

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San Diego County Geographic Zip Code and HHSA Regional Boundaries
(Only current geographic zip codes-historical and P.O. Box zip codes not included)

Central	East	North Central	North Coastal	North Inland	South
92101	91901	92037	92007	92003	91902
92102	91905	92093	92008	92004	91910
92103	91906	92106	92009	92025	91911
92104	91916	92107	92010	92026	91913
92105	91917	92108	92011	92027	91914
92113	91931	92109	92014	92028	91915
92114	91934	92110	92024	92029	91932
92115	91935	92111	92054	92036	91950
92116	91941	92117	92055	92059	92118
92134	91942	92119	92056	92060	92135
92136	91945	92120	92057	92061	92154
92139	91948	92121	92067	92064	92155
92182	91962	92122	92075	92065	92173
	91963	92123	92081	92066	
	91977	92124	92083	92069	
	91978	92126	92084	92070	
	91980	92130	92091	92078	
	92019	92131	92672	92082	
	92020	92140		92086	
	92021	92145		92096	
	92040	92161		92127	
	92071			92128	
				92129	
				92259	
				92536	

6. General Requirements for Service Delivery

All requirements shall adhere to HFA best practice standards to maintain fidelity to the HFA model ([HFA Accreditation](#)).

Contractor shall:

- 6.1. Maintain HFA accreditation.
- 6.2. Work with the Countywide Coordinator, the American Academy of Pediatrics California Chapter 3 (AAPCA3) and CFWB in the start-up, implementation, ongoing service delivery, quality improvement and evaluation of the home visitation services.
- 6.3. Ensure services are provided in partnership with PHN staff and/or other partners as identified.
- 6.4. Coordinate service delivery with the County's PHN, ensuring that their expertise is leveraged for delivering clinical nursing services to families.
- 6.5. Ensure staff essential to service delivery shall complete the required level of training and certification as determined by the Countywide Coordinator (American Academy of Pediatrics Ca-3 Chapter) and HHSA. The [American Academy of Pediatrics California Chapter 3](#) operates as the Countywide Coordinator.
- 6.6. Provide staff training on safety measures, mandated child abuse reporting, and any other relevant items as part of orientation before staff begin conducting home visits.
- 6.7. Work with the Countywide Coordinator (American Academy of Pediatrics Ca-3 Chapter) and HHSA to ensure that all required data collection and evaluation reporting is completed in a timely and efficient manner, within 5 business days upon request by the COR. Data collection requirements will be provided to the Contractor upon receipt of contract.
- 6.8. Attend required meetings with Countywide Coordinator (American Academy of Pediatrics Ca-3 Chapter), including Supervisor Workgroup, Program Manager Workgroup, technical assistance meetings, and others as requested by the county.
- 6.9. Attend required pre- and post-visit huddles along with PHN staff.
- 6.10. Obtain pre-approval for outreach and marketing materials.
- 6.11. Ensure home visiting services are staffed appropriately with HFA compliant caseloads to ensure that home visitors have adequate time with each family to meet their unique and varying needs and to plan for future activities. This may vary per

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the target population being served.

- 6.11.1. Notification of Key Personnel Changes. Contractor shall notify the Contracting Officer Representative (COR) (or designee) in writing within seventy-two (72) hours of a change of key personnel funded under this Agreement. Key personnel include personnel who provide direct services, management oversight, or any combination of these duties. The notification will include a plan to ensure services continue with minimal impact.
 - 6.12. Contractor shall work with Countywide Coordinator (American Academy of Pediatrics Ca-3 Chapter) and HHSA to ensure effective linkages and coordination with other key initiatives, systems and programs as identified by the COR, including but not limited to: California Advancing and Innovating Medi-Cal (Enhanced Care Management), Black Infant Health Program, Community Services for Families, Tribal Families, Behavioral Health Services, Maternal Mental Health Program, Maternal Child Health, and Family First Prevention Services Act prevention services.
 - 6.13. Contractor shall consider actions to support or achieve sustainable travel.
 - 6.13.1. Contractor shall provide reporting that addresses sustainability, including but not limited to energy used, number of EV vehicles utilized, carbon emissions savings, etc.
 - 6.13.2. Duty of care should also include inclusivity safety concerns.
 - 6.14. Offeror shall have use of an accounting system for segregating, supporting, controlling and accounting of all funds, property, expenses, revenues, and assets for each County of San Diego agreement, distinct from other provider activities. Offeror shall have the ability to provide assurance that the system is in accordance with generally accepted accounting principles and federal Office of Management and Budget (OMB) Circulars, located within the applicable Code of Federal Regulations. The Offeror shall describe how the proposed system will be used for this program. Accounting systems are subject to the County's review and approval prior to the agreement award. No cost reimbursement agreement will be awarded to any Offeror who does not have an acceptable accounting system.
7. **Specific Requirements for Service Delivery**
- 7.1. Contractor shall adhere to the critical elements required for [HFA accreditation](#), as well as HHSA requirements as outlined below:
 - 7.1.1. Home Visiting Service Referrals and Intake: CFWB shall serve as the HHSA centralized intake for home visiting in San Diego County to operationalize the No Wrong Door approach and determine the appropriate funding source for services to be administered.
 - 7.1.1.1. COR shall coordinate intake activities with the contractor.
 - 7.1.1.2. All HFA referrals to the home visiting service programs shall be received by CFWB to determine program eligibility and initiate program intake. CFWB shall coordinate this process with the contractor.
 - 7.1.2. Contractor shall:
 - 7.1.2.1. Offer home visiting services to all families determined eligible by the County.
 - 7.1.2.2. Attempt to contact clients/families within three (3) working days of receiving the referral from CFWB or sooner, based on family availability.
 - 7.1.2.3. Schedule assessment visit and conduct Family Resiliency and Opportunities for Growth (FROG) Scale.
 - 7.1.2.4. Coordinate clinical assessment with PHN staff within three (3) days of the initial visit.
 - 7.1.3. Contractor shall not:
 - 7.1.3.1. Decline services to a family that has accepted the services and is eligible as determined by CFWB.
 - 7.1.4. Training and Support. Contractor shall:
 - 7.1.4.1. Ensure home visiting staff, supervisors, and program managers receive training specific to their role per HFA Best Practice Standards and receive training specific to their role as directed by Countywide Coordinator. Trainings include but are not limited to:
 - 7.1.4.1.1. Identifying at-risk families,
 - 7.1.4.1.2. Completing a standardized risk assessment,
 - 7.1.4.1.3. Offering services and making referrals,
 - 7.1.4.1.4. Promoting the use of preventive health care,
 - 7.1.4.1.5. Securing medical homes,
 - 7.1.4.1.6. Emphasizing the importance of immunizations,
 - 7.1.4.1.7. Utilizing creative outreach efforts,
 - 7.1.4.1.8. Establishing and maintaining trust with families,
 - 7.1.4.1.9. Building upon family strengths,
 - 7.1.4.1.10. Developing an individual family support plan,
 - 7.1.4.1.11. Observing and supporting positive parent-child interactions,
 - 7.1.4.1.12. Determining the safety of the home,
 - 7.1.4.1.13. Managing crisis situations.
 - 7.1.4.2. Ensure home visiting staff are supervised using reflective strategies so they are able to develop realistic

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and effective goal plans to empower families, to better understand why a family may not be making progress and how to work with that family more effectively; allowing home visiting staff to express their concerns and frustrations so they see that they are making a difference which may avoid stress-related burnout.

- 7.1.4.3. Ensure home visiting staff receive training at a minimum in cultural competency, substance abuse, child abuse reporting, Community Supporting, FFPSA training series (to be provided by CFWB), domestic violence, drug-exposed infants, and resources in their community.

7.1.5. Home Visiting Service Delivery, Contractor shall:

- 7.1.5.1. Utilize a transdisciplinary approach for service delivery in collaboration with PHN staff.
- 7.1.5.2. Communicate relevant client information with PHN staff to ensure effective case management.
- 7.1.5.3. Work with PHNs to develop mutually agreed upon visiting schedules.
- 7.1.5.4. Provide services that are culturally competent such that the staff understands, acknowledges, and respects cultural differences among participants.
 - 7.1.5.4.1. Staff employed and materials used should reflect the cultural, linguistic, geographic, racial and ethnic diversity of the population served.
- 7.1.5.5. Focus on parent support as well as encouraging parent-child interaction and child development.
 - 7.1.5.5.1. Services shall include but are not limited to parent support activities such as parent socialization groups, play groups, meetings, and/or events.
- 7.1.5.6. At minimum, link all families to a medical provider to assure optimal health and development (e.g. timely immunizations, well child visits, childcare, etc.) Depending on the family's needs, they may also be linked to additional services which include but are not limited to financial, food, and housing assistance programs, mental health providers and resources, school readiness programs, childcare, job training programs, family support centers, substance abuse treatment programs, domestic violence shelters, and primary prevention services.

- 7.2. Contractor shall conduct Safety Monitoring in person with the family at least monthly. Safety monitoring shall include, but not be limited to, identifying and reporting any safety concerns in the home that warrant a Suspected Child Abuse Report to the Child Abuse Hotline within 36 hours.
- 7.3. Contractor shall conduct risk assessments via the HFA risk protocol.
- 7.4. Contractor shall coordinate with the Family Connection Hub program to ensure a Whole Family Approach and avoid duplication of services for families being served by the Family Connection Hub.
- 7.5. Contractor shall complete one (1) two-week period Time Studies for every quarter. The Time Study template will be provided by CFWB accompanied by a Desk Guide with Time Study instructions and training support.
- 7.6. Contractor shall follow continuous quality improvement processes as determined by California Department of Social Services (CDSS) guidelines issued via All County Letters (ACLs) and All County Information Notices.

8. Data Collection and Reporting Requirements

- 8.1. Contractor shall work with Countywide Coordinator (American Academy of Pediatrics Ca-3 Chapter) to ensure timely data entry within 10 business days and QA efforts to assess HFA data benchmarks in accordance with the annual Data Quality Assurance and Reporting requirements as guided by Countywide Coordinator.
- 8.2. On a quarterly basis, Contractor shall submit a report to include at a minimum: number of children served, families served, and narratives related to the following – executive summary, program accomplishments, difficulties and barriers encountered, and client success stories for evaluation and reporting of activities.
- 8.3. If providing services to FFPSA eligible families, Contractor shall document federal and state data elements required for FFPSA as outlined in Welfare and Institutions Code 16587 (4)(A)(B)(C)(D) and future ACLs from CDSS. State and federal requirements for documenting these elements in Family Well Being Plans are pending and will be provided in Fall 2026. Additional child-specific data reporting requirements for FFPSA will be provided by the County prior to October 2026.
- 8.4. Documentation for claiming of service delivery to FFPSA eligible families receiving services must be completed in CARES (statewide child welfare database – California Automated Response and Engagement System). CARES statewide implementation is expected in October 2026.
 - 8.4.1. Contractor will be provided with training and support from CFWB and CDSS to ensure documentation is completed in CARES.
 - 8.4.2. Contractor shall identify and provide policies and procedures to ensure accurate documentation occurs, and maintain an updated list of CARES system users, within ten (10) business days, following the end of the calendar month to COR.
 - 8.4.3. If Contractor is providing services to an FFPSA eligible family, Contractor shall notify COR within two (2) business days should any of the following occur, which could affect eligibility. Family may qualify to receive services for

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EXHIBIT A – STATEMENT OF WORK

an additional twelve months (12) upon candidacy redetermination.

8.4.3.1. As a new change occurs in the family composition within the household (ex: child removed from home),
or,

8.4.3.2. Upon completion of services.

- 8.5. When providing services to CalWORKs eligible families, Contractor shall submit CalWORKs Monthly Progress Reports (MPR) and Home Visiting Logs to HHSA Self-Sufficiency via the COR.
- 8.6. Contractor shall provide required client-level data to PHN staff to support the shared service delivery model and case coordination. Specific data sharing will be determined as agreed upon and documented in a separate Memorandum of Agreement between the Medical Care Services/Public Health Department and Contractor.
- 8.7. County Data System Requirements: The Contractor shall utilize multi-factor authentication (MFA) to provide an additional layer of security for the County's data system. Accessing the County's data system through MFA prompts users to verify themselves on a separate device after login.
- 8.7.1. All County's data system users, including but not limited to staff, subcontractors, consultants, interns, and volunteers, shall complete MFA verification prior to accessing County's data system.
- 8.7.2. Contractor shall provide all County's data system users with an Authenticator Token and/or register a smartphone capable of using an authenticator application.
- 8.7.2.1. The Contractor and their IT department shall be responsible for purchasing and/or installing the Authenticator token and/or authenticator application that is compatible with County's data system.

EXHIBIT A-1 START OF CONTRACTOR'S TECHNICAL RESPONSE

SUBMITTAL ITEMS

1. ORGANIZATIONAL CAPABILITY, EXPERIENCE, AND STAFFING

1.1. Experience

1.1.1. Organizational resume of experience

1.1.1.1. Entity name, location, dates, description of services, contact person, phone number, email, annual costs, total contract value

Contract 1

Entity name: County of San Diego, Probation Department

Location: San Diego

Dates: July 1, 2023 to December 31, 2025

Description of services: The Housing and Resource Navigation Services program (contract #567429) provides services for the Probation Department at the County of San Diego. Home Start provides probation housing and resource navigation services and pretrial housing navigation and income pathways services.

Annual costs: \$1.4M

Total contract value: \$2,914,800

Contract 2

Entity name: California Office of Emergency Services (CalOES), XD Grant

Location: San Diego

Dates: January 1, 2025 to December 31, 2025

Description of services: The CalOES XD program provides unrestricted flexible funds to support survivors' needs related to housing stability and safety.

Annual costs: \$350,000

Total contract value: \$350,000

Contract 3

Entity Name: County of San Diego, Health and Human Services Agency

Location: East Region, San Diego County

Dates: March 1, 2025 to February 28, 2026

Description of Services: Community Services for Families (CSF) program aims to promote child safety, child well-being and stable living environment for children through: Home based Parent education and case management services, Community based parent education classes, peer support program for parents involved with Child Family Well Being (CWFB) and connections for families to community resources.

Annual costs: \$1,304,982

Total contract value: \$1,304,982

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Contract 4

Entity Name: YMCA of San Diego County

Location: San Diego

Dates: January 1, 2023 to December 31, 2027

Description of Services: As a subcontractor to the YMCA, Home Start has provided essential resources to unhoused and low-income transition age youth, ages 18-24 for the Housing our Youth (HOY) program. These young people are all referred to the Communities in Action program for additional support. This furthers Home Start's experience in regional collaborations with other service providers to implement and develop systems that benefit vulnerable populations. Additionally, it demonstrates Home Start's ability to provide a wide range of supportive services to clients utilizing both best practices and evidence-based models.

Annual Budget: \$492,000

Total contract value: \$2,460,000

Contract 5

Entity Name: County of San Diego, Health and Human Services Agency

Location: San Diego

Dates: July 1, 2025 to June 30, 2026

Description of Services: This program provides services to help clients increase their chances of increasing their income. Clients are enrolled and provided with job readiness training, job support, and financial literacy. Clients can receive assistance with food, hygiene items, and diapers to help stabilize their situation while they look for employment or apply for government assistant programs.

Annual Budget: \$433,920

Total contract value: \$433,920

1.1.1.2. Experience working with public, social, and/or government sectors

Home Start is a community-based, non-profit child abuse prevention and treatment agency. The organization began in 1972 as a national Head Start demonstration project. Home Start incorporated as a non-profit agency focused on child abuse prevention and family strengthening services in 1977.

For 52 years, Home Start has successfully planned, implemented, and executed numerous government-funded public services projects at the city, county, state, and federal levels that target and assist vulnerable LMI individuals. Projects have successfully prevented and reduced youth and family homelessness, abuse, domestic violence, poverty, and other adverse outcomes. Our experience includes working with the public sector to provide input into the design and development of solutions to complex social problems and then to deliver programming that addresses these problems. For example, Home Start has partnered with the Regional Task Force on Homelessness to plan and develop a comprehensive response to youth homelessness, taking part in planning meetings, annual point in time count and Youth Advisory Board. We have taken part in the creation of the San Diego County Suicide Prevention Action Plan, taking part in focus groups, meetings and surveys. In addition, we have considerable experience partnering with public, social

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and government sectors as grantees or contractors, in the past five years alone these partners have included:

- **Federal** - U.S. Department of Health and Human Services - Administration for Children and Families Office: Family and Youth Services Bureau (FYSB), Department of the Treasury - Internal Revenue Service (IRS), and Housing and Urban Development (HUD).
- **State** - California Office of Emergency Services (CalOES), California Department of Social Services, California Department of Community Services and California Department of Health and Human Services (HHSA)
- **Local** - County of San Diego's Health and Human Services (HHSA), City of San Diego Community Development Block Grant (CDBG), Cities of El Cajon, La Mesa, Santee, and Lemon Grove.

Public social service organizations that Home Start partners with include San Diego Workforce Partnership, Feeding America San Diego, San Diego Hunger Coalition, District Attorney's Office Victim Witness Program, Bilateral Safety Corridor, and San Diego Adolescent Pregnant & Parenting Program.

Private and non-profit organizations with whom Home Start has consistently partnered with includes San Diego Food Bank, Local Initiatives Support Corporation, ACCION, San Diego LGBT Community Center, San Diego Youth Services, San Diego Domestic Violence Council, Center for Community Solutions, Perinatal Care Network, Legal Aid, Black Infant Health, CSA SD County, License to Freedom, YMCA, Think Dignity, Junior League, Family Health Centers, San Diego Refugee Communities Coalition, and the McAlister Institute. Home Start has also partnered with faith-based organizations such as Urban Life Ministries and Meridian Baptist Church.

1.1.1.3. Experience collaborating with multiple disciplines

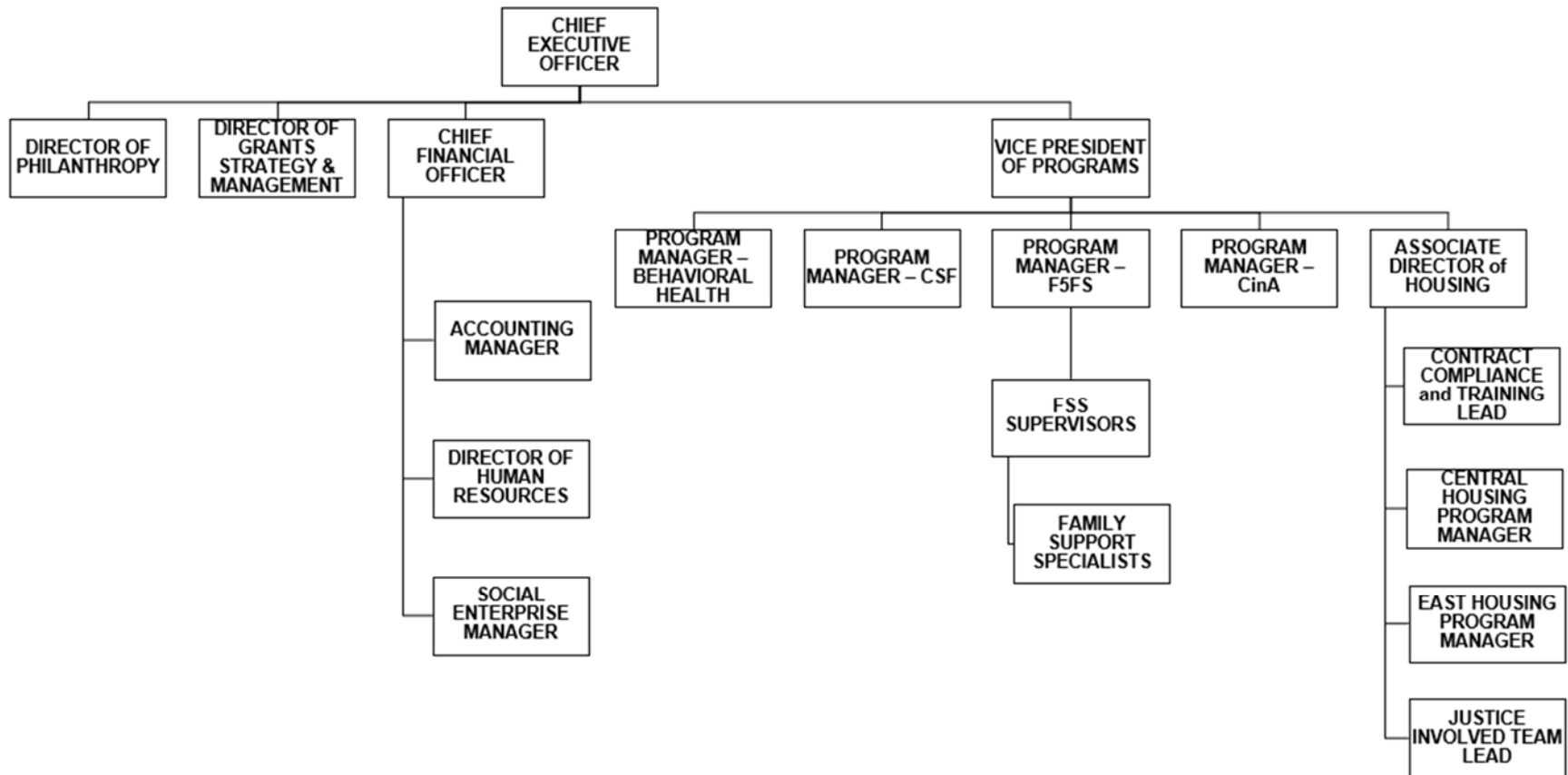
Home Start has extensive experience partnering with organizations that represent multiple disciplines including education, healthcare, justice, housing and workforce and whose expertise and resources are needed to support the achievement of our mission and the successful accomplishment of program outcomes. These partnerships take many forms:

- Serving on multi-disciplinary teams that bring together representatives from different sectors to support a client, an example of this would be when Home Start's Case Managers work with Probation Officers, educators, healthcare providers alongside shared clients to support the implementation of service plans.
- Being part of multidisciplinary collaborations or collective impact efforts, where organizations from different disciplines come together to establish a shared vision and develop solutions. Examples of this include the Promise Zone, El Cajon Collaborative, Southeast Collaborative, Inner City Action Network, San Diego Suicide Prevention Coalition, and Mid City Community Advocacy Network (CAN) and Regional Taskforce on Homelessness. Home Start staff participate in meetings and serve on working groups. Home Start has also worked alongside the Diamond Educational Excellence Partnership (DEEP), a collaborative of community leaders and organizations committed to improving educational outcomes for children living in the Diamond Community.

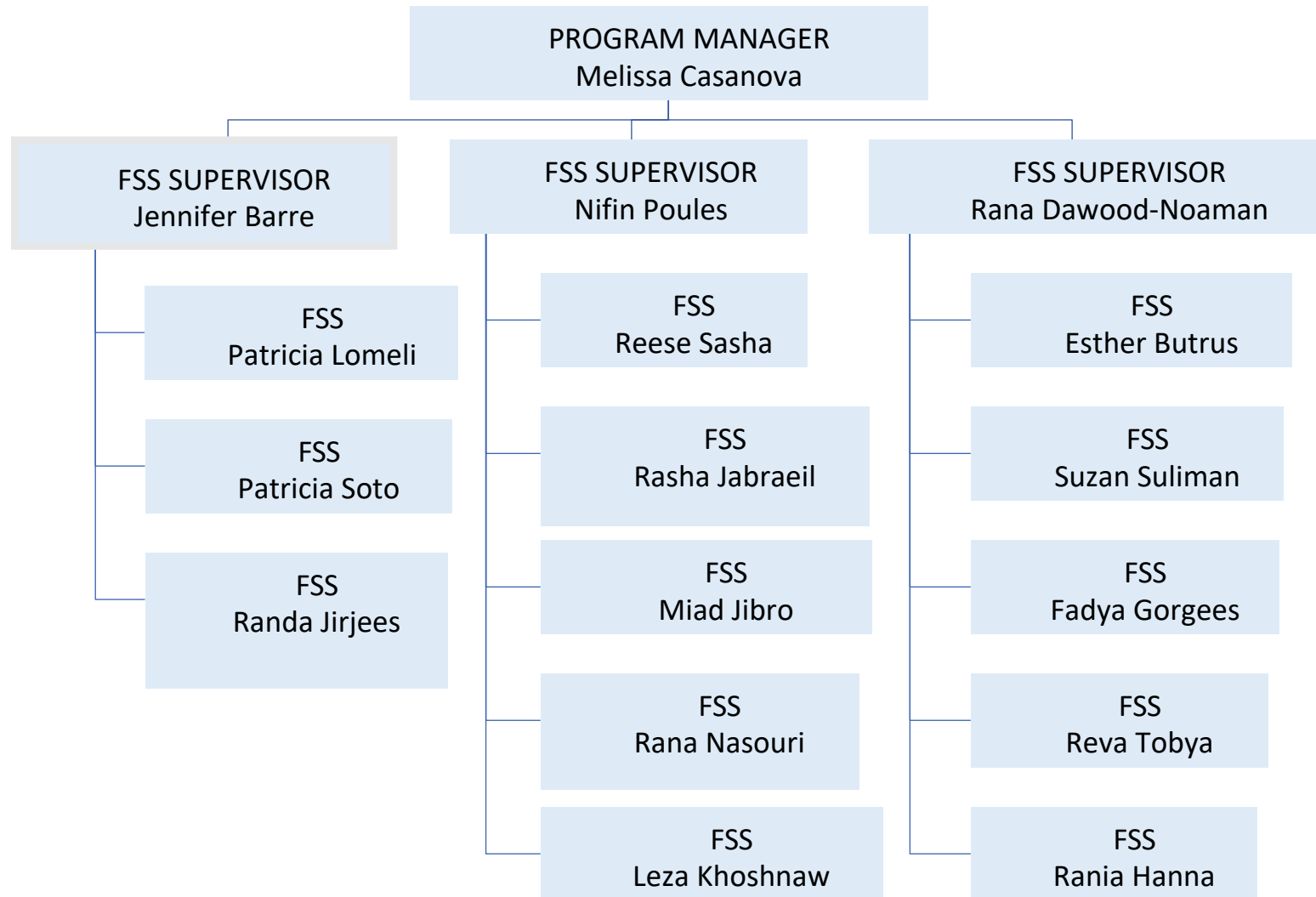
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Organizational Chart - 2025



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1.3.2. Staffing Chart



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1.3.3. Job Descriptions

Position: First Steps Program Manager

Classification: Exempt

Reports to: VP of Programs

Supervises: Supervisors, Family Support Specialists, Program Coordinator, Interns/Volunteers

Job Summary

The **First Steps Program Manager (PM)** is responsible for the overall management and oversight of Home Start's First Steps home visiting programs. This includes day-to-day program operations, planning, budgeting, staffing, training, quality assurance, and program evaluation. The PM ensures contract objectives are met, maintains Healthy Families America (HFA) accreditation, and provides both administrative and reflective supervision to staff. The position also serves as a primary liaison with funders, community partners, and early childhood providers to ensure effective service delivery and strong collaborative relationships.

Duties and Responsibilities

- Provide direct supervision to program supervisors, coordinators, and staff, including oversight of day-to-day activities, professional development, and performance evaluations.
- Ensure high-quality reflective supervision practices are provided consistently across the program.
- Oversee recruitment, hiring, onboarding, and training of staff to ensure competency in prevention and intervention strategies.
- Ensure accurate and timely collection, documentation, and reporting of client and service data.
- Monitor case files and service delivery for compliance with contractual requirements and program standards.
- Prepare, review, and submit reports and invoices as required by contracts and funders.
- Oversee program compliance with Healthy Families America accreditation standards.
- Monitor budgets ensuring fiscal accountability.
- Collaborate with the Countywide First Steps Coordinator, funders, and community partners to maintain strong working relationships.
- Represent the program and agency at meetings, trainings, and professional events.
- Develop outreach and engagement strategies to achieve enrollment and service targets.
- Oversee implementation and compliance of the First Steps MAA program.
- Participate in internal and external leadership meetings as required.
- Perform other duties assigned to ensure program quality and contract compliance.

Qualifications

- Master's degree in social work, Counseling, Child Development, Public Health, Human Services Administration, or a related field preferred.
- A bachelor's degree with at least three years of relevant experience, or equivalent HFA experience in lieu of formal education, will be considered.
- Strong understanding of family systems, trauma-informed care, home visiting practices, and quality assurance processes.
- Familiarity with Healthy Families America accreditation and nonprofit program administration.

Skills:

- Proven leadership and staff supervision skills, including reflective supervision.
- Strong organizational, written, and verbal communication skills.
- Ability to effectively manage budgets, contracts, and program reporting requirements.
- Culturally responsive and able to work effectively with diverse populations.

Other Requirements:

- Valid California driver's license, safe driving record, automobile insurance, and reliable transportation.
- Willingness to use personal vehicle for work-related travel.

Physical Demands & Work Environment

- Regular computer use, report writing, and documentation.
- Extended periods of sitting during meetings and supervision.
- Local travel to program sites, meetings, and community events.
- Office space may be shared; noise levels may vary.

Home Start, Inc. is an equal opportunity employer and does not discriminate based on race, color, religion, national origin, sex, age, disability, or any other legally protected status.

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Position: Family Support Specialist Supervisor

Classification: Exempt

Reports to: Program Manager

Supervises: Family Support Specialists

Job Summary

The Family Support Specialist Supervisor is responsible for providing supervision, guidance, and oversight of Family Support Specialists (FSS). The Supervisor protects the integrity of the program and demonstrates respect for the parallel process by supporting, guiding, and building on the strengths of staff so that they, in turn, may best support, guide, and strengthen the families served. The Supervisor helps staff maintain perspective, evaluate their own performance, increase personal and professional development, and develop reflective capacity. Supervision promotes both staff and site accountability, enhances service quality, and reduces staff burnout and turnover by providing consistent support.

Duties and Responsibilities

- Assigns cases and ensures caseload balance in accordance with HFA guidelines.
- Provides weekly supervision to Family Support Specialists, incorporating reflective practice.
- Participate in the recruitment, hiring, training, and orientation of Family Support Specialists.
- Conducts bi-monthly case consultation meetings with Program Manager and Family Support Specialists.
- Assists Program Manager in ensuring accurate and timely collection and reporting of data into CMEDS to contract specifications.
- Reviews and monitors case files for accuracy, contract compliance, and service quality; coordinates staff efforts for continuous quality improvement.
- Monitors the implementation of policies and procedures, identifies policy issues, and recommends solutions.
- Participates in community, group, and/or service collaborations as appropriate.
- Identifies training needs of Family Support Specialists and supports professional growth.
- Provides daily support, guidance, and crisis management as needed.
- May serve as acting Program Manager depending on site needs and resources.

Qualifications

Education:

- Master's degree in social work, Psychology, Education, Human Services, or a related field, and three years of clinical experience with multi-problem families in a nonprofit/human service setting, **or**
- Bachelor's degree in these fields with 3 years of relevant experience, **or** less than a bachelor's degree with commensurate HFA experience.

Knowledge:

- Child abuse dynamics, family systems, and community resources.
- Infant and child development, parent-child attachment, and family-centered, strength-based service provision.
- Parent-infant health and dynamics of child abuse and neglect.
- Trauma-informed care and home visiting best practices.

Skills:

- Two years of supervisory and leadership experience required.
- Strong reflective supervision skills and ability to build reflective practice in staff.
- Excellent verbal and written communication skills.
- Strong organizational skills and ability to manage multiple priorities.
- Computer literacy required.
- Bilingual in Spanish, Arabic language preferred.

Abilities:

- Culturally sensitive and respectful of diversity within families and communities.
- Ability to create team cohesion and empower individuals.
- Mission-focused with strong leadership and team-building skills.
- Flexible, adaptable, and able to work effectively in a fast-paced environment.

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Other Requirements:

- Must have a valid California driver's license, a safe driving record, automobile insurance, and a reliable vehicle for use on the job.
- Willingness to engage in reflective practice and supervision.
- Infant mental health endorsement is preferred (if available in the state).

Physical Demands & Work Environment

- Frequent reading and typing on a computer.
- Sitting for extended periods during meetings or supervision.
- Noise level fluctuates from quiet to busy.
- Local travel to program sites, meetings, and community events.
- Office space may be shared; noise levels may vary.

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Position: Family Support Specialist
Classification: Non-Exempt
Reports to: Family Support Specialist Supervisor

Job Summary

The Family Support Specialist (FSS) is responsible for delivering high-quality, strength-based, and family-centered home visitation services to support healthy parent-child relationships, child development, and overall family well-being. The FSS maintains regular long-term contact with families (up to three to five years), primarily in the home, to build trust, reduce risks, and strengthen protective factors. Services are designed to promote secure attachment, enhance family resilience, and connect families with needed community resources in accordance with Healthy Families America (HFA) and First 5 First Steps standards.

Duties and Responsibilities

- Develop and implement family service and curriculum plans using the Healthy Families America model and Baby Talk curriculum tailored to family needs.
- Provide case management services, including identifying family goals, monitoring progress, and supporting goal achievement.
- Deliver supportive services such as crisis intervention, parent education, mentoring, motivational interviewing, and strengths-based counseling.
- Educate families on child development milestones and provide interactive activities to enhance parent-child learning and bonding.
- Administer and interpret assessments and screening tools (e.g., Family Resilience and Opportunities for Growth (FROG) Scale, ASQ, ASQ-SE, depression screens, Healthy Families Parenting Inventory).
- Observe and assess parent-child interactions and collaborate with families and supervisors to strengthen relationships.
- Identify protective factors within families and develop individualized Family Service Plans to address needs and build resilience.
- Assist families in accessing health, educational, and social services, empowering them to advocate for and meet future needs independently.
- Maintain accurate, timely documentation, including case notes, assessments, and required reporting for program fidelity.
- Develop and facilitate parenting groups and workshops to support protective factors and program goals.
- Maintain confidentiality in compliance with HIPAA and program guidelines.
- Actively engage in reflective supervision and professional development, cultivating continuous learning.
- Participate in team meetings, training, and collaborative community partnerships.
- Maintain a flexible schedule, including evenings or weekends as needed to meet family needs.

Qualifications

- **Education:** Minimum of a bachelor's degree in child development, social work, psychology, education, public health, or related human services field. Equivalent experience in in-home family services may be considered.
- **Experience:** Experience working with children and families, preferably in home-visiting or family support programs.
- **Knowledge:** Child development, parenting practices, community resources, trauma-informed care, and family systems.
- **Skills:** Effective communication, active listening, motivational interviewing, crisis intervention, and computer literacy.
- **Abilities:** Ability to establish trusting relationships, respect diversity, demonstrate cultural humility, and work independently and collaboratively. Reflective capacity and openness to supervision are essential.
- **Other Requirements:** Valid driver's license, reliable insured vehicle, and willingness to use it for work. Bilingual in Spanish or Arabic preferred. Infant Mental Health endorsement desirable.

Physical Demands

- Frequent use of computers is needed for documentation.
- Extended sitting for home visits, meetings, and supervision.
- Regular travel by car to family homes.
- Walking to and from visits; sitting on the floor with families during visits.

Work Environment

- Combination of office-based and in-home settings.
- Shared office space with fluctuating noise levels and frequent interruptions.

Equal Opportunity

Home Start, Inc. is an equal opportunity employer and prohibits discrimination in hiring and employment practices based on gender, race, color, religion, creed, national origin, ancestry, citizenship, pregnancy, age, marital status, sexual orientation, medical condition, genetic information, gender identity or expression, disability, veteran status, or any other protected category under applicable law.

1.3.4. Details about workforce diversity

Home Start recognizes that a diverse workforce and leadership team are essential to serving families equitably and effectively. We are committed to fostering an environment where our staff, leadership, and Board of Directors reflect the communities we serve.

Workforce Diversity

- Over 65% of Home Start's staff identify as individuals of color, with significant representation from Latino, African American, Middle Eastern, and Asian communities.
- Staff come from a variety of cultural, racial, and socioeconomic backgrounds, as well as diverse lived experiences, allowing them to build authentic connections with families who may otherwise face barriers to accessing care.
- Home Start also recruits graduate-level interns annually, strengthening our workforce with emerging professionals who bring diverse perspectives and lived experiences to program delivery.
- Beyond representation, staff receive ongoing cultural inclusivity and trauma-informed care training, such as conflict resolution, allyship and equity, and reflective practice, ensuring that diverse perspectives are matched with the skills to engage families sensitively and effectively.

Leadership Diversity

- Our executive leadership team includes women and people of color, ensuring that decision-making incorporates a wide range of perspectives and lived experiences.
- More than half of our program directors and senior managers are bicultural, strengthening the cultural relevance and responsiveness of our services.
- The composition of our Board of Directors reflects diversity in race/ethnicity, gender, lived experience and professional expertise, bringing equity-driven insight to governance and strategic direction. For example, over 30% of the board identifies as a person of color and over 20% as LGBTQ+.

Commitment to Representation

By prioritizing workforce and leadership diversity, Home Start ensures that programs are designed and implemented through lenses of equity, cultural understanding, and community connection. This alignment builds trust, reduces stigma, and enhances outcomes for children and families across San Diego County.

1.3.5. Measures to promote DEI

Home Start's diversity, equity and inclusion (DEI) measures include:

- Policies and procedures that reflect a zero-tolerance stance toward discrimination, harassment, or bias against families, staff, or volunteers based on legally protected categories such as race, ethnicity, culture, religion, language, gender identity or expression, sexual orientation, disability, age, or immigration status.
- Data and accountability practices that incorporate a DEI lens and inform continuous improvements with regards to access, retention and outcomes.
- Hiring staff who are reflective of the cultural, racial and linguistic background of the families served. Home Start recognizes that language access is critical to supporting health literacy, engaging families who are isolated and marginalized and building trust. See xxx for staff diversity and language capacity. In addition, we partner with Interpreters Unlimited to access translation services when needed.

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- Home Start convenes a Diversity Committee that hosts monthly dialogue, discussion and training on a range of topics from gender equality to culturally responsive support for newcomer/immigrant populations. The goal of these efforts is to promote equity and inclusion in the workplace.

1.3.6. Approach to cultural competency

Home Start's cultural competency approach is one that is grounded in values of humility and respect for individuals and families of diverse cultural and ethnic backgrounds and origins, as well as a commitment to building knowledge and skills that inform culturally competent practices throughout all aspects of the organization's operations and programming. This includes the measures to promote DEI as provided above (question 1.3.5) as well as:

- Providing staff development opportunities that goes beyond the required 4 hours minimum cultural competency and prepares staff to practice cultural humility, understand and address implicit bias, and to provide trauma-informed care. Supervisors are trained in reflective supervision practices to help staff process culturally related challenges with sensitivity.
- Incorporating a shared approach to establishing positive parenting practices that integrates and respects cultural norms and beliefs while building understanding of developmental stages, connecting to available resources, and raising awareness of rights, responsibilities and laws. Our staff emphasizes positive goals of learning.
- Modifying examples, images and scenarios used during workshops to include families of diverse origins, including but not limited to Middle Eastern, African American and Hispanic so that participants can see themselves reflected.
- Providing accommodations for Muslim families during Ramadan and other religious observances, such as offering scheduling flexibility to align with family energy levels and meal schedules, and not providing food during fasting hours. When refreshments are provided it is always with consideration to cultural and religious considerations as well as health.
- Partnering with trusted organizations such as the San Diego Refugee Communities Coalition and Chicano Federation and connecting families to organizations such as these to strengthen their cultural connections and access additional resources and services as well as to celebrate culturally significant events such as Eid, Cinco de Mayo and Juneteenth.

1.3.7. Bilingual capability of organization

Home Start understands that language access is essential to equitable service delivery, particularly for families who may face barriers due to limited English proficiency. Our bilingual and multilingual capacity ensures families can engage in services in their preferred language, promoting trust, health literacy, and positive outcomes.

Staff Capacity

- Home Start staff collectively speak a range of languages, including Spanish, Arabic, Aramaic, Chaldean, Danish, Kurdish, Greek, Tagalog, and Russian; enabling us to directly serve families in their home language across home visitation, behavioral health, housing, and other family support programs.

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- Many FSS and Supervisors are fluent in multiple languages—particularly Arabic, Chaldean, Spanish, and Kurdish—which are essential for serving East County’s large refugee and immigrant communities.
- Staff use linguistically responsive practices, such as administering assessments available in Spanish and Arabic, to reduce barriers and ensure families receive equitable services from the first point of contact.

Intern Contributions

- Each year, Home Start recruits graduate-level interns, at least five of whom are assigned to behavioral health programs. These interns strengthen our bilingual and bicultural capacity and often reflect the cultural and linguistic backgrounds of the families they serve.

Supplemental Services

- For families whose languages are not represented among staff, Home Start contracts with Interpreters Unlimited, ensuring access to professional interpretation and translation in over 200 languages. This guarantees that no family is excluded from services due to language barriers.

Commitment to Access

By maintaining bilingual and multilingual staff, leveraging interns, and partnering with professional interpreters, Home Start ensures that every family can access services in a linguistically and culturally appropriate manner, reinforcing our commitment to equity and inclusion.

1.3.8. Staff turnover and plan for continuing program services in the event of loss of key staff.

Home Start has consistently maintained a stable workforce in the East Region, which minimizes disruption to families and services. Of the current team of 17 staff, seven individuals have been with the program for five years or more, reflecting strong retention, dedication, and continuity of care. The most recent hire occurred on February 23, 2023, and overall turnover has been rare and well managed to ensure continuity of services in the event of staff loss, the program has established the following strategies:

1. Temporary Reassignment & Cross-Training

- East F5FS uses a Temporary Reassignment (TR) protocol when a FSS position becomes vacant. Caseloads are reassigned to other FSS staff to maintain service levels until a new hire is fully trained.
- Supervisors are cross-trained and able to provide direct services when necessary, ensuring families continue receiving uninterrupted support.

2. Strong Retention Practices

- Reflective supervision, team-building activities, and emphasis on staff wellness contribute to low turnover.
- Staff longevity enhances relationships with families and supports fidelity to the HFA model.

3. Recruitment, Training, and Cross-Training to Ensure Continuity

- Recruitment prioritizes internal candidates already familiar with the program, which reduces onboarding time and preserves continuity of care.
- New hires receive intensive training in HFA standards, Baby TALK curriculum, and trauma-informed care to ensure they are prepared to deliver high-quality services.
- In addition, supervisors and experienced FSS staff are cross-trained in core responsibilities and can temporarily step into service delivery roles when needed. This strategy minimizes

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disruption, supports smooth transitions, and reassures families that their goals and progress remain on track.

1.3.9. Staff Requirements

Home Start ensures that all staff assigned to the F5FS East Region meet or exceed the qualifications outlined in the Statement of Work and HFA Best Practice Standards. The Program Manager holds an advanced degree in public health, human services, or a related field—or a bachelor’s degree with extensive relevant experience—and has proven expertise in supervising diverse staff, program administration, quality assurance, and continuous quality improvement. Supervisors possess master’s degrees in human services fields (or equivalent experience) and maintain expertise in parent-child attachment, infant mental health, trauma-informed care, and reflective practice, allowing them to provide weekly reflective and administrative supervision to FSSs. FSSs meet the minimum requirement of a high school diploma, with college coursework and experience serving families preferred, and are selected for their ability to build trusting, non-judgmental relationships, knowledge of child development, and cultural humility. All staff complete required HFA “Foundations for Family Support” training, as well as Baby TALK, Mothers & Babies, and ongoing professional development in reflective practice, mandated reporting, trauma-informed care, and data quality. Recruitment practices prioritize bilingual and bicultural staff, particularly Arabic, Chaldean, and Spanish speakers, to ensure services reflect the cultural and linguistic needs of East County families, while Interpreters Unlimited is engaged for languages beyond staff capacity. Together, these qualifications and training systems ensure that program staff fully meet the requirements of the SOW and deliver high-quality, evidence-based, culturally responsive home visiting services. The following table summarizes the qualifications and experience of the Home Start’s East Region First 5 Family Home Visiting Support Services team.

Table L: Staff Qualifications, Experience, and Language(s) Spoken

TITLE	STAFF NAME	QUALIFICATION	EXPERIENCE	LANGUAGE(S)
Program Manager	Melissa Casanova	B.S. Psychology	15 years of experience at Home Start, been with the F5FS program since 2013 as an FSS and other positions. Has been the PM at F5FS since January 2025.	● Spanish ● English
FSS Supervisor	Jennifer Barre	M.A. Sociological Practice IFTMHP RPF I	21 years total experience in the social services field. First position at Home Start began in 2007. Has 12 years experience in F5FS, with 8 years experience as an FSS Supervisor. Completed Infant Mental Health and Reflective Facilitator Endorsement.	● English
FSS Supervisor	Rana Dawood-Noaman	B.A. Social Work	14 years experience working in social services. Has 8 years experience in F5FS, with 4 years experience as a FSS Supervisor.	● Arabic ● Chaldean ● Greek ● English

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FSS Supervisor	Nifin Poules	B.A. Social Work	Has 10 years of experience with F5FS, and six years experience as an FSS Supervisor. Temporarily acted as PM for CalWORKS program. Has additional experience with other social service agencies and experience volunteering as an interpreter.	● Chaldean ● Arabic ● English
FSS	Esther Butrus	B.A. Social Work	6 years experience in social services setting and has four years experience at F5FS as an FSS.	● Arabic ● Aramaic ● English
FSS	Fadya Gorgees	B.S. Social Work	Three and a half year's experience as a FSS at F5FS. Completed BSW internship at Jewish Family Services and License to Freedom. Six years experience in education setting.	● Arabic ● Chaldean ● English
FSS	Rania Hanna	B.A. Psychology	Has two years experience as an FSS with F5FS, with prior experience in education and customer service settings.	● Arabic ● Chaldean ● Spanish ● English
FSS	Rasha Jabrael	B.A. Social Work	Has 10 years of experience providing case management and social services. Has 6 years experience at F5FS as an FSS.	● Chaldean ● Arabic ● English
FSS	Miad Jibro	B.A. Social Work	Has over 10 years experience providing social services, family services support, and interpretation. Five years experience has been at F5FS as an FSS	● Arabic ● Chaldean ● English
FSS	Randa Jirjees	B.S. Social Work	Has two years experience with F5FS as an FSS, with additional experience garnered from BSW internship at Walden Family Services. Also has prior experience as an interpreter, and prior experience in the education and customer service settings.	● Arabic ● Chaldean ● English
FSS	Rana Nasouri	B.A. Business Administration	Has 9 years of experience in case management with additional	● Arabic ● Chaldean

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			experience working in customer service settings while utilizing bilingual skills. Has three years of experience with F5FS as an FSS.	● English
FSS	Patricia Medina de Lomeli	B.S. Social Work	42 years total experience in the social services field in both Mexico and the United States. Has 7 years experience with F5FS as an FSS.	● Spanish ● English
FSS	Leza Khoshnaw	B.A. Communication	Over five years experience providing family support services, five years being with F5FS as an FSS. Prior experience in customer service settings.	● Arabic ● Chaldean ● Kurdish ● English
FSS	Reese Shasha	M.S. Clinical Biochemistry	Has 7 years of experience at F5FS as an FSS with an additional five years in the social service setting. Has an additional 11 years of experience in Biochemistry as a lab assistant, assistant professor, and lecturer.	● Arabic ● English
FSS	Patricia Soto	A.A. Child Development	Has seven years of experience providing family support services with 20 years experience in education settings. Has three years of experience at F5FS as an FSS.	● Spanish ● English
FSS	Suzan Suliman	Master's in Social Work	Four years of experience with F5FS as an FSS with additional experience through BSW and MSW internships and volunteering opportunities.	● Arabic ● Chaldean ● English
FSS	Reva Tobya	B.S. Social Work	Four years of experience as an FSS with F5FS, with two additional years of experience with other social service and health agencies.	● Arabic ● English

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2. PROGRAM DESIGN AND APPROACH

2.1. Exhibit A – Statement of Work (SOW) Acceptance

Home Start, Inc. affirms acceptance of Exhibit A – Statement of Work. We will fully implement the requirements as outlined, adhering to the highest standards of quality, compliance, and accountability.

2.2. Describe proposed program and services

2.2.1. Approach to utilize evidence-based models of Healthy Family America.

Home Start's F5FS East Program operates with fidelity to the HFA evidence-based model. Our staff are trained in the HFA 12 Critical Elements, which guide early enrollment, structured risk assessment, voluntary participation, culturally competent services, and reflective supervision. We were first affiliated in 2013 and accreditation was achieved in 2016 and renewed in 2021, demonstrating ongoing fidelity. Services are enhanced through the Baby TALK curriculum and supplemental interventions such as the Mothers & Babies curriculum for maternal mental health and CPCK as described previously in Table B.

2.2.2. Approach to collaborate with AAP-CA3, CFWB, and PHN

Our program is grounded in the principle that collaboration across partners strengthens outcomes for families. We will continue to build on the strong foundation already established with Countywide Coordinator (AAP-CA3), Child and Family Well-Being (CFWB), and Public Health Nursing (PHN) by using intentional strategies to ensure clear communication, shared learning, and seamless service delivery.

1. Partnership with AAP-CA3 (Countywide Coordinator):

AAP-CA3 provides oversight, training, and technical assistance to ensure fidelity to the HFA model. We actively participate in countywide meetings, professional development sessions, and data-driven discussions facilitated by AAP-CA3. Through these channels, we exchange best practices, address challenges collectively, and align our approaches with countywide quality standards. This partnership ensures program consistency, responsiveness to county priorities, and a unified service experience across regions.

2. Collaboration with CFWB (Centralized Referral System):

Our process begins upon receipt of referrals from CFWB. We work closely with their referral coordinators to guarantee timely intake, clear eligibility screening, and smooth family engagement. Families are contacted promptly, with sensitivity to cultural and linguistic needs. We also provide feedback loops to CFWB on referral outcomes to improve system-level efficiency. By maintaining strong communication with CFWB, we ensure no family falls through gaps and that services are offered in a timely, trauma-informed manner.

3. Integration with Public Health Nursing (PHN):

Our collaboration with PHN is designed to enhance family outcomes by bringing together the relational support of FSSs with the clinical expertise of PHNs. Structured "shadow opportunities" allow PHNs to observe FSS-led visits and gain a deeper understanding of the HFA approach and the unique needs of refugee and immigrant families. Pre-visit huddles focus on family culture, language considerations, and visit expectations, while post-visit reflections help both partners process observations, share strengths, and plan next steps. This structured process strengthens interprofessional trust, increases cultural humility, and allows families to benefit from a coordinated, holistic model of care.

2.2.3. Process upon receipt of referrals from CFWB

Upon receipt of referrals from the Department of Child and Family Well-Being (CFWB) and other partners, East F5FS follows a standardized, multi-step process to ensure equitable, timely, and family-centered access to services.

1. **Initial Screening:** Families are contacted by a bilingual FSS Supervisor or FSS —speaking Arabic, Chaldean, Spanish, or English depending on family preference, —to complete the NBQ. This validated screening tool identifies demographic risk factors and establishes initial eligibility for home visiting services. Staff make multiple outreach attempts, using calls, texts, and written communication, to ensure that no family is inadvertently excluded.
2. **Family Assessment:** Families who screen positive are then assessed with the FROG tool, a comprehensive psychosocial and resiliency-based assessment that explores strengths, protective factors, and risks across 14 domains. The FROG is administered in a conversational, family-centered style, with sensitivity to cultural norms. Supervisors review and finalize all FROG assessments to confirm eligibility and ensure consistent scoring practices.
3. **Enrollment and Service Initiation:** Families who qualify are invited to voluntarily enroll in the program. Enrollment is finalized during the Initial Enrollment Visit, where staff begin building rapport, introduce the program model, and collaborate with parents to create a Family Goal Plan. The Family Goal Plan consists of the goals and specific steps the family and the FSS will take to reach the goal and includes the family's strengths and how these strengths will support goal development and achievement. The focus is not about how many goals families accomplish, rather it is entirely related to the skills parents build in the process of developing and working on goals. This plan sets short- and long-term goals aligned with the family's strengths and priorities, and it evolves over time as progress is made. Once goals have been completed, the FSS and family will create new goals to work on. The process to develop the initial Family Goal Plan begins no later than 60 days from the date that services began. Families receive an individualized Family Service Plan, developed within two weeks of their first visit. The plan incorporates identified needs from the NBQ and FROG assessment, and supervisory case review, ensuring services are tailored to each family's strengths and challenges.

Historical Acceptance Rates and Access: The voluntary, strength-based approach has resulted in consistently high engagement—historically, more than 94% of eligible families accept services. Bilingual/bicultural staffing ensures accessibility and equitable service delivery for East County's diverse communities, particularly Arabic- and Chaldean-speaking refugee families, Spanish-speaking immigrant families, and English-speaking families across urban, suburban, and rural areas.

Integration and Warm Hand-offs: If families are found ineligible for F5FS or decline services, staff provide resource linkages and warm hand-offs to more appropriate programs. For example, expectant parents are connected to Head Start's services for Pregnant Women program, or if the baby is already more than six weeks old, they are referred to Healthy Development Services (HDS). This ensures that every referred family receives support, even if they do not enroll. Additionally, this approach ensures that every family receives timely information, appropriate support, and a clear path to services, regardless of the program's capacity. For families referred directly from CFWB under FFPSA, East F5FS ensures voluntary engagement and coordinates with county partners to avoid duplication of services.

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This structured, family-driven process ensures that referrals are handled efficiently, culturally responsively, and in alignment with HFA best practice standards.

American Academy of Pediatrics (AAP) Policies and Procedure Compliance: To ensure timely and consistent follow-up on all referrals, the program follows the AAP Policies and procedures. When a referral is received, supervisors log into an internal spreadsheet and notify the referral source of receipt within one business day, most often on the same day. The supervisor then contacts the family no later than the following day. Following AAP guidelines, the supervisor makes three phone call attempts and one additional attempt through text message. If the phone number appears inactive, the supervisor sends an email and/or short letter. Calls are spaced approximately two days apart, and in every voicemail or text the supervisor provides their name, the program name, and the direct phone number to encourage easy follow-up. Once a family is reached, the supervisor explains the program in detail. If there is a possible delay in enrollment due to capacity, an overview of home visiting programs is still provided so the families understand what services are available to them. If the family is either able to be served immediately or placed on a waitlist, the supervisor completes the NBQ at that time.

2.2.4. Approach to targeting and serving focus population listed in SOW Section 5

Home Start is responsible for the start-up, implementation, maintenance, and evaluation of East F5FS. The agency has worked tirelessly throughout the East County community to establish partnerships with community-based agencies and develop common inter-agency referral pathways, related follow-up, and coordination of services to ensure that the focus populations as listed in SOW section 1 are being reached and served. Such efforts have included outreach activities, in-services, and other educational presentations to increase awareness of East F5FS and what constitutes an appropriate referral. The goal is to create a system that links families to the most appropriate program based on their individual needs and eligibility for service.

Our approach includes a no wrong door philosophy through which families enter the program via referral from various partners including those that serve specific populations as well as self-referrals. Self-referrals are consistently the most common pathways to services which is indicative of the trust placed in Home Start by the community. Of the 57 families who were enrolled in the program in 2024-2025, 91% were low income, 90% were immigrants or refugees and 4% were pregnant or parenting teens. This compares to 85% were low income, 71% were immigrants or refugees, 9% military and 10% pregnant or parenting teens for the period from October 2013 through June 2025 and reflects the changing demographics of the region and reduced teen pregnancy rates.

Details of approaches to specific populations can be found in other sections as indicated below:

- Pregnant and parenting teens - see section 2.2.4.2
- Pregnant and parenting youth in foster care - see section 2.2.4.3
- Military families (including active duty, reserve or Veteran) - see section 2.2.4.6.
- Immigrant and refugee families - see section 2.2.4.9
- Income-eligible pregnant or postpartum women/families - see section 2.2.4.10
- Medically complex mother or child (including but not limited to: history of or current substance abuse, history of or current domestic violence, history of or current mental health concern) - see sections 2.2.4.11 and 2.2.4.12
- CalWORKs beneficiaries - see section 2.2.4.13

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- Family First Prevention Services Act (FFPSA) eligible families as determined by CFWB. These are families who are at risk for child maltreatment or at risk of foster care entry - see section 1.1.1.5 or 2.2.4.17
- Families identified by CFWB - see section 2.2.4.18

2.2.4.1. Inclusion of voices of focus population in services

One of Home Start's guiding principles is "*nothing about families without families*". Family voice is central to and families are partners in the development and delivery of Family Home Visiting Support Services. There are many ways, both formal and informal, where the knowledge, opinions and experiences of families inform programming:

- **Organizational level** - Home Start has a designated seat on the board for a past recipient of services to provide input into the organization's strategic plan, programming and policies. We have a formal grievance process through which families can share complaints and concerns.
- **Program level** - Family voice is intentionally prioritized through multiple feedback and engagement mechanisms. Parent Satisfaction Surveys are administered annually in the family's preferred language (English, Spanish, or Arabic). FSSs provide the surveys, support parents in completing them if needed, and share results directly with supervisors. In addition to surveys, monthly developmental groups offer families the opportunity to share what is most important to them, build peer connections, and help shape group topics and activities. Families' perspectives also guide celebratory events such as graduations, where successes are honored, and families are encouraged to speak about their experiences. Families are provided with multiple avenues to elevate their voices, including the option to reach out to supervisors directly with feedback, concerns, or suggestions. This open-door approach reinforces transparency, strengthens trust, and underscores the program's commitment to being family-driven at every stage of service delivery. This process ensures that family input informs continuous quality improvement and program adjustments. We also provide opportunities for families to voluntarily provide written testimony or to share their stories at events to help amplify the need and impact of services.
- **Individual/family level** - FSSs partner with families to co-create individualized Family Goal Plans that reflect each family's unique priorities, strengths, and needs. These plans are revisited regularly and serve as a living document to guide service delivery, resource connections, and ongoing goal achievement. Staff are trained in active listening skills and Motivational Interviewing so as to support this process. During reflective supervision, supervisors work with staff to help them recognize if there are times when family voice is being minimized and to adjust their approach. Workshops are offered to help build skills in leadership, self-advocacy, and communication and to promote civic and community engagement as a way to support family strength and resilience.

2.2.4.2. Reduction strategy to barriers for PP teens

Home Start is able to draw upon the organization's extensive experience of working with pregnant or parenting (PP) teens as a long-standing provider of maternity group home services in San Diego. The following chart summarizes the barriers that pregnant and parenting teens can experience in accessing services and the strategies that Home Start's FSS use to eliminate or reduce them

Table M: Barriers and Reduction Strategies

BARRIERS	REDUCTION STRATEGIES
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Practical Barriers - Lack of transportation, childcare, or flexible scheduling, and housing instability can make it difficult for PP teens to sustain connections to services.	These barriers are mitigated by providing home-based services and use of flexible scheduling and ability to meet at the park, library or home of a friend if needed. The FSS also connects PP teens to housing and other basic needs resources.
Stigma & Judgment - PP teens fear being judged for being “too young” and may have internalized shame or negative stereotypes about teen parents	Staff are trained in adolescent development, positive youth development and anti-adultism. They use youth-friendly, nonjudgmental language and visuals in outreach and materials and partner with young parents to highlight their strengths as part of goal setting. Staff use Motivational Interviewing (MI) techniques that emphasize youth empowerment.
Mistrust of Systems - Many PP teens, especially those who have a history of child welfare or law enforcement engagement are mistrusting of government funded systems and programs. Young parents can have concerns that information will be shared with parents, schools, or agencies without consent	Home Start’s practice of hiring staff who are representative of the families served as well as the organization’s long history and reputation helps to mitigate this barrier. Staff use a trauma informed care approach that includes transparent and authentic communication that helps to build trust. Staff explain confidentiality rights clearly at intake, use consent forms with plain language, and model respect for privacy in every interaction.
Developmental stage - It can be difficult for PP teens to navigate the responsibilities of parenting and consistently make decisions that promote health and stability such as engaging in supportive programs.	The FSS meet PP teens where they are at, providing structure and consistency while encouraging independence and autonomy. Materials and approaches used are interactive and relevant. Staff incorporate goals around school, relationships and future aspirations into service plans.
Cultural and language - Not having services that are culturally aligned and in their preferred language will reduce the likelihood that a PP teen will accept and sustain connections to the program.	The FSS asks families to share what parenting looks like in their culture and how they would like to see positive practices honored. See also section xxx on cultural competency and bilingual staff.
Isolation and lack of family or peer support - PP teens may not have strong or healthy relationships with their parents and may feel disconnected from peers who don’t have children.	We offer group sessions using a peer-support model to help PP teens build connections and celebrate milestones such as their child (or their) birthday with peers.

2.2.4.3. How current services address needs of PP youth

Home Start coordinates closely with CWS and FFPSA providers to support pregnant and parenting foster youth ages 19 to 24 years, focusing on resilience, skill-building, and access to resources such as transitional and permanent housing programs, basic needs resources. Like with all families, we strengthen parenting and bonding, provide regular screenings, and ensure individualized support to reduce risks and prevent further system involvement. Current services are designed to meet the unique needs of pregnant and parenting youth in foster care, who often face heightened risks of trauma, housing instability, and system involvement. The F5FS East program participates in the HFA Multi-Site System and receives referrals directly from the Department of Child and Family

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Well-Being (CFWB) under the FFPSA. This ensures that foster youth and families at risk of entering foster care are prioritized for early, voluntary, evidence-based home visiting services.

Trauma-Informed, Relationship-Based Services: FSS are trained in trauma-informed care, reflective practice, and motivational interviewing. Services are delivered in a consistent, predictable manner to reduce stress and provide stability. Each family develops a Family Goal Plan, honoring their voice and lived experiences while addressing trauma, mental health concerns, and social-emotional well-being.

Addressing Instability: Pregnant and parenting youth in foster care often experience placement changes. HFA policies allow youth to continue services even if they move across regions or transition to new placements. Transfers between sites are coordinated to avoid service disruption, ensuring that relationships with FSSs are preserved whenever possible.

Support for High-Risk Needs: Through FFPSA and CFWB partnerships, families are connected to multi-disciplinary supports, including PHNs, mental health providers, domestic violence shelters, substance use treatment, and other stabilizing services. Youth can access culturally responsive, bilingual staff who reflect East County's demographics, including Arabic, Chaldean, and Spanish speakers.

Collaborative Approach: The program convenes regular coordination meetings with CFWB, PHNs, and the Family Connection Hub to monitor trends, troubleshoot barriers, and provide wrap-around supports for youth with complex needs.

Together, these strategies ensure that pregnant and parenting foster youth receive consistent, trauma-informed, and culturally responsive care that prioritizes stability, healing, and healthy child development.

2.2.4.4. Methods to prevent intergenerational child welfare system involvement

Many of the parents we work with have histories of adverse childhood experiences that include experiences of abuse and subsequent engagement with the child welfare and foster care systems. Home Start supports the parent to break the cycle of child abuse and welfare system involvement through addressing the root causes of intergenerational risk. Using the HFA model, FSSs strengthen parenting capacity by providing trauma-informed healing centered support, reflective parenting practices and hands-on coaching. The F5FS East program aims to reduce family stressors and risk factors through connecting families to resources and services. By connecting families to housing, employment, health and basic need resources, the program helps to bring greater stability and create an environment where parents are better equipped to focus on caregiving and building protective factors such as stronger parent-child bonds.

2.2.4.5. Sustainable resource allocation to ensure continuity of care

The F5FS East program recognizes that continuity of care is critical for pregnant and parenting youth as they transition out of foster care, a period often marked by sudden loss of supports and increased instability. To address this, the program has established multiple strategies that sustain services and prevent disruption:

1. **Flexible Eligibility and Funding Streams:** Through partnerships with the Department of Child and Family Well-Being (CFWB) and funding alignment with the FFPSA, CalWORKs,

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and First 5 San Diego, youth are not automatically exited when they age out of foster care. If a youth's funding eligibility changes, program staff work with supervisors and the County to reassign funding sources, ensuring continuity in services until the child's third birthday.

2. **Seamless Transitions Across Placements and Systems:** HFA policies allow families to remain in the program despite moves or placement changes. Transfer procedures between sites preserve family relationships with their FSS whenever possible, or ensure a warm hand-off to another FSS to maintain service consistency.
3. **Stability Through Trauma-Informed and Relationship-Based Care:** FSSs are trained in trauma-informed care and reflective practice, which helps foster youth build trust and stability during this transitional period. Goal plans are revisited regularly to adapt to changing needs as youth gain independence, supporting long-term resiliency and parenting success.
4. **Wrap-Around Supports and Referrals:** As youth transition out of foster care, staff connect them to community-based services, including housing support, education/employment programs, mental health services, and parenting groups, to replace system supports they may lose. Collaborative meetings with PHNs, CFWB, and the Family Connection Hub ensure that gaps are addressed proactively.

Together, these strategies ensure that pregnant and parenting youth maintain access to evidence-based home visiting, stable adult relationships, and critical resources, even as they exit foster care systems. This approach minimizes disruption, strengthens resilience, and promotes positive outcomes for both the parent and child.

2.2.4.6. Policies that ensure equitable access for military families

Since 2013 Home Start has served 66 military families, representing 10% of the total population served. F5FS East program implements HFA Multi-Site System (MSS) policies that directly ensure equitable access to services for military families, particularly those who are pregnant or parenting. These policies are designed to address the realities of deployment, relocation, and instability while safeguarding continuity of care. These are:

- **Equitable Access Policy:** F5FS operates under a voluntary, trauma-informed model that guarantees services are available to all eligible families, regardless of background or circumstance, including active-duty and Veteran families.
- **Relocation and Transfer Policies:** HFA MSS policies on *Serving Families Outside a Site's Region* and *Transfer Families Between Sites* ensure that families who move due to military orders can continue services without interruption. Families are either supported in completing services with their current FSS or transferred through a warm handoff to another site when necessary.
- **Temporary Out of Area (TO) Policy:** Families who experience separation from one parent or caregiver, such as during a service member's deployment, may be placed in a TO status, which allows the family to remain enrolled and re-engage with services upon the service member's return. This prevents families from being disenrolled due to a parent or caregiver's deployment.
- **Special Services (SS) Policy:** Level SS is used "during difficult times" when families require more support than their current level provides. It offers a temporary increase in visit

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intensity, such as when a family at Level 2 or 3 is experiencing a crisis. The goal is to stabilize the situation and address urgent needs without permanently changing their assigned level. Once the crisis resolves, families return to the appropriate standard level of service (L1, L2, or L3).

Together, these policies form a comprehensive framework for equitable access, ensuring that military families—despite frequent transitions—receive consistent, culturally responsive, and voluntary home visiting services. This safeguards family stability and promotes positive outcomes for both parents and children, regardless of deployment or relocation.

2.2.4.7. How programs adapt to unique cultural and logistical needs of military families.

Home Start recognizes the unique challenges faced by military and Veteran families and adapt our services to meet their needs with flexibility and sensitivity. Home Start's programs offer flexible scheduling to accommodate irregular hours, trainings, and deployments, ensuring families can consistently engage in services without added stress. Our staff intensive training helps them to provide support and address stressors such as separation, reintegration, the impact of frequent moves on children and caregivers, and challenges arising from transitioning back into the civilian community after separation from the military. By understanding the distinctive stressors of military life and offering responsive solutions, we ensure that military and Veteran families receive stable, reliable, and compassionate support that promotes resilience and family well-being.

2.2.4.8. How do language and cultural barriers impact immigrant and refugee families' access to prenatal and parenting support? Procedures to alleviate these barriers.

The East region of San Diego County, and specifically the city of El Cajon, is home to large concentrations of refugees and new immigrants, many of whom do not speak English as a primary language. County-wide the percentage of foreign-born residents based upon US Census 2020 was 23.7, in El Cajon it was 28.7%. Many of these families are Chaldean or Iraqi (15,000 or 14%) who came to the US after the war in 2003 and settled in the region. Most recently El Cajon has seen a steady influx of refugees from Afghanistan (at least 3,000 individuals), as well as from other countries including Haiti, Sudan and DR Congo. Over the course of the past several years, F5FS East has gained extensive experience serving families from Afghanistan. Languages that are most commonly spoken in the region, other than English are: Spanish, Arabic, Caldean/Neo-Amharic, Dari or Pashto. Immigrant and refugee families also often have culturally specific beliefs, norms and practices as they relate to pregnancy, child-birth and parenting, including some that can present barriers to access to care or create elevated risk for child welfare engagement. Home Start's ability to ensure that services are available in the preferred languages of families, and are culturally sensitive and affirming are essential to the success of the program.

Since 2013, Home Start has served 528 immigrant or refugee families, representing 71% of the total population served. With regards to language access, 70% of services are delivered in a language other than English: 29% Arabic, 26% Chaldean, 10% Spanish and 4% Other (including Dari and Pashto).

Limited English proficiency makes it difficult for families to understand medical advice, appointment instructions, or program eligibility requirements. Misunderstandings about health terminology (e.g., “screening” vs. “treatment”) can cause confusion and mistrust. Traditional beliefs about pregnancy, childbirth, or childrearing may conflict with mainstream medical

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recommendations. Some cultures may prioritize family or community advice over healthcare providers, leading to reluctance in following clinical guidance. Fear of discrimination or misunderstanding can discourage immigrant and refugee families from seeking prenatal care or parenting programs.

Home Start's strategies to alleviate these challenges include:

- Hiring FSSs who are bilingual and have lived experience as refugees or new immigrants and can serve families in their primary language and with a high degree of cultural competency
- Utilizing Interpreters Unlimited as trained and experienced interpreters when necessary to ensure language access
- Using HFA materials and tools that have been translated into other languages
- Providing training in cultural humility and competency to staff, including training on common practices, taboos and traditions in immigrant communities, as well as training on the unique experiences of trauma within immigrant and refugee communities. Known as the "triple trauma paradigm" this includes trauma experienced in the country of origin due to circumstances such as warfare, famine and persecution, trauma experienced during the flight or journey such as exploitation, long waits in camps or borders, and continued trauma upon arrival stemming from difficult socio-economic circumstances, fears of being deported, and discriminatory treatment.
- Working with families to create individualized care plans that integrate cultural values.
- Partnering with trusted ethnic community based organizations such as the members of the San Diego Refugee Communities Coalition
- Home Start embraces Trauma-Informed Care in the F5FS Program and throughout the agency.
 - Understanding of Trauma: single traumatic event, multiple traumatic events, chronic trauma, vicarious trauma, historical trauma, ACE Studies/Impact of Trauma: health, mental health, anger/aggression, poor attachment, lack of trust, addiction, brain development, risk taking, inability to self-soothe, poor social skills, poor problem-solving skills, hypervigilance
 - Trauma-Informed Care (TIC) Service Delivery: safety, trustworthiness, clear expectations, empowering/strength-based, transparency, choice, collaboration, connection
 - Infusing TIC: establish trust, start where the client is, assess readiness, connect to community resources, transparency, amplify client voice, recognize trauma, create an environment of safety Implemented at the program, policy, practice levels!
 - Home Start staff are experts in working one-on-one with parents(s) and children individually, and families as a whole, to identify the strengths and needs of each person and the unit and then provide interventions and supports to meet those needs for the most successful outcomes. FSS adapt the approaches used based on strengths and needs and evolve the approach and engagement over time as the needs and strengths change and parent(s) grow in confidence and skills.

2.2.4.9. Procedures to provide culturally sustainable care for PP immigrants/refugees

Culturally matched staff, ongoing cultural humility training, and strong community partnerships ensure that services are responsive to the diverse traditions and values of the families we serve. Many of our FSS (see Table G, p. 32) share linguistic and cultural backgrounds with participants, which fosters trust, comfort, and meaningful engagement. Staff also receive ongoing training in

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cultural humility, reinforcing the importance of self-reflection, respect, and adapting practices to honor each family's unique identity and lived experience. In addition, partnerships with local cultural organizations, faith-based groups, and community leaders strengthen our ability to provide resources and referrals that are relevant and culturally grounded. Together, these efforts create an inclusive program environment where families feel seen, respected, and supported in ways that align with their values and traditions. At the agency level, there is diversity in the advisory board meetings. This serves as another place where the agency comes together to learn about cultures and services in the community.

2.2.4.10. Strategies to reduce barriers for low-income mothers and families.

The East F5FS program supports low-income mothers and families by combining direct material assistance with comprehensive resource coordination. Through CalWORKs incentives, families are provided with essential items such as cribs, car seats, and baby-proofing equipment, which promote child safety and reduce financial strain during the critical early years of parenting. Beyond these tangible supports, FSS connect mothers to community-based services that address basic needs, including referrals for food security programs, housing assistance, and affordable childcare options.

2.2.4.11. Strategies to address intersection of medical complexities and co-occurring disorders

The East F5FS program integrates structured assessment, cross-sector partnerships, and harm reduction strategies to address the intersections of medical complexities with co-occurring conditions such as substance use, mental health, and trauma.

All families are screened at referral and intake using the NBQ and assessed with the FROG Scale, which identifies protective factors, risks, and needs related to medical, behavioral, and social determinants of health. Additional standardized tools, including the PHQ-9 for depression, ASQ/ASQ-SE for developmental concerns, ensure early detection and ongoing monitoring of complex needs.

When medical complexities or co-occurring disorders are identified, FSSs coordinate with PHNs, who bring clinical expertise in case management, health education, and monitoring high-risk pregnancies or chronic conditions. FSSs also connect families to specialized services such as mental health counseling, substance abuse treatment, domestic violence support, and developmental services through established referral partnerships with CFWB, Sharp Grossmont Hospital, refugee-serving agencies, and tribal health partners.

Our approach incorporates harm reduction principles, meeting families where they are and supporting incremental steps toward improved health and stability. Staff receive training in trauma-informed care, motivational interviewing, substance abuse, and mental health to ensure culturally sensitive, non-judgmental support. Families are encouraged to set their own health and wellness goals within the Family Goal Plan, promoting autonomy, resilience, and bonding despite medical or behavioral health challenges.

This multi-disciplinary and family-centered strategy ensures that complex needs are identified early, addressed collaboratively, and supported continuously throughout the family's engagement in the program.

2.2.4.12. Ways of support for families with medically complex needs

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The program is committed to serving medically complex families as defined by the County, which may include mothers or children with histories of or current experiences in substance use, domestic violence, mental health challenges, or chronic medical conditions. While this population has not traditionally represented the majority of families served, the program fully embraces the “no right of refusal” policy and has built strategies to ensure that these families receive appropriate, individualized, and continuous support.

Support for medically complex families is grounded in structured case reviews, reflective supervision, and ongoing monitoring. FSSs are trained in trauma-informed care and utilize validated tools such as the Ages & Stages Questionnaire (ASQ) to track child development, the CHEERS framework to assess parent-child interaction, and the PHQ-9 to screen for and monitor parental well-being. These tools enable staff to identify concerns early, measure progress over time, and adjust interventions in collaboration with families. Supervisors provide reflective supervision to help staff address the emotional and clinical complexities of these cases while ensuring fidelity to HFA standards.

When higher levels of care or specialized services are needed, the program ensures warm handoffs to trusted partners. These include the San Diego Regional Center (SDRC) for developmental services, behavioral health providers for substance use or mental health treatment, domestic violence programs for safety and advocacy, and medical specialists for ongoing or emergent health concerns. These handoffs are made directly, with FSSs supporting families through the referral process, reducing barriers to access, and promoting engagement with services that meet their specific needs.

The program also recognizes that medical complexities or co-occurring conditions may emerge after enrollment. For example, a parent may develop symptoms of depression, substance use may resurface, or a child may receive a new medical diagnosis. In such cases, the program does not disengage; instead, families remain enrolled and receive responsive, flexible, and adaptive support. Care plans are revisited, goals are adjusted collaboratively with the family, and partnerships with external providers are leveraged to ensure continuity. This adaptive approach allows families to remain connected to a trusted support system during periods of instability.

By combining consistent monitoring, reflective practice, multidisciplinary collaboration, and harm reduction strategies, the program creates a strong safety net for medically complex families. These strategies not only address immediate health and social needs but also build family resilience, strengthen parent-child relationships, and promote long-term stability. Ultimately, this comprehensive approach ensures that families with complex needs experience equitable access to care and achieve improved outcomes for both parents and children.

2.2.4.13. CalWORKs participation impact on PP individuals

To qualify for East F5FS under CalWORKs funding, a family must be enrolled in CalWORKs and screen positive on the screening assessments. Families that age out of CalWORKs First steps may then transfer over to the First 5 First Steps funding stream and receive one more year of services.

Participation in CalWORKs enhances access to health and social services for pregnant and parenting individuals by combining financial stability supports with home visiting services. By reducing the immediate stressors associated with economic hardship, families are better positioned to fully engage in the program and follow through on referrals. Financial assistance helps cover basic needs such as housing, food, and transportation, which in turn allows families to prioritize their health and well-

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being. The stability gained through CalWORKs therefore strengthens the family's ability to participate in services consistently, reduces barriers to care, and supports healthier outcomes for both parents and children.

2.2.4.14. How feedback from CalWORKs beneficiaries are used to improve program

Feedback and lived experiences from CalWORKs beneficiaries are central to improving both program sustainability and fairness. Families regularly share their perspectives through parent satisfaction surveys and ongoing conversations with FSS. This input informs how services are delivered, ensuring that supports remain relevant, accessible, and responsive to the real challenges families face. Beneficiaries' lived experiences also guide program adjustments, such as refining resource referrals, adapting group topics, or modifying engagement strategies, to reduce barriers and promote equity. Staff and supervisors review this feedback collectively, identifying trends and integrating lessons learned into training, service planning, and partnership development. By honoring the voices of CalWORKs participants and embedding their insights into decision-making, we create a more inclusive and effective program model that is sustainable over time and fair to the diverse families we serve.

2.2.4.15. How at-risk families are identified and engaged equitably

At-risk families are identified and engaged in prevention services through a combination of standardized screenings and intentional community outreach designed to promote equity. Families are assessed through NBQ and FROG screenings, which provide an evidence-based, consistent, and unbiased method of identifying risk factors across all populations. These tools help ensure that eligibility and need are assessed fairly, without reliance on subjective measures.

2.2.4.16. Evidence-based interventions to prevent foster care entry

Our program uses HFA as the core home visiting model, supported by Baby TALK and Mothers & Babies. These evidence-based interventions strengthen parent-child relationships, support healthy development, and promote maternal mental health. By building resilience, reducing stress, and reinforcing protective factors, families are better equipped to create safe, nurturing environments that prevent child maltreatment and foster care entry.

2.2.4.17. Strategies to coordinate community resources for long-term support

Our program's strategy to coordinate community resources for FFPSA-eligible families centers on strong collaboration, proactive resource-sharing, and individualized support. FSS maintain a broad network of community connections, which includes partnerships with local agencies, resource directories such as 211, and ongoing relationships developed through program outreach. Staff share these resources with each other and continually expand their knowledge by researching additional supports to meet the specific needs of each family. Resource coordination is not a one-time activity but a continuous process. FSSs actively consult with one another, supervisors, and program managers to problem-solve and identify the most appropriate services. Families are then linked to resources ranging from basic needs and health care to housing, mental health, and parenting supports, ensuring holistic care. By leveraging both existing networks and new community partnerships, families receive long-term, sustainable connections to services that strengthen resilience and promote self-sufficiency.

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2.2.4.18. Strategy to work with CFWB to ensure equitable access

We collaborate with CFWB through referral alignment, data sharing, and joint planning to ensure all families have equitable access to services. This coordinated approach reduces barriers, addresses disparities, and guarantees that preventive and supportive resources are distributed fairly across diverse communities.

2.2.4.19. Mechanisms to address disparities in outcomes among families

We use the CMEDS data system to monitor family outcomes and identify disparities across populations. Data is disaggregated by key demographics (e.g., Middle Eastern vs. non-Middle Eastern families as well as families from Afghanistan since it is a growing population in our services) to ensure that cultural, linguistic, and socioeconomic differences are taken into account. These findings are then reviewed as part of our Continuous Quality Improvement (CQI) cycles to help identify inequities, and implement targeted strategies to improve fairness in outcomes.

2.2.4.20. How sustainability is built into program to ensure continued support

Sustainability is built into our programs through a combination of braided funding, workforce stability, cultural responsiveness, and continuous quality improvement and evaluation. We leverage multiple funding streams – including First 5 San Diego, CalWORKs and other smaller grants from local philanthropic partners such as The San Diego Foundation who supported with books and materials for groups – to ensure services remain financially stable and accessible long term. High staff retention supports consistency in service delivery, while ongoing training and cultural adaptation ensure that services remain relevant to the diverse families we serve. As a result of CalAIM, Home Start has begun to receive MediCal Administrative Activities (MAA) reimbursement for activities conducted as part of CSF and F5FS programs - approximately \$12,000 for the most recently processed quarter. The program's evaluation activities provide qualitative and quantitative data that is used to demonstrate the need for and effectiveness of services.

2.2.5. Plan for Safe Monitoring following HFA risk protocol.

Our program prioritizes continuous monitoring of child and family safety through ongoing observations and conversations during home visits. Safety is addressed with every family as a preventative measure at each stage of service, ensuring that risks are identified early and families are supported in building safe home environments. When specific safety concerns arise, they are addressed immediately in collaboration with the family, with guidance and support from supervisors. This approach allows us to respond quickly to potential risks, while reinforcing the family's role in creating and maintaining safety. In alignment with HFA risk protocols, risk assessments guide decision-making and ensure consistency, while reflective supervision provides staff with strategies to effectively support families in making needed changes.

2.2.6. Approach to coordinate with the Family Connection Hub

Home Start – F5FS East Region is committed to building a strong and collaborative partnership with the Family Connection Hub (FCH) to ensure families benefit from a coordinated, team-based approach. Our coordination will emphasize shared responsibility, clear communication, and alignment of services to avoid duplication and maximize family outcomes.

We understand that referrals to FCH will be screened to determine the most appropriate services for families, including connection to home visiting. Building upon this process, East Region staff will

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collaborate with FCH to ensure families receive timely support and are jointly engaged by both entities in ways that honor family choice, build trust, and reduce barriers to participation.

Moving forward, East Region will:

- **Participate in Multi-Disciplinary Team (MDT) Meetings:** Convene meetings with FCH and other partners to review cases, coordinate care, and problem-solve barriers to engagement.
- **Develop Shared Policies and Procedures:** Partner with FCH in upcoming meetings to formalize protocols for information-sharing, referral flow, and coordinated service delivery.
- **Monitor Trends and Address Barriers:** Collaborate with FCH to track referral outcomes, identify systemic challenges, and co-develop solutions to improve family engagement and retention.
- **Promote Cultural Responsiveness:** Leverage our bilingual/bicultural workforce (Arabic, Chaldean, Spanish) to ensure families referred through FCH receive linguistically and culturally matched services.
- **Enhance Systemwide Coordination:** Engage in cross-agency trainings and discussions with FCH, CFWB, PHNs, and AAP-CA3 to strengthen referral pathways and ensure a seamless network of supports.

This intentional coordination with the Family Connection Hub will ensure families experience a streamlined, comprehensive, and family-centered system of care. We view this partnership not only as a continuation of what we are already doing but as an opportunity to expand collaboration, co-create policies and procedures, and jointly deliver the highest quality services to families in East County.

2.2.7. Plan to maintain HFA accreditation as stated in SOW Section 7.1.4.

Home Start sustains HFA accreditation through consistent fidelity monitoring, comprehensive staff training, reflective supervision, and strict adherence to HFA's Critical Elements. Annual site visits with AAP provide an additional layer of oversight, helping us assess progress, identify areas for improvement, and ensure that we remain on track with accreditation standards. Staff participate in required initial and ongoing HFA trainings, along with certification renewals, to maintain a highly skilled workforce. This commitment to quality, accountability, and continuous professional development ensures that our program consistently meets HFA requirements and delivers services with integrity and effectiveness.

Home Start sustains accreditation by adhering to HFA Critical Elements, providing ongoing staff training, and completing re-accreditation processes in collaboration with AAP-CA3. We are working on our Self Study and getting ready for reaccreditation in 2026.

2.2.8. Approach to complete required data collection listed in SOW Section 8

The program meets all data collection and reporting requirements by utilizing the CMEDS database to document services and track outcomes such as child development, parental well-being, and service linkages. Data is entered consistently by FSS and reviewed by supervisors to ensure accuracy and completeness.

The Program Manager ensures compliance with all reporting requirements by preparing and submitting multiple levels of reports. On a monthly basis, the Program Manager submits the

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Monthly Program Report (MPR) and the Home Visiting Program (HVP) Report, which detail service delivery, enrollment, attrition, staffing updates, and emerging trends. On a quarterly basis, the Program Manager compiles and submits Performance Measure Reports, which include both quantitative and narrative components:

- **Quantitative Measures:** Number of unduplicated children receiving First 5 home visiting services; number of families receiving CalWORKs home visiting services.
- **Narrative Sections:** Executive Summary, Program Accomplishments, Difficulties/Barriers Encountered and Resolutions and Client Success Stories and Testimonials

These quarterly submissions highlight outcomes, identify challenges, and showcase family progress, providing funders with a comprehensive view of program impact.

In addition, the Program Manager coordinates with evaluators and the Countywide Coordinator to prepare the annual outcomes report, produced in partnership with Susan Hedges Consulting. This independent evaluation analyzes program performance, identifies trends, and informs continuous improvement. As part of this process, Susan also supports quality assurance efforts by reviewing data for accuracy, identifying missed or incorrect entries, and providing reports to guide timely corrections. This dual role strengthens both the integrity of data and the effectiveness of program evaluation

Together, these monthly, quarterly, and annual reporting activities ensure compliance with Statement of Work (SOW) Section 8, while maintaining high standards of quality, transparency, and responsiveness to the County's expectations

2.3. Implementation Plan

See following page

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Home Start – First 5 First Steps East Region Implementation Plan 2026

STRATEGIES	ACTIONS	MILESTONES	DATES	DEPENDENCIES	KEY RESPONSIBLE ENTITIES
Formalize contractual relationships	Negotiate and execute 2026 contract with First 5 San Diego; confirm Home Start as East Region Lead. Maintain subcontractor monitoring structure (Denise Von Rotz, Susan Hedges).	Contract executed; subcontractor oversight system in place.	By Jan 2026	Notification of award; County approval	Home Start CEO, VP or Programs, Program Manager
Recruit and retain qualified staff	Retain FSSs, Supervisors, PM; prioritize bilingual staff (Arabic, Chaldean, Spanish). Maintain retention supports (reflective supervision, staff wellness).	All positions filled; retention strategies active.	Jan–Feb 2026	Signed contract; HR processes	Home Start HR, Program Manager, Supervisors
Train program staff	Provide training in HFA, Baby TALK, Mothers & Babies, Facilitating Attuned Interaction (FAN), trauma-informed care, cultural humility, mandated reporting, CQI, and reflective supervision.	Staff trained and certified per HFA standards; trackers up-to-date.	By Mar 2026; ongoing refreshers	AAP-CA3 training schedule; HFA requirements	Supervisors, AAP-CA3, Program Manager
Engage collaborative network	Quarterly meetings with AAP-CA3, PHNs, CFWB, Family Connection Hub.	Quarterly meetings held; referral pathways streamlined.	Quarterly 2026	Partner agency participation	Program Manager, Supervisors, AAP-CA3, PHNs
Service delivery	Screen families with NBQ/FROG; create Family Goal Plans; deliver HFA home visiting with Baby TALK curriculum. Conduct assessments (ASQ, PHQ-9, CHEERS, HFPI). Apply TR/SS/TO policies for continuity.	Families enrolled; assessments and Family Goal Plans completed on schedule.	Jan 2026 – ongoing	Eligibility confirmed; trained staff	FSSs, Supervisors, Program Manager
Parent engagement	Offer parent groups, graduations, and culturally inclusive activities (Arabic/Spanish/Chaldean). Provide transportation/translation supports.	Parent activities held; family feedback collected.	Ongoing 2026	Program funds; family participation	Supervisors, FSSs

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Outreach and referrals	Strengthen referrals with community hospitals such as Sharp Grossmont, WIC, 211, refugee orgs, tribal health. Outreach at East County community events.	Referrals documented in CMEDS; families linked to supports.	Jan 2026 – ongoing	Partner engagement	Program Manager, Supervisors, FSSs
Support focus populations	Implement strategies for foster youth (FFPSA continuity), military families (TO/SS transfers), medically complex families (warm handoffs to SDRC/behavioral health), justice-involved (probation linkages).	Families with specialized needs supported per SOW requirements.	Jan 2026 – ongoing	HFA MSS policies; partner collaboration	Program Manager, Supervisors, FSSs
Quality assurance & accreditation	Complete HFA re-accreditation self-study (Nov 2025), host site visits (Spring 2026). Implement CQI (shadows, QA calls, surveys, file reviews).	Accreditation achieved; CQI improvements documented.	Nov 2025 (Self-Study), Apr–May 2026 (Site Visits)	AAP-CA3; staff participation	Program Manager, Supervisors, Evaluator
Fiscal compliance	Submit monthly invoices; monitor expenditures; ensure compliance with First 5, CalWORKs, CFWB. Conduct fiscal monitoring with subcontractors.	Monthly invoices accurate; fiscal compliance confirmed.	Monthly 2026	Finance dept coordination; County requirements	Home Start Fiscal Dept, Program Manager
Evaluation & reporting	Collect/analyze data in CMEDS. Submit monthly MPR/HVP, quarterly performance reports, and annual evaluation (Susan Hedges).	Reports submitted on time; outcomes analyzed & shared.	Monthly, Quarterly, Annual 2026	CMEDS access; evaluator support	Evaluator, Program Manager, Supervisors
Celebrate accomplishments	Hold family graduations; highlight client success stories; recognize staff achievements. Share outcomes with Home Start Board and F5FS Advisory Board.	Graduations and recognition events held throughout 2026.	Ongoing 2026	Family participation; Advisory Board support	Program Manager, Supervisors, FSSs

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2.4. Plan to collaborate with PHN staff to ensure effective case management

The program's collaboration with PHN is designed to strengthen case management by combining the relationship-based support of FSS with the clinical expertise of PHNs. This partnership ensures that families receive seamless, holistic services that address both social determinants of health and medical concerns.

Structured Shadowing and Joint Visits: We have developed a structured shadowing model where PHNs in East Region observe FSS-led home visits to understand the HFA approach and the family dynamics within diverse cultural contexts. Pre-visit huddles allow FSS and PHN staff to review family culture, language needs, safety considerations, and planned visit goals. Post-visit reflections provide an opportunity to debrief on family progress, medical concerns, and next steps, ensuring shared understanding and coordinated planning

Clear Role Integration: During collaborative visits, FSS staff focus on building trusting relationships, supporting parenting skills, and linking families to community resources, while PHNs contribute their expertise in child development, maternal health, and medical care coordination. This complementary approach ensures families receive wraparound support without duplication of services.

Ongoing Communication: FSS and PHN staff engage in continuous communication through reflective supervision, case discussions, and countywide cross-partner meetings. This ensures consistency in case planning, identifies emerging risks early, and promotes shared accountability for family outcomes.

Cultural Responsiveness: The region's history of engagement with refugee and immigrant families makes cultural humility central to collaboration. FSS staff prepare PHNs for visits by reviewing family cultural norms (such as language, religious practices, or home customs), which fosters respectful engagement and builds family trust.

Continuous Quality Improvement: Feedback from joint visits is gathered through structured surveys and reflective debriefs. Supervisors integrate lessons learned into team training and reflective supervision sessions, strengthening staff skills and refining collaborative practices over time.

Outcome: This intentional partnership ensures that families experience integrated case management where medical, social, and developmental needs are addressed through a unified team approach. As a result, families benefit from improved health outcomes, reduced duplication of services, and enhanced continuity of care.

2.5. How the program will meet the needs of underserved populations

2.5.1. How the following populations will be served: persons with disabilities, inclusive of cognitive impairments; persons with limited English proficiency; persons who are justice-involved

Home Start is committed to ensuring that program services are accessible to all individuals including those who have disabilities, including cognitive impairments, those with limited English proficiency and those who are justice involved. We maintain compliance with all requirements and regulations as they relate to these populations such as

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Americans with Disabilities Act (ADA) of 1990, as amended (Titles II & III), Individuals with Disabilities Education Act (IDEA), Sections 504 and 508 of the Rehabilitation Act of 1973 and - we will make all reasonable modifications to our practices and procedures to prevent any discrimination based upon the presence of a physical or mental disability. This includes ensuring physical and communication access and providing services in alternative formats and using assistive devices if needed. We ensure that all digital and electronic communication (websites, online forms, resources) are accessible to people with disabilities, including screen-reader compatibility. When working with families of children with developmental delays or disabilities we support access to early intervention services and coordinate with other programs such as Healthy Development Services or Regional Center when needed.

Title VI of the Civil Rights Act of 1964, Executive Order 13166 (2000): “Improving Access to Services for Persons with Limited English Proficiency (LEP)”, and Affordable Care Act, Section 1557 (Nondiscrimination in Health Programs and Activities): Home Start prohibits any discrimination based upon race, color, or national origin and takes all reasonable steps to provide meaningful access to services to individuals with LEP. This includes hiring FSS who are proficient in the languages spoken by families in the East region, using materials that have been professionally translated, and subcontracting with Interpreters Unlimited as an established and competent interpretation/ translation service. Families’ cultural practices are incorporated into parenting support activities and curricula. We maintain an up to date language access plan as submitted as part of this response. In addition we adhere to CLAS Standards (Culturally and Linguistically Appropriate Services, HHS Office of Minority Health) as a framework for delivering equitable, effective, and respectful care responsive to linguistic and cultural needs.

Child Abuse Prevention and Treatment Act (CAPTA), Home Visiting Evidence of Effectiveness (HomVEE) & Maternal, Infant, and Early Childhood Home Visiting (MIECHV) Program: In response to these regulations and community need, Home Start ensures that services reach and are culturally responsive to high need and marginalized populations (including families with disabilities, LEP, and justice-involved parents) through

- Staff training to ensure awareness of needs, barriers, strengths of high-need populations and delivery of trauma-informed approaches. Staff are trained to recognize the impact of incarceration-related trauma and stigma on parenting and family relationships and of the refugee triple trauma paradigm, also trained to recognize and address unconscious bias that may be based upon a person’s history of justice involvement, ethnicity, age or immigration status. We provide reflective supervision and access to technical assistance when needed to prevent secondary trauma and ensure equitable and quality service provision.
- Partnering with organizations who focus on the needs of these populations (Second Chance, San Diego Regional Center, Probation Department, re-entry programs, legal aid, San Diego Refugee Communities Coalition) for consultation and cross referral
- Flexible service delivery through which activities and levels accommodate for differing needs and preferences of individuals served.
- Use of data and assessments to track progress in meeting standards and identifying gaps or barriers to service delivery.
- For individuals with justice involvement, we include goals in planning that aim to reduce risk for recidivism and which support bonds between parents and children that may have been disrupted or negatively impacted by incarceration or other justice system engagement.

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2.5.2. Specialized populations to be served

Home Start is able to draw upon a long history of providing specialized services to F5FS populations with unique needs, these are:

- Transition-age youth who are pregnant and parenting - we are able to provide services that support their transition to independence such as life skills coaching and support.
- Individuals who are homeless or housing insecure - we are able to assist with housing navigation and facilitate access to rental assistance or basic needs resources.
- Domestic violence/substance abuse survivors - we are able to connect survivors to resources and services that increase their safety and support healing.
- Arabic/Caldean/Dari/Pashto speaking families - we are able to provide focused outreach, linguistically accessible and culturally affirming services to the East Region's large and growing population of immigrant and refugee families from countries such as Iraq and Afghanistan.

2.6. Measures towards energy efficiency and sustainability

2.6.1. How location and facility demonstrate sustainability

The program operates from a facility located in the East Region that is easily accessible by public transit. The program site is within walking distance of major East Region bus routes, as well as a public transit center that is in close proximity. This transit-oriented location reduces reliance on single-occupancy vehicles and encourages participation from staff and families from all corners of the East Region, as the table below shows.

Public Transit Option	Approximate Distance from Facility	Regions Connected
Bus Routes 816, 872, and 875	<0.6 miles	El Cajon, Rancho San Diego
El Cajon Transit Center Orange and Copper Trolley lines; multiple bus routes across East Region	1.8 miles	El Cajon, La Mesa, Lemon Grove, Spring Valley, Santee, Lakeside, Jamul, Dulzura, Mountain Empire

The facility incorporates multiple sustainable, resource-saving features:

- Energy-efficient computers and appliances for lower electricity consumption
- Programmable thermostats to optimize heating and cooling
- Shared bathroom in multi-tenant floor and water filtration system to reduce water and plastic waste
- Digital documentation systems, including electronic case notes, service records, scheduling, etc., to minimize paper usage

2.6.2. How sustainable travel metrics will be reported

Home Start will collaborate with County staff, and other F5FS providers, to develop and implement a tracking and evaluation framework to report the environmental impact of the program consistently across the region. We would suggest the adoption of travel-related metrics to streamline routes and practices, with an overall goal of reducing vehicle miles traveled, fuel consumption, and greenhouse

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gas emissions and supporting traveler health and safety. Proposed methods and metrics could include:

For cost effectiveness, resource efficiency and reduced environmental impact

- Organization reporting of home visit clustering based on geographic proximity reported annually
- Traveler self-reported use of methods of transportation options used including fuel-efficient or hybrid vehicle, public transit, bicycle, or walking based on annual survey
- Organization report on vehicle miles traveled year-over-year and amount paid in mileage reimbursement year-over-year

For traveler accessibility, health and safety

- Organization reporting of policies and practices (planning, training, accommodations to meet diverse needs related to mobility, communication, and health, and feedback mechanisms) regarding travel and adherence to applicable accessibility standards and guidelines
- Incident, identified risk, or accident reports collected on an ongoing basis and reported annually
- Traveler and travel coordinator perceived safety and accessibility of travel and qualitative report of challenges based on annual survey

2.6.3. How accessibility requirements will be met for travelers

As described in Section 2.5., Home Start will ensure program services are available to all individuals, especially those with language, cognitive, and mobility barriers, as well as those with lived experience with the justice system. Home Start's proposed approach will:

- Follow ADA and IDEA legal mandates by providing reasonable accommodations for staff and participants, including but not limited to accessible materials and office spaces, assistive devices, and screen reader compatibility for electronic and web-based communications.
- Implement a home visitation model to mitigate transportation, mobility, childcare, and geographic barriers for families.
- Provide training for FSS supervisors and FSS on travel policies and practices that ensure equitable access, promote inclusivity and compliance with legal and organizational accessibility commitments.
- Planning and booking travel, including out of town travel (i.e. for conferences), that accommodate travelers with diverse needs and preferences relating to mobility, communication and health.
- Provide translation services to ensure that non-English Speakers, Deaf or hard-of-hearing participants, and families with limited English proficiency can fully engage in services.

2.6.4. How inclusivity safety concerns for travelers will be addressed

All staff will undergo training in trauma-informed care, cultural competence, and community safety protocols. Safety planning is incorporated into visit scheduling, including:

- Avoidance of travel during high-heat periods or inclement weather
- Use of safety check-in/check-out procedures for home visits

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- Flexible scheduling to accommodate caregiver needs and ensure safety of neighborhoods and transit routes
- Incorporation of TIC practices and training on travel related trauma, building understanding that different modes of travel may be a source of stress based upon past experiences.

Staff will be trained to identify and report environmental, health or safety risks during travel. In addition, Home Start policies promote the use of inclusive practices to ensure all clients, regardless of ability, language, or socioeconomic status, receive services in a respectful and secure manner.

2.7. Plan to provide culturally competent services and link all families to additional services

Home Start is committed to equity and inclusion, and their steps to provide culturally competent services work to ensure that every family can access services without linguistic or cultural barriers. Home Start's hiring practices, policies, their training provided to staff, and their engagement of community partners all aim to create a working environment of cultural competence and to provide services that reflect cultural values, beliefs, and traditions.

With its hiring process, Home Start works to create an agency where the families they work with can see themselves represented culturally and/or linguistically. All of F5FS's FSS are bilingual or multilingual, with [two-thirds] of the FSS Supervisors being bilingual or multilingual, as well as F5FS being led by a bilingual PM. Staff also come from a variety of cultural, racial, and socioeconomic backgrounds with diverse lived experiences, allowing them to build connections with families who may otherwise face barriers to accessing services. Over 65% of Home Start's staff identify as individuals of color, with specific representation from Middle Eastern communities. At the leadership level, more than half of Home Start's program directors and senior managers are bicultural, which serves to strengthen cultural relevance and responsiveness of services. Many staff members, executive leadership, and members of the Board of Directors share lived experiences with families, including language, cultural, or military connections.

Home Start has developed policies to increase cultural competence using a few different methods. A shared approach is incorporated to establish positive parenting practices that **integrate and respect** cultural norms and beliefs. Examples used in multiple curriculums are modified, allowing for alternative images and scenarios that include families of diverse origins so participants can see themselves represented. Accommodations are also made for Muslim families during Ramadan and other religious observances. This can mean scheduling flexibility to accommodate fasting schedules and not provide food during fasting hours. When refreshments are provided, it is always done with consideration to cultural and religious practices.

Staff receive ongoing cultural inclusivity training, as well as additional conflict resolution, allyship and equity, and reflect practice training to help ensure that diverse perspectives are matched with the skills to engage with families sensitively and competently. Staff development opportunities beyond the minimum requirements help to prepare staff to practice cultural humility and understand and address implicit bias.

While Home Start takes every action to maintain cultural competency, community partners are still engaged either to provide services Home Start is not able to provide, or to create connections beneficial to the families participating in the program. Home Start partners with outside organizations that work to connect families to organizations that work to strengthen their cultural

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connections and access additional resources and services. These community connections also work to connect families with other members of their cultural and/or linguistic community.

When a family seeking services speaks a language not represented among staff, Home Start will contract with Interpreters Unlimited, ensuring access to professional interpretation and translation while guaranteeing no family is excluded due to language barriers.

2.8. Linguistic and Cultural Diversity Plan

A linguistic and cultural diversity plan that demonstrates Home Start's ability and intent to align with County HHSA requirements and support program success is provided as an attachment.

2.9. Resume of Subcontractors and Key Partners

The East F5FS – East Region program, operated by Home Start, partners with specialized subcontractors and organizational partners to ensure high-quality, evidence-based services and equitable access for all families in East County.

2.9.1. Identification of subcontractor(s) or other organizational partner(s)

Subcontractors and Key Partners

1. Interpreters Unlimited

Address: 10650 Treena Street, Suite 109, San Diego, CA 92131

Role: Provides interpretation and translation services to families with limited English proficiency.

While East Region staff are bilingual/bicultural in Arabic, Chaldean, and Spanish, Interpreters Unlimited is engaged primarily for languages not covered by current staff capacity, including Pashto, Dari, and Haitian-Creole. This ensures culturally and linguistically responsive access for refugee and immigrant families.

2. Clinical Supervisor – Denise Von Rotz, LMFT, RPT-S, IF-ECMHS, RPF II

- **Address:** Hope and Healing Child and Family Therapy, Inc., 8080 La Mesa Blvd, Suite 205, La Mesa, CA 91942
- **Role:** Provides group and individual reflective clinical supervision to FSS and supervisors. Ms. Von Rotz is a Licensed Marriage and Family Therapist, Certified Compassion Fatigue Professional, Registered Play Therapist-Supervisor, Infant-Family and Early Childhood Mental Health Specialist, and Reflective Practice Facilitator II. She facilitates monthly reflective group supervision sessions, individual sessions, and cross-agency supervision groups (shared with regional partners such as SAY San Diego). Her expertise supports trauma-informed practice, staff wellness, and fidelity to HFA standards. Ms. Von Rotz received her B.A. in Psychology with a minor in Child development from California State University, Fullerton. She then received her Masters in Counseling from Seattle University. She has professional experience across a range of settings, such private practice therapy, community programs, schools, and medical facilities. Some of her previous work over the past 30 years has been with San Diego Center for Children - Foster Family Agency Stabilization and Treatment (FFAST) Program, Hope and Healing Child and Family Therapy, Inc., SAY San Diego - Central Region F5FS and CalWorks First Steps Program, Rady's Children's Hospital - Developmental Screening and Enhancement Program, AAP-F5FS, San Diego State University - Child and Family Development Department, Fred Finch Youth Centers, Providence Community Services, Ling Tung High School, Moss Beach Homes, Inc., Department of Social and Health

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Services - Juvenile Rehabilitation Administration, and Olive Crest Treatment Centers.

3. Evaluation Partner – Susan Hedges Consulting

Address: 9273 Carthay Circle, Spring Valley, CA 91977

Role: Provides independent program evaluation and continuous quality improvement support for the East Region. Ms. Hedges is an experienced evaluator with more than 20 years in program evaluation and applied research. She analyzes quantitative and qualitative data, prepares monthly, quarterly, and annual evaluation reports, and provides actionable recommendations to strengthen service delivery, inform program planning, and demonstrate impact. She has B.A. in Psychology and a Master's of Public Health. She has been a part of evaluation for First Steps since 2014 and has led or participated in evaluation and grant writing across San Diego County since 2006. Her additional experience in applied research began in 1999. Ms. Hedges additionally has been a Certified Health Education Specialist since 2003. Ms. Hedges' professional experience includes conducting evaluation for SAY San Diego, Palomar Health, Jewish Family Services, County of San Diego, Health and Human Services Agency, Catholic Charities, Imperial Beach Health Clinic, The California Endowment Children's Specialist of San Diego, Children's Primary Medical Group, Children and Families Commission of Orange County, YMCA Childcare Resource Services, Palomar Pomerado Health, Alliance Healthcare, Palomar Pomerado Home Care, San Diego City Schools, National City Collaborative, and California Department of Health and Human Services.. She has been a grant writer for North County Health Development of Palomar Pomerado Health, and Jewish Family Services. In addition, Ms. Hedges has also spent 10 years as adjunct faculty at San Diego State University and as an academic professor at Grossmont Community College.

For more than a decade, Home Start has partnered with AAP-CA3 and fellow regional lead agencies—SAY San Diego, Palomar Health, and South Bay Community Services (SBCS)—to form the San Diego County HFA Multi-Site Network. Since the launch of F5FS in 2013, this collaborative model has been the foundation of our success. Together, we have shared training resources, referral pathways, and continuous quality improvement processes, ensuring families across the county receive consistent, trauma-informed, and evidence-based services regardless of where they live. Over the years, this partnership has evolved into a trusted, seamless system of care where families moving between regions experience continuity of services, and staff across agencies learn from one another through joint training and collaborative meetings. The strength of these long-standing relationships reflects our collective commitment to a shared mission: supporting San Diego's children and families with the highest standards of service and fidelity to the HFA model.

Together with Home Start (East Region), these partners comprise the San Diego HFA Multi-Site Network, ensuring seamless service delivery, cross-referrals, and continuity of care for families who move between regions. See attached letter of support signed by all regional leads in the Attachments Exhibit.

2.9.2. Specific program requirements met by subcontractor(s)

Clinical Supervision – Denise Von Rotz, LMFT, RPT-S, IF-ECMHS, RPF II

● Services Provided:

- Facilitates **monthly reflective group supervision** for FSSs and supervisors, ensuring alignment with HFA accreditation requirements.
- Provides **individual reflective supervision sessions** to staff as needed, focusing on trauma-informed practice, family engagement, and staff well-being.

Home Start

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- Offers **specialized expertise** in infant and early childhood mental health, play therapy, and reflective practice, which supports FSSs in addressing complex family needs.
- Prepares and maintains required documentation for reflective supervision in accordance with HFA standards.
- **Program Requirements Met:**
 - Meets HFA's mandate for regular reflective supervision by a qualified mental health professional.
 - Strengthens program fidelity by coaching staff in family-centered engagement, managing emotional demands of home visiting, and applying evidence-based practices.
 - Enhances workforce retention and reduces burnout by supporting staff wellness and professional development.

Program Evaluation – Susan Hedges Consulting

- **Services Provided:**
 - Conducts ongoing program evaluation for the East Region, including quantitative data analysis (CMEDS database, performance measures) and qualitative analysis (family success stories, staff input).
 - Prepares monthly, quarterly, and annual evaluation reports that include program accomplishments, challenges, and outcome trends.
 - Provides independent feedback and recommendations to ensure continuous quality improvement and accountability.
 - Supports compliance with contractual performance measures, including unduplicated child/family counts, CalWORKs service reporting, and client outcome narratives.
 - Available to conduct staff trainings in data collection and evaluation areas they need support
- **Program Requirements Met:**
 - Ensures the program meets contractual reporting obligations under the Statement of Work (SOW).
 - Provides external accountability and transparency to the County and stakeholders.
 - Informs strategic planning and service adjustments to better meet family needs and improve program impact

2.9.3. Performance and fiscal monitoring process

- **Frequency:** Quarterly reviews.
- **Depth/Quality:** Invoice audits, programmatic reviews, fiscal solvency checks.
- **Documentation:** Written monitoring reports stored in agency files.
- **Follow-up:** Corrective action plans tracked until resolved.
- **Exclusion/Debarment Checks:** Conducted at onboarding and annually.
- **Continuation of Services:** Internal staff are cross-trained to assume responsibilities if a partner disengages.

2.9.3.1. Sufficient frequency of monitoring

Formal monitoring is conducted annually and includes a comprehensive review of programmatic and fiscal compliance. In addition, invoices are reviewed monthly to confirm accuracy, allowability, and timeliness of expenses. This layered approach ensures ongoing oversight and early detection of issues. To date, no compliance issues have been identified.

2.9.3.2. Depth and quality of monitoring

Performance and fiscal monitoring for this program is conducted directly by the funder. Home Start complies fully with all documentation requests and provides timely access to financial records, client files, and programmatic reports as required.

Monitoring includes:

- Annual site visits conducted by the Contracting Officer's Representative (COR) to review program performance, fiscal management, and compliance with contract requirements.
- An additional annual audit visit by the American Academy of Pediatrics (AAP), which focuses on client files, documentation quality, and adherence to HFA standards.

Home Start has consistently met all monitoring expectations and has maintained full compliance during these reviews.

2.9.3.3. Documentation of the monitoring activities

Monitoring results are compiled into written monitoring reports that summarize findings, commendations, and any areas for improvement. Reports are maintained in secure agency files and available to funders upon request.

2.9.3.4. Follow-up process for resolution of non-compliance

If non-compliance were identified, Home Start would develop a Corrective Action Plan (CAP) with clear steps, responsible parties, and timelines. Progress would be tracked until resolved and verified. While this process is in place, no corrective actions have been required for this program.

2.9.3.5. Exclusion and Debarment checks process in place

Home Start maintains a rigorous process to ensure that no staff, subcontractors, or vendors are excluded or debarred from receiving federal or county funds.

- **Frequency: Exclusion, Debarment, and Monitoring (EDM)** checks are conducted monthly in alignment with County requirements. This frequency ensures ongoing compliance and allows for immediate detection of any changes in status.
- **Third-Party Vendor:** To strengthen accountability and accuracy, beginning September 2025, Home Start has contracted with a third-party provider to conduct all EDM checks in accordance with the County's compliance standards.
- **Scope:** EDM checks include review of federal and state databases (e.g., SAM.gov, Medi-Cal Sanctions, and other required registries) for all employees, subcontractors, and vendors engaged in contract activities.
- **Documentation:** Results of monthly checks are documented and securely maintained in personnel and vendor files. Reports are available for County or funder review at any time.
- **Response to Findings:** In the event of a flagged result, Home Start would take immediate corrective action, up to and including removal of the individual or vendor from program activities, and notify the appropriate contracting authority.

2.9.3.6. How services will continue if agreements no longer provide services

Home Start

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Home Start will ensure continuity of services through cross-training of program and fiscal staff, enabling internal coverage if a partner disengages or cannot meet requirements. This minimizes disruption and ensures families continue to receive critical services.

2.9.4. Statement of non-use of subcontractors or other organizational partners

No subcontractors are proposed, Home Start will directly deliver all services.

Home Start Inc.
**CONTRACTOR SUBMITTED LINGUISTIC AND CULTURAL
DIVERSITY PLAN**

Contract #545594

Targeted Home Visiting Initiative Services: First 5 First Steps – East Region

RFP 12658 Family Home Visiting Support Services

9/25/2025

(i) Linguistic and Cultural Diversity

At present, we maintain data on staff language capacity for the current year. While we do not have complete records for the past three years, our staffing and service delivery patterns have remained relatively stable over that period. For this reason, the current year's data provides a reliable estimate of the language distribution for prior years as well.

Estimated Prior Years:

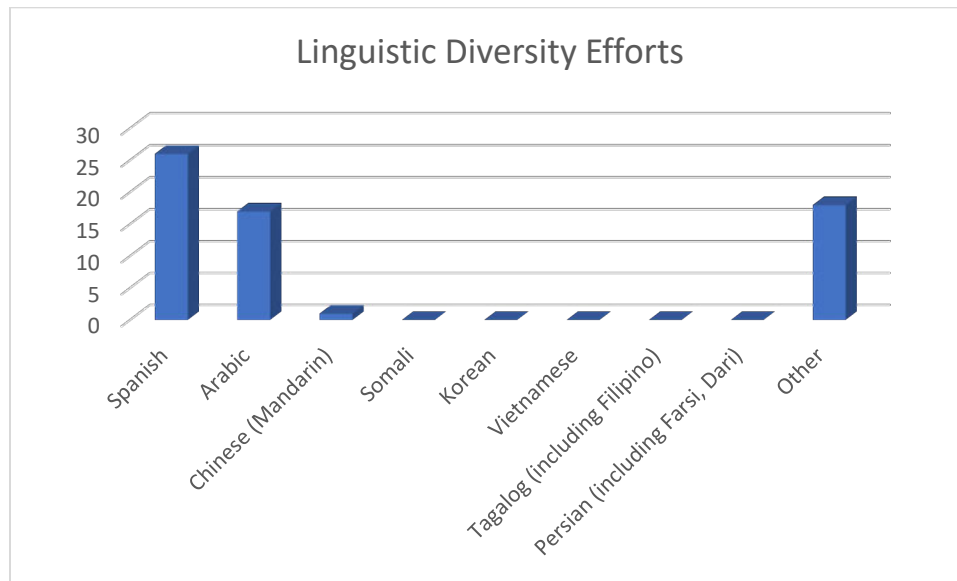
Based on minimal turnover and consistent client needs, we estimate that the language capacity for the past three years aligns closely with the current year's distribution.

Projected for Contract Year 1:

We anticipate maintaining similar staffing levels and language distribution in the upcoming contract year. Given client demographics, we expect Spanish and Arabic to remain the most represented languages, with continued capacity in Chaldean and other languages. Should service demand increase, we will prioritize hiring staff with additional language skills that align with community needs.

Commitment to Ongoing Tracking:

Going forward, we will strengthen our data collection systems to track language capacity annually. This will allow us to provide funders with verified year-over-year comparisons in future reporting.



Language Category	# of Employees
Spanish	26
Arabic	17
Chinese (Mandarin)	1
Somali	0
Korean	0
Vietnamese	0
Tagalog (including Filipino)	0
Persian (including Farsi, Dari)	0
Other	18
Total Employees	62

The “**Other**” category includes Chaldean, Kurdish, Aramaic, Khmer, Danish, and French, since they were not explicitly listed in your categories.

Past Workforce Cultural Diversity Strategies

In this narrative section, be specific to describe past strategies to promote cultural diversity in the workforce.

- Home Start embraces human diversity as sources of strength and creativity. The agency welcomes diversity of race, gender, sex, color, religion, creed, national origin, ancestry, citizenship, pregnancy, age, marital status, sexual orientation, medical condition, genetic information, gender identity or gender expression, physical or mental disability, military or Veteran status, or any other consideration made unlawful by federal, state or local laws.
- To reach an expansive and diverse candidate pool, the agency’s practice is to post jobs on nonprofit sites such as NPworks.org, as well as a broad range of recruiting

- sites such as Indeed, LinkedIn, Zip Recruiter and Handshake to reach the largest demographic.
- The agency has participated in job fairs in underserved communities in San Diego to recruit staff and have hired employees from throughout San Diego, including East County and Skyline area.
 - Home Start provides training to promote cultural inclusivity and responsiveness as part of the onboarding process, including topics such as uncovering bias, harassment prevention, and active listening.
 - Home Start also includes nondiscrimination statements on job descriptions and job postings; for example: *Home Start, Inc. is an equal opportunity employer and does not discriminate in the hiring of personnel because of gender, race, color, religion, creed, national origin, ancestry, citizenship pregnancy, age, marital status, sexual orientation, medical condition, genetic information, gender identity or gender expression, physical or mental disability, military or Veteran status or any other consideration made unlawful by federal, state or local laws.*
 - Home Start is an Equal Opportunity Employer and makes employment decisions on the basis of merit, qualifications, and competence. Agency policy prohibits unlawful discrimination based on gender, race, color, religion, creed, national origin, ancestry, citizenship, pregnancy, age, marital status, sexual orientation, medical condition, genetic information, gender identity or gender expression, physical or mental disability, military or Veteran status, or any other consideration made unlawful by federal, state, or local laws. The agency's commitment to complying with all applicable laws related to equal employment opportunities applies to all persons involved in the operations of the agency and prohibits unlawful discrimination by any employee of Home Start, including supervisors and co-workers.
 - Home Start policy states if an employee believes they have been subjected to any form of unlawful discrimination, to notify their supervisor or the Director of Human Resources. The Agency will immediately undertake an effective, thorough and objective investigation and attempt to resolve the situation. If the Agency determines that unlawful discrimination has occurred, effective remedial action will be taken commensurate with the severity of the offense.

Planned Workforce Cultural Diversity Strategies

In this narrative section, be specific to describe future plans to promote cultural diversity in the workforce.

- Home Start will maintain their steadfast commitment to equal opportunity as described in the previous section, as well as reviewing policies and procedures periodically and incorporating suggestions from employees and committees, as appropriate, to increase diversity, equity and inclusion in the organization.
- Home Start will continue to recruit at job fairs from underserved communities to increase cultural diversity within our workforce.
- The agency will utilize and train interns from a culturally diverse population to ensure they are ready for the workforce when they graduate. The Home Start training generally lasts from 6 months to a year, based on the program.
- As one of the strategies to promote diversity and cultural and linguistic inclusivity within the organization, Home Start is creating a Diversity and Inclusion Committee. Part of the program is companywide meetings every month with a specific topic.

- A Culture and Engagement Committee has been created to address the concerns of current employees with the hope of bridging any gaps that might exist in culture and engagement equity.

(ii) SUBCONTRACTOR, CONSULTANT, AND SUPPLIER UTILIZATION

Outreach Program/Plan for Using Subcontractor and Supplier Firms

In this narrative section, be specific: Use names, dates, events, etc. from the last 3 years.

- Describe the outreach program or plan for collaborating with the following types of businesses as subcontractors, consultants and/or suppliers used in the last three years.
 - Disadvantaged Business Enterprise (DBE) - for-profit small businesses where socially and economically disadvantaged individuals own at least a 51% interest and also control management and daily business operations.
 - Emerging Small Businesses (ESB) - A small business whose size is no greater than 50 percent of the numerical size standard applicable to the Standard Industrial Classification code assigned to a contracting opportunity.
 - Minority Business Enterprise/Women's Business Enterprise (MBE/WBE) –
 - MBE - a business concern that is at least 51% owned by one or more individuals who are African American, Hispanic American, Native American, Asian-Pacific American or Asian-Indian American; and whose management and daily business operations are controlled by one or more of these owners.
 - WBE - a business concern that is at least 51% owned by one or more women and whose management and daily business operations are controlled by one or more of these owners.
- List of DBE, MBE, WBE, and ESB firms used in the last three years.

This section is not applicable to Home Start.

(iii) PROJECT SUBCONTRACTING, CONSULTANT, AND SUPPLIER PLAN

This section is not applicable to Home Start. Home Start is exempt from the DVB Subcontractor Participation Requirements as a nonprofit organization in accordance with Board Policy B-39a. However, Home Start maintains a written procurement policy that guides how the organization solicits and selects vendors in compliance with federal fiscal requirements that the agency follows whenever seeking subcontractors, vendors, and suppliers.

Home Start is an equal opportunity employer and does not discriminate in the hiring of personnel because of gender, race, color, religion, creed, national origin, ancestry, citizenship

pregnancy, age, marital status, sexual orientation, medical condition, genetic information, gender identity or gender expression, physical or mental disability, military or veteran status or any other consideration made unlawful by federal, state or local laws

EXHIBIT A-1 END OF CONTRACTOR'S TECHNICAL RESPONSE

COUNTY CONTRACT NUMBER 575193
AGREEMENT WITH HOME START, INC.
FOR FAMILY HOME VISITING SUPPORT SERVICES
EXHIBIT B – INSURANCE REQUIREMENTS

INSURANCE REQUIREMENTS FOR CONTRACTORS

Without limiting Contractor's indemnification obligations to County, Contractor shall provide at its sole expense and maintain for the duration of this contract, or as may be further required herein, 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 the work by the Contractor, his agents, representatives, employees or subcontractors.

1. Minimum Scope and Limit of Insurance

Coverage shall be at least as broad as:

- A. **Commercial General Liability (CGL):** Insurance Services Office Form CG 00 01 covering CGL on an "occurrence" basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than \$2,000,000 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 (\$4,000,000).
- B. **Automobile Liability** covering all owned, non owned, hired auto Insurance Services Office form CA0001, with limit no less than \$1,000,000 each accident for bodily injury and property damage.
- C. **Workers' Compensation**, as required by State of California and Employer's Liability Insurance, with limits no less than \$1,000,000 each accident for bodily injury or disease. Coverage shall include waiver of subrogation endorsement in favor of County of San Diego.
- D. **Professional Liability (Errors & Omissions)** appropriate to the professional services provided by Contractor under this contract, with limit no less than \$2,000,000 per occurrence or claim, \$2,000,000 aggregate.
- E. **Cyber/Information Security Liability** \$2,000,000 per claim with an aggregate limit of not less than \$2,000,000. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by Contractor in this agreement and shall include, but not be limited to, claims involving security breach, system failure, data recovery, business interruption, cyber extortion, social engineering, infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, and alteration of electronic information. or provide unauthorized access of either electronic or non-electronic data, including publicizing confidential electronic or non-electronic data; transfer of computer virus, Trojan horse, worms or any other type of malicious or damaging code; and for Third-Party Liability encompassing judgments or settlement and defense costs arising out of litigation due to a data breach and data breach response costs for customer notification and credit monitoring service fees.
- F. **Sexual Abuse or Molestation (SAM) Liability:** If the CGL policy referenced above is not endorsed to include affirmative coverage for sexual abuse or molestation, Contractor shall obtain and maintain a policy covering Sexual Abuse and Molestation with a limit no less than \$1,000,000 per occurrence or claim with an aggregate limit of not less than \$2,000,000. Coverage to include actual or threatened abuse or molestation by anyone of any person while in the care, custody or control of the insured or as a result of the negligent employment, investigation, hiring & supervision or the reporting or failure to report to proper authorities of a person for whom any insured is or ever was legally responsible.
- G. **Fidelity** \$200,000 coverage providing Employee Dishonesty, Forgery or Alteration, Theft, Disappearance, Destruction and Computer Fraud coverage covering Contractor's employees, officials and agents.

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

2. Self-Insured Retentions

Self-insured retentions must be declared to and approved County Risk Management. County may require the Contractor to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense

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FOR FAMILY HOME VISITING SUPPORT SERVICES
EXHIBIT B – INSURANCE REQUIREMENTS

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 County. Any and all deductibles and SIRs shall be the sole responsibility of Contractor or subcontractor who procured such insurance and shall not apply to the Indemnified Additional Insured Parties. County may deduct from any amounts otherwise due Contractor to fund the SIR/deductible. Policies shall NOT contain any self-insured retention (SIR) provision that limits the satisfaction of the SIR to the Named. The policy must also provide that Defense costs, including the Allocated Loss Adjustment Expenses, will satisfy the SIR or deductible. County reserves the right to obtain a copy of any policies and endorsements for verification.

3. Other Insurance Provisions

The insurance policies are to contain, or be endorsed to contain, the following provisions:

A. Additional Insured Endorsement

The County of San Diego, the members of the Board of Supervisors of the County and the officers, agents, employees and volunteers of the County, individually and collectively are to be covered as additional insureds on the General Liability and SAM policy with respect to liability arising out of work or operations performed by or on behalf of the 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 the Contractor's insurance (at least as broad as ISO from CG 2010 11 85 or **both** CG 2010, CG 2026, CG 2033, or CG 2038; and CG 2037 forms if later revisions used).

B. Primary Insurance Endorsement

For any claims related to this Contract, Contractor's insurance coverage, including any excess liability policies, shall be primary and non-contributory at least as broad as ISO CG 20 01 04 13 as respects the County, the members of the Board of Supervisors of the County and the officers, agents, employees and volunteers of the County, individually and collectively. Any insurance or self-insurance maintained by the County, its officers, employees, or volunteers shall be excess of the Contractor's insurance and shall not contribute with it.

C. Notice of Cancellation

Each insurance policy required above shall state that coverage shall not be canceled, except with notice to the County.

General Provisions

4. Qualifying Insurers

All required policies of insurance shall be issued by companies which have been approved to do business in the State of California by the State Department of Insurance, and which hold a current policy holder's alphabetic and financial size category rating of not less than A, VII according to the current Best's Key Rating guide, or a company of equal financial stability that is approved in writing by County Risk Management.

5. Umbrella or Excess Policy

Contractor may use Umbrella or Excess Policies to provide the liability limits as required in this agreement. This form of insurance will be acceptable provided that all of the Primary and Umbrella or Excess Policies shall provide all of the insurance coverages herein required, including, but not limited to, primary and non-contributory, additional insured, Self-Insured Retentions (SIRs), indemnity, and defense requirements. The Umbrella or Excess policies shall be provided on a true "following form" or broader coverage basis, with coverage at least as broad as provided on the underlying Commercial General Liability insurance. No insurance policies maintained by the Additional Insureds, whether primary or excess, and which also apply to a loss covered hereunder, shall be called upon to contribute to a loss until the Contractor's primary and excess liability policies are exhausted.

6. Evidence of Insurance

Prior to commencement of this Contract, but in no event later than the effective date of the Contract, Contractor shall furnish the County with a copy of the policy declaration and endorsement pages along with the certificates of insurance and amendatory endorsements effecting coverage required by this clause. Policy declaration and endorsement pages shall be included with renewal certificates and amendatory endorsements submissions and shall be furnished to County within thirty days of the expiration of the term of any required policy. Contractor shall permit County at all reasonable times to inspect any required policies of insurance. The Contract/Project Number should be noted in the "Description of Operations" box located near the bottom of the form. Additionally, the "Certificate Holder" box should designate the address of the responsible department or department representative to ensure the documents are received by the appropriate party.

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AGREEMENT WITH HOME START, INC.
FOR FAMILY HOME VISITING SUPPORT SERVICES
EXHIBIT B – INSURANCE REQUIREMENTS**

7. Failure to Obtain or Maintain Insurance; County's Remedies

Contractor's failure to provide insurance specified or failure to furnish certificates of insurance and amendatory endorsements or failure to make premium payments required by such insurance shall constitute a material breach of the Contract, and County may, at its option, terminate the Contract for any such default by Contractor.

8. No Limitation of Obligations

The foregoing insurance requirements as to the types and limits of insurance coverage to be maintained by Contractor, and any approval of said insurance by the County are not intended to and shall not in any manner limit or qualify the liabilities and obligations otherwise assumed by Contractor pursuant to the Contract, including, but not limited to, the provisions concerning indemnification.

9. Review of Coverage

County retains the right at any time to review the coverage, form and amount of insurance required herein and may require Contractor to obtain insurance reasonably sufficient in coverage, form and amount to provide adequate protection against the kind and extent of risk which exists at the time a change in insurance is required.

10. Self-Insurance

Contractor may, with the prior written consent of County Risk Management, fulfill some or all of the insurance requirements contained in this Contract under a plan of self-insurance. Contractor shall only be permitted to utilize such self-insurance if in the opinion of County Risk Management, Contractor's (i) net worth, and (ii) reserves for payment of claims of liability against Contractor, are sufficient to adequately compensate for the lack of other insurance coverage required by this Contract. Contractor's utilization of self-insurance shall not in any way limit liabilities assumed by Contractor under the Contract.

11. Claims Made Coverage

If coverage is written on a "claims made" basis, the Certificate of Insurance shall clearly so state. In addition to the coverage requirements specified above, such policy shall provide that:

- A. The policy retroactive date coincides with or precedes Contractor's commencement of work under the Contract (including subsequent policies purchased as renewals or replacements).
- B. Insurance must be maintained, and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.
- C. If insurance is terminated for any reason, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.
- D. The policy allows for reporting of circumstances or incidents that might give rise to future claims.

12. Subcontractors' Insurance

Contractor shall require and verify that all subcontractors maintain insurance meeting all requirements stated herein, and Contractor shall ensure that Entity is an additional insured on insurance required from subcontractors. For CGL coverage, subcontractors shall provide coverage with a form at least as broad as CG 20 38 04 13. If any sub contractor's coverage does not comply with the foregoing provisions, Contractor shall defend and indemnify the County from any damage, loss, cost, or expense, including attorneys' fees, incurred by County as a result of subcontractor's failure to maintain required coverage.

13. Waiver of Subrogation

Contractor hereby grants to County a waiver of their rights of subrogation which any insurer of Contractor may acquire against County by virtue of the payment of any loss. 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 County has received a waiver of subrogation endorsement from the insurer.

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AGREEMENT WITH HOME START, INC.
FOR FAMILY HOME VISITING SUPPORT SERVICES
EXHIBIT C – PAYMENT SCHEDULE**

Term	Annual Contract Maximum (Not to Exceed)
Initial Term: March 1, 2026 – June 30, 2027	\$2,133,752
County Option Year 1: July 1, 2027 – June 30, 2028	\$1,607,826
County Option Year 2: July 1, 2028 – June 30, 2029	\$1,607,826
County Option Year 3: July 1, 2029 – June 30, 2030	\$1,607,826
County Option Year 4: July 1, 2030 – June 30, 2031	\$1,607,826
Total Contract Maximum	\$8,565,056

*Detailed line item budget is subject to County COR approval. In accordance with Section 5.2.2 County COR may make Administrative Adjustments (“AA”) to line item budget changes only, all other changes to Exhibit C are subject to Section 6.1 Contracting Officer. No budget change may exceed the annual contract maximum.