

PROFESSIONAL SERVICES AGREEMENT
[Youth & Teen Summer Day Camp Provider Services]

THIS PROFESSIONAL SERVICES AGREEMENT (the “Agreement”) is made at Orange, California, on this ____ day of _____, 2026 (the “Effective Date”) by and between the CITY OF ORANGE, a municipal corporation (“City”), and THE HUB OC, a California nonprofit corporation (“Contractor”), who agree as follows:

1. Services. Subject to the terms and conditions set forth in this Agreement, Contractor shall provide to the reasonable satisfaction of City the services set forth in Exhibit “A,” which is attached hereto and incorporated herein by reference. As a material inducement to City to enter into this Agreement, Contractor represents and warrants that it has thoroughly investigated and considered the scope of services and fully understands the difficulties and restrictions in performing the work. The services which are the subject of this Agreement are not in the usual course of City’s business and City relies on Contractor’s representation that it is independently engaged in the business of providing such services and is experienced in performing the work. Contractor shall perform all services in a manner reasonably satisfactory to City and in a manner in conformance with the standards of quality normally observed by an entity providing such services to a municipal agency. All services provided shall conform to all federal, state and local laws, rules and regulations and to the best professional standards and practices. The terms and conditions set forth in this Agreement shall control over any terms and conditions in Exhibit "A" to the contrary.

Emily Bustamante, Assistant Community Services Director (“City’s Project Manager”), shall be the person to whom Contractor will report for the performance of services hereunder. It is understood that Contractor’s performance hereunder shall be under the supervision of City’s Project Manager (or his/her designee), that Contractor shall coordinate its services hereunder with City’s Project Manager to the extent required by City’s Project Manager, and that all performances required hereunder by Contractor shall be performed to the satisfaction of City’s Project Manager and the City Manager.

2. Compensation and Fees.

a. Contractor's total compensation for all services performed under this Agreement, shall not exceed ZERO DOLLARS and 00/100 (\$0.00) without the prior written authorization of City.

b. The compensation for services performed under this Agreement shall be limited to in-kind use of Shaffer Park Community Building, as specified in Exhibit “B” which is attached hereto and incorporated herein by reference.

c. The above compensation shall include all costs, including, but not limited to, all clerical, administrative, overhead, insurance, reproduction, telephone, travel, auto rental, subsistence and all related expenses.

2.1 Term and Extension(s).

a. The Initial Term of this Agreement is one (1) year (the “Initial Term”), commencing April 1, 2026, and terminating on March 31, 2027 (the “Expiration Date”); provided, however, that City has the right to extend the term of this Agreement for the following extensions and upon the following terms:

First Extension (the “First Extension Term”) commencing April 1, 2027, and terminating on March 31, 2028.

Second Extension (the “Second Extension Term”) commencing April 1, 2028, and terminating on March 31, 2029.

Third Extension (the “Third Extension Term”) commencing July 1, 2029, and terminating on March 31, 2030.

b. The City Manager is hereby authorized on behalf of City to give written notice to Contractor of City’s intention to exercise each Extension (if at all) no later than thirty (30) days prior to the Expiration Date of the then-current term; provided, however, that City’s notice of its intention to extend the term of this Agreement for each Extension shall be expressly conditioned upon and subject to the approval by the City Council, in its sole and absolute discretion, of an amount sufficient to pay the compensation set forth herein for each Extension as part of its annual budget approval process prior to the beginning of each Extension.

While the parties acknowledge that City is required to give its notice of intention to extend the term of this Agreement not later than thirty (30) days prior to the Expiration Date of the then-current term, it is possible that the City Council’s approval of its annual budget and appropriation of funds for the Extension in question may occur thereafter. Accordingly, if the City Council fails to approve and appropriate funds sufficient to pay the amount of compensation set forth herein for an Extension, this Agreement shall terminate and be of no further force and effect as of the expiration of the then-current term.

Notwithstanding anything in this provision to the contrary, in the event City gives Contractor written notice exercising an Extension and City receives notice that appropriation of funds for the Extension in question are not available after Contractor has performed services under the Extension, City agrees that Contractor will be equitably compensated for all services performed under any portion of an Extension through the date of termination of the Agreement.

Except as specifically set forth herein, the terms and conditions of each Extension will be the same as the Initial Agreement.

c. Any Extension, if properly exercised, shall be memorialized in the form of an amendment to this Agreement. The City Manager is hereby authorized to approve and execute amendments to this Agreement reflecting the exercise of each Extension and the amount of compensation (including the amount of funds to be made available for additional work or services) payable to Contractor for each respective Extension.

3. **Reserved.**

4. **Change Orders.** No payment for extra services caused by a change in the scope or complexity of work, or for any other reason, shall be made unless and until such extra services and a price therefor have been previously authorized in writing and approved by City as an amendment to this Agreement. City's Project Manager is authorized to approve a reduction in the services to be performed and compensation therefor. All amendments shall set forth the changes of work, extension of time, and/or adjustment of the compensation to be paid by City to Contractor and shall be signed by the City's Project Manager, City Manager or City Council, as applicable.

5. **Licenses.** Contractor represents that it and any subcontractors it may engage, possess any and all licenses which are required under state or federal law to perform the work contemplated by this Agreement and that Contractor and its subcontractors shall maintain all appropriate licenses, including a City of Orange business license, at its cost, during the performance of this Agreement.

6. **Independent Contractor.** At all times during the term of this Agreement, Contractor shall be an independent contractor and not an employee of City. City shall have the right to control Contractor only insofar as the result of Contractor's services rendered pursuant to this Agreement. City shall not have the right to control the means by which Contractor accomplishes services rendered pursuant to this Agreement. Contractor shall, at its sole cost and expense, furnish all facilities, materials and equipment which may be required for furnishing services pursuant to this Agreement. Contractor shall be solely responsible for, and shall indemnify, defend and save City harmless from all matters relating to the payment of its subcontractors, agents and employees, including compliance with social security withholding and all other wages, salaries, benefits, taxes, exactions, and regulations of any nature whatsoever. Contractor acknowledges that it and any subcontractors, agents or employees employed by Contractor shall not, under any circumstances, be considered employees of City, and that they shall not be entitled to any of the benefits or rights afforded employees of City, including, but not limited to, sick leave, vacation leave, holiday pay, Public Employees Retirement System benefits, or health, life, dental, long-term disability or workers' compensation insurance benefits.

7. **Contractor Not Agent.** Except as City may specify in writing, Contractor shall have no authority, express or implied, to act on behalf of City in any capacity whatsoever as an agent. Contractor shall have no authority, express or implied, to bind City to any obligation whatsoever.

8. **Designated Persons.** Only those qualified persons authorized by City's Project Manager, or as designated in Exhibit "A," shall perform work provided for under this Agreement. It is understood by the parties that clerical and other nonprofessional work may be performed by persons other than those designated.

9. **Assignment or Subcontracting.** No assignment or subcontracting by Contractor of any part of this Agreement or of funds to be received under this Agreement shall be of any force or effect unless the assignment has the prior written approval of City. City may terminate this

Agreement rather than accept any proposed assignment or subcontracting. Such assignment or subcontracting may be approved by the City Manager or his/her designee.

10. Time of Completion. Except as otherwise specified in Exhibit "A," Contractor shall commence the work provided for in this Agreement within five (5) days of the Effective Date of this Agreement and diligently prosecute completion of the work in accordance with the time period set forth in Exhibit "A" hereto or as otherwise agreed to by and between the representatives of the parties.

11. Time Is of the Essence. Time is of the essence in this Agreement. Contractor shall do all things necessary and incidental to the prosecution of Contractor's work.

12. Reserved.

13. Delays and Extensions of Time. Contractor's sole remedy for delays outside its control, other than those delays caused by City, shall be an extension of time. No matter what the cause of the delay, Contractor must document any delay and request an extension of time in writing at the time of the delay to the satisfaction of City. Any extensions granted shall be limited to the length of the delay outside Contractor's control. If Contractor believes that delays caused by City will cause it to incur additional costs, it must specify, in writing, why the delay has caused additional costs to be incurred and the exact amount of such cost at the time the delay occurs. No additional costs can be paid that exceed the not to exceed amount stated in Section 2.a, above, absent a written amendment to this Agreement.

14. Products of Contractor. The documents, studies, evaluations, assessments, reports, plans, citations, materials, manuals, technical data, logs, files, designs and other products produced or provided by Contractor for this Agreement shall become the property of City upon receipt. Contractor shall deliver all such products to City prior to payment for same. City may use, reuse or otherwise utilize such products without restriction.

15. Equal Employment Opportunity. During the performance of this Agreement, Contractor agrees as follows:

a. Contractor shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, mental or physical disability, or any other basis prohibited by applicable law. Contractor shall ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, national origin, mental or physical disability, or any other basis prohibited by applicable law. Such actions shall include, but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation and selection for training, including apprenticeship. Contractor agrees to post in conspicuous places, available to employees and applicants for employment, a notice setting forth provisions of this non-discrimination clause.

b. Contractor shall, in all solicitations and advertisements for employees placed by, or on behalf of Contractor, state that all qualified applicants will receive consideration

for employment without regard to race, color, religion, sex, national origin, mental or physical disability, or any other basis prohibited by applicable law.

c. Contractor shall cause the foregoing paragraphs (a) and (b) to be inserted in all subcontracts for any work covered by this Agreement, provided that the foregoing provisions shall not apply to subcontracts for standard commercial supplies or raw materials.

16. Conflicts of Interest. Contractor agrees that it shall not make, participate in the making, or in any way attempt to use its position as a consultant to influence any decision of City in which Contractor knows or has reason to know that Contractor, its officers, partners, or employees have a financial interest as defined in Section 87103 of the Government Code.

17. Indemnity.

a. To the fullest extent permitted by law, Contractor agrees to indemnify, defend and hold City, its City Council and each member thereof, and the officers, officials, agents and employees of City (collectively the "Indemnitees") entirely harmless from all liability arising out of:

(1) Any and all claims under workers' compensation acts and other employee benefit acts with respect to Contractor's employees or Contractor's subcontractor's employees arising out of Contractor's work under this Agreement, including any and all claims under any law pertaining to Contractor or its employees' status as an independent contractor and any and all claims under Labor Code section 1720 related to the payment of prevailing wages for public works projects; and

(2) Any claim, loss, injury to or death of persons or damage to property caused by any act, neglect, default, or omission of Contractor, or person, firm or corporation employed by Contractor, either directly or by independent contract, including all damages due to loss or theft sustained by any person, firm or corporation including the Indemnitees, or any of them, arising out of, or in any way connected with the work or services which are the subject of this Agreement, including injury or damage either on or off City's property; but not for any loss, injury, death or damage caused by the active negligence or willful misconduct of City. Contractor, at its own expense, cost and risk, shall indemnify any and all claims, actions, suits or other proceedings that may be brought or instituted against the Indemnitees on any such claim or liability covered by this subparagraph, and shall pay or satisfy any judgment that may be rendered against the Indemnitees, or any of them, in any action, suit or other proceedings as a result of coverage under this subparagraph.

b. To the fullest extent permitted by law, and as limited by California Civil Code 2782.8, Contractor agrees to indemnify and hold Indemnitees harmless from all liability arising out of any claim, loss, injury to or death of persons or damage to property to the extent caused by its negligent professional act or omission in the performance of professional services pursuant to this Agreement.

c. Except for the Indemnitees, the indemnifications provided in this Agreement shall not be construed to extend any third party indemnification rights of any kind to any person or entity which is not a signatory to this Agreement.

d. The indemnities set forth in this section shall survive any closing, rescission, or termination of this Agreement, and shall continue to be binding and in full force and effect in perpetuity with respect to Contractor and its successors.

18. Insurance.

a. Contractor shall carry workers' compensation insurance as required by law for the protection of its employees during the progress of the work. Contractor understands that it is an independent contractor and not entitled to any workers' compensation benefits under any City program.

b. Contractor shall maintain during the life of this Agreement the following minimum amount of comprehensive general liability insurance or commercial general liability insurance: the greater of Two Million Dollars (\$2,000,000) per occurrence; or (2) all the insurance coverage and/or limits carried by or available to Contractor. Said insurance shall cover bodily injury, death and property damage and be written on an occurrence basis.

c. Contractor shall maintain during the life of this Agreement, the following minimum amount of automotive liability insurance: the greater of (1) a combined single limit of One Million Dollars (\$1,000,000) or (2) all the insurance coverage and/or limits carried by or available to Contractor. Said insurance shall cover bodily injury, death and property damage for all owned, non-owned and hired vehicles and be written on an occurrence basis.

d. Any insurance proceeds in excess of or broader than the minimum required coverage and/or minimum required limits which are applicable to a given loss shall be available to City. No representation is made that the minimum insurance requirements of this Agreement are sufficient to cover the obligations of Contractor under this Agreement.

e. Each policy of general liability and automotive liability shall provide that City, its officers, officials, agents, and employees are declared to be additional insureds under the terms of the policy, but only with respect to the work performed by Contractor under this Agreement. A policy endorsement to that effect shall be provided to City along with the certificate of insurance. In lieu of an endorsement, City will accept a copy of the policy(ies) which evidences that City is an additional insured as a contracting party. The minimum coverage required by Subsection 18.b and c, above, shall apply to City as an additional insured. Any umbrella liability insurance that is provided as part of the general or automobile liability minimums set forth herein shall be maintained for the duration of the Agreement.

f. Contractor shall maintain during the life of this Agreement professional liability insurance covering errors and omissions arising out of the performance of this Agreement with a minimum limit of One Million Dollars (\$1,000,000) per claim. Contractor agrees to keep

such policy in force and effect for at least five (5) years from the date of completion of this Agreement.

g. The insurance policies maintained by Contractor shall be primary insurance and no insurance held or owned by City shall be called upon to cover any loss under the policy. Contractor will determine its own needs in procurement of insurance to cover liabilities other than as stated above.

h. Before Contractor performs any work or prepares or delivers any materials, Contractor shall furnish certificates of insurance and endorsements, as required by City, evidencing the aforementioned minimum insurance coverages on forms acceptable to City, which shall provide that the insurance in force will not be canceled or allowed to lapse without at least ten (10) days' prior written notice to City.

i. Except for professional liability insurance coverage that may be required by this Agreement, all insurance maintained by Contractor shall be issued by companies admitted to conduct the pertinent line of insurance business in California and having a rating of Grade A or better and Class VII or better by the latest edition of Best Key Rating Guide. In the case of professional liability insurance coverage, such coverage shall be issued by companies either licensed or admitted to conduct business in California so long as such insurer possesses the aforementioned Best rating.

j. Contractor shall immediately notify City if any required insurance lapses or is otherwise modified and cease performance of this Agreement unless otherwise directed by City. In such a case, City may procure insurance or self-insure the risk and charge Contractor for such costs and any and all damages resulting therefrom, by way of set-off from any sums owed Contractor.

k. Contractor agrees that in the event of loss due to any of the perils for which it has agreed to provide insurance, Contractor shall look solely to its insurance for recovery. Contractor hereby grants to City, on behalf of any insurer providing insurance to either Contractor or City with respect to the services of Contractor herein, a waiver of any right to subrogation which any such insurer may acquire against City by virtue of the payment of any loss under such insurance.

l. Contractor shall include all subcontractors, if any, as insureds under its policies or shall furnish separate certificates and endorsements for each subcontractor to City for review and approval. All coverages for subcontractors shall be subject to all of the requirements stated herein.

m. Contractor shall maintain during the life of this Agreement insurance covering Sexual Abuse and Molestation arising out of the performance of this Agreement with a minimum limit of One Million Dollars (\$1,000,000) per occurrence and One Million Dollars (\$1,000,000) in the aggregate for sexual abuse and molestation insurance that shall protect the Contractor and the City from any and all claims of any nature for damages related to sexual abuse and molestation arising from performing any portion of the Services by Contractor. A separate additional

insured endorsement shall be provided to include the City and its officers, officials, employees, agents, and volunteers as additional insured in the policy.

19. Termination. City may for any reason terminate this Agreement by giving Contractor not less than five (5) days' written notice of intent to terminate. Upon receipt of such notice, Contractor shall immediately cease work, unless the notice from City provides otherwise. Upon the termination of this Agreement, City shall pay Contractor for services satisfactorily provided and all allowable reimbursements incurred to the date of termination in compliance with this Agreement, unless termination by City shall be for cause, in which event City may withhold any disputed compensation. City shall not be liable for any claim of lost profits.

20. Maintenance and Inspection of Records. In accordance with generally accepted accounting principles, Contractor and its subcontractors shall maintain reasonably full and complete books, documents, papers, accounting records, and other information (collectively, the "records") pertaining to the costs of and completion of services performed under this Agreement. City and its authorized representatives shall have access to and the right to audit and reproduce any of Contractor's records regarding the services provided under this Agreement. Contractor shall maintain all such records for a period of at least three (3) years after termination or completion of this Agreement. Contractor agrees to make available all such records for inspection or audit at its offices during normal business hours and upon three (3) days' notice from City, and copies thereof shall be furnished if requested.

21. Compliance with all Laws/Immigration Laws.

a. Contractor shall be knowledgeable of and comply with all local, state and federal laws which may apply to the performance of this Agreement.

b. If the work provided for in this Agreement constitutes a "public works," as that term is defined in Section 1720 of the California Labor Code, for which prevailing wages must be paid, to the extent Contractor's employees will perform any work that falls within any of the classifications for which the Department of Labor Relations of the State of California promulgates prevailing wage determinations, Contractor hereby agrees that it, and any subcontractor under it, shall pay not less than the specified prevailing rates of wages to all such workers. The general prevailing wage determinations for crafts can be located on the website of the Department of Industrial Relations (www.dir.ca.gov/DLSR). Additionally, to perform work under this Contract, Contractor must meet all State registration requirements and criteria, including project compliance monitoring.

c. Contractor represents and warrants that it:

(1) Has complied and shall at all times during the term of this Agreement comply, in all respects, with all immigration laws, regulations, statutes, rules, codes, and orders, including, without limitation, the Immigration Reform and Control Act of 1986 (IRCA); and

(2) Has not and will not knowingly employ any individual to perform services under this Agreement who is ineligible to work in the United States or under the terms of this Agreement; and

(3) Has properly maintained, and shall at all times during the term of this Agreement properly maintain, all related employment documentation records including, without limitation, the completion and maintenance of the Form I-9 for each of Contractor's employees; and

(4) Has responded, and shall at all times during the term of this Agreement respond, in a timely fashion to any government inspection requests relating to immigration law compliance and/or Form I-9 compliance and/or worksite enforcement by the Department of Homeland Security, the Department of Labor, or the Social Security Administration.

d. Contractor shall require all subcontractors or subconsultants to make the same representations and warranties as set forth in Subsection 21.c.

e. Contractor shall, upon request of City, provide a list of all employees working under this Agreement and shall provide, to the reasonable satisfaction of City, verification that all such employees are eligible to work in the United States. All costs associated with such verification shall be borne by Contractor. Once such request has been made, Contractor may not change employees working under this Agreement without written notice to City, accompanied by the verification required herein for such employees.

f. Contractor shall require all subcontractors or sub-consultants to make the same verification as set forth in Subsection 21.e.

g. If Contractor or subcontractor knowingly employs an employee providing work under this Agreement who is not authorized to work in the United States, and/or fails to follow federal laws to determine the status of such employee, that shall constitute a material breach of this Agreement and may be cause for immediate termination of this Agreement by City.

h. Contractor agrees to indemnify and hold City, its officers, officials, agents and employees harmless for, of and from any loss, including but not limited to fines, penalties and corrective measures City may sustain by reason of Contractor's failure to comply with said laws, rules and regulations in connection with the performance of this Agreement.

22. Governing Law and Venue. This Agreement shall be construed in accordance with and governed by the laws of the State of California and Contractor agrees to submit to the jurisdiction of California courts. Venue for any dispute arising under this Agreement shall be in Orange County, California.

23. Integration. This Agreement constitutes the entire agreement of the parties. No other agreement, oral or written, pertaining to the work to be performed under this Agreement shall be of any force or effect unless it is in writing and signed by both parties. Any work performed

which is inconsistent with or in violation of the provisions of this Agreement shall not be compensated.

24. Notice. Except as otherwise provided herein, all notices required under this Agreement shall be in writing and delivered personally, by e-mail, or by first class U.S. mail, postage prepaid, to each party at the address listed below. Either party may change the notice address by notifying the other party in writing. Notices shall be deemed received upon receipt of same or within three (3) days of deposit in the U.S. Mail, whichever is earlier. Notices sent by e-mail shall be deemed received on the date of the e-mail transmission.

“CONTRACTOR”

“CITY”

The HUB OC
1439 West Chapman Ave., Ste. 196
Orange, CA 92868

City of Orange
300 E. Chapman Avenue
Orange, CA 92866-1591

Attn.: Holiday Zimmerman

Attn.: Emily Bustamante

Telephone: (949) 466-2505
E-Mail: holiday@thehuboc.org

Telephone: (714) 744-7287
E-Mail: ebustamante@cityoforange.org

25. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. Signatures transmitted electronically shall have the same effect as original signatures.

[Remainder of page intentionally left blank; signatures on next page]

IN WITNESS of this Agreement, the parties have entered into this Agreement as of the year and day first above written.

“CONTRACTOR”

“CITY”

THE HUB OC, a California nonprofit corporation

CITY OF ORANGE, a municipal corporation

*By: _____
Printed Name: _____
Title: _____

By: _____
Daniel R. Slater, Mayor

*By: _____
Printed Name: _____
Title: _____

ATTEST:

Pamela Coleman, City Clerk

APPROVED AS TO FORM:

Nathalie Adourian, City Attorney

***NOTE:**
-- City requires the following signature(s) on behalf of the Contractor:
-- (1) the Chairman of the Board, the President or a Vice-President, **AND** (2) the Secretary, the Chief Financial Officer, the Treasurer, an Assistant Secretary or an Assistant Treasurer. If only one corporate officer exists or one corporate officer holds more than one corporate office, please so indicate. **OR**
-- The corporate officer named in a corporate resolution as authorized to enter into this Agreement. A copy of the corporate resolution, certified by the Secretary close in time to the execution of the Agreement, must be provided to City.

IN WITNESS of this Agreement, the parties have entered into this Agreement as of the year and day first above written.

“CONTRACTOR”

“CITY”

THE HUB OC

CITY OF ORANGE, a municipal corporation

*By: [Signature]
 Printed Name: Harold Zimmerman
 Title: CEO

*By: [Signature]
 Printed Name: Kevin Ritchie
 Title: Treasurer

By: _____

Daniel R. Slater, Mayor

ATTEST:

Pamela Coleman, City Clerk

APPROVED AS TO FORM:

Nathalie Adourian, City Attorney

- *NOTE:**
- City requires the following signature(s) on behalf of the Contractor: (1) the Chairman of the Board, the President or a Vice-President, **AND** (2) the Secretary, the Chief Financial Officer, the Treasurer, an Assistant Secretary or an Assistant Treasurer. If only one corporate officer exists or one corporate officer holds more than one corporate office, please so indicate. **OR**
 - The corporate officer named in a corporate resolution as authorized to enter into this Agreement. A copy of the corporate resolution, certified by the Secretary close in time to the execution of the Agreement, must be provided to City.

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EXHIBIT “A”

SCOPE OF SERVICES

The scope of services for Youth & Teen Day Camp Provider Services shall include “Contractor’s Proposal” for RFP No. 25-26.11, included as Pages A-2 through A-32 of this Exhibit. The scope of services shall also include any requirements included in the City’s referenced “RFP No. 25-16.11” (Youth & Teen Day Camp Provider Services) and associated addenda. In the event of a discrepancy between these contract documents, Exhibit A shall govern.

[CONTINUED ON FOLLOWING PAGE]

YOUTH
CENTERS
of orange

YOUTH & TEEN SUMMER DAY CAMP PROVIDER

REQUEST FOR PROPOSAL (RFP)

NO. 25-26.11



Cover Letter

Dear Members of the Selection Committee,

On behalf of The Hub OC and the Youth Centers of Orange, thank you for the opportunity to submit this proposal to partner with the City of Orange in providing summer camp programming for the children and teens of our community.

At its core, our work has always been about more than child care. We believe summer camp should be a place where young people are safe, supported, challenged, and inspired. A place where children can explore new interests, build confidence, form meaningful relationships, and experience the joy of belonging. Our goal is to create environments that serve as a launchpad for growth, helping students become more confident, compassionate, and engaged members of their community.

The Youth Centers of Orange was created here, in the City of Orange, for the families who live here. From the beginning, our programs have been shaped by the values, relationships, and needs of this city. Because we have grown alongside Orange and in partnership with the City, Orange Unified School District, and local organizations, our programs reflect what makes this community special: a strong sense of connection, shared responsibility, and care for one another. This hyper-local foundation allows us to operate not just as a service provider, but as a true community partner.

We believe that summer camp is a powerful opportunity to help students discover who they are and who they can become. Through engaging activities, enrichment, leadership development, and opportunities to give back, students are encouraged to be courageous, to try new things, and to grow in confidence. Just as importantly, they learn how to care for others, work as part of a team, and see themselves as contributing members of their city. Our programs are intentionally designed to be equitable and inclusive, bringing together students from different backgrounds and experiences and reinforcing the belief that we all belong and we all have something valuable to offer.

This same philosophy extends to our staff and partners. We are committed to building teams who lead with integrity, compassion, and professionalism, and who model the values we hope to instill in our students. By creating consistent, relationship-driven environments, we ensure that children and teens feel known, supported, and excited to show up each day.

We are honored to submit this proposal and to share not only how we would operate a summer camp program, but why this work matters so deeply to us. We look forward to the opportunity to continue serving the City of Orange and to help create a summer experience that reflects the heart, values, and community spirit of this city.

Thank you for your consideration.

With gratitude,



Holiday Zimmerman

Chief Executive Officer

holiday@thehuboc.org

949-466-2505

1439 West Chapman Ave. Ste. 196

Orange, CA 92868

Please find included in this package, the full application for RFP NO. 25-26.11: Youth & Teen Summer Day Camp Provider. Included in this package are the following items:

- I. Cover Letter (page 1)
- II. Firm Information (page 4)
- III. Program Proposal (page 6)
- IV. Firm Experience (page 22)
- V. Cost Proposal (in separate sealed envelope)
- VI. Appendix B:
 - a) Proposer's Compliance with Insurance Requirements
 - b) Proposer's Compliance with Provisions for Professional Services
 - c) Noncullusion Affidavit
 - d) Certification of Proposal
- VII. Appendix C
 - a) Summer Camp Marketing & Registration Timeline
 - b) Examples of Media and Outreach from Summer 2025

Firm Information

1. **Legal name:** The Hub OC
2. **Type of organization:** Non-profit 501(c)3 and fiscal sponsor to Youth Centers of Orange (YCO)
3. **Number of employees:** 50 employees
4. **Business address:** 1439 West Chapman Ave. Ste. 196 Orange, CA 92868
5. **Years in operation:** 8.5 years

6. **Description of the firm’s experience in youth, teen, or recreation programming:**

The Youth Centers of Orange (“YCO”), is a subsidiary of the parent organization and fiscal sponsor Hub OC, a family of programs that empower, encourage and support change for individuals, families, and communities. The Youth Centers of Orange (YCO), seeks to create a better tomorrow for youth in the city of Orange by providing mentoring, community engagement opportunities, enriching activities, and leadership and life skills development for the youth of today.

The Youth Center was originally located in historic Old Towne Orange, which has a rich history of youth development at the YMCA and YWCA since the 1940’s and where YCO has operated until only just recently. In April of 2017, the youth center opened their doors to hundreds of eager youth and families. Originally established as the Old Towne Boys & Girls Club in 2017, the youth center opened in partnership with the Tustin Club, which had been running programs at Handy Park since 2013. Then, in 2018, the Youth Centers of Orange was born, and became an independent after school program serving the youth and families of Orange. By being Orange-centered, "For Orange, By Orange, In Orange," YCO is ensuring this resource will be sustained for future generations. In June 2020, The Hub OC was able to come alongside the YCO as a fiscal sponsor to help it continue to grow and serve the families and youth of Orange.

(Firm experience continued)

YCO currently serves 350 students ages 5-13 on a daily basis with more than 500 unique children served over the course of the calendar year. YCO offers a sweeping range of enriching programming that includes art, music, sports, outdoor recreation, tutoring, structured and unstructured play. Within all areas of the program, students learn interpersonal skills, teamwork, and to respect themselves and others. Because the parents of most of our youth work long hours, these out-of-school enrichment opportunities are critical to our youth. Many do not have an adult to greet them at home after school, to play with them, ask about their day or help them with their homework. YCO fills this gap for youth, as well as for their working parents.

The Youth Centers of Orange is a female-led nonprofit, with two women filling the executive level roles of CEO and HUB Program Director. The extended leadership team includes two Hispanic staff members serving as Director of The Youth Centers of Orange and YCO Director of Programming. Employees report to a Director, the Directors report to the HUB Director of Programs, the HUB Director of Programs reports to the CEO, the CEO reports to the board of directors. Between the CEO, HUB Program Director, Director of the YCO, and YCO Director of Programming, the staff bring 71+ collective years of experience providing structured programming and training in social work and education. From the beginning, YCO has been a strong, trusted partner with the City of Orange and Orange Unified School District.

After starting a sports-based ELOP program bringing targeted enrichment to students, the YCO has expanded to now serve five schools with 14 enrichment programs ranging from tutoring, sports, art, STEM, gaming, anime, and more. In the Fall of 2022, YCO won the Orange Chamber of Commerce's "Nonprofit of the Year" award for providing a safe place for youth ages five and up, among other services.

Program Proposal

1. Description of proposed camp model, themes, activities, and daily structure.

The Youth Centers of Orange, fiscally sponsored by The Hub OC, proposes a full-day summer camp program that will provide a safe, inclusive, and enriching day camp environment for over 200 youth and teen participants across the City of Orange. The program is designed to meet all City requirements, including appropriate staffing ratios, required certifications, training, background checks, and consistent communication and reporting with City staff throughout the contract term. Built on a proven, rotation-based camp model that balances active play, creative enrichment, and relationship-building, this approach has been successfully implemented through prior collaboration with the City of Orange and Orange Unified School District, including the successful operation of the City's summer camp program in the previous year.

Campers are grouped by age to ensure activities are developmentally appropriate while still fostering a strong sense of community across the full camp. Younger and older groups rotate through activities at different paces, allowing staff to tailor instruction, games, and expectations while maintaining a unified camp experience. Programming is organized around weekly themes that unify games, crafts, challenges, and special activities. Camp themes will be released as part of the program's marketing and outreach efforts and will remain to be determined until that time. Theme development will be informed by feedback from families who participated in the previous summer program, along with new ideas designed to keep programming fresh, creative, and engaging for returning and new campers alike. While themes may vary from year to year, each week is fully planned in advance and integrated consistently throughout the daily schedule.

Daily activities are intentionally balanced to keep students active, engaged, and supported. Each day includes large-group games that promote teamwork and physical activity, small-group rotation stations offering arts and crafts, structured games, STEM-style challenges, and enrichment activities, as well as supervised choice-based time that allows students to participate in board games, card games, and guided free-play options within clear expectations. Weekly field trips are incorporated to provide students with enriching off-site experiences and serve as

highlights of the summer program. Camp operates from 7:00 a.m. to 6:00 p.m Monday through Friday with field trips on Wednesdays, providing families with reliable, full-day care. Each day follows a predictable rhythm that supports smooth transitions and positive behavior. Mornings begin with open arrival, followed by a camp meeting where expectations are set, themes are introduced, and students connect with staff and peers. The remainder of the day alternates between group games, rotation blocks, meals, open club time, and afternoon programming, concluding with supervised end-of-day activities and structured cleanup and dismissal. Families will be asked to provide lunch for their children each day. A daily snack will be provided by the program, and students will have consistent access to water throughout the day. In addition, the program will maintain a small reserve of lunches to support students whose families may be unable to provide a meal on a given day. These reserve meals will be made available through the program's existing partnership with Second Harvest, ensuring that all students are supported and able to fully participate in camp.

Primary camp operations will be based at Shaffer Park, consistent with the previous summer's successful programming. The YCO will provide all necessary staffing, equipment, and program supplies required to operate the camp safely and effectively at this location. Friends Church will continue to serve as a secondary site for specialty programming, special gatherings, or targeted experiences such as teen-focused activities, with staffing and materials provided by the YCO as needed. Unlike the prior year, field trips will depart directly from Shaffer Park, allowing for more streamlined supervision and logistics. Friends Church will be reserved for intentional program use rather than serving as a primary field trip staging location. At all program sites, YCO staff will ensure daily cleanup of all utilized areas and the proper storage of materials and equipment at the end of each day, maintaining clean, organized, and respectful use of City and partner facilities. This camp model emphasizes consistency, creativity, and care, ensuring that students experience a safe, engaging, and well-organized summer environment while families receive dependable, high-quality child care.

The Youth Centers of Orange regularly leverages long-standing relationships within the City to create unique and meaningful experiences for students. Through ongoing partnerships with the Orange Police Department and Orange Fire Department, officers and firefighters regularly visit

programs to play games, participate in activities, and build positive, trust-based relationships with students. These connections, developed over several years, help foster mutual respect and community pride. In addition, partnerships with organizations such as the Elks Lodge, the Orange Community Foundation, Assistance League, and other local partners allow the program to offer special activities, events, and enrichment opportunities that reflect the strength of community collaboration in the City of Orange.

Teen Program Overview

The Youth Centers of Orange will offer a dedicated teen program designed to build leadership skills, strengthen relationships, and provide meaningful enrichment experiences for older youth. Building on the success of last year's highly effective teen program, this model creates a structured yet engaging environment where teens are encouraged to grow as leaders while still enjoying a fun and social camp experience. Programming is intentionally designed to support mentorship, leadership development, values-based decision-making, and positive peer relationships, all led by a highly trained staff team with extensive experience working with teens.

Teen programming balances structured activities with appropriately supervised unstructured time, allowing students to relax, connect with peers, and build community in a healthy way. Activities include team-building challenges, organized games, arts and crafts, STEM-style projects, and special group experiences designed specifically for teens. In addition, the program incorporates service and giving-back opportunities, including supporting younger campers, leading games and activities, and participating in community-based service projects such as cleanups and other hands-on initiatives. This approach encourages responsibility, confidence, and a sense of contribution while keeping teens active, engaged, and off their phones.

The teen program is designed to be highly relational, active, and purpose-driven, ensuring that participants experience a summer that is both enjoyable and impactful. Through consistent staff support, intentional programming, and opportunities for leadership and service, teens are provided with a positive space to grow, connect, and contribute to their community.

2. Staffing plan and training approach.

The summer camp program will be overseen by a Camp Director who is responsible for overall program operations, staff supervision, family communication, and coordination with City partners. The Camp Director provides consistent on-site leadership, ensures program quality and safety, and serves as the primary point of contact for daily operations and decision-making.

Supporting the Camp Director will be Program Coordinators, who manage daily schedules, activity rotations, materials, and student group organization. Coordinators play a key role in maintaining smooth transitions, supporting program staff, and ensuring that activities are delivered consistently and in an age-appropriate manner. They also assist with behavior support, staff coaching, and real-time problem solving throughout the day.

Program Staff are responsible for directly supervising students and facilitating daily activities, including group games, rotation stations, enrichment activities, and open club time. Whenever possible, staff are assigned to consistent groups to promote relationship-building, stability, and a positive camp culture. Staffing levels are structured to maintain appropriate supervision ratios at all times in alignment with state guidelines and best practice standards, including a 1:20 staff-to-student ratio for general programming and a more supportive 1:10 ratio for kindergarten-aged students. These ratios are maintained during all aspects of the camp day, including outdoor activities, meals, transitions, and field trips, to ensure consistent supervision and student safety. The teen camp will operate under the same staffing framework and quality standards. The teen camp will be overseen by a dedicated Camp Director, supported by Program Coordinators and Program Staff, to ensure age-appropriate programming, supervision, and engagement for older youth. This parallel leadership structure allows for intentional programming while maintaining consistency across the overall summer camp experience.

All staff members are background checked and livescanned and participate in a comprehensive pre-camp training process prior to the start of the summer program. Required training includes mandated reporter training, CPR and First Aid certification, food safety training, and all standard childcare and youth supervision requirements. Staff are also trained on camp policies and

procedures, behavior management strategies, emergency and safety protocols, professional conduct expectations, and the daily rotation-based program model. Staff recruitment and hiring prioritize individuals who are committed to youth development and interested in long-term work with children, including those pursuing careers in education, psychology, coaching, and related fields. The Youth Centers of Orange actively recruits through community partnerships and higher education institutions, including Chapman University, Santiago Canyon College, and other local programs, working directly with academic departments to identify candidates seeking meaningful summer employment working with youth.

The program also partners with individuals currently working within the Orange Unified School District academic environment to supplement summer staffing, ensuring strong alignment with school-year expectations and student needs. In addition, YCO intentionally leverages its full-time and school-year staff during the summer months, creating continuity for students who are already familiar with program leaders and staff.

The Youth Centers of Orange maintains a high staff retention rate, with more than 60% of summer staff returning from school-year programming. This continuity allows the program to operate with experienced team members who are already familiar with program operations, safety expectations, and the organization's values and approach to serving students and families. This consistent staffing model strengthens relationships, improves program quality, and ensures a stable and supportive environment for students year after year.

Training and support continue throughout the summer through on-site coaching, daily check-ins, and regular staff meetings. This ongoing approach allows leadership to address challenges in real time, reinforce expectations, and provide additional guidance as needed, ensuring consistency, accountability, and high-quality care throughout the program. This staffing and training model prioritizes student safety, staff preparedness, and program quality, while creating a supportive environment where children and youth feel known, supported, and engaged each day.

3. Key personnel assigned to the program, including program lead.

Joanna Fermin: Director, Youth Centers of Orange

Joanna Fermin serves as the Director overseeing all Youth Centers of Orange programs and brings more than a decade of experience working directly with elementary-age students in both classroom and out-of-school-time settings. She has worked with students since 2014 and has been part of the Youth Centers of Orange team since 2017, providing consistent leadership and program oversight across multiple sites and initiatives. Joanna holds a Master’s degree in Special Education from Chapman University and has extensive experience supporting students with diverse learning needs. Her background in special education informs her leadership approach, ensuring that programs are inclusive, structured, and responsive to a wide range of student abilities and behavioral needs.

In her current role, Joanna oversees programming at approximately five elementary school sites, managing more than a dozen individual programs each semester and supporting services for over 400 students during a typical program cycle. Her responsibilities include staff supervision, program design and implementation, safety oversight, and coordination with school and community partners.

In addition to her professional training, Joanna brings a strong cultural competency to her work. Drawing from her own lived experience and deep understanding of the communities served, she is able to build trust with families, connect meaningfully with students, and design programs that reflect the cultural realities and needs of the families YCO serves. This perspective strengthens family engagement and ensures programming is both relevant and supportive. Joanna’s combination of educational expertise, operational leadership, and relational approach makes her a key leader in delivering high-quality, safe, and impactful youth programming, including large-scale summer camp operations.

Lauren Bethencourt: Sports Coordinator, Youth Centers of Orange

Lauren Bethencourt serves as the Sports Coordinator for the Youth Centers of Orange and brings nearly a decade of experience working with children through coaching, physical education, and youth development programming. She has been working with students since 2016 and holds an academic background in Kinesiology, Coaching, and Education, which informs both her instructional approach and curriculum development. Lauren has over eight years of coaching experience, during which she has developed a strong foundation in relationship-building, youth motivation, discipline, and team development. Her coaching background has shaped her ability to create positive group culture, encourage participation from students of all skill levels, and support social-emotional growth alongside physical development.

In her current role with YCO, Lauren leads sports programming at Palmyra Elementary and is responsible for building and implementing sports curriculum that emphasizes inclusion, teamwork, and confidence-building. She works directly with students throughout the day and is highly relationship-oriented, focusing on helping students feel seen, supported, and capable regardless of prior athletic experience. Lauren played a key role in the growth and expansion of YCO's sports programming. What began as a small after-school offering serving approximately 10–11 students has grown under her leadership into a robust program serving over 200 students daily at Palmyra Elementary, with sports programming expanding to additional school sites. This growth reflects her ability to design engaging curriculum, build trust with students and families, and scale programming while maintaining quality and consistency.

Drawing from her experience as both an athlete and a coach, Lauren integrates team-based learning, discipline, time management, and collaboration into her programming. She emphasizes that sports serve not only as physical activity, but as a vehicle for teaching life skills, leadership, and perseverance. Her curriculum and leadership play a key role in creating safe, engaging, and developmentally appropriate programming for students during both the school year and summer camp.

Edgar Garnica: Program Director, Youth Centers of Orange

Edgar Garnica brings more than 16 years of experience in youth development, program coordination, and site leadership, making him a foundational leader within the Youth Centers of Orange. Over the course of his career, Edgar has supported generations of students, watching children grow into young adults and, in many cases, return to youth service as mentors and leaders themselves as a direct result of his influence. Edgar has served as a mentor to hundreds of students, providing consistent guidance, encouragement, and structure throughout their formative years. He is widely known for his deep personal investment in the children and families he serves. Edgar regularly shows up for students beyond program hours, attending baseball games, spelling bees, school performances, and community events, reinforcing trust and connection with both students and families.

Professionally, Edgar is highly skilled in youth supervision, activity facilitation, behavior management, and program operations. He is an experienced leader of large groups and is equally effective working one-on-one with students and families navigating challenging circumstances. His ability to balance structure with compassion allows him to manage environments while still ensuring that individual children feel seen and supported.

Edgar currently plays a key leadership role at Palmyra Elementary, helping oversee programming for more than 200 students each day. He leads morning programming and multiple ELOP clubs, including sports programming and run club, and supports staff across programs through coaching, training, and mentorship. He is also experienced in overseeing large-scale field trips, ensuring student safety, clear supervision, and smooth operations at all times. What sets Edgar apart is his ability to bring joy, stability, and trust into youth spaces. His presence creates environments where students feel safe, staff feel supported, and families feel confident in the care their children receive. Edgar continues to mentor and develop staff, helping grow the next generation of youth professionals within the Youth Centers of Orange.

Kenna “KP” Pettaway: Director, Youth Centers of Orange

Kenna “KP” Pettaway brings more than 10 years of experience working with youth across elementary, middle school, high school, and teen populations. Since 2012, he has served students through mentorship, coaching, teaching, and program leadership, building strong relationships grounded in trust, consistency, and personal growth. KP’s background includes work in student safety and campus support in a high school setting, where he focused on maintaining safe environments while serving as a trusted mentor to students. He has also supported computer literacy instruction, helping students build practical skills, and has led enrichment activities including sports, music, and group-based learning.

Throughout his career, KP has led large-scale youth programs and events, including supervising groups of up to 80 students at off-site camps and experiences and supporting events serving hundreds of students. These roles required detailed planning, logistics coordination, supervision, and risk management comparable to large-scale camp and field trip operations. KP joined the Youth Centers of Orange as a Sports Coordinator, where he successfully launched and scaled a new sports program at a school new to YCO. What began as a program serving five students grew within a year to 25 students, and has since expanded to 40 students, with waitlists reflecting strong family and student engagement. In addition to sports programming, KP has supported the development and expansion of ELOP enrichment programs, building relationships across elementary, middle, and high schools to support long-term student engagement. He also designed and led the Youth Centers of Orange’s first teen summer camp program, which was highly successful and generated interest from additional school partners.

KP’s leadership is defined by his ability to connect with students, manage complex programs, and build trust with families and staff. His experience in mentorship, safety-focused environments, and program development makes him a strong leader within the Youth Centers of Orange and a valuable asset to the summer camp program.

4. Subcontractors/subconsultants intended to be utilized as a part of the program.

The Hub OC and the Youth Centers of Orange will not utilize subcontractors for the operation or delivery of the summer camp program. All core programming, supervision, and daily operations will be led and managed directly by Hub OC/YCO staff to ensure consistency, accountability, and alignment with program standards. From time to time, the program may host special guest activities led by volunteer individuals or community organizations who offer unique skills or experiences that enhance the camp experience. These activities are not part of ongoing service agreements and are not subcontracted services. Instead, they are one-time or occasional enrichment opportunities designed to expose students to new experiences and community resources.

Examples may include volunteer-led activity days such as animal education experiences, arts demonstrations, sports clinics, or special interest workshops. These opportunities are dependent on availability and community partnerships and are offered as supplemental programming rather than core camp services. All guest activities are supervised by the Hub OC/YCO staff and held to the same safety and behavioral expectations as regular camp programming. This approach allows the program to maintain full operational control while also creating opportunities for meaningful community engagement and unique learning experiences for students.

5. Safety and supervision plan

The safety and well-being of all participants is a core priority of the summer camp program. The Hub OC, fiscal sponsor to the Youth Centers of Orange, maintains clear safety protocols, strong supervision practices, and consistent staff oversight to ensure a safe, structured, and supportive environment for every child. Students are supervised at all times by trained staff, with clear staff-to-student ratios maintained throughout the day, including during outdoor play, activity rotations, meals, transitions, and field trips. Camp spaces are intentionally organized to allow for clear lines of sight, controlled movement, and effective supervision. Staff are assigned to consistent student groups whenever possible to promote familiarity, accountability, and strong relationships. Daily operations follow a predictable schedule that supports safety and reduces

behavioral challenges. Transitions between activities are structured and led by staff, with clear expectations communicated to students. Attendance is tracked throughout the day, including during arrivals, departures, transitions, and off-site activities, to ensure accurate accountability at all times.

All staff are trained in mandated reporter responsibilities, CPR and First Aid, food safety, and standard youth supervision and childcare requirements. The Youth Centers of Orange maintains clear and consistent procedures for emergency response, injury and incident reporting, and weather-related contingencies to ensure the safety of all participants at all times. These procedures align with City requirements and best practice standards for youth programming. Each program location operates under a site-specific disaster preparedness plan. Once final camp locations are confirmed, detailed emergency and evacuation plans will be reviewed and implemented for each site. If Shaffer Park and Friends Church are approved as program locations, the YCO has established disaster readiness plans already in place for both environments, which will be reviewed with staff prior to the start of camp.

The program utilizes a structured injury and incident reporting process, managed through its digital family management platform. This system allows staff to document incidents in real time and ensures that parents and guardians are notified as promptly as possible. Incident reports are tracked internally to support follow-up, communication, and ongoing safety oversight. Clear emergency procedures are in place and reviewed with staff during pre-camp training. Staff are trained on appropriate response protocols, communication procedures, and escalation processes to ensure student safety and timely coordination with leadership and emergency services if needed. The program also maintains weather contingency plans to ensure continuity of programming and safety during changing conditions. Daily schedules are designed to be flexible, allowing programming to shift indoors or adjust activities as needed in response to heat, rain, or other weather-related concerns. Field trips and outdoor activities include backup plans to ensure student safety while maintaining a positive camp experience.

To support on-site and off-site safety, first aid kits and safety supplies are available at all times. During field trips, designated safety backpacks remain with program coordinators and staff. Multiple backpacks are assigned per group to ensure that necessary supplies, emergency

information, and first aid materials are readily accessible throughout the day. Field trips are planned and supervised with the same level of care and structure as on-site programming. Staff conduct headcounts before departure, during transport, upon arrival, throughout the activity, and prior to returning to camp. Students are grouped with designated staff, and clear expectations are communicated before each trip to ensure student safety and smooth operations.

All guest activities and volunteer-led enrichment experiences are supervised by camp staff and must follow established safety and behavior expectations. Volunteers and guest presenters do not assume supervisory responsibility for students and operate under staff oversight at all times. Through consistent supervision, trained staff, clear procedures, and strong leadership, the program creates a safe environment where students can participate confidently and families can trust that their children are well cared for throughout the summer.

6. Marketing and outreach plan.

The Youth Centers of Orange will implement a clear, organized, and accessible marketing and outreach plan designed to ensure broad community awareness, equitable access, and strong enrollment for the City of Orange summer camp program. This strategy reflects both proven outreach methods and expanded digital engagement, demonstrating the organization's capacity to successfully market and operate a large-scale City program. Marketing efforts will follow a phased timeline, beginning with internal preparation and moving through registration launch, sustained outreach, and final enrollment. A detailed Marketing and Registration Timeline is included as an attachment to this proposal (Appendix C) and outlines specific goals and action steps from January through the start of camp. This timeline demonstrates readiness to implement and ensures outreach efforts are timely, coordinated, and effective.

The outreach plan prioritizes direct communication with families through trusted and established channels. The Youth Centers of Orange maintains deep, long-standing partnerships with Orange Unified School District, including school administrators, after-school program families, and community school teams. These relationships allow information to be shared directly with families who already participate in City and school-based programming, supporting early awareness and strong return enrollment. Flyers and digital materials will be distributed through

schools and program sites, ensuring families receive accurate and consistent information. The program will also leverage strong partnerships with the City of Orange and local community organizations to broaden outreach beyond school-based families. Community centers, partner organizations, and City-supported spaces will serve as additional access points for families across the City, ensuring the program reaches a wide and diverse population. Digital outreach is a central component of the marketing strategy and will be used consistently throughout the enrollment period. Social media platforms will be utilized to share regular updates, reminders, and program highlights, with increased frequency as registration progresses. In addition to established social media practices, the organization will expand its digital presence through increased website engagement, ensuring camp information is easy to locate, clearly presented, and directly connected to registration links.

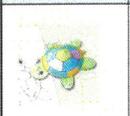
All marketing and outreach materials will be provided in English and Spanish, supporting equitable access for families across the City. Materials will be designed to be clear and user-friendly, including the use of QR codes that link directly to the registration platform. Outreach will also include listings on online camp directories, family resource platforms, and submissions to local newspapers and community calendars, further expanding visibility. Registration and ongoing communication will be supported through an established online registration and family management system, which allows families to register, submit required forms, manage payments, and receive timely updates. This system ensures accurate recordkeeping, efficient communication, and responsive customer support throughout the registration and camp season. By combining trusted community relationships, structured outreach planning, bilingual materials, and expanded digital engagement, the Youth Centers of Orange demonstrates a clear and effective approach to marketing the summer camp program.

To support clear implementation and accountability, the Youth Centers of Orange has developed a detailed Marketing and Registration Timeline that outlines month-by-month goals and action steps beginning in January, with registration opening in late February and outreach continuing through the start of camp. This timeline demonstrates the program's readiness to launch, its ability to coordinate outreach across multiple channels, and its commitment to timely, equitable access for families. It also provides the City with a clear view of when key marketing activities,

enrollment pushes, and communication milestones will occur, ensuring transparency and alignment with City expectations.

7. Example program schedule and timeline.

 SUMMER CAMP 2025 Week 5 - Theme: Under the Sea		Thursday	
TIME	ACTIVITY	MATERIALS AND PREP	STAFF
7:00 AM	Open	Materials and Prep	Staff
	1. Turn lights on 2. Check entire building/complete a walk through, don't forget the patio, kitchen, and restrooms 3. Turn on site phone, turn on tablet, set up areas, play music 4. Exactly at 7AM (not sooner) unlock, open the doors		Sam Luli
8-8:30 AM	Breakfast	Materials and Prep	Staff
	1. Put gloves on, prepare area, set up breakfast items on the counter 2. Announce breakfast, kids must be cleaned up, dismiss students in groups to form a line		
8:30-9:20AM	Open Club		Staff
	board games, card games, free time		
9:20-9:35AM	Club Meeting		Staff
	Organize the kids by grade level and lines (assembly style) 1. Hype up the kids! Give a big welcome to their day! 2. Talk about the themed week and exciting things that are happening like trips and visitors 3. Go over expectations and rules (have kids participate, raise their hands and answer)		Ms. Serena
9:35-10:15AM	Group Game	Materials and Prep	Staff
	SPLIT grades 3-6 and grades K-2 Grades 3-6 are playing kickball Grades K-2 Ocean Relay Race 1. Make 2-3 teams. They each will have their own racing lane. 2. 1st race: Mermaid Tails - Use the potato sacks and hop down to the cone and back. Switch with the next person in line. They must sit in a single file line when they finish. The first team fully sitting in a line, wins. 3. 2nd race: Seahorse gallop - Each team will have one pool noodle and gallop on it like a "sea horse" down to the far cone and back. They must sit in a single file line when they finish. The first team fully sitting in a line, wins. 4. 3rd race: Jellyfish jumping - Place rings on the ground and have kids hop from ring to ring. They must sit in a single file line when they finish. The first team fully sitting in a line, wins. 5. 4th race: Shark race - Place their hands on their head like a shark fin. Run down to the cone and back. They must sit in a single file line when they finish. The first team fully sitting in a line, wins.	- buckets (one for each team) - one big bucket of water - plastic cups - spoons - plastic fish - pool noodles Prep: - set up race lines for the 5 teams, about 20 feet long - 1st race: place an empty bucket at the start cones for each team, place a big bucket of water in the middle of all the racing lanes - 2nd race: pour the buckets of water back into the big bucket, place all of the plastic fish in the big bucket of water, give each team one spoon - 3rd race: each team will get a pool noodle	Ms. Serena
10:15-10:50AM	1st Rotation	Materials and Prep	Staff
	 Tie-Dye Fish Prep: - Shred/rip/cut the crepe paper into pieces about 2 inches big. Keep them organized by color in piles Craft 1. Each student will get a fish template and cut it out with scissors (we can prep this too) 2. Once they have their fish cut out, they can choose 20 pieces of crepe paper, any colors that they would like 3. Next, place the fish on a newspaper/placemat and wet it with the spray bottle 4. Then lay out the crepe paper on the fish so that the whole fish is covered. Pay attention to the colors and patterns you create 5. Use the spray bottle and spray the crepe paper onto the fish 6. Let it rest for about a minute 7. Peel off the tissue paper to reveal the creative design 8. Let the fish dry a little, then glue a googly eye on the fish (optional) 9. Lastly, use the markers to draw fins or make any other design that they want (optional) BACK-UP - Build a shark template - design and color their own shark - cut it out and assemble	Fish template: https://suncatcherstudio.com/uploads/patterns/fish/pdf-png/simple-fish-pattern-fffff.png Scissors Crepe paper/streamers/tissue paper: https://a.co/d/7FwbeK5 Spray bottle with water Googly eyes Markers News paper or placemats to keep the tables from getting messy	Ms. Desi Ms. Amy
10:50-11:25AM	2nd Rotation	Materials and Prep	Staff

	<p>Crab Walk Soccer</p> <ol style="list-style-type: none"> 1. Divide the group into 2 even teams. Assign them each to defend a side/goal 2. Demonstrate how to crab walk. Let the kids try it. Tell them they will be crab walking and playing soccer. 3. Go over the rules: Only kick the ball, you must be crabwalking (if you get tired, you can sit criss-cross where you are), no chipping it in the air because we don't want to hit anyone in the face, no one can touch the ball with their hands, even the goalie is in crab position 4. Give them time to organize their team and get into positions 5. On the "tweet," the game can begin. Keep score 6. For differentiation: the teams can be switched if there is clearly an uneven advantage. 	<ul style="list-style-type: none"> - Soccer pug goals - cones - soccer balls <p>Prep: - make a small soccer field with the cones and the pug goals</p>	<p>Ms. Jenny</p>
<p>11:25AM-12PM</p>	<p>3rd Rotation</p>	<p>Materials and Prep</p>	<p>Staff</p>
	<p>Turtle Craft</p> <ol style="list-style-type: none"> 1. Each student will get a turtle template 2. Students will color the turtle however they would like 3. When done coloring, they will cut out the turtle 4. Once cut, they will glue the flaps of the turtle together to create a pointy shell 	<ul style="list-style-type: none"> - turtle template sheet - markers/colored pencils/crayons - scissors - glue/tape 	<p>Coach Luli</p>
<p>12-12:30PM</p>	<p>Lunch</p>	<p>Materials and Prep</p>	<p>Staff</p>
	<ol style="list-style-type: none"> 1. Sit all students in designated area 2. Go over expectations and rules for lunch - all kids must be sitting down while eating lunch - no other activities should be happening 3. Dismiss kids by table groups/areas 		
<p>12:30-1:45PM</p>	<p>Open Club/ Pit rotation</p>		<p>Staff</p>
	<p>board games, card games, free time</p>		
<p>1:45-2:20PM</p>	<p>1st Rotation</p>	<p>Materials and Prep</p>	<p>Staff</p>
	<p>Beach Pudding Cups</p> <ol style="list-style-type: none"> 1. Students can divide themselves amongst the tables. Once they are seated, each student will receive a pudding cup and a clear cup. 2. Once the students have their cups, dismiss them by table to take their pudding cups to get a drop of blue food coloring. give them a spoon to mix it up to color their pudding. set this aside. 3. When all students have mixed their pudding to make it blue, hand out the bowl of crumbs to each table with 1 spoon. nstruct them to scoop a little bit of graham cracker crumbs to fill the bottom of the clear cup. This is the sand. 4. Next, instruct them to scoop their pudding into their cup, leaving some space at the top (there WILL be left over pudding in their cups) 5. Then, instruct students to add a little bit of sand on the top 6. When they are done, they can raise their hands to receive 2-3 sweedish fish to put in their pudding 7. Lastly, hand out the umbrellas once they are done and they can add it on their finished pudding. 8. They can eat it when they are finished. 	<ul style="list-style-type: none"> - Smashed graham cracker crumbs - vanilla pudding - blue food coloring to make it blue - sweedish fish - small pudding cups - spoons - mini drink umbrellas: https://a.co/d/7BKCoX - spoons <p>Prep: - prepare a small bowl of graham cracker crumbs for each table</p>	<p>Coach Luli (till 2) Ms. Desi Ms. Jenny</p>
<p>2:20-2:55PM</p>	<p>2nd Rotation</p>	<p>Materials and Prep</p>	<p>Staff</p>
	<p>Tentacle Toss</p> <ol style="list-style-type: none"> 1. Have the kids divide themselves among the different toss stations 2. Tell them that the tall cones are worth three points, while the cups are worth 1 point. 3. The one at the front of the line will go first. They will get 3 tosses. 4. Each group will assign a catcher. This person will be the one getting the hula hoop and bringing it back to the person tossing. 5. Rotate after the 3 tosses and until everyone has went. Make sure to keep track of their scores. 6. Those with the highest scores can move up a station, while those with lower scores will move a station (optional) 	<ul style="list-style-type: none"> - Hula hoops or rings - tall cones or pool noodles standing upright - flat cones to make the starting line <p>Prep: - create 3 stations of ring toss by having 5-6 tall cones and 1-2 noodles if they can stand upright - make sure to make a line of cones that students have to stand behind - each stations has 1 hula hoop</p>	<p>Coach Aidan Ms. Serena (till 3)</p>
<p>2:55-3:30PM</p>	<p>3rd Rotation</p>	<p>Materials and Prep</p>	<p>Staff</p>
	<p>Starfish/Shark Headbands - COMPETITION</p> <ol style="list-style-type: none"> 1. Each student will get a choice of a starfish or a shark headband 2. Design their headband 3. Cut out their headband 4. Assemble the headband 	<p>Templates Coloring Materials Scissors Tape/staples</p>	<p>Ms. Cozy Ms. Amy</p>
<p>3:30-4PM</p>	<p>Snack</p>	<p>Materials and Prep</p>	<p>Staff</p>

4-4:30PM	Open Rotation 1	Materials and Prep	Staff
	<p>Dolphin Relay Race</p> <ol style="list-style-type: none"> 1. Split the group into 4 teams. They each will have their own lane, but divide kids on both ends of their lane 2. Give 1 beach ball to each team 3. 1st race: kids must race down to the other side pushing the beach ball with only their noses. Their teammate on the other side will do the same until everyone has gone. Sit behind your cone when you are done. First team to finish, wins. 4. 2nd race: same set up with students on both sides of their lane. students will have to balance the beach ball with their head all the way down. If it falls, they can restart from where it fell. first team to finish, wins. 5. 3rd race: gather all students back at the starting line on one side. in pairs, students will have to race around the far cone and back, holding up the ball together without using their arms. if the ball falls, restart where it dropped. first team to finish wins 	<ul style="list-style-type: none"> - 4 beach balls: https://a.co/d/4y3oX2v - cones 	<p>Ms. Amy Ms. Cozy</p>
4:30-5PM	Open Rotation 2	Materials and Prep	Staff
	<p>Under the sea bingo</p> <ol style="list-style-type: none"> 1. each student will get a bingo card and a pen. (there WILL be students who have the same card) 2. Using the calling cards, the leader will call the card and the students will cross it off of their card if they have it 2. first student to get bingo across, diagonal, or horizontal will win 3. continue playing until someone gets "full bingo" 	<ul style="list-style-type: none"> - bingo cards (11 different cards) - calling cards 	<p>Mr. Aidan Ms. Jenny</p>
5-5:30PM	Open Club	Materials and Prep	Staff
	board games, card games, free time		
5:30-6PM	Clean Up/Closing	Materials and Prep	Staff

Firm Experience

1. Comparable programs delivered within the past ten years.

The Youth Centers of Orange brings extensive experience operating large-scale, high-quality youth programs that closely align with the scope, structure, and expectations of the City of Orange summer camp.

After School Education and Safety (ASES) and Expanded Learning Opportunities Program (ELOP) – Orange Unified School District: The Youth Centers of Orange currently serves as an ASES and ELOP after-school program provider across multiple Orange Unified School District campuses. Through these programs, YCO serves up to 400 students daily during the school year, offering a wide range of enrichment opportunities including sports, art, language, music, STEM, tutoring, and character-building activities. Over the past two years, this work has grown significantly. What began as a single ELOP program in 2023 has expanded to ten active ELOP programs by 2025, demonstrating YCO’s ability to scale programming while maintaining quality, consistency, and strong relationships with school partners. In addition, YCO serves as the ASES provider at Palmyra Elementary School, where programming supports more than 200 students each day. These programs require daily supervision, structured scheduling, staff training, safety oversight, family communication, and coordination with district and site leadership, all of which directly parallel the operational demands of a full-day summer camp.

City of Orange Summer Camp Program: In the summer of the previous year, the Youth Centers of Orange successfully operated the City of Orange’s summer camp program, serving approximately 120 students daily and more than 300 students over the course of the summer. Programming included both elementary-age students and teens and featured full-day supervision, structured enrichment, outdoor games, themed activities, and weekly field trips. This program demonstrated YCO’s ability to manage large enrollment numbers, deliver engaging and age-appropriate programming, coordinate transportation and field trips, and provide consistent care throughout the summer months.

The camp received strong participation and positive feedback from families, reinforcing YCO's capacity to deliver a safe, fun, and well-organized summer experience for City families. Together, these programs reflect YCO's proven ability to operate complex youth programs at scale, manage staffing and safety requirements, and deliver engaging enrichment experiences across both school-year and summer settings. This experience directly positions the organization to successfully operate the City of Orange's summer camp program.

2. Client references and contact information

A) Adolfo Herrera, Administrator
Innovative & Expanded Learning Opportunities
714-628-5360
adolfo.herrera@orangeusd.org
2345 E. Palmyra Ave. Orange, CA 92869

B) Leslie Hardy, Community and Library Services Director
City of Orange
714-744-7276
lhardy@cityoforange.org
300 E. Chapman Ave.
Orange, CA 92866

**PROPOSER’S ACKNOWLEDGEMENT OF COMPLIANCE
WITH INSURANCE REQUIREMENTS FOR
AGREEMENT FOR PROFESSIONAL SERVICES**

Proposer agrees, acknowledges, understands and is fully aware of the insurance requirements as specified in Section 18, Insurance (Requirements) of the attached sample Agreement for Professional Services and hereby accepts all conditions and requirements as contained therein.

Proposer: Holiday Zimmerman

Name (Please Print or Type)

By:  Executive Director

Proposer’s Signature & Title

Date: 12/9/25

**PROPOSER’S ACKNOWLEDGEMENT OF COMPLIANCE
WITH PROVISIONS FOR
AGREEMENT FOR PROFESSIONAL SERVICES**

Proposer agrees, acknowledges, understands and is fully aware of the sample contract form as specified in Appendix A, attached sample Agreement for Professional Services. Proposer acknowledges conditions and requirements as contained therein. Contractor/Proposer must note any exceptions to the City’s standard form professional services agreement as a part of their proposal submission for consideration by the City as part of the proposal, and warrants that the City may utilize proposed exceptions as a grounds for rejection of a proposal.

Proposer: Holiday Zimmerman

Name (Please Print or Type)

By:  Executive Director
Proposer’s Signature & Title

Date: 12/9/25

*****CONTRACTOR MUST ATTACH PROPOSED EXCEPTIONS TO THE CITY’S STANDARD/SAMPLE PROFESSIONAL AGREEMENT FORM – IF ANY- TO PROPOSAL FOR CONSIDERATION (AFTER THIS PAGE)*****

No exceptions to note.

Noncollusion Affidavit

(Title 23 United States Code Section 112 and
Public Contract Code Section 7106)

To the CITY OF ORANGE – DEPARTMENT OF PUBLIC WORKS

In conformance with Title 23 United States Code Section 112 and Public Contract Code 7106 the bidder declares that the bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the bid is genuine and not collusive or sham; that the bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid, and has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or that anyone shall refrain from bidding; that the bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the bid are true; and, further, that the bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid.

Note: The above Noncollusion Affidavit is part of the Proposal. Signing this Proposal on the signature portion thereof shall also constitute signature of this Noncollusion Affidavit.
Bidders are cautioned that making a false certification may subject the certifier to criminal prosecution

**DEBARMENT AND SUSPENSION CERTIFICATION TITLE 2, CODE OF FEDERAL REGULATIONS,
PARTS 180 & 1200**

The Proposer, under penalty of perjury, certifies that, except as noted below, he/she or any other person associated therewith in the capacity of owner, partner, director, officer, manager:

- (1) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in covered transactions by any Federal department or agency;
- (2) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (3) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (a)(2) of this certification; and
- (4) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default. Where the prospective participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal. Exceptions will not necessarily result in denial of award but will be considered in determining proposer responsibility. For any exception noted above, indicate below to whom it applies, initiating agency, and dates of action. Notes: Providing false information may result in criminal prosecution or administrative sanctions. The above certification is part of the Proposal. Signing this Proposal on the signature portion thereof shall also constitute signature of this Certification.

Holiday Zimmerman

Print or Type Name of Proposer



Signature of Proposer

12/9/25

Date

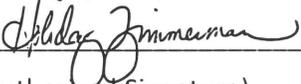
This executed form must be submitted with proposal.

**CERTIFICATION OF PROPOSAL
TO THE CITY OF ORANGE**

The undersigned hereby submits its proposal and agrees to be bound by the terms and conditions of this Request for Proposal (RFP). By signing the Certification of Proposal and submitting a proposal to the City in response to this Request for Proposals, the Proposer hereby represents and certifies that:

- A) No elected or appointed official, officer, or employee of the City has been or shall be compensated, directly or indirectly, in connection with this proposal or for any work connected with this proposal; should any agreement be approved in connection with this Request for Proposals (“Agreement”) no elected or appointed official, officer, or employee of the City, during the term of his/her service with the City, shall have any direct or indirect financial interest in the Agreement, or obtain any present anticipated, or future financial interest or other material benefit arising therefrom;
- B) No elected or appointed official, officer, or employee of the City shall have any financial interest, direct or indirect, in the Agreement nor shall any such official, officer, or employee participate in any decision relating to the Agreement which effects his/her personal financial interest or the financial interest of any corporation, partnership, or association in which they are, directly or indirectly, interested in violation of state law;
- C) The Proposer and its principals do not have now, nor shall it acquire any financial or business interest that would conflict with the performance of services under the Agreement;
- D) Proposer shall represent and certify that it does not and will not discriminate against any employee or applicant for employment because of race, religion, gender, color, national origin, sexual orientation, ancestry, material status, physical condition, pregnancy or pregnancy related conditions, political affiliation or opinion, age or medical condition;
- E) By submitting the response to this request, Proposer agrees, if selected, to furnish services to the City in accordance with this RFP;
- F) Proposer has carefully reviewed its proposal and understands and agrees that the City is not responsible for any errors or omissions on the part of the Proposer and that the Proposer is responsible for them;
- G) It is understood and agreed that the City reserves the right to accept or reject any or all proposals and to waive any informality or irregularity in any proposal received by the City;
- H) The proposal response includes all of the commentary, figures and data required by the Request for Proposal, dated 12/9/25. The proposal shall be valid for 180 days from the due date of this RFP.

Name of Proposing Firm (Contractor Entity Name): The Hub OC

By:  Executive Director
(Authorized Signature)

Type Name (of Authorized Signer): Holiday Zimmerman **Date:** 12/9/25

Appendix C

Summer Camp Marketing & Registration Timeline

Timeframe	Primary Goal	Key Marketing Actions
January – Early February	Prepare for launch	<ul style="list-style-type: none"> • Finalize camp dates, pricing, hours, and age groups with the City, if under contract • Re-engage existing registration platform and payment system • Update and translate all marketing materials (English and Spanish) • Generate QR codes linked directly to registration • Finalize website content and registration language • Reach out to local newspapers in Orange County to plan coverage
Late February	Registration launch	<ul style="list-style-type: none"> • Open official summer camp registration • Launch website registration page • Release initial social media announcements across platforms • Send direct emails to returning families from prior summer camps and school-year programs • Distribute flyers at YCO program sites • Share flyers digitally with Orange Unified schools
March	Build awareness and early enrollment	<ul style="list-style-type: none"> • Post weekly social media content highlighting camp structure, safety, and hours • Submit camp information to local newspapers and community calendars • Publish listings on online camp directories and family resource platforms • Promote scholarship availability and registration support • Leverage City and community partner networks for outreach

April	Expand community reach	<ul style="list-style-type: none"> • Increase social media frequency to multiple posts per week • Begin releasing camp themes as they are finalized • Share success messaging and highlights from prior summer camps • Re-distribute flyers through schools, community centers, and partners • Continue bilingual outreach and registration assistance
May	Drive commitment and fill spots	<ul style="list-style-type: none"> • Promote pay-in-full options and early commitment messaging • Communicate limited availability as sessions begin to fill • Conduct a second round of newspaper and online platform outreach • Follow up with families who started but did not complete registration • Increase direct communication through the registration platform
Early June	Finalize enrollment and prepare families	<ul style="list-style-type: none"> • Send final registration reminders across all channels • Confirm rosters and manage waitlists • Share “What to Expect” communications with enrolled families • Confirm completion of waivers, emergency forms, and required documents
During Camp	Maintain engagement and visibility	<ul style="list-style-type: none"> • Share weekly social media highlights showcasing activities and themes • Provide ongoing updates and reminders through the registration platform • Collect informal interest for future programs
Post-Camp	Build future enrollment	<ul style="list-style-type: none"> • Send thank-you communications to families • Share program highlights and outcomes • Collect family feedback to inform future programming and marketing

Exhibit B

The cost table shown below is illustrative of planned costs to be borne by contractor in service of this contract. NO COST, including those described in this table, will be billed to the City for services under this agreement scope. The City shall provide in-kind use of Shaffer Park as described in this Exhibit to contractor.



Cost Proposal Table

Youth & Teen Summer Day Camp Program

Years 2–4 reflect an 8% annual escalation applied to the Year 1 baseline.

Service Type	Annual Cost (Year 1)	*Annual Cost (Year 2)	*Annual Cost (Year 3)	*Annual Cost (Year 4)	Notes / Breakdown (if applicable)
Staffing	\$110,725.96	\$119,583.03	\$129,149.67	\$139,481.64	Camp Director, Site Supervisors/Coordinators, Program Staff; includes payroll taxes, workers' comp, training, certifications, and insurance
Program Delivery	\$36,116.67	\$39,006.00	\$42,126.48	\$45,496.60	Enrichment activities, weekly themed programming, guaranteed weekly field trips, plus additional trips throughout the summer
Supplies & Equipment	\$9,461.07	\$10,217.96	\$11,035.40	\$11,918.23	Program materials, activity supplies, games, crafts, limited reusable equipment
Utilities (if Contractor-provided)	\$0.00	\$0.00	\$0.00	\$0.00	Utilities provided by the City as part of in-kind facility use
Administrative / Overhead Costs	\$5,200.00	\$5,616.00	\$6,065.28	\$6,550.50	Program administration, registration management, payroll processing, reporting, insurance administration
Other (Specify)	\$0.00	\$0.00	\$0.00	\$0.00	Not applicable
TOTAL ANNUAL COST	\$161,503.70	\$174,422.99	\$188,376.83	\$203,446.97	

Cost Proposal Narrative

Youth & Teen Summer Day Camp Program

Sections C & D: Alternative and Innovative Cost Model

The Youth Centers of Orange proposes an alternative and innovative cost model that allows the City of Orange to offer a high-quality Youth and Teen Summer Day Camp program at **zero cash cost to the City**, while ensuring affordability, equity, and sustainability for participating families.

Overview of the Cost Model

The total estimated annual cost to operate the Summer Day Camp program is detailed in the CP-1 Cost Proposal Table and reflects all staffing, program delivery, supplies, administrative, and operational costs required to successfully manage and operate the program. The City's only contribution under this model is the in-kind use of Shaffer Park at no cost, including access to on-site storage. No City funds are requested to operate the program.

Rather than relying on City funding, the Youth Centers of Orange utilizes a community-supported, access-driven financial model that combines affordable participant fees, intentional scholarship allocation, and strong philanthropic partnerships. This approach shifts financial risk away from the City while preserving program quality and expanding access for families across income levels.

Affordable Participant Fee Structure and Planned Revenue

The program operates with a flat weekly fee of \$180 per participant, intentionally priced to remain affordable for working families while covering the full scope of program operations. This fee includes all aspects of the summer camp experience, including full-day supervision, enrichment programming, supplies, and field trips. Families do not incur additional costs for special activities or off-site trips. A 10% sibling discount is offered to further support families with multiple children enrolled.

Based on historical attendance trends, the Youth Centers of Orange anticipates serving an average of approximately 120 students per day during the nine-week summer camp program. At this enrollment level, estimated gross revenue generated through participant fees is approximately \$194,400 over the course of the summer. However, we provide heavy scholarships to families that bring our total revenue to just under cost.

Participant fees alone are not intended to fully fund the program or generate surplus revenue. Instead, all participant-generated revenue is reinvested into program operations and access expansion, ensuring the focus remains on program quality and community impact rather than profitability.

Scholarships, Sponsorships, and Equity-Centered Access

To ensure the Summer Day Camp program remains both accessible and financially sustainable, the Youth Centers of Orange has intentionally designed a scholarship strategy that balances affordability, equity, and fiscal responsibility.

Based on the proposed weekly fee of \$180 and a nine-week program, the organization plans to provide 60 need-based scholarships through a blended model consisting of approximately 25 full scholarships, 25 half scholarships, and 10 quarter scholarships. This mix allows the program to offer a meaningful number of fully sponsored placements while also extending partial support to a broader group of families who may not require full assistance but would still benefit from reduced costs.

Under this model, the total scholarship investment is approximately \$64,800 for the summer season. The Youth Centers of Orange plans to cover this amount through a combination of program revenue and targeted fundraising, allowing the overall program to remain revenue neutral while maintaining program quality.

Specifically, the organization anticipates applying approximately \$35,000 of participant-generated revenue toward scholarships and securing an additional \$30,000 in philanthropic support from community partners and individual donors. This approach mirrors the organization's prior summer camp experience, during which approximately \$30,000 in scholarship funding was successfully raised through partnerships and community support.

By intentionally pairing earned revenue with philanthropic investment, the Youth Centers of Orange is able to ensure that scholarship support does not create a financial gap in program operations. All remaining participant revenue is reinvested directly into staffing, enrichment activities, supplies, and field trips, allowing the program to deliver a high-quality summer camp experience without generating surplus revenue or requiring financial support from the City.

Building on this proven model, the organization will again leverage its strong partner network, including the Community Foundation of Orange (KidsPlay initiative), Friends Church Orange, the Women's Club of Orange, the Orange Chamber Foundation, as well as the Hub OC's network of individual donors and other civic and community partners to supplement program revenue and expand access.

This model allows the organization to say yes to more families, prioritize access for those with the greatest need, and maintain a financially balanced program that aligns with the City's goals of providing safe, engaging summer programming for children and youth.

Leveraging In-Kind Community Assets

In addition to the City's in-kind support of Shaffer Park, the Youth Centers of Orange also leverages donated indoor space from Friends Church Orange, which provides access to facilities five days per week. This space supports teen programming, special events, and indoor activities and represents an estimated \$40,000 in additional in-kind value annually.

By strategically leveraging community-donated facilities, the program reduces operational costs, increases flexibility, and enhances the overall camp experience without additional financial burden to the City.

Benefits to the City and the Community

This alternative cost model allows the City of Orange to offer a comprehensive summer camp program without committing operational funds, while still ensuring families have access to safe, structured, and enriching childcare during the summer months. For participants, the model ensures affordability, transparency, and access regardless of income level. For the Youth Centers of Orange, it allows all available resources to be directed toward delivering the highest possible program quality rather than generating surplus revenue.

By combining affordable fees, strong partnerships, and in-kind community support, this model creates a sustainable, equitable, and scalable summer camp program that benefits families, strengthens community connections, and aligns closely with the City's goals for youth engagement and support.

THE CITY OF ORANGE RESERVES THE RIGHT, AND IS HEREBY GRANTED THE RIGHT, TO REJECT ANY AND ALL PROPOSALS, TO ACCEPT OTHER THAN THE LOWEST PROPOSAL, AND TO WAIVE ANY INFORMALITY IN THE PROPOSAL.

Authorized Signature _____



Printed Name: Holiday Zimmerman

Title: CEO

Name of Company: The Hub OC

State License Number and Classification Designation: 82-1345313 - 501(c)(3) Corporation

Executed this 18th day of December, 2025 at 10AM, Orange, California.