

APPROVED

August 07 2025

BOARD OF RECREATION AND PARK COMMISSIONERS

BOARD REPORT

NO. 25-124

DATE August 07, 2025

C.D. ALL

BOARD OF RECREATION AND PARK COMMISSIONERS

SUBJECT: AS-NEEDED LEADERSHIP AND FOUNDATION TRAINING SERVICES FOR
YOUTH SPORTS COACHES – AWARD OF CONTRACT

B. Aguirre _____


C. Santo Domingo _____

B. Jones _____

C. Stoneham _____

M. Rudnick _____

*N. Williams NDW



General Manager

Approved X

Disapproved _____

Withdrawn _____

RECOMMENDATIONS

- 1) Approve the award and execution of the proposed service contract between RAP and the following firm for as-needed leadership and foundation training services for youth sports coaches involving coach orientation and pre-season development trainings (Contract), in substantially the form attached to this Report as Attachment 1, for a term of three years and an aggregate amount of \$200,000 with no guaranteed expenditure, subject to approval of the City Attorney as to form;

Recommended Contractor:

Center for Healing and Justice through Sport
644 S Cuyler Avenue, Oak Park, IL 60304

- 2) Find, in accordance with Charter Section 1022, that RAP does not have available in its employ, personnel with sufficient time or necessary expertise to undertake leadership and foundation training services for youth sports coaches in a timely manner, and it is more feasible, economical and in RAP's best interest, to secure these services by contract with pre-qualified contractors to perform this work on an as-needed basis based on bids to be received from the prequalified contractor for each qualifying project;
- 3) Find, in accordance with Charter Section 371(e)(10), that use of competitive bidding would be undesirable, impractical or impossible or is otherwise excused by the common law and the Charter because, unlike the purchase of a specified product,

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there is no single criterion, such as price comparison, that will determine which proposer can best provide the services required by RAP to provide as-needed leadership and foundation training services for youth sports coaches;

- 4) Direct the Board of Recreation and Park Commissioners (Board) Secretary to transmit the Contract to the City Attorney for review and approval as to form;
- 5) Authorize the Board President and Secretary to execute the Contract upon receipt of the necessary approvals; and,
- 6) Authorize RAP staff to make technical corrections as necessary to carry out the intent of this Report.

SUMMARY

RAP has an ongoing need for as-needed leadership and foundation training services for youth sports coaches. RAP seeks the services of experienced, responsible organizations to provide foundational, leadership and sportsmanship training services for youth sports coaches including but not limited to, providing instruction for coaches in creating a positive, safe, inclusive sports experience for every young person. Leadership training provided by qualified trainers is essential for RAP staff to remain informed regarding best practices and to provide the best youth sports experience and training possible. RAP currently does not have a contract in place for these services. Awarding a contract to the recommended contractor identified in this Report will support RAP staff's ability to provide RAP with leadership and foundation training services for youth sports coaches for category #1 (Proposals for Coach Orientation and Pre-season Development Trainings).

An as-needed special event planning and production services Request for Proposals (RFP) was released on March 17, 2025. A Mandatory Pre-Qualification Meeting was conducted on April 8, 2025 and a Non-Mandatory Technical Review Meeting was conducted on April 22, 2025. There were two separate categories of services included in the RFP:

Category #1 (Proposals for Coach Orientation and Pre-season Development Trainings) involved creating a 10-minute script for a virtual introduction video that provides an overview of the City of Los Angeles Department of Recreation and Parks, with a focus on its sports programs. The video should highlight the required training for part-time staff, as well as the mandatory training for volunteer coaches before they begin coaching. Any video references to previous work should be within the last five years. The video submitted must have all of the following components:

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- The script must define RAP's mission and coaching philosophy along with RAP's partnership with Nike to promote youth development through sports.
- The script must emphasize the importance of coaching as a critical factor in creating position sports experiences for young athletes and defining the role of the coach as a mentor.
- The script content must include research-based training and resources for investing in coaches by fostering an inclusive, healing-centered sports environment that supports youth growth and successful experiences.

Category #2 (Proposals for All-Star Coaches Training) involved creating a 5-minute video that illustrates a speaker, power point visual, lessons taught, and group activities. The object of the training is to elevate coaching standards and prepare coaches to take on leadership roles. Any video references to previous work should be within the last five years. The video submitted must have some of the following components for All-Star Coaches Training:

- **Building a Coaching Culture:** Creating a supportive environment where all coaches feel empowered.
- **Leadership & Communication Skills:** Effective strategies for managing teams and facilitating learning.

On May 20, 2025, RAP received a bid from Center for Healing and Justice through Sport in response to the RFP for leadership and foundation training services for youth sports coaches, for both of the categories.

RAP staff evaluated the bid response received for responsiveness, completeness, and thoroughness, per its routine process. The response was evaluated with a two-level review to determine if the respondent met the minimum qualifications as stated in the RFP document. The first level determined whether the respondent submitted a complete package and all required forms. The second level focused on the qualifications and quality of the information provided and whether the experience submitted met the minimum qualifications as stated in the RFP.

Responders were required to provide evidence of their qualifications and meet all of the minimum requirements related to work experience, professional licenses, a representative projects list and required project documentation.

RAP ultimately determined that it would be in the City's best interests to withdraw the RFP Category #2 at this time.

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MINIMUM QUALIFICATIONS

The RFP set forth the following minimum experience requirements:

- Years in Business: Selected proposer(s) must demonstrate a minimum of five years of experience within the last ten years providing coaching certification services for government or established nonprofits that serve youth such as the YMCA, YWCA or Boys and Girls Club. Proposer shall submit a list of their references, experience, and qualifications as further discussed below.
- Background and Experience: Selected proposer(s) must have demonstrated experience in the aforementioned Scope of Services including providing these services to workshops for government or established nonprofits that serve youth with a minimum number of twenty-five participants in each workshop.

All references provided were reviewed and verified by RAP staff for the accuracy, work completion, and customer satisfaction of the project(s) completed for that reference.

FISCAL IMPACT

The award and execution of the proposed as-needed Contract will have no immediate impact on RAP's General Fund as funding will be identified on a per project basis. General Fund, Special Fund, and Grant Funds may be used to carry out projects under the proposed Contract.

This Report was prepared by Sergio Montero, Management Analyst and reviewed by John Busby, Senior Management Analyst II.

LIST OF ATTACHMENTS/EXHIBITS

- 1) Form for Proposed Contract
- 2) RFP Released on March 17, 2025

PROFESSIONAL SERVICES AGREEMENT

Contractor: Center for Healing and Justice through Sport

**Regarding: As-Needed Leadership and Foundation Training
Services for Youth Sports Coaches**

Said Agreement is Number _____

**PROFESSIONAL SERVICES AGREEMENT
BETWEEN
THE CITY OF LOS ANGELES
DEPARTMENT OF RECREATION AND PARKS
AND
CENTER FOR HEALING AND JUSTICE THROUGH
SPORT**

THIS CONTRACT ("Agreement" or "Contract") is made and entered into on _____, ____, 20__, by and between the City of Los Angeles, (herein referred to as "CITY"), a municipal corporation acting by and through its Department of Recreation and Parks (hereinafter referred to as "RAP"), acting by and through its Board of Recreation and Park Commissioners (hereinafter referred to as "BOARD"), and Center for Healing and Justice through Sport, hereinafter referred to as CONTRACTOR. CITY and CONTRACTOR shall be referred to hereinafter as the "Parties".

W I T N E S S E T H

WHEREAS, RAP prepared and advertised a Request for Proposals (RFP) to obtain proposals from experienced, responsible organizations to provide a foundation of coaching practices to include leadership and sportsmanship training services for youth sports coaches; and

WHEREAS, in accordance with Charter Section 1022, the Board of Recreation and Park Commissioners finds that the City does not have in its employ, personnel with sufficient expertise and experience to provide the aforementioned services; and,

WHEREAS, RAP, finds, pursuant to Charter Section 371(e)(10), that the use of competitive bidding would be undesirable, impractical or otherwise excused by the common law and the Charter because, unlike the purchase of a specified product, there is no single criterion, such as price comparison, that will determine which proposer can best provide the services required by RAP for these services; and

WHEREAS, CONTRACTOR submitted a proposal in response to the RFP and was selected for award of this Contract to provide as-needed leadership and foundation training services for youth sports coaches; and

WHEREAS, in accordance with Los Angeles Administrative Code Section 10.15(a)(2), RAP finds that the services provided under this Agreement is for the performance of professional, technical, or other special services of a temporary and occasional character for which competitive bidding is not practicable or advantageous.

NOW, THEREFORE, in consideration of the promises and of the covenants, representations, and agreements set forth herein, the parties hereby agree as follows:

ARTICLE I.
INTRODUCTION

A. Representatives of the Parties and Service of Notices

1. The representatives of the respective parties authorized to administer this Agreement, and to whom formal notices, demands, and communications shall be given are as follows:

CITY's representative will be:

Jimmy C. Kim, General Manager
City of Los Angeles, Department of Recreation and Parks
221 North Figueroa Street, Suite 350
Los Angeles, California 90012
Telephone Number: (213) 202-2633

With copies to:

Chinyere Stoneham
Assistant General Manager
City of Los Angeles, Department of Recreation and Parks
Or authorized Representative
221 North Figueroa Street, Suite 350
Los Angeles, California 90012
Telephone Number: (213) 202-2633

CONTRACTOR's representative will be:

Jillian Green Loughran
Senior Director of Regional Growth & Strategy
Center for Healing and Justice through Sport
644 S Cuyler Avenue, Oak Park, IL 60304
jgloughran@chjs.org
732-522-2580

With a copy to:

Lizka Mendoza, Project Coordinator
221 North Figueroa Street, Suite 350
Los Angeles, California 90012
lizka.mendoza@lacity.org
Telephone Number: (310) 645-4142

2. Formal notices, demands, and communications required hereunder by either party shall be made in writing and may be effected by personal delivery or by registered or certified mail, postage prepaid, return receipt requested and shall be deemed communicated as of the date of mailing or actual receipt, whichever first occurs.
3. If the name of the person designated to receive the notices, demands, or communications, or the address of such person is changed, written notice shall be given, in accordance with Article I, within five (5) working days of said change.

ARTICLE II.

TERM AND SERVICES TO BE PROVIDED

A. Term of Contract

The term of this Contract shall be for no more than three (3) years from the date of execution of this Contract by the City, subject however to earlier termination by RAP as provided in the Standard Provisions for City Contracts (Rev.1/25 [v.2]) (or most recent), which are attached hereto as Appendix 1.

B. Purpose of the Agreement and Services to be Provided

1. The purpose of CONTRACTOR's work under this Agreement is to provide as-needed Leadership and Foundation Training Services For Youth Sports Coaches.
2. Scope of Work

CONTRACTOR agrees to perform coaching training services, including leadership and sportsmanship training, for youth sports coaches in accordance with the rates, terms, and conditions in CONTRACTOR's proposal, which is attached hereto as Appendix 4. These services may be provided in the form of guided lectures, practical scenarios, interactive workshops, either virtual or in-person as determined by RAP, to be performed during the term of this Agreement. CONTRACTOR will provide a comprehensive per workshop cost which includes the cost for everything discussed herein.

These services will be performed on an as-needed basis throughout the duration of this Agreement.

RAP anticipates that after successful completion of both a 15-minute online recorded training followed by a preseason introduction to coaching workshop combining lectures and group activities the participant will receive a Recreation and Parks coaching certificate. If the coach attends and successfully completes a follow-up training with an emphasis on leadership and sportsmanship, the coach attendee will receive an additional certification.

Workshops shall be designed to help train RAP's volunteer coaches and staff in the role and responsibilities of coaching, leadership, sportsmanship and additional related topics. Each workshop shall cover the topics and be consistent with the description in CONTRACTOR's proposal, which is attached hereto as Appendix 4.

It is anticipated that training materials such as books and pamphlets will not be provided by the CONTRACTOR for each participant for each workshop.

RAP will determine the dates, times, and locations of each workshop and will communicate the information to the CONTRACTOR at least thirty days in advance of the date of the first workshop.

CONTRACTOR staff shall provide telephone and email support for answering questions related to the content of the workshops. The cost of this support shall be included as part of the workshop price.

CONTRACTOR will develop and implement along with RAP a coach training script and provide access to online resources, tools, and coaching strategy articles or links to be included in the RAP coach email newsletters as part of the workshop price.

CONTRACTOR and RAP may, with the prior written approval of RAP, make reasonable use of interviews, images, quotes, and videos from workshops.

CONTRACTOR may be requested to perform other related training duties by RAP.

CONTRACTOR must maintain appropriate insurance requirements acceptable to, and specified by, City Risk Management. The insurance must have an additional insured endorsement naming the City of Los Angeles as an additional insured, provide evidence of a waiver of subrogation for workers' compensation insurance and follow all requirements as listed in the Form 146 attached hereto as Appendix 3.

CONTRACTOR's role is on an as-needed contract basis and does not imply or convey that CONTRACTOR is an employee of the City of Los Angeles. CONTRACTOR must not imply CITY employment status.

CONTRACTOR is solely responsible for creating and enforcing protocols ensuring all persons participating in these training activities comply with applicable CITY, State, and/or Federal protocols for employees, volunteers, contractors and subcontractors engaging in the such activities, including certifications, licensing, California DOJ background checks, LiveScan fingerprinting (such as, for example, compliance with California Assembly Bill 506). CONTRACTOR shall, at its sole expense, obtain and maintain information and documentation verifying its compliance with this provision and the results of such compliance and provide such information and documentation to RAP upon request.

CONTRACTOR shall comply with guidelines set forth by RAP and consistent with CITY standards regarding appropriate behavior, the prevention of harassment and discrimination, and safe work practices.

The Coach LA Playbook ("RAP Playbook") (Appendix 5) is a comprehensive guide developed by RAP and is designed to create a mindset for how anyone can become a coach. It provides fundamental coaching principles and strategies that RAP believes empower individuals to positively impact youth through sports. At the core of the Playbook is the **3 B's Framework**, which emphasizes:

- **Belong:** Creating an inclusive, supportive environment where youth feel safe, valued, and connected.

- **Be Ready:** Preparing young athletes mentally and physically to engage in sports with confidence and resilience.
- **Be Better:** Enhancing skills through intentional coaching that fosters growth, development, and long-term success.

By following the RAP Playbook, coaches at all levels can cultivate a positive, inclusive, and developmentally-focused sports culture that supports youth in reaching their full potential.

COACH ORIENTATION AND PRE-SEASON DEVELOPMENT TRAININGS

A. Description of Services:

The Coach Orientation and Pre-Season Development Trainings will ensure that all full-time staff, part-time staff, and volunteers are well-equipped to deliver a high-quality, inclusive, and developmentally-appropriate sports experience for youth. This training framework will provide foundational knowledge, hands-on practice, and continuous professional development for all coaches. The training is divided into three key portions:

1. MANDATORY INTRODUCTION SCRIPT (VIRTUAL):

CONTRACTOR shall create a 10-minute script for a virtual introduction video that provides an overview of RAP, with a focus on its sports programs. The video should highlight the required training for part-time staff, as well as the mandatory training for volunteer coaches before they begin coaching.

- The script must define RAP's mission and coaching philosophy along with RAP's partnership with Nike to promote youth development through sports.
- The script must emphasize the importance of coaching as a critical factor in creating positive sports experiences for young athletes and defining the role of the coach as a mentor.
- The script content must include research-based training and resources for investing in coaches by fostering an inclusive, healing-centered sports environment that supports youth growth and successful experiences

2. WORKSHOP SCRIPT (VIRTUAL):

- CONTRACTOR shall create a 1-hour Virtual Workshop script which will provide foundational knowledge of the RAP Playbook (Appendix 5), equipping new and existing coaches with essential coaching principles and strategies.
- The virtual workshop must define the **3 B's Framework** from the RAP Playbook (Appendix 5):
 - **Belong:** Creating an inclusive, supportive environment.
Activity: Scenario-based coaching role play.
 - **Be Ready:** Preparing youth mentally and physically.
Activity: Identifying readiness barriers and developing solutions.
 - **Be Better:** Enhancing skills through intentional coaching.
Activity: Goal-setting and skill-building strategies.

3. TRAIN-THE-TRAINER SCRIPT AND IMPLEMENTATION OF TRAINING:

CONTRACTOR shall create a train-the-trainer script that will provide training for full-time and part-time employees to conduct a workshop that will provide an immersive learning experience focused on the RAP Playbook's core principles, practical coaching techniques, and leadership development. See Table #1 below for the proposed schedule.

The script must include RAP's Playbook theory and application and key coaching topics and:

1. Interactive exercises, for participants to explore key coaching frameworks in RAP programming that include: conflict resolution strategies, restorative practices, and mentorship skills to enhance the effectiveness as a coach.
2. Interactive exercises in the form of group breakout sessions exploring scenario-based coaching simulations that occur in RAP programming to apply learned concepts in real-life coaching situations.

3. Interactive exercises to include peer-to-peer feedback and coaching improvement tips to encourage shared learning and development.
4. The CONTRACTOR will provide training workshops and follow-up peer coaching sessions for RAP's internal trainers following the script developed.

B. Proposed Schedule

RAP estimates that at least eighty pre-coach orientations, professional development and train-the-trainer workshops will be scheduled in the first year. Each subsequent year workshops are expected to be reduced a minimum of 30% per year. Workshops shall take place at various locations. A proposed schedule for the leadership training services for first year is listed below (Table #1). Tasks and actual dates will be given to the CONTRACTOR thirty days or more prior to the initial date(s) of the project. The following schedule applies to the first year from Fall 2025 - Summer 2026; it is only an estimate and may be subject to change with regards to the date or occurrence of a workshop.

CONTRACTOR must establish criteria for successful completion of coursework and must provide participants with certification of completion of successfully completed courses where applicable. CONTRACTOR must provide RAP a roster of all participants who have successfully completed each workshop/training as soon as possible within thirty days of the completion of the training.

Table #1

YEAR 1: PROPOSED SCHEDULE			
Quarter	Delivery Method (Length of Training)	# of Trainings	Total Participants
Fall '25	Virtual (1hrs)	8	50 – 150
Fall '25	In-Person (4hrs)	12	50 – 150
Winter '26	In-Person (4hrs)	12	50 – 150
Winter '26	Virtual (1hrs)	8	50 – 150
Spring '26	In-Person (4hrs)	12	50 – 150
Spring '26	Virtual (1hrs)	8	50 – 150
Summer '26	In-Person (4hrs)	12	50 – 150
Summer '26	Virtual (1hrs)	8	50 – 150

ARTICLE III.
GENERAL TERMS AND CONDITIONS

A. Payment Terms, and Invoicing

1. Compensation and Method of Payment

- a. CONTRACTOR shall provide the services set forth in Article II above in accordance with the rates, terms, and conditions in CONTRACTOR's proposal, which is attached hereto as Appendix 4.
- b. CONTRACTOR understands and agrees that it may not make any financial commitment on behalf of CITY, incur any cost or expense on behalf of CITY, or obligate CITY to make payments for any costs or expenses, unless authorized in writing by the City representative.
- c. CITY shall pay CONTRACTOR an amount not to exceed \$200,000 per year for service performed by CONTRACTOR under this Agreement; CITY in entering in this Contract guarantees no minimum amount of compensation. CITY staff will monitor this not-to-exceed aggregate total.

2. Limitation of CITY's Obligation to Make Payments to CONTRACTOR. Notwithstanding any other provision of this Agreement, including any exhibits or attachments incorporated

therein, and in order for CITY to comply with its governing legal requirements, CITY shall have no obligation to make any payments to CONTRACTOR unless CITY shall have first made an appropriation of funds equal to or in excess of its obligation to make any payments as provided in said Agreement. CONTRACTOR agrees that any services provided by CONTRACTOR, purchases made by CONTRACTOR or expenses incurred by CONTRACTOR in excess of said appropriation(s) shall be free and without charge to CITY and CITY shall have no obligation to pay for said services, purchases or expenses. CONTRACTOR shall have no obligation to provide any services, provide any equipment or incur any expenses in excess of the appropriated amount(s) until CITY appropriates additional funds for this Agreement.

3. Invoicing

- a. Invoices shall be submitted to:
Chinyere Stoneham
Assistant General Manager
City of Los Angeles, Department of Recreation and Parks
Or authorized Representative
221 North Figueroa Street, Suite 350
Los Angeles, California 90012
Telephone Number: (213) 202-2633
- b. To ensure that services provided under personal services contracts are measured against services as detailed in the Agreement, the Controller of the City of Los Angeles has developed a policy requiring that specific supporting documentation be submitted with invoices.
- c. CONTRACTOR shall submit invoices that include, at a minimum, the following information:
 - i. Name and address of CONTRACTOR
 - ii. Name and address of City department being billed
 - iii. Date of invoice and period covered
 - iv. Agreement number

- v. Task Order or Notice to Proceed
 - vi. Description of completed task/project and amount due for task/project, including:
 - A. Name of personnel working on task
 - B. Hours spent on task and timesheet supporting charges (if applicable).
 - C. Rate per hour and total due.
 - vii. Original manufacturer's invoice for items where the cost or cost plus is supported by the Contract
 - viii. Certification by a duly authorized officer
 - ix. Discount and terms (if applicable)
 - x. Remittance Address (if different from company address)
- d. All invoices shall be submitted on CONTRACTOR's letterhead, contain CONTRACTOR's official logo, or other unique and identifying information such as the name and address of CONTRACTOR. Evidence that tasks have been completed, in the form of a report, brochure, or photograph, shall be attached to all invoices. Invoices shall be submitted within thirty (30) days of service, or monthly, and shall be payable to CONTRACTOR no later than thirty (30) days after acknowledged receipt of a complete invoice. Invoices are considered complete when appropriate documentation or services provided are signed off as satisfactory by the City representative.
- e. Invoices and supporting documentation shall be prepared at the sole expense and responsibility of CONTRACTOR. CITY will not compensate CONTRACTOR for costs incurred in invoice preparation.

CITY may request, in writing, changes to the content and format of the invoice and supporting documentation at any time. CITY reserves the right to request additional

supporting documentation to substantiate costs at any time.

- f. ***Failure to adhere to these policies may result in nonpayment or non-approval of demands, pursuant to Charter Section 262(a)***, which requires the Controller to inspect the quality, quantity, and condition of services, labor, materials, supplies, or equipment received by any City office or department, and approve demands before they are drawn on the Treasury.

B. CONTRACTOR's Personnel

1. CONTRACTOR shall use its own employees to perform the services described in this Agreement. CITY shall have the right to review and approve any personnel who are assigned to work under this Agreement. CONTRACTOR agrees to remove personnel from performing work under this Agreement if requested to do so by CITY.
2. CONTRACTOR shall not use subcontractors to assist in performance of this Agreement without the prior written approval of CITY. If CITY permits the use of subcontractors, CONTRACTOR shall remain responsible for performing all aspects of this Agreement. CITY has the right to approve CONTRACTOR's subcontractors and CITY reserves the right to request replacement of a subcontractor. CITY does not have any obligation to pay subcontractors and nothing herein creates any privity between CITY and the subcontractors.

**ARTICLE IV.
STANDARD PROVISIONS**

A. Standard Provisions for City Contracts

CONTRACTOR agrees to comply with the Standard Provisions for City Contracts (Rev.1/25 [v.2]), attached hereto as Appendix 1.

B. Responsibility to Provide Services in Accordance with Applicable Standards and Requirement to Possess All Valid Permits and Licenses

CONTRACTOR warrants that the work performed hereunder shall be completed in a manner consistent with professional standards among those firms in CONTRACTOR's profession, doing the same or similar

work, under the same or similar circumstances. CONTRACTOR must possess and maintain valid licenses and permits required to perform the services described herein.

C. Compliance with Statutes and Regulations

CONTRACTOR, in the performance of this Agreement, shall comply with all applicable statutes, rules, regulations, and orders of the United States, the State of California, the County and City of Los Angeles. CONTRACTOR shall comply with new, amended, or revised laws, regulations, and procedures that apply to the performance of this Agreement.

D. Incorporation of Documents

This Contract and incorporated documents represent the entire integrated agreement of the parties and supersedes all prior written or oral representations, discussions, and agreements. The following documents are incorporated and made a part hereof by reference:

Appendix 1 Standard Provisions for City Contracts (Rev.1/25 [v.2])

Appendix 2 RFP for As-needed Leadership and Foundation Training Services for Youth Sports Coaches on March 17, 2025

Appendix 3 Form 146 Insurance Requirements

Appendix 4 Proposal submitted by Center for Healing and Justice through Sport, in response to Appendix 2, including Applicable Compliance Documents

Appendix 5 The Coach LA Playbook

The order of precedence in resolving conflicting language, if any, in the documents shall be: (i) This Agreement; (ii) Appendix 1; (iii) Appendix 3; (iv) Appendix 2; (v) Appendix 4; and (vi) Appendix 5.

(Signature Page to Follow)

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be executed by their respective duly authorized representatives.

Executed this _____ day
of _____, 20__

THE CITY OF LOS ANGELES, a municipal
corporation, acting by and through its
BOARD OF RECREATION AND PARK
COMMISSIONERS

By signing below, the signatory attests that they have
no personal, financial, beneficial, or familial interest in
this Contract.

By _____
PRESIDENT

By _____
SECRETARY

Executed this _____ day
of _____, 20__

Center for Healing and Justice through
Sport

By _____
PRESIDENT

By _____
SECRETARY

Approved as to Form:

Date: _____

Hydee Feldstein Soto, City Attorney

By _____

Brendan Kearns, Deputy City Attorney

ATTACHMENT A

Standard Provisions for City Contracts (Rev. 1/25 [v.2])

STANDARD PROVISIONS FOR CITY CONTRACTS

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STANDARD PROVISIONS FOR CITY CONTRACTS

PSC-1. Construction of Provisions and Titles Herein

All titles, subtitles, or headings in this Contract have been inserted for convenience, and shall not be deemed to affect the meaning or construction of any of the terms or provisions of this Contract. The language of this Contract shall be construed according to its fair meaning and not strictly for or against **CITY** or **CONTRACTOR**. The word "**CONTRACTOR**" includes the party or parties identified in this Contract. The singular shall include the plural and if there is more than one **CONTRACTOR**, unless expressly stated otherwise, their obligations and liabilities shall be joint and several. Use of the feminine, masculine, or neuter genders shall be deemed to include the genders not used.

PSC-2. Applicable Law, Interpretation and Enforcement

Each party's performance shall comply with all applicable laws of the United States of America, the State of California, and **CITY**, including but not limited to, laws regarding health and safety, labor and employment, wage and hours and licensing. This Contract shall be enforced and interpreted under the laws of the State of California without regard to conflict of law principles. **CONTRACTOR** shall comply with new, amended, or revised laws, regulations, or procedures that apply to the performance of this Contract with no additional compensation paid to **CONTRACTOR**.

In any action arising out of this Contract, **CONTRACTOR** consents to personal jurisdiction, and agrees to bring all such actions, exclusively in state or federal courts located in Los Angeles County, California.

If any part, term or provision of this Contract is held void, illegal, unenforceable, or in conflict with any federal, state or local law or regulation, the validity of the remaining parts, terms or provisions of this Contract shall not be affected.

PSC-3. Time of Effectiveness

Unless otherwise provided, this Contract shall take effect when all of the following events have occurred:

- A. This Contract has been signed on behalf of **CONTRACTOR** by the person or persons authorized to bind **CONTRACTOR**;
- B. This Contract has been approved by the City Council or by the board, officer or employee authorized to give such approval;
- C. The Office of the City Attorney has indicated in writing its approval of this Contract as to form; and
- D. This Contract has been signed on behalf of **CITY** by the person designated by the City Council, or by the board, officer or employee authorized to enter into this Contract.

PSC-4. Integrated Contract

This Contract sets forth all of the rights and duties of the parties with respect to the subject matter of this Contract, and replaces any and all previous Contracts or understandings, whether written or oral, relating thereto. This Contract may be amended only as provided for in the provisions of PSC-5 hereof.

PSC-5. Amendment

All amendments to this Contract shall be in writing and signed and approved pursuant to the provisions of PSC-3.

PSC-6. Excusable Delays

Neither party shall be liable for its delay or failure to perform any obligation under and in accordance with this Contract, if the delay or failure arises out of fires, floods, earthquakes, epidemics, quarantine restrictions, other natural occurrences, strikes, lockouts (other than a lockout by the party or any of the party's Subcontractors), freight embargoes, terrorist acts, insurrections or other civil disturbances, or other similar events to those described above, but in each case the delay or failure to perform must be beyond the control and without any fault or negligence of the party delayed or failing to perform (these events are referred to in this provision as "Force Majeure Events").

Notwithstanding the foregoing, a delay or failure to perform by a Subcontractor of **CONTRACTOR** shall not constitute a Force Majeure Event, unless the delay or failure arises out of causes beyond the control of both **CONTRACTOR** and Subcontractor, and without any fault or negligence of either of them. In such case, **CONTRACTOR** shall not be liable for the delay or failure to perform, unless the goods or services to be furnished by the Subcontractor were obtainable from other sources in sufficient time to permit **CONTRACTOR** to perform timely. As used in this Contract, the term "Subcontractor" means a subcontractor at any tier.

In the event **CONTRACTOR'S** delay or failure to perform arises out of a Force Majeure Event, **CONTRACTOR** agrees to use commercially reasonable best efforts to obtain the goods or services from other sources, and to otherwise mitigate the damages and reduce the delay caused by the Force Majeure Event.

PSC-7. Waiver

A waiver of a default of any part, term or provision of this Contract shall not be construed as a waiver of any succeeding default or as a waiver of the part, term or provision itself. A party's performance after the other party's default shall not be construed as a waiver of that default.

PSC-8. Suspension

At **CITY'S** sole discretion, **CITY** may suspend any or all services provided under this Contract by providing **CONTRACTOR** with written notice of suspension. Upon receipt of the notice of suspension, **CONTRACTOR** shall immediately cease the services

suspended and shall not incur any additional obligations, costs or expenses to **CITY** until **CITY** gives written notice to recommence the services.

PSC-9. Termination

A. Termination for Convenience

CITY may terminate this Contract for **CITY'S** convenience at any time by providing **CONTRACTOR** thirty days written notice. Upon receipt of the notice of termination, **CONTRACTOR** shall immediately take action not to incur any additional obligations, costs or expenses, except as may be necessary to terminate its activities. **CITY** shall pay **CONTRACTOR** its reasonable and allowable costs through the effective date of termination and those reasonable and necessary costs incurred by **CONTRACTOR** to effect the termination. Thereafter, **CONTRACTOR** shall have no further claims against **CITY** under this Contract. All finished and unfinished documents and materials procured for or produced under this Contract, including all intellectual property rights **CITY** is entitled to, shall become **CITY** property upon the date of the termination. **CONTRACTOR** agrees to execute any documents necessary for **CITY** to perfect, memorialize, or record **CITY'S** ownership of rights provided herein.

B. Termination for Breach of Contract

1. Except as provided in PSC-6, if **CONTRACTOR** fails to perform any of the provisions of this Contract or so fails to make progress as to endanger timely performance of this Contract, **CITY** may give **CONTRACTOR** written notice of the default. **CITY'S** default notice will indicate whether the default may be cured and the time period to cure the default to the sole satisfaction of **CITY**. Additionally, **CITY'S** default notice may offer **CONTRACTOR** an opportunity to provide **CITY** with a plan to cure the default, which shall be submitted to **CITY** within the time period allowed by **CITY**. At **CITY'S** sole discretion, **CITY** may accept or reject **CONTRACTOR'S** plan. If the default cannot be cured or if **CONTRACTOR** fails to cure within the period allowed by **CITY**, then **CITY** may terminate this Contract due to **CONTRACTOR'S** breach of this Contract.
2. If the default under this Contract is due to **CONTRACTOR'S** failure to maintain the insurance required under this Contract, **CONTRACTOR** shall immediately: (1) suspend performance of any services under this Contract for which insurance was required; and (2) notify its employees and Subcontractors of the loss of insurance coverage and Contractor's obligation to suspend performance of services. **CONTRACTOR** shall not recommence performance until **CONTRACTOR** is fully insured and in compliance with **CITY'S** requirements.

3. If a federal or state proceeding for relief of debtors is undertaken by or against **CONTRACTOR**, or if **CONTRACTOR** makes an assignment for the benefit of creditors, then **CITY** may immediately terminate this Contract.
4. If **CONTRACTOR** engages in any dishonest conduct related to the performance or administration of this Contract or violates **CITY'S** laws, regulations or policies relating to lobbying, then **CITY** may immediately terminate this Contract.
5. Acts of Moral Turpitude
 - a. **CONTRACTOR** shall immediately notify **CITY** if **CONTRACTOR** or any Key Person, as defined below, is charged with, indicted for, convicted of, pleads nolo contendere to, or forfeits bail or fails to appear in court for a hearing related to, any act which constitutes an offense involving moral turpitude under federal, state, or local laws ("Act of Moral Turpitude").
 - b. If **CONTRACTOR** or a Key Person is convicted of, pleads nolo contendere to, or forfeits bail or fails to appear in court for a hearing related to, an Act of Moral Turpitude, **CITY** may immediately terminate this Contract.
 - c. If **CONTRACTOR** or a Key Person is charged with or indicted for an Act of Moral Turpitude, **CITY** may terminate this Contract after providing **CONTRACTOR** an opportunity to present evidence of **CONTRACTOR'S** ability to perform under the terms of this Contract.
 - d. Acts of Moral Turpitude include, but are not limited to: violent felonies as defined by Penal Code Section 667.5, crimes involving weapons, crimes resulting in serious bodily injury or death, serious felonies as defined by Penal Code Section 1192.7, and those crimes referenced in the Penal Code and articulated in California Public Resources Code Section 5164(a)(2); in addition to and including acts of murder, rape, sexual assault, robbery, kidnapping, human trafficking, pimping, voluntary manslaughter, aggravated assault, assault on a peace officer, mayhem, fraud, domestic abuse, elderly abuse, and child abuse, regardless of whether such acts are punishable by felony or misdemeanor conviction.

- e. For the purposes of this provision, a Key Person is a principal, officer, or employee assigned to this Contract, or owner (directly or indirectly, through one or more intermediaries) of ten percent or more of the voting power or equity interests of **CONTRACTOR**.
- 6. In the event **CITY** terminates this Contract as provided in this section, **CITY** may procure, upon such terms and in the manner as **CITY** may deem appropriate, services similar in scope and level of effort to those so terminated, and **CONTRACTOR** shall be liable to **CITY** for all of its costs and damages, including, but not limited to, any excess costs for such services.
- 7. If, after notice of termination of this Contract under the provisions of this section, it is determined for any reason that **CONTRACTOR** was not in default under the provisions of this section, or that the default was excusable under the terms of this Contract, the rights and obligations of the parties shall be the same as if the notice of termination had been issued pursuant to PSC-9(A) Termination for Convenience.
- 8. The rights and remedies of **CITY** provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract.
- C. In the event that this Contract is terminated, **CONTRACTOR** shall immediately notify all employees and Subcontractors, and shall notify in writing all other parties contracted with under the terms of this Contract within five working days of the termination.

PSC-10. Independent Contractor

CONTRACTOR is an independent contractor and not an agent or employee of **CITY**. **CONTRACTOR** shall not represent or otherwise hold out itself or any of its directors, officers, partners, employees, or agents to be an agent or employee of **CITY**.

PSC-11. Contractor's Personnel

Unless otherwise approved by **CITY**, **CONTRACTOR** shall use its own employees to perform the services described in this Contract. **CITY** has the right to review and approve any personnel who are assigned to work under this Contract. **CONTRACTOR** shall remove personnel from performing work under this Contract if requested to do so by **CITY**.

CONTRACTOR shall not use Subcontractors to assist in performance of this Contract without the prior written approval of **CITY**. If **CITY** permits the use of Subcontractors, **CONTRACTOR** shall remain responsible for performing all aspects of this Contract and paying all Subcontractors. **CITY** has the right to approve **CONTRACTOR'S** Subcontractors, and **CITY** reserves the right to request replacement of any

Subcontractor. **CITY** does not have any obligation to pay **CONTRACTOR'S** Subcontractors, and nothing herein creates any privity of contract between **CITY** and any Subcontractor.

PSC-12. Assignment and Delegation

CONTRACTOR may not, unless it has first obtained the written permission of **CITY**:

- A. Assign or otherwise alienate any of its rights under this Contract, including the right to payment; or
- B. Delegate, subcontract, or otherwise transfer any of its duties under this Contract.

PSC-13. Permits

CONTRACTOR and its directors, officers, partners, agents, employees, and Subcontractors, shall obtain and maintain all licenses, permits, certifications and other documents necessary for **CONTRACTOR'S** performance of this Contract. **CONTRACTOR** shall immediately notify **CITY** of any suspension, termination, lapses, non-renewals, or restrictions of licenses, permits, certificates, or other documents that relate to **CONTRACTOR'S** performance of this Contract.

PSC-14. Claims for Labor and Materials

CONTRACTOR shall promptly pay when due all amounts owed for labor and materials furnished in the performance of this Contract so as to prevent any lien or other claim under any provision of law from arising against any **CITY** property (including reports, documents, and other tangible or intangible matter produced by **CONTRACTOR** hereunder), and shall pay all amounts due under the Unemployment Insurance Act or any other applicable law with respect to labor used to perform under this Contract.

PSC-15. Current Los Angeles City Business Tax Registration Certificate Required

For the duration of this Contract, **CONTRACTOR** shall maintain valid Business Tax Registration Certificate(s) as required by **CITY'S** Business Tax Ordinance, Section 21.00 *et seq.* of the Los Angeles Municipal Code ("LAMC"), and shall not allow the Certificate to lapse or be revoked or suspended.

PSC-16. Retention of Records, Audit and Reports

CONTRACTOR shall maintain all records, including records of financial transactions, pertaining to the performance of this Contract, in their original form or as otherwise approved by **CITY**. These records shall be retained for a period of no less than three years from the later of the following: (1) final payment made by **CITY**, (2) the expiration of this Contract or (3) termination of this Contract. The records will be subject to examination and audit by authorized **CITY** personnel or **CITY'S** representatives at any time. **CONTRACTOR** shall provide any reports requested by **CITY** regarding

performance of this Contract. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

In lieu of retaining the records for the term as prescribed in this provision, **CONTRACTOR** may, upon **CITY'S** written approval, submit the required information to **CITY** in an electronic format, e.g. USB flash drive, at the expiration or termination of this Contract.

PSC-17. Bonds

All bonds required by **CITY** shall be filed with the Office of the City Administrative Officer, Risk Management for its review and acceptance in accordance with Los Angeles Administrative Code ("LAAC") Sections 11.47 *et seq.*, as amended from time to time.

PSC-18. Indemnification

Except for the active negligence or willful misconduct of **CITY**, or any of its boards, officers, agents, employees, assigns and successors in interest, **CONTRACTOR** shall defend, indemnify and hold harmless **CITY** and any of its boards, officers, agents, employees, assigns, and successors in interest from and against all lawsuits and causes of action, claims, losses, demands and expenses, including, but not limited to, attorney's fees (both in house and outside counsel) and cost of litigation (including all actual litigation costs incurred by **CITY**, including but not limited to, costs of experts and consultants), damages or liability of any nature whatsoever, for death or injury to any person, including **CONTRACTOR'S** employees and agents, or damage or destruction of any property of either party hereto or of third parties, arising in any manner by reason of an act, error, or omission by **CONTRACTOR**, Subcontractors, or their boards, officers, agents, employees, assigns, and successors in interest. The rights and remedies of **CITY** provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract. This provision will survive expiration or termination of this Contract.

PSC-19. Intellectual Property Indemnification

CONTRACTOR, at its own expense, shall defend, indemnify, and hold harmless the **CITY**, and any of its boards, officers, agents, employees, assigns, and successors in interest from and against all lawsuits and causes of action, claims, losses, demands and expenses, including, but not limited to, attorney's fees (both in house and outside counsel) and cost of litigation (including all actual litigation costs incurred by **CITY**, including but not limited to, costs of experts and consultants), damages or liability of any nature arising out of the infringement, actual or alleged, direct or contributory, of any intellectual property rights, including, without limitation, patent, copyright, trademark, trade secret, right of publicity, and proprietary information: (1) on or in any design, medium, matter, article, process, method, application, equipment, device, instrumentation, software, hardware, or firmware used by **CONTRACTOR**, or its Subcontractors, in performing the work under this Contract; or (2) as a result of **CITY'S** actual or intended use of any Work Product (as defined in PSC-21) furnished by **CONTRACTOR**, or its Subcontractors, under this Contract. The rights and remedies of **CITY** provided in this section shall not be exclusive

and are in addition to any other rights and remedies provided by law or under this Contract. This provision will survive expiration or termination of this Contract.

PSC-20. Intellectual Property Warranty

CONTRACTOR represents and warrants that its performance of all obligations under this Contract does not infringe in any way, directly or contributorily, upon any third party's intellectual property rights, including, without limitation, patent, copyright, trademark, trade secret, right of publicity and proprietary information.

PSC-21. Ownership and License

Unless otherwise provided for herein, all finished and unfinished works, tangible or not, created under this Contract including, without limitation, documents, materials, data, reports, manuals, specifications, artwork, drawings, sketches, blueprints, studies, memoranda, computation sheets, computer programs and databases, schematics, photographs, video and audiovisual recordings, sound recordings, marks, logos, graphic designs, notes, websites, domain names, inventions, processes, formulas, matters and combinations thereof, and all forms of intellectual property originated and prepared by **CONTRACTOR** or its Subcontractors under this Contract (each a "Work Product"; collectively "Work Products") shall be and remain the exclusive property of **CITY** for its use in any manner **CITY** deems appropriate. **CONTRACTOR** hereby assigns to **CITY** all goodwill, copyright, trademark, patent, trade secret and all other intellectual property rights worldwide in any Work Products originated and prepared under this Contract. **CONTRACTOR** further agrees to execute any documents necessary for **CITY** to perfect, memorialize, or record **CITY'S** ownership of rights provided herein.

CONTRACTOR agrees that a monetary remedy for breach of this Contract may be inadequate, impracticable, or difficult to prove and that a breach may cause **CITY** irreparable harm. **CITY** may therefore enforce this requirement by seeking injunctive relief and specific performance, without any necessity of showing actual damage or irreparable harm. Seeking injunctive relief or specific performance does not preclude **CITY** from seeking or obtaining any other relief to which **CITY** may be entitled.

For all Work Products delivered to **CITY** that are not originated or prepared by **CONTRACTOR** or its Subcontractors under this Contract, **CONTRACTOR** shall secure a grant, at no cost to **CITY**, for a non-exclusive perpetual license to use such Work Products for any **CITY** purposes.

CONTRACTOR shall not provide or disclose any Work Product to any third party without prior written consent of **CITY**.

Any subcontract entered into by **CONTRACTOR** relating to this Contract shall include this provision to contractually bind its Subcontractors performing work under this Contract such that **CITY'S** ownership and license rights of all Work Products are preserved and protected as intended herein.

PSC-22. Data Protection

- A. **CONTRACTOR** shall protect, using the most secure means and technology that is commercially available, **CITY**-provided data or consumer-provided data acquired in the course and scope of this Contract, including but not limited to customer lists and customer credit card or consumer data, (collectively, the “City Data”). **CONTRACTOR** shall notify **CITY** in writing as soon as reasonably feasible, and in any event within twenty-four hours, of **CONTRACTOR’S** discovery or reasonable belief of any unauthorized access of City Data (a “Data Breach”), or of any incident affecting, or potentially affecting City Data related to cyber security (a “Security Incident”), including, but not limited to, denial of service attack, and system outage, instability or degradation due to computer malware or virus. **CONTRACTOR** shall begin remediation immediately. **CONTRACTOR** shall provide daily updates, or more frequently if required by **CITY**, regarding findings and actions performed by **CONTRACTOR** until the Data Breach or Security Incident has been effectively resolved to **CITY’S** satisfaction. **CONTRACTOR** shall conduct an investigation of the Data Breach or Security Incident and shall share the report of the investigation with **CITY**. At **CITY’S** sole discretion, **CITY** and its authorized agents shall have the right to lead or participate in the investigation. **CONTRACTOR** shall cooperate fully with **CITY**, its agents and law enforcement.
- B. If **CITY** is subject to liability for any Data Breach or Security Incident, then **CONTRACTOR** shall fully indemnify and hold harmless **CITY** and defend against any resulting actions.

PSC-23. Insurance

During the term of this Contract and without limiting **CONTRACTOR’S** obligation to indemnify, hold harmless and defend **CITY**, **CONTRACTOR** shall provide and maintain at its own expense a program of insurance having the coverages and limits not less than the required amounts and types as determined by the Office of the City Administrative Officer of Los Angeles, Risk Management (template Form General 146 in Exhibit 1 hereto). The insurance must: (1) conform to **CITY’S** requirements; (2) comply with the Insurance Contractual Requirements (Form General 133 in Exhibit 1 hereto); and (3) otherwise be in a form acceptable to the Office of the City Administrative Officer, Risk Management. **CONTRACTOR** shall comply with all Insurance Contractual Requirements shown on Exhibit 1 hereto. Exhibit 1 is hereby incorporated by reference and made a part of this Contract.

PSC-24. Best Terms

Throughout the term of this Contract, **CONTRACTOR**, shall offer **CITY** the best terms, prices, and discounts that are offered to any of **CONTRACTOR’S** customers for similar goods and services provided under this Contract.

PSC-25. Warranty and Responsibility of Contractor

CONTRACTOR warrants that the work performed hereunder shall be completed in a manner consistent with professional standards practiced among those firms within **CONTRACTOR'S** profession, doing the same or similar work under the same or similar circumstances.

PSC-26. Mandatory Provisions Pertaining to Non-Discrimination in Employment

Unless otherwise exempt, this Contract is subject to the applicable non-discrimination, equal benefits, equal employment practices, and affirmative action program provisions in LAAC Section 10.8 et seq., as amended from time to time.

- A. **CONTRACTOR** shall comply with the applicable non-discrimination and affirmative action provisions of the laws of the United States of America, the State of California, and **CITY**. In performing this Contract, **CONTRACTOR** shall not discriminate in any of its hiring or employment practices against any employee or applicant for employment because of such person's race, color, religion, national origin, ancestry, sex, sexual orientation, gender, gender identity, age, disability, domestic partner status, marital status or medical condition.
- B. The requirements of Section 10.8.2.1 of the LAAC, the Equal Benefits Ordinance, and the provisions of Section 10.8.2.1(f) are incorporated and made a part of this Contract by reference.
- C. The provisions of Section 10.8.3 of the LAAC are incorporated and made a part of this Contract by reference and will be known as the "Equal Employment Practices" provisions of this Contract.
- D. The provisions of Section 10.8.4 of the LAAC are incorporated and made a part of this Contract by reference and will be known as the "Affirmative Action Program" provisions of this Contract.

Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-27. Child Support Assignment Orders

CONTRACTOR shall comply with the Child Support Assignment Orders Ordinance, Section 10.10 of the LAAC, as amended from time to time. Pursuant to Section 10.10(b) of the LAAC, **CONTRACTOR** shall fully comply with all applicable State and Federal employment reporting requirements. Failure of **CONTRACTOR** to comply with all applicable reporting requirements or to implement lawfully served Wage and Earnings Assignment or Notices of Assignment, or the failure of any principal owner(s) of **CONTRACTOR** to comply with any Wage and Earnings Assignment or Notices of Assignment applicable to them personally, shall constitute a default by the **CONTRACTOR** under this Contract. Failure of **CONTRACTOR** or principal owner to cure

the default within 90 days of the notice of default will subject this Contract to termination for breach. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-28. Living Wage Ordinance

CONTRACTOR shall comply with the Living Wage Ordinance, LAAC Section 10.37 *et seq.*, as amended from time to time. **CONTRACTOR** further agrees that it shall comply with federal law proscribing retaliation for union organizing. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-29. Service Contractor Worker Retention Ordinance

CONTRACTOR shall comply with the Service Contractor Worker Retention Ordinance, LAAC Section 10.36 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-30. Access and Accommodations

CONTRACTOR represents and certifies that:

- A. **CONTRACTOR** shall comply with the Americans with Disabilities Act, as amended, 42 U.S.C. Section 12101 *et seq.*, the Rehabilitation Act of 1973, as amended, 29 U.S.C. Section 701 *et seq.*, the Fair Housing Act, and its implementing regulations and any subsequent amendments, and California Government Code Section 11135;
- B. **CONTRACTOR** shall not discriminate on the basis of disability or on the basis of a person's relationship to, or association with, a person who has a disability;
- C. **CONTRACTOR** shall provide reasonable accommodation upon request to ensure equal access to **CITY**-funded programs, services and activities;
- D. Construction will be performed in accordance with the Uniform Federal Accessibility Standards (UFAS), 24 C.F.R. Part 40; and
- E. The buildings and facilities used to provide services under this Contract are in compliance with the federal and state standards for accessibility as set forth in the 2010 ADA Standards, California Title 24, Chapter 11, or other applicable federal and state law.

CONTRACTOR understands that **CITY** is relying upon these certifications and representations as a condition to funding this Contract. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-31. Contractor Responsibility Ordinance

CONTRACTOR shall comply with the Contractor Responsibility Ordinance, LAAC Section 10.40 *et seq.*, as amended from time to time.

PSC-32. Business Inclusion Program

Unless otherwise exempted prior to bid submission, **CONTRACTOR** shall comply with all aspects of the Business Inclusion Program as described in the Request for Proposal/Qualification process, throughout the duration of this Contract. **CONTRACTOR** shall utilize the Regional Alliance Marketplace for Procurement ("RAMP") at <https://www.rampla.org/s/>, to perform and document outreach to Minority, Women, and Other Business Enterprises. **CONTRACTOR** shall perform subcontractor outreach activities through RAMP. **CONTRACTOR** shall not change any of its designated Subcontractors or pledged specific items of work to be performed by these Subcontractors, nor shall **CONTRACTOR** reduce their level of effort, without prior written approval of **CITY**.

PSC-33. Slavery Disclosure Ordinance

CONTRACTOR shall comply with the Slavery Disclosure Ordinance, LAAC Section 10.41 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-34. First Source Hiring Ordinance

CONTRACTOR shall comply with the First Source Hiring Ordinance, LAAC Section 10.44 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-35. Local Business Preference Ordinance

CONTRACTOR shall comply with the Local Business Preference Ordinance, LAAC Section 10.47 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-36. Iran Contracting Act

In accordance with California Public Contract Code Sections 2200-2208, all contractors entering into, or renewing contracts with **CITY** for goods and services estimated at \$1,000,000 or more are required to complete, sign, and submit the "Iran Contracting Act of 2010 Compliance Affidavit."

PSC-37. Restrictions on Campaign Contributions and Fundraising in City Elections

Unless otherwise exempt, if this Contract is valued at \$100,000 or more and requires approval by an elected **CITY** office, **CONTRACTOR**, **CONTRACTOR'S** principals, and **CONTRACTOR'S** Subcontractors expected to receive at least \$100,000 for performance

under the Contract, and the principals of those Subcontractors (the “Restricted Persons”) shall comply with Charter Section 470(c)(12) and LAMC Section 49.7.35. Failure to comply entitles **CITY** to terminate this Contract and to pursue all available legal remedies. Charter Section 470(c)(12) and LAMC Section 49.7.35 limit the ability of the Restricted Persons to make campaign contributions to and engage in fundraising for certain elected **CITY** officials or candidates for elected **CITY** office for twelve months after this Contract is signed. Additionally, a **CONTRACTOR** subject to Charter Section 470(c)(12) is required to comply with disclosure requirements by submitting a completed and signed Ethics Commission Form 55 and to amend the information in that form as specified by law. Any **CONTRACTOR** subject to Charter Section 470(c)(12) shall include the following notice in any contract with any Subcontractor expected to receive at least \$100,000 for performance under this Contract:

“Notice Regarding Restrictions on Campaign Contributions and Fundraising in City Elections

You are a subcontractor on City of Los Angeles Contract # _____. Pursuant to the City of Los Angeles Charter Section 470(c)(12) and related ordinances, you and your principals are prohibited from making campaign contributions to and fundraising for certain elected City of Los Angeles (“**CITY**”) officials and candidates for elected **CITY** office for twelve months after the **CITY** contract is signed. You are required to provide the names and contact information of your principals to the **CONTRACTOR** and to amend that information within ten business days if it changes during the twelve month time period. Failure to comply may result in termination of this Contract and any other available legal remedies. Information about the restrictions may be found online at ethics.lacity.org or by calling the Los Angeles City Ethics Commission at (213) 978-1960.”

PSC-38. Contractors’ Use of Criminal History for Consideration of Employment Applications

CONTRACTOR shall comply with the City Contractors’ Use of Criminal History for Consideration of Employment Applications Ordinance, LAAC Section 10.48 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-39. Limitation of City’s Obligation to Make Payment to Contractor

Notwithstanding any other provision of this Contract, including any exhibits or attachments incorporated therein, and in order for **CITY** to comply with its governing legal requirements, **CITY** shall have no obligation to make any payments to **CONTRACTOR** unless **CITY** shall have first made an appropriation of funds equal to or in excess of its obligation to make any payments as provided in this Contract. **CONTRACTOR** agrees that any services provided by **CONTRACTOR**, purchases made by **CONTRACTOR** or expenses incurred by **CONTRACTOR** in excess of the appropriation(s) shall be free and without charge to **CITY** and **CITY** shall have no obligation to pay for the services, purchases or expenses. **CONTRACTOR** shall have no obligation to provide any services,

provide any equipment or incur any expenses in excess of the appropriated amount(s) until **CITY** appropriates additional funds for this Contract.

PSC-40. Compliance with Identity Theft Laws and Payment Card Data Security Standards

CONTRACTOR shall comply with all identity theft laws including without limitation, laws related to: (1) payment devices; (2) credit and debit card fraud; and (3) the Fair and Accurate Credit Transactions Act (“FACTA”), including its requirement relating to the content of transaction receipts provided to Customers. **CONTRACTOR** also shall comply with all requirements related to maintaining compliance with Payment Card Industry Data Security Standards (“PCI DSS”). During the performance of any service to install, program or update payment devices equipped to conduct credit or debit card transactions, including PCI DSS services, **CONTRACTOR** shall verify proper truncation of receipts in compliance with FACTA.

PSC-41. Compliance with California Public Resources Code Section 5164

California Public Resources Code Section 5164 prohibits a public agency from hiring a person for employment or as a volunteer to perform services at any park, playground, or community center used for recreational purposes in a position that has supervisory or disciplinary authority over any minor, if the person has been convicted of certain crimes as referenced in the Penal Code, and articulated in California Public Resources Code Section 5164(a)(2).

If applicable, **CONTRACTOR** shall comply with California Public Resources Code Section 5164, and shall additionally adhere to all rules and regulations that have been adopted or that may be adopted by **CITY**. **CONTRACTOR** is required to have all employees, volunteers and Subcontractors (including all employees and volunteers of any Subcontractor) of **CONTRACTOR** working on premises to pass a fingerprint and background check through the California Department of Justice at **CONTRACTOR’S** sole expense, indicating that such individuals have never been convicted of certain crimes as referenced in the Penal Code and articulated in California Public Resources Code Section 5164(a)(2), if the individual will have supervisory or disciplinary authority over any minor.

PSC-42. Possessory Interests Tax

Rights granted to **CONTRACTOR** by **CITY** may create a possessory interest. **CONTRACTOR** agrees that any possessory interest created may be subject to California Revenue and Taxation Code Section 107.6 and a property tax may be levied on that possessory interest. If applicable, **CONTRACTOR** shall pay the property tax. **CONTRACTOR** acknowledges that the notice required under California Revenue and Taxation Code Section 107.6 has been provided.

PSC-43. Confidentiality

All documents, information, City Data (as that term is defined in PSC-22), and materials provided to **CONTRACTOR** by **CITY** or developed by **CONTRACTOR** pursuant to this Contract (collectively “Confidential Information”) are confidential. **CONTRACTOR** shall not provide, and shall prohibit its employees and subcontractors from providing or disclosing, any Confidential Information or their contents or any information therein either orally or in writing, to any person or entity, except as authorized by **CITY** or as required by law. **CONTRACTOR** shall immediately notify **CITY** of any attempt by a third party to obtain access to any Confidential Information. This provision will survive expiration or termination of this Contract.

PSC-44. Contractor Data Reporting

If Contractor is a for-profit, privately owned business, Contractor shall, within 30 days of the effective date of the Contract and on an annual basis thereafter (i.e., within 30 days of the annual anniversary of the effective date of the Contract), report the following information to City via the Regional Alliance Marketplace for Procurement (“RAMP”) or via another method specified by City: Contractor’s and any Subcontractor’s annual revenue, number of employees, location, industry, race/ethnicity and gender of majority owner (“Contractor/Subcontractor Information”). Contractor shall further request, on an annual basis, that any Subcontractor input or update its business profile, including the Contractor/Subcontractor Information, on RAMP or via another method prescribed by City.

EXHIBIT 1

INSURANCE CONTRACTUAL REQUIREMENTS

CONTACT For additional information about compliance with City Insurance and Bond requirements, contact the Office of the City Administrative Officer, Risk Management at (213) 978-RISK (7475) or go online at www.lacity.org/cao/risk. The City approved Bond Assistance Program is available for those contractors who are unable to obtain the City-required performance bonds. A City approved insurance program may be available as a low-cost alternative for contractors who are unable to obtain City-required insurance.

CONTRACTUAL REQUIREMENTS

CONTRACTOR AGREES THAT:

1. Additional Insured/Loss Payee. The CITY must be included as an Additional Insured in applicable liability policies to cover the CITY'S liability arising out of the acts or omissions of the named insured. The CITY is to be named as an Additional Named Insured and a Loss Payee As Its Interests May Appear in property insurance in which the CITY has an interest, e.g., as a lien holder.

2. Notice of Cancellation. All required insurance will be maintained in full force for the duration of its business with the CITY. By ordinance, all required insurance must provide at least thirty (30) days' prior written notice (ten (10) days for non-payment of premium) directly to the CITY if your insurance company elects to cancel or materially reduce coverage or limits prior to the policy expiration date, for any reason except impairment of an aggregate limit due to prior claims.

3. Primary Coverage. CONTRACTOR will provide coverage that is primary with respect to any insurance or self-insurance of the CITY. The CITY'S program shall be excess of this insurance and non-contributing.

4. Modification of Coverage. The CITY reserves the right at any time during the term of this Contract to change the amounts and types of insurance required hereunder by giving CONTRACTOR ninety (90) days' advance written notice of such change. If such change should result in substantial additional cost to CONTRACTOR, the CITY agrees to negotiate additional compensation proportional to the increased benefit to the CITY.

5. Failure to Procure Insurance. All required insurance must be submitted and approved by the Office of the City Administrative Officer, Risk Management prior to the inception of any operations by CONTRACTOR.

CONTRACTOR'S failure to procure or maintain required insurance or a self-insurance program during the entire term of this Contract shall constitute a material breach of this Contract under which the CITY may immediately suspend or terminate this Contract or, at its discretion, procure or renew such insurance to protect the CITY'S interests and pay any and all premiums in connection therewith and recover all monies so paid from CONTRACTOR.

6. Workers' Compensation. By signing this Contract, CONTRACTOR hereby certifies that it is aware of the provisions of Section 3700 *et seq.*, of the California Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake

self-insurance in accordance with the provisions of that Code, and that it will comply with such provisions at all time during the performance of the work pursuant to this Contract.

7. California Licensee. All insurance must be provided by an insurer admitted to do business in California or written through a California-licensed surplus lines broker or through an insurer otherwise acceptable to the CITY. Non-admitted coverage must contain a **Service of Suit** clause in which the underwriters agree to submit as necessary to the jurisdiction of a California court in the event of a coverage dispute. Service of process for this purpose must be allowed upon an agent in California designated by the insurer or upon the California Insurance Commissioner.

8. Aggregate Limits/Impairment. If any of the required insurance coverages contain annual aggregate limits, CONTRACTOR must give the CITY written notice of any pending claim or lawsuit which will materially diminish the aggregate within thirty (30) days of knowledge of same. You must take appropriate steps to restore the impaired aggregates or provide replacement insurance protection within thirty (30) days of knowledge of same. The CITY has the option to specify the minimum acceptable aggregate limit for each line of coverage required. No substantial reductions in scope of coverage which may affect the CITY'S protection are allowed without the CITY'S prior written consent.

9. Commencement of Work. For purposes of insurance coverage only, this Contract will be deemed to have been executed immediately upon any party hereto taking any steps that can be considered to be in furtherance of or towards performance of this Contract. The requirements in this Section supersede all other sections and provisions of this Contract, including, but not limited to, PSC-3, to the extent that any other section or provision conflicts with or impairs the provisions of this Section.

Required Insurance and Minimum Limits

Name: _____ Date: _____

Agreement/Reference: _____

Evidence of coverages checked below, with the specified minimum limits, must be submitted and approved prior to occupancy/start of operations. Amounts shown are Combined Single Limits ("CSLs"). For Automobile Liability, split limits may be substituted for a CSL if the total per occurrence equals or exceeds the CSL amount.

		Limits
<hr/> <hr/>		
Workers' Compensation (WC) and Employer's Liability (EL)		
<input type="checkbox"/> Waiver of Subrogation in favor of City	<input type="checkbox"/> Longshore & Harbor Workers <input type="checkbox"/> Jones Act	WC _____ <i>Statutor</i> y EL _____
<hr/> <hr/>		
General Liability		
<input type="checkbox"/> Products/Completed Operations <input type="checkbox"/> Fire Legal Liability _____ <input type="checkbox"/>	<input type="checkbox"/> Sexual Misconduct _____	
<hr/> <hr/>		
Automobile Liability (for any and all vehicles used for this contract, other than commuting to/from work)		
<hr/> <hr/>		
Professional Liability (Errors and Omissions)		
Discovery Period _____		
<hr/> <hr/>		
Property Insurance (to cover replacement cost of building - as determined by insurance company)		
<input type="checkbox"/> All Risk Coverage <input type="checkbox"/> Flood _____ <input type="checkbox"/> Earthquake _____	<input type="checkbox"/> Boiler and Machinery <input type="checkbox"/> Builder's Risk <input type="checkbox"/> _____	
<hr/> <hr/>		
Pollution Liability		
<input type="checkbox"/> _____		
<hr/> <hr/>		
Surety Bonds - Performance and Payment (Labor and Materials) Bonds		
Crime Insurance		
<hr/> <hr/>		
Other: _____ _____ _____ _____		

City of Los Angeles Department of Recreation and Parks



**Figueroa Plaza
221 North Figueroa St., Suite 300
Los Angeles, CA 90012**

REQUEST FOR PROPOSALS

LEADERSHIP TRAINING SERVICES FOR YOUTH SPORTS COACHES

RFP Release Date:
Mandatory Pre-Proposal Conference:
Submission Deadline:

March 17, 2025
April 8, 2025
May 20, 2025

City of Los Angeles
Request for Proposals

**LEADERSHIP TRAINING SERVICES FOR YOUTH SPORTS
COACHES**

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I. Introduction

The City of Los Angeles Department of Recreation and Parks (RAP) seeks the services of experienced, responsible organizations to provide foundational, leadership and sportsmanship training services for youth sports coaches including but not limited to, providing instruction for coaches in creating a positive, safe, inclusive sports experience for every young person. Leadership training provided by qualified trainers is essential for RAP staff to remain informed regarding best practices and to provide the best youth sports experience and training possible.

The City of Los Angeles Department of Recreation and Parks (RAP) conducts youth sports leagues at 117 recreation centers throughout the City of Los Angeles (City). In 2024 approximately 90,000 youths participated in basketball, volleyball, soccer, softball, baseball, aquatics, and flag football leagues.

II. Organizational Background

The City spans 469 square miles across Southern California with a population of approximately four million people located in the heart of Los Angeles County. RAP presides over 16,000 acres of parkland throughout the City, offering recreational, social, and cultural programs. RAP manages and maintains parks, playgrounds, recreation centers, pools, monuments, museums, cultural venues, wilderness areas, beaches, child care centers, meal programs, youth sports programs and golf courses. Along with these facilities and park land, RAP's assets also include substantial equipment, diverse and varied programs, as well as capable and dedicated staff.

III. Important Dates and Deadlines

MANDATORY PRE-SUBMISSION MEETING:

RAP will conduct a mandatory pre-submission meeting for this RFP at the following date and time:

Date: April 8, 2025
Time: 11:00 A.M.
Location: Via zoom at the following link:
<https://us02web.zoom.us/j/9586218654>
or telephonically at +1 669 444 9171 US

The purpose of this conference is to clarify the contents of this RFP and to discuss the needs and requirements of the proposal. Proposers are required to attend the conference as an overview of the proposal requirements and the critical importance of adherence to compliance documents will be presented. **It is highly recommended that prospective proposers read the complete RFP prior to the conference and begin preparation of their proposal in order to maximize the benefits of the conference.**

To maximize the effectiveness of the mandatory pre-submission meeting, to the extent possible, Proposers should provide questions in writing prior to the mandatory pre-submission meeting. This will enable RAP staff to prepare responses in advance. Additional written questions after the mandatory pre-submission meeting may be

accepted. All questions, without identifying the submitting individual, will be compiled with the appropriate answers and issued as an addendum to the RFP. To the extent possible, please have in attendance at the meeting the team member who will be the project manager responsible for any contract awarded should your firm's proposal be awarded.

Except for questions asked during the mandatory pre-submission meeting and Online Question Session, all questions must be in writing and submitted via email. Responses to questions will be posted to City of Los Angeles' Regional Alliance Marketplace for Procurement (RAMPLA) www.rampla.org along with this RFP. It is recommended that questions be submitted as soon as possible in order to provide sufficient time to post written responses prior to the deadline to submit a proposal. Questions will be deemed late and may not be answered after May 8, 2025 at 3:00 p.m. When submitting questions, please specify the RFP section and subsection number, paragraph number, and page number, and quote the passage that prompted the question.

Please direct all comments and questions regarding this RFP to the Contract Coordinator. All contact regarding this RFP or any matter relating thereto must be in writing and may be emailed as follows: rap-contracts@lacity.org

NON-MANDATORY TECHNICAL REVIEW MEETING:

The Non-mandatory Technical Review meeting for this RFP will take place at the following date and time:

Date: April 22, 2025
Time: 11:00 A.M.
Location: Via zoom at the following link:
<https://us02web.zoom.us/j/9586218654>
or telephonically at +1 669 444 9171 US

This meeting will be an opportunity for Contractors who attended the mandatory pre-submission meeting to ask technical questions.

DEADLINE AND DELIVERY INFORMATION:

In order to be considered responsive to this RFP, proposers must submit an electronic copy via Dropbox or email.

Electronic Responses submitted via Dropbox must be received **no later than 2:00 p.m. on May 20, 2025** and uploaded to the following link: <https://www.dropbox.com/request/ssVCYpw3YGheUX9HtW3m>

Please note that the maximum file size is 2 GB. Please indicate your company name in the title of the filename of your submission and if multiple files are submitted, please indicate which number in the series the file is (e.g. 1 of 4)

Responses may also be received by the deadline stated above delivered via email to rap.commissioners@lacity.org if the following requirements are met:

Each submission file must be 20 megabytes (MB) or smaller or broken up into multiple files not to exceed 20 MB each. The response must have in its subject line the solicitation to which the submission is in response. If more than one file is sent in response, each email must be noted as part number of a series of how many in number total included in the subject line with the response title for the solicitation (for example part one of X number total).

Responses must be submitted via email as outlined above, clearly marked as follows:

- RFP for LEADERSHIP TRAINING SERVICES FOR YOUTH SPORTS COACHES – RESPONSE ENCLOSED
- Name and Address of Firm

In addition to the electronic submission (via Dropbox or email) described above, there should be a downloadable link for the video portion of the RFP Response. The video should be done through YouTube and the option to download must be enabled. We are not allowing Instagram, TikTok, or any other social media entries.

RESPONSE OPENING:

Those wishing to observe the response opening may do so by joining the meeting using the following information on **May 20, 2025 at 2:00 p.m.:**

Please use this link to join the meeting: <https://us02web.zoom.us/j/85714854757>
or telephone call +1 669 900 6833

Facsimile Responses or telegraphic modification of any RFP document will not be considered. Late submissions will not be accepted. Any other means of submission, other than as stated above, may deem the submission non-responsive.

IV. Instructions to Proposers

Proposers shall submit each of the Proposal Submittal Items listed below. Failure to submit any of the specified items may result in the proposal being declared non-responsive. If selected as the winning proposal, the Proposer must be willing and able to commit to the proposal. The contents of a Proposer's proposal, this RFP document along with all attachments, as well as the Standard Provisions for City Contracts (Rev.1/25 [v.2]) (Exhibit A) will be incorporated as part of the provisions of the contract and will be deemed a binding commitment. Proposers are encouraged to submit a practical and sustainable proposal.

Proposal Submittal Items

1. Proposal Submission Letter (one page) (Exhibit F)

Proposers must fill out and sign this form, which serves as the cover sheet of the proposal.

2. Executive Summary (2-4 pages)

The Executive Summary must be no more than three typed pages (single-spaced, 12-point font, or similar) and must provide:

- The Proposer's name, address, telephone number, and e-mail address.
- Comprehensive but concise summary of the Proposer's understanding of the requirements of this RFP.
- Description of the approach to providing the services requested in this RFP.
- Clear statement as to why the Proposer is the best qualified to provide the services outlined in this RFP.
- The cost of the service provided on a per workshop basis including all costs referring to Table #1 and Table #2 discussed above.

3. Background and Experience Statement (6-8 pages)

The Background and Experience Statement must be no more than eight typed pages (single-spaced, 12-point font or similar) and must provide:

- a. **Background and Experience.** Proposers shall supply information concerning background and experience related to the Scope of Services / Deliverables (Section VI of this RFP) and verification of meeting the Minimum Qualifications (Section VII of this RFP), including citation of relevant and demonstrated experience.
- b. **Recent and Relevant Experience.** Proposers shall provide a brief, item-by-item description of previous work experience in servicing similar contracts over the past ten years, with public agency or non-profit clients (as clarified above), but not limited to such. Show a minimum of five previous workshops provided for at least three different government organizations (including federal, state, local governments, and/or schools) or non-governmental organizations that provide related services for youth sports such as the YMCA, YWCA, Boys or Girls Club or other established not-for-profit organizations. Each workshop must have involved a minimum of twenty-five participants. Each experience item should include the following information:
 - Client's name and address.
 - Name of courses or workshops.
 - Please list the number of classes for each qualifying workshop that were completed within a twelve-month period within the qualifying ten-year period. Only include classes for which trainees successfully completed the training that is used to meet this qualification with at least twenty-five participants.
 - List the number of successful participants for each qualifying workshop.
 - Dollar amount of the total contract/project and a price-per-workshop price as applicable.
 - Beginning and ending dates of the contract(s).
 - Contact person (include name, title, telephone number, and e-mail address).
 - Brief summary of the scope of services provided.

NOTE: Only proposals from Proposers that possess relevant experience and at least five workshops provided to the types of agencies for the numbers of participants listed below per the requirements set forth in this RFP will be considered for this RFP.

- c. **Referrals.** Proposers shall identify three of the work experience contacts cited in *item b. above* as referrals. Please highlight names of clients you are designating as referrals. Please provide email addresses and phone numbers for each referral and notify each referral in advance that RAP will contact the referral.

NOTE: Submission of a proposal in response to this RFP constitutes permission for RAP to contact any identified previous clients to request information on the performance of the Proposer. If RAP is unable to contact your referrals to verify previous satisfactorily completed projects, your proposal may be deemed non-responsive.

4. Video Submission

Category #1 (Proposals for Coach Orientation and Pre-season Development Trainings): Create a 10-minute script for a virtual introduction video that provides an overview of the City of Los Angeles Department of Recreation and Parks, with a focus on its sports programs. The video should highlight the required training for part-time staff, as well as the mandatory training for volunteer coaches before they begin coaching. Any video references to previous work should be within the last five years. The video submitted must have all of the following components:

- The script must define RAP's mission and coaching philosophy along with RAP's partnership with Nike to promote youth development through sports.
- The script must emphasize the importance of coaching as a critical factor in creating position sports experiences for young athletes and defining the role of the coach as a mentor.
- The script content must include research-based training and resources for investing in coaches by fostering an inclusive, healing-centered sports environment that supports youth growth and successful experiences.

Category #2 (Proposals for All-Star Coaches Training): Create a 5-minute video that illustrates a speaker, power point visual, lessons taught, and group activities. The object of the training is to elevate coaching standards and prepare coaches to take on leadership roles. Any video references to previous work should be within the last five years. The video submitted must have some of the following components for All-Star Coaches Training:

- **Building a Coaching Culture:** Creating a supportive environment where all coaches feel empowered.
- **Leadership & Communication Skills:** Effective strategies for managing teams and facilitating learning.

5. Signed Compliance Package (Exhibit D)

As part of your proposal, all Proposers must review, complete, sign, and submit the required compliance documents described in Exhibit D along with online RAMPLA compliance documents. All Proposers shall complete and upload digital compliance documents available online via RAMPLA at www.rampla.org prior to award of a City contract. Compliance documents include forms ensuring that the selected Contractor is fully aware of, and committed to comply with specific City policies and requirements. If you do not complete and submit the required compliance documents which include Exhibit D along with online RAMPLA compliance documents, your proposal will be deemed non-compliant and will not be scored.

NOTE: Previous compliance document submittals for other prior or current City contracts and/or waivers do not apply. The appropriate forms must be completed and processed as part of this application.

RAP reserves the right to request additional information and/or clarification regarding submitted compliance documents during the evaluation process.

Proposals submitted in response to this RFP are subject to the California Public Records Act, California Government Code Sections 7920.000 et seq.

If the Proposer claims that a portion of its submission contains information that it would like to protect from disclosure, it must include that notification in its proposal cover letter along with the following statement:

"This Proposer will indemnify the City and its officers, employees and agents, and hold them harmless from any claim or liability and defend any action brought against them for it's or the City's refusal to disclose any information this Proposer claims as copyrighted material, trade secrets or other proprietary information that is protected from disclosure to any person making a request therefore."

Document Check

Please check the contents of the RFP package carefully to ensure that you have all the necessary documents as referenced within the RFP, including any addenda.

V. Purpose of this Request for Proposals (RFP)

RAP is initiating this RFP to obtain proposals from experienced, responsible organizations to provide a foundation of coaching practices to include leadership and sportsmanship training services for youth sports coaches.

RAP intends to award a contract to the selected Proposer for a term of three years. In no case will the term of this contract extend for a period longer than three years from the date of execution of the contract by RAP.

In awarding this contract RAP guarantees no minimum compensation. RAP will evaluate responses submitted for this RFP based on evaluation criteria identified herein for each category of service and will select one or more Proposers it deems both responsive and qualified. RAP may recommend multiple vendors to the Board of Recreation and Park

Commissioners (Board) for a contract award. If the Board approves the recommendation, that firm will then be the designated Contractor to execute the contract.

The contract awarded through this RFP shall be subject to funding availability and to early termination by RAP, as provided in Standard Provisions for City Contracts (Rev.1/25 [v.2]) (Exhibit A).

RAP reserves the right to withdraw this RFP at any time without prior notice and the right to reject any and all responses to this RFP. The rejection of any or all submissions in response to this RFP shall not render RAP liable for costs or damages. RAP makes no representation that any contract will be awarded to any entity responding to this RFP.

VI. Scope of Services / Deliverables

Contractor agrees to perform coaching training services, including leadership and sportsmanship training, for youth sports coaches per the terms in the proposal provided in response to this RFP. These services may be in the form of guided lectures, practical scenarios, interactive workshops, either virtual or in-person as determined by RAP, to be performed during the term of this Agreement. Contractor will provide a comprehensive per workshop cost which includes the cost for everything discussed herein.

These services will be performed on an as-needed basis throughout the duration of the contract.

RAP anticipates that after successful completion of both a 15-minute online recorded training followed by a preseason introduction to coaching workshop combining lectures and group activities the participant will receive a Recreation and Parks coaching certificate. If the coach attends and successfully completes a follow-up training with an emphasis on leadership and sportsmanship, the coach attendee will receive an additional certification. The duration of each workshop should be stated in the proposal but may be modified with prior consent from RAP.

Workshops shall be designed to help train RAP's volunteer coaches and staff in the role and responsibilities of coaching, leadership, sportsmanship and additional related topics. Each workshop shall cover the topics and be consistent with the description in the proposal provided in response to this RFP.

It is anticipated that training materials such as books and pamphlets will not be provided by the Contractor for each participant for each workshop. As such, Contractor shall not include the cost of such materials in this proposal.

RAP will determine the dates, times, and locations of each workshop and will communicate the information to the Contractor at least thirty days in advance of the date of the first workshop.

Contractor shall provide for, in its proposal, telephone and email support from Contractor staff for answering questions related to the content of the workshops. The cost of this support shall be included as part of the workshop price.

Contractor will develop and implement along with RAP a coach training script and provide access to online resources, tools, and coaching strategy articles or links to be included in the RAP coach email newsletters as part of the workshop price.

Contractor and RAP may, with the prior written approval of RAP, make reasonable use of interviews, images, quotes, and videos from workshops.

Contractor may be requested to perform other related training duties by RAP.

Contractor must maintain appropriate insurance requirements acceptable to, and specified by, City Risk Management. The insurance must have an additional insured endorsement naming the City of Los Angeles as an additional insured, provide evidence of a waiver of subrogation for workers' compensation insurance and follow all requirements as listed in the Form 146.

Contractor's role is on an as-needed contract basis and does not imply or convey that Contractor is an employee of the City of Los Angeles. Contractor must not imply City employment status.

Contractor is solely responsible for creating and enforcing protocols ensuring all persons participating in these training activities comply with applicable City, State, and/or Federal protocols for employees, volunteers, Contractors and subcontractors engaging in the such activities, including certifications, licensing, California DOJ background checks, LiveScan fingerprinting (such as, for example, compliance with California Assembly Bill 506). Contractor shall, at its sole expense, obtain and maintain information and documentation verifying its compliance with this provision and the results of such compliance and provide such information and documentation to RAP upon request.

Contractor shall comply with guidelines set forth by RAP and consistent with City standards regarding appropriate behavior, the prevention of harassment and discrimination, and safe work practices.

The Executive Summary and Background and Experience Statement required as part of the proposal must also demonstrate the Proposer's ability to provide these services according to the guidelines below and selected Proposers will be expected to follow these guidelines in providing services.

The Coach LA Playbook ("RAP Playbook") (Exhibit G) is a comprehensive guide developed by RAP and is designed to create a mindset for how anyone can become a coach. It provides fundamental coaching principles and strategies that RAP believes empower individuals to positively impact youth through sports. At the core of the Playbook is the **3 B's Framework**, which emphasizes:

- **Belong:** Creating an inclusive, supportive environment where youth feel safe, valued, and connected.
- **Be Ready:** Preparing young athletes mentally and physically to engage in sports with confidence and resilience.
- **Be Better:** Enhancing skills through intentional coaching that fosters growth, development, and long-term success.

By following the RAP Playbook, coaches at all levels can cultivate a positive, inclusive, and developmentally-focused sports culture that supports youth in reaching their full potential.

RAP intends to contract with one or more qualified Contractors with **Leadership Training Services for Youth Sports Coaches** which include, but is not limited to the following:

CATEGORY #1 - COACH ORIENTATION AND PRE-SEASON DEVELOPMENT TRAININGS

A. Description of Services:

The Coach Orientation and Pre-Season Development Trainings will ensure that all full-time staff, part-time staff, and volunteers are well-equipped to deliver a high-quality, inclusive, and developmentally-appropriate sports experience for youth. This training framework will provide foundational knowledge, hands-on practice, and continuous professional development for all coaches. The training is divided into three key portions:

1. MANDATORY INTRODUCTION SCRIPT (VIRTUAL):

Create a 10-minute script for a virtual introduction video that provides an overview of the Los Angeles Department of Recreation and Parks, with a focus on its sports programs. The video should highlight the required training for part-time staff, as well as the mandatory training for volunteer coaches before they begin coaching.

- The script must define RAP's mission and coaching philosophy along with RAP's partnership with Nike to promote youth development through sports.
- The script must emphasize the importance of coaching as a critical factor in creating positive sports experiences for young athletes and defining the role of the coach as a mentor.
- The script content must include research-based training and resources for investing in coaches by fostering an inclusive, healing-centered sports environment that supports youth growth and successful experiences

2. WORKSHOP SCRIPT (VIRTUAL):

- Create a 1-hour Virtual Workshop script which will provide foundational knowledge of the RAP Playbook (Exhibit G), equipping new and existing coaches with essential coaching principles and strategies.
- The virtual workshop must define the **3 B's Framework** from the RAP Playbook (Exhibit G).
 - **Belong:** Creating an inclusive, supportive environment.
Activity: Scenario-based coaching role play.
 - **Be Ready:** Preparing youth mentally and physically.
Activity: Identifying readiness barriers and developing solutions.
 - **Be Better:** Enhancing skills through intentional coaching.
Activity: Goal-setting and skill-building strategies.

3. TRAIN-THE-TRAINER SCRIPT AND IMPLEMENTATION OF TRAINING:

Create a train-the-trainer script that will provide training for full-time and part-time employees to conduct a workshop that will provide an immersive learning experience focused on the RAP Playbook's core principles, practical coaching techniques, and leadership development. See Table #1 below for the proposed schedule.

The script must include RAP's Playbook theory and application and key coaching topics and:

- a. Interactive exercises, for participants to explore key coaching frameworks in RAP programming that include: conflict resolution strategies, restorative practices, and mentorship skills to enhance the effectiveness as a coach.
- b. Interactive exercises in the form of group breakout sessions exploring scenario-based coaching simulations that occur in RAP programming to apply learned concepts in real-life coaching situations.
- c. Interactive exercises to include peer-to-peer feedback and coaching improvement tips to encourage shared learning and development.
- d. The Contractor will provide training workshops and follow-up peer coaching sessions for RAP's internal trainers following the script developed.

B. Proposed Schedule

RAP estimates that at least eighty pre-coach orientations, professional development and train-the-trainer workshops will be scheduled in the first year. Each subsequent year workshops will be reduced a minimum of 30% per year. Workshops shall take place at various locations. A proposed schedule for the leadership training services for first year is listed below (Table #1). The schedule is given as an example of the timeline for the first year the contract will be in effect. Tasks and actual dates will be given to the selected Proposer thirty days or more prior to the initial date(s) of the project. The following schedule applies to the first year from Fall 2025 - Summer 2026; it is only an estimate and may be subject to change with regards to the date or occurrence of a workshop.

Proposer must establish criteria for successful completion of coursework and must provide participants with certification of completion of successfully completed courses where applicable. Contractor must provide RAP a roster of all participants who have successfully completed each workshop/training as soon as possible within thirty days of the completion of the training.

Table #1

YEAR 1: PROPOSED SCHEDULE			
Quarter	Delivery Method (Length of Training)	# of Trainings	Total Participants
Fall '25	Virtual (1hrs)	8	50 – 150
Fall '25	In-Person (4hrs)	12	50 – 150
Winter '26	In-Person (4hrs)	12	50 – 150
Winter '26	Virtual (1hrs)	8	50 – 150
Spring '26	In-Person (4hrs)	12	50 – 150

Spring '26	Virtual (1hrs)	8	50 – 150
Summer '26	In-Person (4hrs)	12	50 – 150
Summer '26	Virtual (1hrs)	8	50 – 150

CATEGORY #2 - ALL-STAR COACHES TRAINING

A. Description of Services:

To elevate coaching standards and prepare coaches to take on leadership roles, All-Star Coaches will undergo additional specialized training designed to reinforce leadership, sportsmanship, mentorship, and program sustainability. The training provided must enhance the experience of participants enrolled in RAP's youth sport leagues by assuring that their coaches meet a minimum level of professional training in subject areas applicable to youth sports. All-Star Training Modules should include:

1. **Building a Coaching Culture:** Creating a supportive environment where all coaches feel empowered.
2. **Leadership & Communication Skills:** Effective strategies for managing teams and facilitating learning, with Modules promoting the following:
 - Positive youth development experience through research-based training and resources.
 - Effective teaching methods for youth sports in RAP, youth development, and sport-specific education.
 - Familiarity with age-appropriate guidelines.
 - Facilitating a safe, fun, supportive, and growth-focused culture.
 - Modeling and encouraging a positive attitude, open communication, respect for others, and a respect for self.

Proposer must establish criteria for successful completion of coursework and must provide participants with certification of completion of successfully completed courses where applicable. Contractor must provide RAP a roster of all participants who have successfully completed each workshop/training as soon as possible within thirty days of the completion of the training.

Proposed Schedule

RAP estimates twelve All-Star Training workshops will be scheduled each year. Workshops shall take place at various locations. A proposed All-Star Training schedule is listed below (Table #2). The schedule is given as an example of the timeline for the first year the contract will be in effect. Tasks and actual dates will be given to the selected Proposer thirty days or more prior to the initial date(s) of the project. The following schedule applies to the first year from Fall 2025 - Spring 2026 and is only an estimate and may be subject to change with regards to the date or occurrence of a workshop.

TABLE #2

3 YEAR SCHEDULE - YOUTH SPORTS ALL-STAR COACHES TRAINING				
Quarter	Sport Focus	Delivery Method (Length of Training)	# of Trainings	Total Participants
Fall '25 Fall '26 Fall '27	Soccer, Volleyball, Flag Football	In-Person (1.5 hrs)	4 4 4	50 - 150
Winter '26 Winter '27 Winter '28	Basketball	In-Person (1.5 hrs)	4 4 4	50 - 150
Spring '26 Spring '27 Spring '28	Softball, Baseball, Aquatics	In-Person (1.5 hrs)	4 4 4	50 - 150
Additional workshops may be added. Please provide a cost per workshop in your proposal.				

VII. Experience and Minimum Qualifications

Years in Business: Selected Proposers must demonstrate a minimum of five years of experience within the last ten years providing coaching certification services for government or established nonprofits that serve youth such as the YMCA, YWCA or Boys and Girls Club. Proposer shall submit a list of their references, experience, and qualifications as further discussed below.

Background and Experience: Proposer must have demonstrated experience in the aforementioned Scope of Services including providing these services to workshops for government or established nonprofits that serve youth with a minimum number of twenty-five participants in each workshop.

VIII. Evaluation, Selection, and Award of Work

The evaluation of proposals will consist of two levels. Each Proposer must pass Level I in order to advance to Level II. The award of the contract will be based on the completeness of the proposal and the Proposer's qualifications. The process for that determination is described below. As part of the evaluation process, RAP reserves the right to request additional information to clarify and verify information submitted in response to this RFP. If a Proposer knowingly and willfully submits false information or data, RAP reserves the right to reject that proposal. If it is determined that an Agreement was awarded as a result of false statements or other data submitted in response to this RFP, RAP reserves the right to terminate the Agreement.

RAP reserves the right to request additional information to clarify information submitted in response to this RFP. All proposals meeting the requirements of this RFP shall be reviewed and rated by a selection panel according to the criteria and manner described

below. RAP will evaluate the responses received using the evaluation criteria identified herein and make recommendations to the Board of Recreation and Park Commissioners (Board) regarding the selected Proposer(s) with whom to enter into a contract for the provision of as-needed services.

A. Level I Evaluation – Compliance with RFP Submission Requirements:

RAP will conduct a preliminary evaluation of all proposals submitted by the deadline to determine compliance with basic requirements and document submissions.

To be found responsive to the RFP under Level I evaluation, proposals must include:

1. Proposal Submission Letter Form (Exhibit F)
2. Executive Summary (maximum two pages)
3. Background and Experience Statement (maximum eight pages)
4. Video Submission Link
5. Signed Compliance Documents on RAMPLA at www.rampla.org and Compliance Package (Exhibit D)

For Category One (Proposals for Coach Orientation and Pre-season Development Trainings), provide up to two videos showing a comprehensive overview of a program you have created similar to the Mandatory Introduction Script listed in the scope for Category One above.

For Category Two (Proposals for All-Star Coaches Training), please provide up to two videos showing completion of a project similar to the scope for Category Two above.

Those Proposers found responsive to the RFP as defined above shall proceed to Level II. Those who are not responsive will not proceed in the deliberations and will not be eligible for award of the contract.

B. Level II Evaluation – Evaluation and Scoring Criteria of Proposal Items:

For the purposes of Level II evaluation, proposals will be evaluated, ranked, and scored based on the criteria below, with proposals for Categories One and Two subject to separate evaluation, ranking, and scoring.

RAP staff will numerically score the proposals in each category based on the criteria noted below.

EVALUATION CRITERIA	POINTS
A. Proposed Curriculum	30 points
B. Proposer Experience and Qualifications	30 points
C. Proposed Compensation	10 points
D. Minimum Number of Employees	10 points

E. Previous Experience Working with Government Agencies	10 points
F. Compliance with RFP Requirements	10 points
RFP Total Score Earned	100 Points
G. Local Business Preference Program Bonus	Up to 12 additional points
Total Points Possible	112 Possible Points

1. **Proposed Curriculum (30 maximum points):** Scoring will be based how well proposed curriculum provides the following training for coaches:
 - Engages RAP Practices with The Playbook
 - Promotes Effective Teaching Methods
 - Provides Coaches with Online Resources
 - Promotes Respect and Encouragement
 - Promotes Coaches Being a Positive Role Model
 - Teaches Clear, Consistent Communication
 - Promotes Knowledge of The Sport
 - Teaches Effective Practice Organization
 - Research-Based Training and Resources Geared Towards Ensuring A Positive Youth Development Experience
 - Familiarizes Coaches with Age-Appropriate Guidelines
 - Promotes A Safe, Fun, Inclusive, And Growth-Focused Culture
 - Coaches Learn How to Model And Encourage A Positive Attitude, Open Communication, Respect For Others, And A Respect For Self
 - Coaches Are Well-Equipped to Provide Inclusive, Healing-Centered, And Skill-Building Interactive Methods
2. **Proposer Experience and Qualifications (30 maximum points):** The selection panel will consider the following:
 - Relevance and depth of experience and qualifications of key personnel of the firm
 - Quality and nature of referrals from current and previous customers
3. **Proposed Compensation (10 maximum points):** Scoring will be based on competitiveness of pricing relative to other proposals submitted.
4. **Minimum Number of Employees (10 maximum points):** Proposer must have a minimum of 25 employees including 10 trainers (of the 25 employees).
5. **Previous Experience with Government Agencies and/or Non-governmental Youth-focused Agencies (10 maximum points)**
6. **Compliance with RFP Requirements (10 maximum points):** The selection panel will consider the completeness of the Proposer's written proposal with special emphasis given to completion of contract compliance issues and ability to conform to the terms and conditions of the RFP.

7. **Local Business Preference Program (LBPP) Bonus (12 maximum points):** The City of Los Angeles enacted an ordinance on August 7, 2021, to boost local business participation in City contracting and increase employment opportunities for transitional workers. Under the ordinance, businesses located in Los Angeles County may be eligible for a contracting preference for being a local business and/or a local small business. Businesses certified as a Local Business Enterprise will receive an eight percent preference. Those also certified as Local Small Business will receive an additional two percent preference. More information about this program can be found at: <https://bca.lacity.org/certification>

Total Score

For each category, the selection panel will recommend the Proposer with the highest score from the Level II evaluation (which may result in a maximum total of 100 points) plus any bonus points awarded from any application of the LBPP. The LBPP bonus points shall not exceed twelve points.

Responsive proposals (Level I) to this RFP will be scored in each of the criteria above and ranked according to scores achieved (Level II) for the relevant category. The City selection panel described above will conduct a comprehensive evaluation of the proposals. The City reserves the right to conduct such investigations as the City considers appropriate with respect to the qualifications of each responsive Proposer and any information contained in its proposal.

All proposals will be evaluated solely on the basis of the criteria listed above and will serve as a basis to formulate the RAP General Manager's recommendation, setting forth the reasons for recommendation in a Board Report. RAP shall notify all Proposers of the recommendation. The RAP Board will consider the General Manager's recommendation during a public Board meeting and may accept or reject the General Manager's recommendation in making its decision as to the selection, if any, stating publicly the reasons for their actions

RAP CONTRACT AWARD:

RAP's General Manager recommends contract awards to the Board. RAP shall notify all Proposers of the recommendation. The Board will consider the General Manager's recommendation during a public Commission meeting and may accept or reject the recommendation in making their decision as to the selection. If the Board accepts the General Manager's recommendation, its action will be for a contract award. RAP shall then proceed to execute a specific contract for the work with the selected Proposer, who shall now be referred to as the Contractor.

PROTEST PROCEDURES

The purpose of these procedures is to provide a method for resolving, prior to award, protests regarding the award of contracts by the City, by and through its Board. These procedures are for the benefit of the City and are not intended to establish an administrative requirement that must be exhausted by the protesting Respondent prior to pursuing any legal remedy which may be available. For this reason, no Respondent shall

have any right to due process, should the City fail to follow these procedures for any reason within its discretion. However, failure by a Respondent to follow the protest procedures as discussed below will create the presumption that any subsequent legal action in a court of competent jurisdiction is of no merit. These procedures will enable the Board to ascertain all of the facts necessary to make an informed decision regarding the award of the contract.

Should a Proposer object on any ground to any provision or legal requirement set forth in the RFP, or any addendum to the RFP, the Proposer must, not more than ten calendar days after the RFP or addendum is issued, provide written notice to RAP, setting forth with specificity the grounds for the objection. The failure of a Proposer to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

It is the policy of the Board that:

1. Officially signed and dated protests must be received prior to the Board's award of any contract in response to this RFQ.
2. Protests are transmitted via email to:
Board of Recreation and Park Commissioners
Attention: Board Secretary
rap.commissioners@lacity.org
3. If filing a protest against another Respondent, the Board will only consider such protests if it appears that either Respondent may have a substantial and reasonable prospect of receiving an award if the protest is denied or sustained.
4. Protests from agencies concerned with contract compliance matters may be considered by the Board beyond the protest period. These protests will receive due consideration if the agency submits the protest in a timely period and such protest affects a Respondent who appears to have a substantial and reasonable prospect of receiving an award if the protest is denied or accepted.
5. Protests meeting the above criteria will be evaluated by staff and any recommended actions will be presented in a written report to the Board. Protesting parties and firms protested against will be notified of the time and date that the written report will be discussed in a public session of the Board. Protesting parties and firms protested against will be given the opportunity to present their arguments at the public session.

CITY'S RIGHT TO REJECT PROPOSALS AND TO WAIVE INFORMALITIES:

Notwithstanding any other provisions of this RFP, the City reserves the right to withdraw this RFP at any time without prior notice. The City also reserves the right to reject any and all proposals submitted or to waive any minor administrative irregularities contained in any proposal, when to do so would be in the best interest of the City and pursuant to Los Angeles City Charter Section 371(c): "The City shall reserve the right to reject any and all bids or proposals and to waive any informality in the bid or proposal when to do so would be to the advantage of the City."

NATURE OF THIS RFP PROCESS:

RAP staff will recommend that the Board, in its capacity as the contract awarding authority for RAP, find, pursuant to Charter Section 371(e)(10), that the use of competitive bidding would be undesirable, impractical or otherwise excused by the common law and the Charter because, unlike the purchase of a specified product, there is no single criterion, such as price comparison, that will determine which Proposer can best provide the services required by RAP for the services sought under this RFP. To select the best Proposer for these services, RAP staff will recommend that the Board find it is necessary to utilize a standard request for proposals process and to evaluate proposals received based upon the criteria included in this RFP and that the narrower and more specialized competitive sealed proposal process authorized but not required by Charter Section 371, subsection (b), would not meet RAP needs.

ESTIMATED PROJECT SCHEDULE:

<u>Milestones (Per Section/Phase)</u>	<u>Durations</u>
• RAP Issues RFP on RAMPLA	3/17/2025
• Mandatory Pre-Submission Meeting	4/8/2025
• Non-Mandatory Online Technical Review Meeting	4/22/2025
• Last Day to receive Questions Regarding the Proposal	5/8/2025
• Electronic Proposals Due	5/20/2025
• Proposer Selection and Negotiation	5/20/2025 to 6/20/2025
• RAP Board Approval/Award	7/3/2025
• Vendor Signing and Returning Contract	before 7/25/2025
• Contract Execution	est. 7/31/2025

IX. Contractual and Operating Responsibilities

If awarded a contract, the selected Proposer (referred to as the “Contractor” upon selection) will be obligated to perform the responsibilities as described in:

- A. This Request for Proposals (RFP) document.
- B. The Proposer’s submitted proposal in response to this RFP.
- C. The Pro Forma Contract (Exhibit E). Please note the Pro Forma Contract may be modified at RAP’s discretion to include general and specific contractual and operating responsibilities based on the submitted proposal accepted by the City.
- D. The Standard Provisions for City Contracts (Rev.1/25 [v.2]) (Exhibit A).
- E. Compliance documents on RAMPLA and Compliance Package (Exhibit D) signed by the Proposer.
- F. Insurance Requirements as stated on Form 146 (Exhibit C).

LOCAL BUSINESS PREFERENCE PROGRAM ORDINANCE:

Proposers are advised that any proposal submitted and contract awarded from this procurement process shall be subject to the applicable provisions of Los Angeles Administrative Code Section 10.25, Local Business Preference Program (LBPP) Ordinance. The City is committed to maximizing opportunities for local businesses, as well

as encouraging local businesses to locate and operate in Los Angeles County. The LBPP Ordinance allows the Department to apply additional points to the Proposal's final score under certain conditions.

If applicable, Proposers may choose to complete and upload the LBPP Application/Renewal Form available on RAMPLA at www.RAMPLA.org before the Proposal Submission Deadline. The City may request supporting documentation to verify qualification for designation as a Local Business. Only those Proposers who apply and qualify for a Local Business designation (or otherwise qualify by using a qualified Local Subcontractor) by the RFP due date will be eligible for additional points that can be awarded under the ordinance.

Proposers seeking additional information regarding the requirements of the Local Business Preference Program Ordinance may visit the Bureau of Contract Administration's website at <http://bca.lacity.org>.

INSURANCE REQUIREMENTS:

Insurance policies must be current and on file with the Office of the City Administrative Officer (CAO) Risk Management when the contract is awarded and executed to the selected Contractor. Work cannot commence or continue if the proper proof of insurance forms are not on file with the CAO. Also, invoices will not be paid if the proper proofs of insurance forms are not on file with the CAO.

CONTRACT COORDINATOR:

Please direct all comments and questions regarding this RFP to the Contract Coordinator. All contact regarding this RFP or any matter relating thereto must be in writing and may be e-mailed as follows: rap-contracts@lacity.org

When submitting questions, please specify the RFP section number, paragraph number, and page number, and quote the passage that prompted the question. This will ensure the passage can be quickly found in the RFP. RAP reserves the right to group similar questions when providing answers.

If City requirements or the specifications prevent Proposers from submitting a proposal that would be beneficial to the City, please address the concern to the Contract Coordinator.

Questions may address concerns that the application of minimum requirements, evaluation criteria and/or business requirements would unfairly disadvantage Proposers or, due to unclear instructions, may result in RAP not receiving the best possible responses from Proposers.

Until a contract is awarded and executed, Proposers should only contact the Contract Coordinator unless filing a protest; if Proposer wishes to file a protest, Proposer shall follow protest procedures listed above.

DISCLAIMER:

RAP may or may not decide to award any or part of this Request for Proposals in one or multiple NTPs based on its sole convenience and shall not be responsible for any solicitation response costs. All costs of proposal preparation shall be borne by the Proposer. The City shall not, in any event, be liable for any expenses incurred by the Proposer in the preparation and/or submission of the proposal. All Proposers who respond to solicitations do so solely at their own expense.

Furthermore, the schedule of any or part of this RFP is dependent on the availability of funding and can be postponed at any time.

Furthermore, RAP reserves the right to issue additional RFPs, if necessary, to complete parts of the scope of work, and work that may logically follow the work of this RFP.

CONSTITUTIONAL AND OTHER LIMITS ON CONTRACTOR'S RIGHT TO EXCLUSIVITY:

Notwithstanding exclusivity granted to the Contractor by the terms of the awarded Contract, the City in its discretion may require Contractor, without any reduction in cost recovery reimbursement fees or other valuable consideration to Contractor, to accommodate the rights of persons to access and engage in expressive activities, as guaranteed by the First Amendment to the United States Constitution, the California Constitution, and other laws, as these laws are interpreted by the City. Expressive activities include, but are not limited to, protesting, picketing, proselytizing, soliciting, begging, and vending of certain expressive, message-bearing items.

PUBLIC RECORDS ACT:

All proposals submitted in response to this RFP shall become the property of the City of Los Angeles and will be a matter of public record, subject to the State of California Public Records Act (California Government Code Sections 7920.000 et seq.). Proposers must identify in writing all copyrighted material, trade secrets, or other proprietary information that the Proposers' claim are exempt from disclosure under the California Public Records Act (CPRA). Any Proposer claiming such exemption must identify the specific provision of the CPRA that provides an exemption from disclosure for each item that the Proposer claims is not subject to disclosure under the CPRA. Please note that the wholesale use of headers/footers bearing designations such as "confidential," "proprietary," or "trade secret" on all or nearly all of a proposal is not acceptable and may be deemed by the City as a waiver of any exemption claim. The identification of exempt information must be more specific. In addition to the requested proposal copies listed herein, all Proposers must supply one complete duplicate copy of its proposal, in Portable Document Format (PDF), with those specific items claimed as exempt clearly marked (redacted). This copy must identify what specific information (if any) in their proposal that they claim, in good faith, is exempt from disclosure under the CPRA. Any Proposer claiming such exemption must also state in the proposal the following: "The Proposer agrees to indemnify the City and its officers, employees, and agents and hold them harmless from any claim or liability and will defend any action brought against the City for its refusal to disclose copyrighted material, trade secrets, or other proprietary information to any person making a request therefor."

X. List of Exhibits

- A.** Standard Provisions for City Contracts (Rev.1/25 [v.2])
- B.** Instructions to Proposers
- C.** Insurance Requirements and Instructions (Form 146)
- D.** Compliance Packet
- E.** Pro Forma Contract
- F.** Proposal Submission Letter Form
- G.** Coach LA Playbook Digital

Required Insurance and Minimum Limits

Name: _____

Date: _____

Agreement/Reference: _____

Evidence of coverages checked below, with the specified minimum limits, must be submitted and approved prior to occupancy/start of operations. Amounts shown are Combined Single Limits ("CSLs"). For Automobile Liability, split limits may be substituted for a CSL if the total per occurrence equals or exceeds the CSL amount.

Limits

Workers' Compensation (WC) and Employer's Liability (EL)
WC Statutory

EL _____

☐ Waiver of Subrogation in favor of City☐ Longshore & Harbor Workers☐ Jones Act

General Liability
☐ Products/Completed Operations☐ Sexual Misconduct _____☐ Fire Legal Liability _____☐ _____

Automobile Liability (for any and all vehicles used for this contract, other than commuting to/from work)

Professional Liability (Errors and Omissions)

Discovery Period _____

Property Insurance (to cover replacement cost of building - as determined by insurance company)
☐ All Risk Coverage☐ Boiler and Machinery☐ Flood _____☐ Builder's Risk☐ Earthquake _____☐ _____

☐ _____

Surety Bonds - Performance and Payment (Labor and Materials) Bonds

Crime Insurance

Other:

EXHIBIT D.

COMPLIANCE PACKAGE

REQUEST FOR
PROPOSALS/BIDS/QUALIFICATIONS

Los Angeles Department of Recreation and Parks
Contracts Unit
RAP-CONTRACTS@lacity.org

SECTION A

NON-COLLUSION AFFIDAVIT AND RESPONDENT'S SIGNATURE DECLARATION AND TO ACCOMPANY PROPOSALS / BIDS / SUBMISSIONS OF QUALIFICATIONS

With each Response, a statement shall be submitted and signed by the respondent under penalty of perjury that: The response is genuine, not a sham or collusive; the response is not made in the interest or behalf of any person not named therein; the respondent has not directly or indirectly induced or solicited any person to submit a false or sham response or to refrain from responding; and the respondent has not in any manner sought by collusion to secure an advantage over any other respondent.

INSTRUCTIONS:

- a. Sign and Notarize the Document
- b. Submit with the Response

Signatures:

Individual:(e.g., Individual dba [Name or Company], etc.) – Individual must sign affidavit.

Partnership:At least ONE General Partner must sign the affidavit.

Corporation: It is preferred that the PRESIDENT and SECRETARY of the corporation sign the affidavit on behalf of the corporation, but a VICE-PRESIDENT may sign in the absence of the President and an Assistant Secretary or Treasurer may sign in the absence of the Secretary.

Note: An Authorized Agent may sign for a Corporation, provided the City is furnished a certified copy of the Board of Directors Resolution authorizing such person to execute the document on behalf of the Corporation. An acknowledgement at the base of the Resolution must state it is unchanged, in force, and be signed by the Corporate Secretary with the current date.

AFFIDAVIT TO ACCOMPANY PROPOSALS/BIDS/SUBMISSIONS OF QUALIFICATIONS

I/We, _____
being first duly sworn, deposes and states: That the undersigned

(Insert "Sole Owner", "General Partner", "President", "Secretary", or other proper title)

Is of

(Name of form business entity)

Who submits herewith to City of Los Angeles the attached proposal/bid/submission of qualification:

Affiant deposes and states: That said proposal/bid/submission of qualification is genuine; that the same is not sham or collusive; that all statements of fact therein are true; that such proposal/bid/submission of qualification was not made in the interest or behalf of any person, partnership, company, association, organization or corporation not therein named or disclosed.

Affiant deposes and states: That the proposer has not directly or indirectly by agreement, communication or conference with anyone attempted to induce action prejudicial to the interests of the public body which is to award the contract, or of any other proposer, or anyone else interested in the proposed contract: that the proposer has not in any manner sought by collusion to secure for itself an advantage over any other proposer.

Affiant further deposes and states that prior to the public opening and reading of proposals/bids/submissions of qualification the said proposer:

- (a) Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham proposal/bid/submission of qualification;
- (b) Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said proposer or anyone else or fix the proposal/bid/submission of qualification price of said proposer or of anyone else, or to raise or fix any overhead, profit or cost element of its price or of that of anyone else;
- (c) Did not, directly or indirectly, submit its proposal/bid/submission of qualification price or any breakdown thereof, or the contents thereof, or divulge information or data relative thereto, to any corporation, partnership, company, association, organization, proposal/bid/submission of qualification depository, or to any member or agent thereof, or to any individual or group of individuals, except to the awarding authority or to any person or persons who have a partnership or other financial interest with said proposer in its business.

I understand and agree that any falsification in the affidavit will be grounds for rejection of this proposal/bid/submission of qualification or cancellation of any concession contract awarded pursuant to this proposal/bid/submission of qualification.

I hereby certify or declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

STATE OF CALIFORNIA COUNTY OF
LOS ANGELES

Subscribed and sworn to before me this day of

(Signature)

(Month/Year)(Date)

**PROPOSALS/BIDS/SUBMISSIONS OF QUALIFICATIONS WILL NOT BE CONSIDERED UNLESS THE
AFFIDAVIT HEREON IS FULLY EXECUTED, INCLUDING THE CERTIFICATE OF THE NOTARY AND THE
NOTARIAL SEAL**

SECTION B

DISPOSITION OF PROPOSALS/BIDS/SUBMISSIONS OF QUALIFICATIONS

All Responses submitted in response to the RFP/RFB/RFQ shall become the property of the City of Los Angeles and a matter of public record. Respondents must identify all copyrighted material, trade secrets, or other proprietary information that they claim are exempt from disclosure under the Public Records Act, and indemnify and defend the City of Los Angeles for its refusal to disclose such material from person making a request therefore.

INSTRUCTIONS:

- a. Sign the Document
- b. Submit with the Response

Signatures:

The person signing must be authorized to bind the Respondent.

DISPOSITION OF PROPOSALS/BIDS/SUBMISSIONS OF QUALIFICATIONS

All proposals/bids/submissions of qualification submitted in response to the RFP shall become the property of the City of Los Angeles and a matter of public record. Proposers must identify all copyrighted materials, trade secrets, or other proprietary information that they claim are exempt from disclosure under the Public Records Act (California Code, Section 6250 et seq.)

In the event such an exemption is claimed, the proposer must state in the proposal/bid/submission of qualification that the proposer will defend any action brought against the City for its refusal to disclose such material, trade secret, or other proprietary information to any party making such a request. The proposer is required to state in the proposal/bid/submission of qualification that:

“The proposer will indemnify the City or Agency and hold it harmless from any claim or liability and defend any action brought against the City of Los Angeles for its refusal to disclose copyrighted material, trade secrets, or other proprietary information to any persons making a request therefore.”

Proposer’s obligations herein include, but are not limited to, all attorney’s fees (both in house and outside counsel), costs of litigation incurred by the City or its attorneys (including all actual costs incurred by the City, not merely those costs recoverable by a prevailing party, and specifically including costs of experts and consultants) as well as all damages or liability of any nature whatsoever arising out of any such suits, claims, and causes of action brought against the City, through and including any appellate proceedings. Proposer’s obligations to the City under this indemnification provision shall be due and payable on a monthly, on-going basis within thirty (30) days after each submission to Proposer of the City’s invoices for all fees and costs incurred by the City, as well as all damages or liability of any nature.

“I have read and understand the Disposition of Proposals/Bids/Submissions of Qualifications and agree that the City of Los Angeles may release any materials and information contained in the proposal/bid/submission submitted by the undersigned’s firm in the event that the required hold harmless statement is not included in the Proposal/Bid/Submission of Qualification.”

Signature of person authorized to bind proposer

Date

SECTION C

CHILD CARE POLICIES

Any Responders who have an employee need of child care and who have adopted a stated policy on child care shall receive preference in contracting with the City of Los Angeles. In order to determine which firms qualify for contract preference, all Respondents must complete and return with their response the Vendor Child Care Policy Program – Child Care Declaration Statement. Failure to return the signed and completed declaration **(must be signed in two [2] places)** may result in your response being deemed non-responsive.

INSTRUCTIONS:

1. Complete and sign the document in two (2) places.
2. Submit with the Response

CHILD CARE POLICIES

This Contract is subject to the policy of the City of Los Angeles regarding City Child Care Policies and Vendor System as adopted by City Council. CONTRACTOR is required to complete the Child Care Declaration statement which is attached hereto as Form D and Form E.

- I. City Child Care Policy and Vendor System – On February 24, 1987, the City Council adopted the Child Care Policy for the City of Los Angeles. This policy acknowledges the importance of quality, affordable, accessible child care to the individual, family, work place and community. The City further recognizes that existing child care services and facilities are not adequate to meet current demand, and that such demand is increasing. Failure to address this critical unmet need will have serious, detrimental effects on the physical, social and economic life of Los Angeles. Thus, the City Child Care Policy was adopted, committing the City to use its resources as educator, employer, model and facilitator to act as a catalyst in expanding the supply of quality, affordable child care in Los Angeles.

The City Child Care Policy includes an item specifically designed to address the development and implementation of child care policies and practices by vendors, as follows:

THE CITY OF LOS ANGELES SHALL ENCOURAGE ALL ITS VENDORS TO ADOPT A STATED POLICY ON CHILD CARE. TO THE EXTENT PERMITTED BY LAW, VENDORS WITH STATED CHILD CARE POLICIES SHALL RECEIVE PREFERENCE IN CONTRACTING WITH THE CITY OF LOS ANGELES.

It is the goal of the City to promote and facilitate the establishment and implementation of child care policies and practices which address the critical unmet local need for quality, affordable child care services.

A company may, after a review and due consideration, determine that child care is not an employee need or that a child benefit/service cannot feasibly be offered by the company. In this case, a written policy statement to this effect would also qualify a company for the vendor preference.

- II. Request Child Care Policy Information from Vendors – All vendor applicants should complete the “Child Care Declaration Statement” form, declaring whether the business has a stated child care policy and/or offers any form of child care assistance to employees. Those vendors indicating they have a stated child care policy for employees should file a copy of said policy along with the “Declaration Form”.
- III. Definition of a Stated Child Care Policy – A “Stated Child Care Policy” is a written statement of intent and/or attitude by an employer regarding the provision of child care assistance to employees.
- IV. Definitions of Child Care Assistance – The following definitions apply to the various forms of child care assistance listed on the “Child Care Declaration Statement.”
- A. EMPLOYER SUBSIDIZED CHILD CARE CENTER(S) –
Group care for children (may range from twelve [12] to three hundred [300] children), in a licensed setting such as a preschool or other center, which may serve infants,

toddlers, preschoolers or school-age children; the center receives funds, goods and/or services from an employer which thus subsidizes part or all of the child care center operating costs, and employees of the subsidizing employer may enroll dependents in this center.

B. EMPLOYER SUBSIDIZED CHILD CARE HOME(S)

Care for up to fourteen (14) children in the home of a licensed caregiver; may include one (1) home or a network of two (2) or more family day care homes, which receive funds, goods and/or services from an employer who thus subsidizes part of all of the home operating costs; employees of the subsidizing employer may enroll dependents in this care home.

C. CHILD CARE REIMBURSEMENT IN ADDITION TO OTHER BENEFITS Employer helps employees pay for child care expenses by reimbursing the employee or his/her care provider for all or part of the cost of child care; allows employee to select the child care provider, or employer may designate providers or conditions (e.g. only reimburse licensed providers); such reimbursement is provided to the employee in addition to the other employee benefits.

D. CHILD CARE REIMBURSEMENT IN A FLEXIBLE BENEFIT PACKAGE System which allows employees to make individual choices among a range of benefits provided by the employer (e.g., health, dental, retirement, etc.) and child care is included as a benefit choice.

E. PAID PARENTAL LEAVE

Employees are given paid time off work due to childbirth or adoption, with a guaranteed return to the same or a comparable job and seniority status.

F. PURCHASE OF SERVICES FOR EMPLOYEES IN A COMMUNITY CHILD CARE PROGRAMS Company contributes funds, goods and/or services to a child care program in the community (center or family day care home), for the purpose of preferential consideration for use by employees.

G. SALARY SET-ASIDE/FLEXIBLE SPENDING ACCOUNT FUNDED WITH EMPLOYEE SALARY DOLLARS

Employer has set up a qualified Dependent Care Assistance Plan under IRS Section 125 and 129, which allows employees to designate an amount up to Five Thousand Dollars (\$5,000.00) per year to be set aside from their salaries to pay for dependent care; since such a salary set aside is not taxed, both employee and employer receive financial benefits.

H. CHILD CARE REFERRAL SERVICES

A service to employees which provides information, referrals and consultation regarding local child care services (e.g., locations, hours, rates).

I. PARENTING SEMINARS

Company offers workshops, educational presentations, and related activities to provide information and support in such areas as parenting skills, work-family relations, child development, and related topics; may be provided by in-house staff or by contracted services.

J. COUNSELING OF A SELF-SUPPORTING CENTER

Company provides (through in-house or contracted services) group, family or individual counseling services to support employees in the resolution of work/family issues.

K. START-UP OF A SELF-SUPPORTING CENTER

Company has provided funds, goods and/or services to directly assist in the land acquisition, design, construction, renovation, equipment, furnishing or other costs

associated with starting a child care program; this was one-time-only assistance for start-up, with the center now operating on a self-supporting basis.

L. START-UP CONTRIBUTIONS TO A CONSORTIUM CENTER

Company has provided funds, goods and/or services to a child care center, working in cooperation to develop and support a child care service available to employees of contributing companies.

M. FLEXIBLE WORK HOURS

Employees are allowed to make choices about work schedules, with such possible options as 5-day/40-hour vs. 4-day/40-hour work weeks or flexible hours scheduled within a day; may include establishment of “core” working hours during which an employee must be present at the work site.

N. FLEXIPLACE/WORK-AT-HOME

Company offers employees the option to work in their homes; may be available part- or full-time.

O. PERMANENT PART-TIME/JOB SHARING

Company offers job opportunities in which employees may work less than full-time while retaining permanent employment status, and/or two employees may share a single full-time position with salary and benefits prorated between the two employees.

P. WORK-AT-HOME FOLLOWING MATERNITY LEAVE

Employees are offered the option to perform their jobs at home for a period following leave for childbirth or adoption.

Q. UNPAID PARENTAL LEAVE

Employees are allowed unpaid time off due to childbirth or adoption, with a guaranteed return to the same or a comparable job and seniority status.

R. DONATION TO ENHANCE AN EXISTING CHILD CARE PROGRAM

Company has contributed funds, goods and/or services to a child care program, for the purpose of improving the quality, affordability, or accessibility of said program.

All Requests for Proposals/Bids/Submissions of Qualifications, Invitations for Bids, advertisements for bids, and other similar documents must give notice of these provisions to those who bid on or submit proposals/bids/submissions of qualifications for prospective contracts with the City. **All bidders and proposers are required to complete the attached Certification of Compliance with Child Support Obligations. Failure to return the completed certification as part of the proposal/bid/submission of qualification will result in the proposal/bid/submission of qualification being deemed unresponsive and being rejected.**

CITY OF LOS ANGELES

VENDOR CHILD CARE POLICY PROGRAM

CHILD CARE DECLARATION STATEMENT

The business concern listed below declares the following status on the “Child Care Policy of the City of Los Angeles, XI. Vendors” as defined in the attached supplementary instructions to bidders. It is incumbent upon the concern to notify the City of any changes applicable to this declaration.

Business Name	Telephone No.
Business Address	
Signature	Title

Note: A “stated child care policy” may include services and/or benefits for employees and their families, including infants through school- age child care centers or family day care homes, before and after school programs, day camps, and services for ill children with special needs, family leave, and more. Please refer to the attached instructions for definitions. Please check ALL items on the form that apply to your business concern.

	YES	NO
Part One		
DOES YOUR BUSINESS HAVE A STATED CHILD CARE POLICY?	<input type="checkbox"/>	<input type="checkbox"/>
If YES, please attach a copy		
Part Two		
DOES YOUR BUSINESS PROVIDE CHILD CARE ASSISTANCE?	<input type="checkbox"/>	<input type="checkbox"/>
If YES, please check which from(s) of assistance		
Level I Assistance		
Subsidized company child care center	<input type="checkbox"/>	<input type="checkbox"/>
Subsidized Network of child care homes	<input type="checkbox"/>	<input type="checkbox"/>
Child care reimbursement in addition to other benefits	<input type="checkbox"/>	<input type="checkbox"/>
Child care reimbursement in a flexible benefit package	<input type="checkbox"/>	<input type="checkbox"/>
Paid parental leave	<input type="checkbox"/>	<input type="checkbox"/>
Purchase of spaces for employees in community child care program(s) (centers or homes)	<input type="checkbox"/>	<input type="checkbox"/>
Level II Assistance		
Salary set aside/flexible spending account funded with employee salary dollars/Section 125	<input type="checkbox"/>	<input type="checkbox"/>
Child care referral services	<input type="checkbox"/>	<input type="checkbox"/>
Parenting seminars	<input type="checkbox"/>	<input type="checkbox"/>
Counseling on work/family issues	<input type="checkbox"/>	<input type="checkbox"/>
Start-up of a self-supporting center	<input type="checkbox"/>	<input type="checkbox"/>
Start-up contributions to a “consortium center”	<input type="checkbox"/>	<input type="checkbox"/>
Level III Assistance		
Flexible work hours	<input type="checkbox"/>	<input type="checkbox"/>
Flex-place/work-at-home	<input type="checkbox"/>	<input type="checkbox"/>
Permanent part-time/job sharing	<input type="checkbox"/>	<input type="checkbox"/>
Work-at-home following maternity leave	<input type="checkbox"/>	<input type="checkbox"/>
Unpaid parental leave	<input type="checkbox"/>	<input type="checkbox"/>
Donations to enhance child care programs	<input type="checkbox"/>	<input type="checkbox"/>
Other: (Describe) _____		

I HAVE READ AND COMPLETED:

(Signed)	(Date)
----------	--------

For additional information on child care options and benefits for employees, please contact the City Child Care Coordinator’s Office, 333 South Spring Street, Los Angeles, CA 90013.

Do not write in this space	
Date Filed:	Expiration Date:

SECTION D
OUT-OF-STATE BIDDERS

OUT-OF-STATE BIDDERS

Out-of-State of California bidders or any bidder with a remittance address outside the State of California that has a California State Board of Equalization permit to collect California sales tax shall enter the permit number in the space provided.

Permit Number: _____

If Bidder has no permit number, check box below and sign.

No Permit Number: ☐ _____

Signature: _____

Date: _____

SECTION E

INFORMATION RELEASE FORM

DEPARTMENT OF RECREATION AND PARKS

INFORMATION RELEASE FORM

By signing below, I hereby authorize, without any reservations, any person or company I have listed as a reference in my Bid 3 to disclose in good faith any information they may have regarding my Bids for contracting. All information obtained will be in connection with Bids for contracted work. My authorization releases the Company, its agents, and all those who have provided information from any and all liability for damages arising from the investigation and disclosure of the requested information.

By signing below, I agree not to assert any claims or causes or action of any kind against the City of Los Angeles. I further release and discharge the City of Los Angeles from any and all claims, demands, damages, actions, cause of action, or suits of any kind or nature arising from the City's investigations.

I hereby acknowledge that I have read the above disclosure statement and have understood it.

Name: _____ Title: _____

Signature: _____ Date: _____

Firm's Name: _____ Phone: _____

Firm's Address: _____

Street,

City, State

Zip

SECTION F

SLAVERY/BORDER WALL DISCLOSURE AFFIDAVIT

Unless otherwise exempt, in accordance with the provisions of the DO/DBWCO, any contract awarded pursuant to this RFB will be subject to the DO/DBWCO, Section 10.41 of the Los Angeles Administrative Code.

Respondents seeking additional information regarding the requirements of the DO/DBWCO may visit the Bureau of Contract Administration's web site at <http://bca.lacity.org>.

Disclosure of Border Wall Contracting Ordinance (DBWCO)

The DBWCO requires that City Contractors disclose all contracts, proposal/bid/submission of qualification to provide goods or services for the design, construction, operation or maintenance of a federally funded wall, fence or other barrier along the border between the United States and Mexico.

For more details, see the link below: <https://bca.lacity.org/Disclosure-of-Border-Wall-Contracting-Ordinance>

Slavery Disclosure Ordinance (SDO)

The SDO requires that City Contractors disclose whether their company had any participation, investments, or profits derived from slavery during the Slavery Era (prior to 1865). <https://bca.lacity.org/slavery-disclosure-ordinance-sdo>

INSTRUCTIONS:

The selected Respondent shall electronically sign and complete the Slavery/Border Wall Disclosure Ordinance Affidavit (one [1] page) available on the City of Los Angeles' Regional Alliance Marketplace for Procurement (RAMPLA) residing at www.rampla.org prior to the award of a City contract. If the respondent is exempt from this requirement, then the DO/DBWCO form shall be completed and submitted with the response.

DO/DBWCO COMPLIANCE

CITY OF LOS ANGELES - DISCLOSURE ORDINANCES

This Affidavit must only be submitted once on LABAVN (www.labavn.org), but separations are responsible for updating their Affidavit if changes occur to any information contained therein.

Questions regarding this Affidavit may be directed to the Department of Public Works, Bureau of Contract Administration, Office of Contract Compliance, Website: <http://bca.econet@cityofla.org>, Phone: (213) 847-2625; E-mail: bca.econet@cityofla.org.

AFFIDAVIT DISCLOSING SLAVERY ERA PARTICIPATION, INVESTMENTS OR PROFITS

1. I, [name] am authorized to bind contractually the Company identified below.
2. Information about the Company entering into a Contract with the City is as follows:
[company id] [tax id]
LABVN Company ID BENUTN
[company name]
Company Name
[company address] [city] [state] [zip]
Street Address City State Zip
[phone] [email]
Phone Email
3. The company came into existence in [year] (year).
4. The Company has searched its records and those of any Predecessor Companies for information relating to Participation or Investments in, or Profits derived from Slavery or Slaveholder Insurance Policies. Based on that research, the Company represents that: (mark only the option(s) that apply):

The Company found no records that the Company or any of its Predecessor Companies had any Participation or Investments in, or derived Profits from, Slavery or Slaveholder Insurance Policies during the Slavery Era.
The Company found records that the Company or its Predecessor Companies Participated or Invested in, or derived Profits from Slavery during the Slavery Era. A description of the nature of that Participation, Investment, or Profit is required and should be sent to bca.econet@cityofla.org.
The Company found records that the Company or its Predecessor Companies bought, sold, or derived Profits from Slaveholder Insurance Policies during the Slavery Era. A list of names of any Enslaved Persons or Slaveholders under the Policies is required and should be sent to bca.econet@cityofla.org.

5. The Person/Company has searched its records for information relating and based on that research, the Person/Company represents that (mark only the option(s) that apply):

The Person/Company found no records that the Company has participated in contracts, bids, or proposals to provide goods or services for the design, construction, operation, or maintenance of a federally funded wall, fence or other barrier, including prototypes of a wall, fence or other barrier along the border between the United States and Mexico on or after March 17, 2017.

The Person/Company found records that the Company has participated in contracts, bids, or proposals to provide goods or services for the design, construction, operation, or maintenance of a federally funded wall, fence or other barrier, including prototypes of a wall, fence or other barrier along the border between the United States and Mexico on or after March 17, 2017. A description of the nature of that Participation is required and should be sent to bca.econet@cityofla.org.

TERMS OF ACCEPTANCE AND SIGNATURE:

I, [name], the requestor for this "DO Affidavit", warrant the truthfulness of the information provided in the document.

Electronic Signature:*

[name]

[date]

Signature

Date

I understand that checking this box constitutes a legal signature confirming that I acknowledge and agree to the above Terms of Acceptance.

Execution of document by E-signature. By clicking on the check box it indicates an electronic signature. This is considered the legal equivalent of a manual or "wet" signature. Once signed electronically, this document is considered original and legally binding.

DEFINITIONS

Affidavit means the form developed by the DAA and may be updated from time to time. The Affidavit need not be notarized but must be signed under penalty of perjury.

Company means any person, firm, corporation, partnership or combination of these.

Contract means any agreement, franchise, lease or concession including an agreement for any occasional professional or technical personal services, the performance of any work or service, the provision of any materials or supplies or rendering of any service to the City of Los Angeles or the public, which is let, awarded or entered into with or on behalf of the City of Los Angeles or any Awarding Authority of the City.

Enslaved Person means any person who was wholly subject to the will of another and whose person and services were wholly under the control of another and who was in a state of enforced compulsory service to another during the Slavery Era.

Investment means to make use of an Enslaved Person for future benefits or advantages.

Participation means having been a Slaveholder during the Slavery Era.

Predecessor Company means an entity whose ownership, title and interest, including all rights, benefits, duties and liabilities were acquired in an uninterrupted chain of succession by the Company.

Profits means any economic advantage or financial benefit derived from the use of Enslaved Persons.

Slavery means the practice of owning Enslaved Persons.

Slavery Era means that period of time in the United States of America prior to 1865.

Slaveholder means holders of Enslaved Persons, owners of business enterprises using Enslaved Persons, owners of vessels carrying Enslaved Persons or other means of transporting Enslaved Persons, merchants or financiers dealing in the purchase, sale or financing of the business of Enslaved Persons.

Slaveholder Insurance Policies means policies issued to or for the benefit of Slaveholders to insure them against the death of, or injury to, Enslaved Persons.

SECTION G

EQUAL BENEFITS ORDINANCE COMPLIANCE AFFIDAVIT/ FIRST SOURCE HIRING ORDINANCE

Equal Benefits Ordinance

Bidders/Proposers are advised that any contract awarded pursuant to this procurement process shall be subject to the applicable provisions of Los Angeles Administrative Code Section 10.8.2.1, Equal Benefits Ordinance (EBO).

The selected Respondent shall electronically sign and complete the Equal Benefits Ordinance Affidavit (two (2) pages) available on the City of Los Angeles' Regional Alliance Marketplace for Procurement (RAMPLA) residing at www.rampla.org prior to award of a City contract valued at \$5,000. The Equal Benefits Ordinance Affidavit shall be valid for a period of twelve months from the date it is first uploaded onto the City's RAMPLA. Bidders/Proposers do not need to submit supporting documentation with their proposal/bid/submission of qualification. However, the City may request supporting documentation to verify that the benefits are provided equally as specified on the Equal Benefits Ordinance Affidavit.

Bidders/Proposers seeking additional information regarding the requirements of the Equal Benefits Ordinance may visit the Bureau of Contract Administration's web site at <http://bca.lacity.org>.

First Source Hiring Ordinance

Unless approved for an exemption, contractors under contracts primarily for the furnishing of services to or for the City, the value of which exceeds Twenty-Five Thousand Dollars (\$25,000.00) with a term of at least three (3) months, and certain recipients of City Loans or Grants, shall comply with the provisions of Los Angeles Administrative Code Sections 10.44 et seq., First Source Hiring Ordinance (FSHO). Bidders/Proposers shall refer to the "First Source Hiring Ordinance" for further information regarding the requirements of the Ordinance.

All Bidders/Proposers shall complete and upload the First Source Hiring Ordinance Affidavit (two [2] pages) available on the City of Los Angeles' Regional Alliance Marketplace for Procurement (RAMPLA) at www.rampla.org prior to award of a City contract. The First Source Hiring Ordinance Affidavit shall be valid for a period of twelve months from the date it is first uploaded onto the City's RAMPLA.

Bidders/Proposers seeking additional information regarding the requirements of the First Source Hiring Ordinance may visit the Bureau of Contract Administration's web site at <http://bca.lacity.org>. The Anticipated Job Opportunities Form (FSH0-1) shall only be required if there are anticipated job opportunities; this document is only required of the award proposer.

INSTRUCTIONS:

- a. All proposers: Complete and upload the First Source Hiring Ordinance Affidavit at www.rampla.org.
- b. Awarded proposer: Complete the Anticipated Job Opportunities Form (FSH0-1) ONLY if there are anticipated job opportunities.

EBO/FSHO COMPLIANCE

City of Los Angeles
 Department of Public Works
 Bureau of Contract Administration
 Office of Contract Compliance
 1149 S. Broadway, Suite 300, Los Angeles, CA 90015
 Phone: (213) 847-2625 E-mail: lca.eos@lacity.org

EQUAL BENEFITS ORDINANCE COMPLIANCE AFFIDAVIT

Prime contractors must certify compliance with Los Angeles Administrative Code (LACC) Section 10.8.2.1 et seq. prior to the execution of a City agreement subject to the Equal Benefits Ordinance (EBO).

SECTION 1. CONTACT INFORMATION

BAVN Company Id: 10786 EIN/TIN: _____
 Company Name: J and Y Inc - ITA TEST COMPANY
 Company Address: 1234 N Main St
 City: Los Angeles State: AL Zip: 70012
 Contact Person: Jon Doe Phone: 2135551888 E-mail: test@email.com
 Approximate Number of Employees in the United States: 10
 Approximate Number of Employees in the City of Los Angeles: 3

SECTION 2. EBO REQUIREMENTS

The EBO requires City Contractors who provide benefits to employees with spouses to provide the same benefits to employees with domestic partners. Domestic Partner means any two adults, of the same or different sex, who have registered as domestic partners with a governmental entity pursuant to state or local law authorizing this registration, or with an internal registry maintained by the employer of at least one of the domestic partners.

Unless otherwise exempt, the contractor is subject to and shall comply with the EBO as follows:

- A. The Contractor's operations located within the City limits, regardless of whether there are employees at those locations performing work on the City Contract; and
- B. The Contractor's operations located outside of the City limits if the property is owned by the City or the City has a right to occupy the property, and if the contractor's presence at or on the property is connected to a Contract with the City and
- C. The Contractor's employees located elsewhere in the United States, but outside of the City Limits, if those employees are performing work on the City Contract.

A Contractor must post a copy of the following statement in conspicuous places at its place of business available to employees and applicants for employment:

"During the performance of a Contract with the City of Los Angeles, the Contractor will provide equal benefits to its employees with spouses and its employees with domestic partners."

SECTION 3. COMPLIANCE OPTIONS

I have read and understand the provisions of the Equal Benefits Ordinance and have determined that this company will comply as indicated below:

- ☐ I have no employees.
- ☐ I provide no benefits.
- ☐ I provide benefits to employees only. Employees are prohibited from enrolling their spouse or domestic partner.
- ☒ I provide equal benefits as required by the City of Los Angeles EBO.
- ☐ I provide employees with a "Cash Equivalent." Note: The "Cash Equivalent" is the amount of money equivalent to what your company pays for spousal benefits that are unavailable for domestic partners, or vice versa.
- ☐ All or some employees are covered by a collective bargaining agreement (CBA) or union trust fund. Consequently, I will provide Equal Benefits to all non-union represented employees, subject to the EBO, and will propose to the affected unions that they incorporate the requirements of the EBO into their CBA upon amendment, extension, or other modification of the CBA.
- ☐ Health benefits currently provided do not comply with the EBO. However, I will make the necessary changes to provide Equal Benefits upon my next Open Enrollment period which begins on (Date) _____.

- ☐ Our current company policies, i.e., family leave, bereavement leave, etc., do not comply with the provisions of the EBO. However, I will make the necessary modifications within three (3) months from the date of this affidavit.

FIRST SOURCE HIRING ORDINANCE COMPLIANCE AFFIDAVIT

Contractors (including loan or grant recipients) participating on a City contract that is subject to the First Source Hiring Ordinance (FSHO) are required to certify their compliance prior to contract execution.

As part of their obligations under the FSHO, Contractors must provide the Awarding Department a list of anticipated employment opportunities that they and their subcontractors expect to fill in order to perform the services under the contract. The FSHO-1 form (available at <http://bca.lacity.org>) should be utilized to inform the Awarding Authority of any such opportunities. If no opportunities are anticipated, contractors do not need to submit the FSHO-1 form prior to contract award, but must report any subsequent employment opportunities on the FSHO-3 form (available at <http://bca.lacity.org>) as described below.

During the term of the contract, the contractor and their subcontractors shall:

1. At least seven business days prior to making an announcement of a specific employment opportunity, provide notification of that employment opportunity by submitting the FSHO-3 form to the Community Development Department;
2. Interview qualified individuals referred by the City's referral resources; and
3. Prior to filling any employment opportunity, inform the Office of Contract Compliance of the names of the referral resources used, the names of the individuals referred, and the names of the referred individuals who were interviewed. If the referred individuals were not hired, the contractor should also provide the reasons they were not hired.

DECLARATION UNDER PENALTY OF PERJURY

I understand that I am required to permit the City of Los Angeles access to and upon request, must provide certified copies of all company records pertaining to benefits, policies and practices for the purpose of investigation or to ascertain compliance. Furthermore, I understand that failure to comply may be deemed a material breach of any City contract by the Awarding Authority. The Awarding Authority may cancel, terminate or suspend in whole or in part, the contract; monies due or to become due under a contract may be retained by the City until compliance is achieved. The City may also pursue any and all other remedies at law or in equity for any breach. The City may use the failure to comply as evidence against the Contractor in actions taken pursuant to the provisions of the LAAC Section 10.40, et seq., Contractor Responsibility Ordinance.

TERMS OF ACCEPTANCE AND SIGNATURE:

I, Jon Doe, the requestor for this "EBO/FSHO Affidavit", warrant the truthfulness of the information provided in the document.

Electronic Signature:

Jon Doe

Signature

26 July, 2016

Date

☒ I understand that checking this box constitutes a legal signature confirming that I acknowledge and agree to the above Terms of Acceptance.

Execution of document by E-signature. By clicking on the check box it indicates an electronic signature. This is considered the legal equivalent of a manual or "wet" signature. Once signed electronically, this document is considered original and legally binding.

CITY OF LOS ANGELES DEPARTMENT OF RECREATION AND PARKS

REQUEST FOR PROPOSALS FOR
AS-NEEDED LEADERSHIP TRAINING SERVICES FOR YOUTH
SPORTS COACHES

May 8, 2025

Amendment I

1. The following portions of text is hereby entered into the document entitled “Exhibit B. Instructions to Proposers” and “RFP - Leadership and Foundation Training Services for Youth Sports Coaches” to update **Section IV. Instructions to Proposers** and **VIII. Evaluation, Selection, and Award of Work** with the following deletion in **strikethrough** and additions in **red text**, as follows:
 - **Executive Summary (2-4 maximum 3 pages)**
 - To be found responsive to the RFP under Level I evaluation, proposals must include:
 1. Proposal Submission Letter Form (Exhibit F)
 2. Executive Summary (maximum ~~two~~ **3** pages)
 3. Background and Experience Statement (maximum eight pages)
 4. Video Submission Link
 5. Signed Compliance Documents on RAMPLA at www.rampla.org and Compliance Package (Exhibit D)

Coach LA

Playbook

City of Los Angeles
Department of Recreation & Parks



Dear Coach,

Thank you for choosing to be a part of the City of Los Angeles Department of Recreation and Parks Team! We are stewards to over 16,000 acres of parkland, offering extensive recreational, social and cultural programs at 446 park sites in every Los Angeles neighborhood from the valley to the ocean. As part of our core values, we believe that every young person involved in sports should be encouraged to celebrate, to try new things, and to build relationships which are more crucial than any win or loss record. Coaches play a central role in involving young people in play and sport.

This is why, with the help of Nike and the Center for Healing and Justice through Sport, we have invested in coaching in a new and meaningful way. We've committed to ensuring that coaches have what they need to make the best possible experiences for every young person they are working with. We've spent months digging into the research, listening to our staff, and most importantly, learning from the great coaches already out on the field to create this playbook. In it, you'll find what we have uncovered to be the core elements – or the DNA – of great LA Rec and Parks coaching.

A great coach makes the sport experience inclusive for all young people – not regardless of who they are, but because of who they are. Coaches help them believe in one another in a way that transcends the field and seeps into friendships that will last beyond any season.

We welcome you and hope you'll find something here that reinforces this great endeavor by allowing you to build healthy communities through people, parks, and programs.

- Jimmy Kim, General Manager
City of Los Angeles Recreation and Parks Department

4 About This Guide

7 How to Be a Great LA Rec & Parks Coach

12 The Behaviors of a Great Coach

17 Building on the Behaviors of a Great Coach

23 Tools to Be a Great Coach

29 Appendix

About This Guide



About This Guide

The City of Los Angeles Department of Recreation and Parks is committed to getting the next generation of Angelenos moving, and proud to partner with Nike through its Made to Play commitment and its coaching collaborator, the Center for Healing and Justice Through Sport (CHJS), to bring this playbook to life for LA Rec and Parks dedicated staff and coaches.

This guide is designed to help coaches:

- 1 Understand LA Rec & Parks' core coaching approach and philosophy.**
- 2 Provide LA Rec & Parks coaches with tools they can use to create a positive, safe, inclusive sport experience for every young person.**



LA Rec & Parks Informed Approach

This guide reflects the amazing work being done by LA Rec & Parks coaches and captures the DNA of LA Rec & Parks coaching. The Center for Healing and Justice Through Sport (CHJS) surveyed and conducted interviews and focus groups with a sample of staff, coaches, parents and participants across each of the regions of the city.

What we learned

Parents and participants generally **have positive experiences** with LA Rec & Parks programs and coaches.

More than 85%

of participants rated their experiences at their park and with their coach as **good or very good**

At least 85% believed that their coaches **“cared” or “cared a lot”** that they got better and had fun

The highest priorities for participants, parents and coaches among the LA Rec & Parks community include:

Participants having fun

Forming positive, protective relationships with their teammates

At the same time, coaches, staff and parents highlighted the **need for additional support and training for coaches:**

100% of coaches said they need **support in coaching** young people at different levels

Parents and staff identified the **need to support coaches**, especially first-year coaches

88% of coaches identified a **disconnect among the coaching community**, specifically those with a win-at-all-costs approach

How to BE a Great LA Rec & Parks Coach



The research tells us that, as a rule, young people who participate in sport:

- Are physically healthier
- Are more academically successful
- Have more well-developed social and emotional skills
- Have better mental health

But what we sometimes forget is that those outcomes are not guaranteed. They are the result of young people having positive experiences in sport and choosing to keep playing.

The flip side of this is that there are too many young people who don't gain the benefits of sport.

Young people from the following communities can find sport experiences unwelcoming or inaccessible:



That's why it's so important that coaches have the tools to create positive, inclusive, and developmentally appropriate sport experiences for all young people.

This is what it means to BE a great coach.

There are three core elements of great coaching — helping our young people:



If we do nothing else with young people, we should help them feel a sense of belonging on our teams.

What is belonging and why does it matter?

Belonging is more than just feeling safe.

Safe & Connected

We know that engagement in sport is highly correlated with how safe young people feel to be their whole selves. And that safety is deeply dependent on how connected they are, including:

- How much they like their coaches
- If they feel supported by their peers

Meaningful Contribution

Belonging also means believing that what we have to offer matters:

- That the team wouldn't be the same without us
- That what we contribute to the team is vital to its success, well-being, even its entire existence.



When young people belong, good things happen.

Research shows us that young people who feel a sense of belonging in schools are:

More motivated

Engage more deeply in the learning

More likely to choose to be part of the environment

All things we want in sport, too — **motivated, engaged athletes who choose to keep coming back!**

There's no one way to belong. Creating a safe, relationally rich space where kids feel like their contributions matter is not the same for every athlete.

It takes work to figure out what matters to each young person, but we guarantee the work you put in to make sure kids belong will be worth it. The good news is that there are some things that we know will help along the way — and you'll see them throughout this playbook.



We have to teach them how to learn. We've all heard stories (or have our own stories) about how playing sports helped us achieve more in other parts of our lives; that playing sport helped prepare us for what came after.

We have to make sure that all of our young people are in the best place to learn when they step onto the field or dive into the pool.

**Get rid
of the idea
that kids should
“leave it at
the door.”**

This expectation is not biologically respectful. Our brains are built based on our experiences, so it's physically impossible not to bring them with us.

A young person's experiences impact:

- How they engage in sport
- How they behave in sport
- What they gain things from sport

Understanding that young people bring their whole selves including their experiences outside sport to practice enables better support for the young person who shows up; not the one we think **SHOULD** be there.



**Understand
what
is keeping kids
from being
ready.**

There are a lot of things that can keep them from being ready for practice:

- Maybe they are hungry
- Didn't get enough sleep
- Had a bad experience at school
- Maybe there is too much stress & chaos in their lives

When any of these things are true, their bodies and brains react a certain way — they put their guard up and go into **“survival mode”**.

Two things happen to kids who aren't ready for practice:

1 They are more likely to have problems focusing & fully participating.

Often, the young people who are having the hardest time or the most challenging behavior during practice are the ones who aren't ready for it.

2 Kids who aren't ready for practice have a hard time learning.

When their brains are in survival mode, they're busy protecting themselves.

The parts of our brain that are used for learning shut down.

We can help kids be ready by spending the time to make sure that:

- kids feel safe and connected
- have the chance to move their bodies

Investing in this at the beginning of practice will make a huge impact in the rest of your session.

**Help kids
get their
bodies and
brains ready.**

Skill development is youth development. And that includes **sport skill development**. Often when we talk about the benefits of sport, we immediately think about the essentials skills we develop – like teamwork, discipline, or getting back up when we fail – that can be used in other parts of our lives. And those skills are really important. But it's important not to minimize the impact of helping kids get better at sport skills, too.

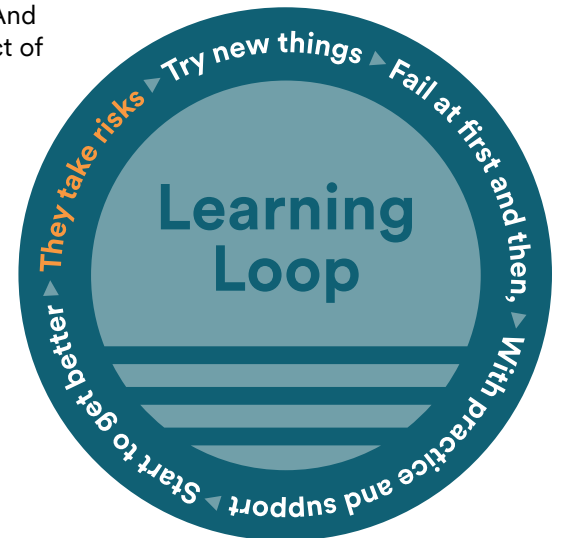
When kids learn skills three great things happen:

1

They learn how to learn.

The process of learning a new skill is the same on the field, in the classroom or in any other parts of our lives.

Getting to practice that learning loop means kids are more comfortable with it and more likely to engage with it in other parts of their lives.



Efficacy is the process of going from “I can’t” to “I can.”

When a young person’s efficacy grows, they believe that they can learn new things, no matter how hard they seem. They approach challenges with a positive attitude, believing that if they work hard and stick with it, they can get better. Even if something is out of reach to start, they believe that it won’t always be because they have some control over the process. Unfortunately, resilience is a widely misunderstood concept. We think that young people become resilient when they face really significant adversities. But that’s not how we become resilient, it is instead when we show our resilience.

2

They gain efficacy.

3

They build resilience.

Resilience is actually developed in the exact opposite conditions — when we are able to successfully manage lots of little challenges.

Young people become resilient when they face challenges that stress them just enough to help them get better, but not so much that they become overwhelmed.

Every time we help a young person build a skill in sport, we’re challenging them in that resilience-building way.

And that resilience goes with them wherever they go so they can face challenges wherever they are.



The **BE**haviors of a Great Coach



The BEhaviors of a Great Coach



Now that we know how important it is for young people to **Belong**, **Be Ready** and **Be Better**, we can think about the pieces that go into each of these skills. We've broken each of these elements down into the building blocks of great coaching:

Building Blocks of Being a Great Coach



Being a great coach is the process of building a strong foundation first by creating of a culture of Belonging, then building on the elements of being ready and finally helping them be better.”



Coaches create belonging by:

Building trust

In order to really belong, they have to feel like they're safe to bring their whole selves to the team. No one has more power to make a young person feel safe than the coach – **be predictable so they feel safe and curious so that they feel seen, heard and acknowledged.**

Offer opportunities for each player to make a true contribution

Being part of the team isn't what makes young people belong. They need to be an integral part of that team's identity and growth, and know that **what they have to offer the group matters.** When they have the chance to make a meaningful contribution to a team, that's when they know they belong.

Facilitating a great team environment

Belonging is feeling like you are a part of something that matters. Being accepted by teammates is a huge part of belonging. Coaches play a significant role in **helping young people create positive peer relationships.**



Coaches help kids be ready to learn when they:

Prepare in advance to prevent kids from getting out of whack

If we start practices with **intentional transitions, and predictable rituals and routines**, all young people will be better able to engage and learn — even the ones who are otherwise on high alert because they have a lot of stress or chaos in their lives.

Prolong healthy engagement by helping them Reset

Getting comfortable in high-pressure situations, is one of the things we get to practice in sport. **Teaching young people to recognize when they are overwhelmed by stress and how to handle it** is something that makes them a better athlete, and helps them off the field, too.

Protect young people when survival mode takes over and they lose focus

Sport is inherently stressful, and sometimes, that stress can be too much for our young people (or us). **Real safety for athletes comes when they know that we will always be invested in them** — even when (especially when) they make mistakes.



Coaches help kids be better when they:

Create environments in which kids can be **brave**

Learning new things is dependent on being willing to take risks. Taking risks requires us and them to be brave. Creating an environment that prioritizes and rewards bravery is **the first step to helping young people build sport and life skills.**

Build in ways that are specific to them

One of the best ways to make sure an athlete is engaged is by **helping them set and achieve realistic, individual goals.** Because no two players' journeys are the same, coaches need lots of skills to help young people build sport and life skills.

Help them **believe** in themselves so they will be more willing to try new things and take risks

Tracking your progress and being able to see, and feel, yourself get better at something helps build a young person's efficacy. **Kids who have a lot of self-efficacy are the kids who believe that they can take on new challenges** – they go from thinking “I can’t” to “I can.”

Building on the **BE**haviors of a **Great Coach**



Building on the BEhaviors of a Great Coach



We know that many of you are already doing these things — you're building trust and team, and helping young people be brave. In fact, we hope now that you see this, you are thinking about all the things that you do that fit into this model. Keep it up!

But in case there are a few areas where you think you could do more, or you'd like more strategies, we've broken the building blocks into **BEhaviors**.

You might be saying to yourself, wow, that's so many things to do! And that's intentional. We want coaches to be able to design their own path to keep doing the great things that you are doing and add things that you fit your skills and style.

We thought it might be helpful to breakdown how to start. Or where to **BEgin**?

We know you have a ton on your plate, so we have simplified this further across three main strategies. They are:

Rituals

Check-Ins

Mirror Moments



BEhaviors are tangible actions you can take today to create the best experience for young people.

Rituals can serve a lot of purposes, most of which have to do with helping an athlete **Be Ready**.

Rituals can be used to create predictability and structure which results in:

1. Making young people feel safe because they know what to expect.
2. Helping young people calm themselves down or refocus; especially regulating activities.
3. Fostering connection with teammates while solidifying an athlete's sense of belonging.

This is how Rituals might look like across the Three Be's:

BELONG

Team-Ready Rituals

Opportunities for teams to bond and for everyone to contribute.

Example: Pasta dinners the night before a race.

Team Celebration Rituals

The way your team celebrates in the moment or as rites of passage that players go through when they achieve some kind of goal.

Example: Lining up at home plate when a player hits a homerun or goal celebrations in soccer.

BE READY

Ready Rituals

How you help them get ready for practice or a game and how you help them transition from one activity to the next.

Example: Softball players running out of the dugout the same way every time.

Reset Rituals

How you help young people calm down or focus through stress.

Example: Players on the free throw line while the opposing fans yell and wave things or the volleyball team that comes together to high-five between every play.

BE BETTER

Risk-taking Rituals

The thing you do to pump yourself up before you try something new.

Example: A "pump-up" mix or a team cheer.

Mistake Rituals

Whatever you can do to move on from a mistake.

Example: A softball player snapping out into the field and her teammates snapping back.

Check-ins allow us to create a common understanding with our players. It fundamentally helps avoid miscommunications.

It also reminds young people that we, as their coach, are interested in them and care about how they are doing.

This is how Check-Ins might look like across the Three Be's:

BELONG

Check-in for Connection

“How have you been since the last time I saw you?” lets your athletes know you’re interested. “How was your trip to see you grandmother?” or “How did it go with that big math test?” lets your athletes know you were paying attention.

Check-in for Feedback

“On a scale of 1 (worst coach ever) to 5 (best coach ever) how do you think I did today?” encourages athlete voice and leadership. You can have them write the number on a piece of paper if you want to protect their privacy. Or you can have an assistant coach or team captain tally the votes/ give you a summary while you look away. It also models that you want to improve, just like you want them to improve.

BE READY

Check-in for Athlete Baseline

“On a scale of 1 (worst day ever) to 5 (best day ever) how was your day today?” or “Thumbs up, down or middle — how are you feeling as we start practice” allows you to establish a baseline from your athlete’s perspective (not just what you think the baseline is) and can give you important information about how they are or will move through practice.

BE BETTER

Check-in for Skills

“If you had to rate yourself, 1 to 5, how would you say you’re doing with that new skill?” can tell you important information about how the athlete sees the challenge and their ability to meet the challenge. It helps you avoid misunderstandings with your players, and it can help you set goals with them — “Great, if you’re a 3, how do we get to 3.5 today?”

Check-in for Reflection

“Before we move on, where did you start with that skill? Where did you end?” or “What’s one thing that you think you did well in that activity?” can help make sure your players see that they are making progress and that they’ve grown. This helps build efficacy. It also reminds the players that what they think matters (and not just what the coach thinks).

In sport, too often we equate a player's worth with their performance. Young people who are new to the game, haven't had a growth spurt yet, or just want to have fun are measured by how many points they score or their times on a stopwatch.

We believe that **EVERY PLAYER IS VALUABLE JUST BY SHOWING UP**. Their value as a part of our team is determined by their humanity, not by their jump shot.

This is how Mirror Moments might look like across the Three Be's:

BELONG

Ask Questions

A coach's default is often to "tell" — to give instructions. Instead, spark engagement and learning and make young people feel seen, heard and acknowledged by asking more questions. You'll be amazed at how much more effective it is than simply telling young people what to do.

Fair, Not Equal

I heard a kindergarten teacher once describe fair as "not everything is the same, but everyone gets what they need." Too many sports "norms" revolve around the idea that everyone on the team is treated the same way and must do everything the exact same way. This is inherently exclusive and doesn't encourage young people to focus on growth.

BE READY

Coach the Bench, Praise the Play

When young people are competing, their brains are on high alert. This means that most "coaching" that happens during play is wasted breath and energy since the player isn't comprehending what the coach is saying. Instead, when a player is on the court or field, be predictable and safe by simply encouraging them. Wait to share coaching tips with a player when they are taking a break or sitting on the bench.

BE BETTER

Focus on Progress, Not Performance

Not every player is going to be the best athlete on the team. Avoid too many comparisons between players by focusing on how much an athlete improved. Instead of saying "Wow, Anthony is the best passer on the team," say "Wow, Claire has gotten so much better at passing!"

Separate Worth from Performance

There are countless small things you can do to make sure that young people know their value is not determined by their sport performance. Start by letting them know that you're glad they are there, that it's nice to see them. It sounds simple, but it makes a huge difference.

Building Blocks of Being a Great Coach with Key BEhaviors

BE BETTER

Skill Building

RITUALS

Mistake rituals

CHECK-INS

Skills check-in

MORE BEhaviors!

- Show, tell, try
- Scaffold up & down
- Take an athlete's perspective
- Groupings for skill

Brave

RITUALS

Risk-taking rituals

MIRROR MOMENTS

Separate worth from performance

MORE BEhaviors!

- Be predictable in order to create safety
- Offer choice & control
- Show, share & shout Out bravery

Believe

CHECK-INS

Reflection check-ins

MIRROR MOMENTS

Focus on progress, Not performance

MORE BEhaviors!

- Set personal records
- Progress reminders
- Ask: how did you do that?

BE READY

Prepare

RITUALS

Ready rituals

CHECK-INS

Athlete baseline check-ins

MORE BEhaviors!

- Patterned, Repetitive, Rhythmic Activity (PRRA) – prevent injury
- Predictable routines
- Dysregulation plan

Reset

RITUALS

Reset rituals

MORE BEhaviors!

- Offer time outs & do overs
- Mix up competition
- Dysregulation station

Protect

RITUALS

Mistake rituals

MIRROR MOMENTS

- Coach the bench, praise the play
- Separate worth from performance

BELONG

Trust

CHECK-INS

Connection check-ins

MIRROR MOMENTS

- Ask questions
- Fair, not equal

MORE BEhaviors!

Learn names

True Contribution

RITUALS

Team celebration rituals

CHECK-INS

Feedback check-ins

MORE BEhaviors!

- Offer leadership roles
- Reward ALL contributions
- Share decision-making power

Team

RITUALS

Team ready rituals

MORE BEhaviors!

- Groupings for connection
- Clear, simple expectations
- Model positive interactions

Tools to **BE a** Great Coach



On the next two pages, you'll see some practice plans tips including:

1

Focus
Areas

Suggested areas you can focus on during practice. We hope it will get your creative juices flowing.

2

Key
Behaviors

Where you might incorporate new **mirror moments** to make sure your players know they are valuable.

3

Worksheet

A worksheet for you to make notes — what do you want to focus on during each part of practice?



TIME
(60 min)

PRACTICE COMPONENT

COACH FOCUS

5 mins	Circle Up	Establish a routine, so players know what to expect (e.g. how practice will start every day). Check-ins, previewing the day, and letting young people share what's top of mind for them.	<p>BELONG: Always form a circle — circles put everyone at the same level and make us feel safe.</p> <p>BE READY: Have a routine — predictability allows young people to let their guard down.</p> <p>BELONG and BE READY: Check in to get an athlete baseline and to show that you are invested in them as people.</p>
5 mins	Warm-Up	Make your warm-up consistent, active and focused on connection. Even better if it's youth-led. This is a time to shake off what's happened during the day and focus on practice.	<p>BELONG: A good time to practice names and making sure they know you're glad they are there.</p> <p>BE READY: Patterned, repetitive, rhythmic activity helps us get ready; Predictable routines make us feel safe so we can more deeply engage.</p>
10 mins	Skill Building	Introduce your skill of the day. Start with a simple drill and add difficulty. Notice how the team responds as the challenge increases. Before moving on to the next activity, spend a minute doing part of the skill they've mastered again — it will help them reset and move forward (and avoid challenging behavior).	<p>BE READY: Use rituals and routines to get ready for challenge — preview when the challenge will increase and invite players to reset/restart whenever they need to.</p> <p>BE BETTER: Check in with players to find out how they think they are doing — it will help you set goals and provide better tips for how to improve.</p> <p>BE BETTER: Remind players of their mistake rituals! Mistakes are the way we learn.</p>
15 mins	Drills	Transition into drills that use the skills you've been teaching. Watch how this increases the pressure and who might need a restart, ritual, or reset.	<p>BE READY and BE BETTER: Mix up competition so that you are challenging players to beat personal records, combine for a team record, or find the day's winning team.</p>
15 mins	Games	Transition into games that reinforce the skill you are working on — making the environment more like competitions.	<p>BE BETTER: Remember to recognize players who are being brave, taking risks, and trying new things! It matters that you focus on this when it counts!</p>
5 mins	Cool Down	Consistently follow your end-of-practice routine to cool down from the day's activities and get ready to transition out of practice.	<p>BE READY: Patterned, repetitive, rhythmic activity helps us get ready for whatever is next — predictable routines make us feel safe so we can retain what we've learned.</p>
5 mins	Circle Up	Give players time to connect with each other and talk about whatever is going on for them.	<p>BELONG and BE BETTER: Check-in and see where your players are — what did they notice that changed for them today?</p> <p>Ask them how they thought you did that day and what could be better for them next time.</p>

Practice Plans



TIME (60 min)		COACH FOCUS	COACH FOCUS
5 mins	Circle Up	Check-In	<hr/> <hr/> <hr/> <hr/>
5 mins	Warm-Up	Ritual	<hr/> <hr/> <hr/> <hr/>
10 mins	Skill Building	Check-In	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
15 mins	Drills	Mirror Moments	<hr/> <hr/> <hr/> <hr/>
15 mins	Games	Mirror Moments	<hr/> <hr/> <hr/> <hr/>
5 mins	Cool Down	Ritual	<hr/> <hr/> <hr/> <hr/>
5 mins	Circle Up	Check-In	<hr/> <hr/> <hr/> <hr/>

Designing an age-appropriate practice

What's good (and fun) for a 6-year-old is not the same as what's good for a 16-year-old. Here's a quick-start guide to help you design practices that are right for the age of your team.

	Ages 5-8	Ages 9-12	Ages 13 and up
Practice Activities	Simple and Fun Play games that relate to your sport (i.e. tag, handball, spud); emphasize fundamental movement skills (Be Ready) and very basic sport skills.	Fundamental Sport Skills Give kids lots of chances to build skills (Be Better) and encourage teamwork (Belong).	Complex Skills and Game Strategy Introduce more cognitive aspects of the game and progressively more challenge. Encourage teammates to motivate each other; promote leadership (Belong).
Coach Approach	Be silly! Kids this age respond to high energy are ready to laugh.	High energy! Can be more serious but they will still feed off of your energy.	Share power! Kids are ready to take more leadership roles and have more control over their experience.
Activity Length	Not more than 8 minutes	Not more than 12 minutes	15-20 minutes
Modifications	Modify equipment and field dimensions, and take lots of breaks to accommodate their smaller size and low endurance.	Modify equipment and field dimensions for success.	
Competition	Just Play Don't emphasize competition; help teams start to set achievable goals that aren't necessarily sport related. Be sure to celebrate all efforts to meet those goals.	Self-Competition Teams work together to beat their own records or times; players can work on improving their individual records.	Competition Teams compete against each other; there are winners and losers. Continue to offer multiple ways to be competitive as young people build their tolerance to stress.
Coaching Time	Maximum 30 seconds of talking at a time.	Maximum 1 minute of talking at a time.	Maximum 2 minutes of talking at a time.

You can find more information about different age groups in our "age and stage planner" in the appendix.

Making Modifications

Chances are that the team you're coaching will have a range of skills — physical, social and emotional skills. That means that you have to be ready to deal with a wide range of kids all at the same time.

Being flexible, and willing to make modifications to what you're doing, will help you adapt to the players on your team so that you can be sure you're not pushing them beyond where they can manage (**Be Ready**), and building skills in a way that works for their specific needs (**Be Better**). Some things you can try:



Space

Change the size of your space to match your players' age and stage and accomplish your goals.

- If you want players to move more, make the space bigger.
- If you're emphasizing changing the point of attack, make the space wider.
- If your players are younger and don't have as much stamina yet, make the space smaller.
- If you want to increase engagement, add extra goals or play with extra hoops.

Equipment

Think about what equipment you are using and how you can use it differently to create more success for your players and help them learn the game.

Modify the equipment to make beginning skills easier to manage so that young people have some initial success:

- Hit a ball by using a larger ball or pitching slower.
- Make it easier to score a goal by not having a goalie.
- Rally with your partner in tennis by lowering the net or using a larger ball.

Rules

Create new rules to accommodate your team's and players needs to teach new or developing skills and encourage true contribution.

- If you're working on passing, don't let the team score until they've completed 3 passes.
- If your team is struggling with substitutions, implement clear guidelines on who plays when.
- Do you think games should be played in quarters instead of halves for younger players — let the league know.

Roles

**Coaches don't have to be yelling from the sidelines.
Change roles so that your young people are getting what they need, not what we think sport is supposed to look like.**

- Encourage parents to walk the perimeter of the space so they can get some exercise and set a good example for their kids (they'll be more regulated, too).
- Ask the referees to join the team huddles so that the referee can see the game through the eyes of the players.
- Ask referees to explain rules when they are enforced so the players learn while they play.

Appendix



Age and Stage Planner

Young people bring their experiences with them to practice. Things that have happened to them that day or in the past influence how they behave at practice. As a coach, the best thing you can do is to treat each player as an individual and over time, learn how to challenge and support each player on his or her own terms. This section will give you some ideas about how young people grow and develop (although, remember, it's not an exact science) so you can meet them where they are.

	Young People (5-8)	Older Young People (9-12)	Teens (13 and up)
Their Bodies	<p>Begin to run.</p> <p>Learning to jump, hop, throw, catch.</p>	<p>Like games with rules and contact.</p> <p>Improved body control, accuracy, speed, and reaction times.</p>	<p>Big hormone increases, growth spurts.</p> <p>Fine motor skills improve at faster rates for boys than girls.</p> <p>Girls add body fat, boys add muscle mass.</p>
Their Brains	<p>Take instruction very literally.</p> <p>Short attention spans mean coaches should keep instructions short and rotate activities often.</p>	<p>Eager to learn and try out new skills.</p> <p>Varying abilities to understand directions and expectations.</p> <p>Sensitive to distractions and may need continuous redirection.</p> <p>Will look for opportunities to contribute their ideas and advice.</p>	<p>Seek structure and routine in an atmosphere of exploration.</p> <p>Part of the brain responsible for complex reasoning developing at a fast rate (but still under-developed) which means it's a great time to practice decision making.</p> <p>Will start to test boundaries.</p>
Their Feelings	<p>Just starting to control strong emotions.</p> <p>Will verbalize what they are feeling and say whatever comes to mind.</p> <p>Thrive on encouragement and positive feedback.</p>	<p>Still developing the ability to control strong emotions.</p> <p>Sensitive to sarcasm and criticism; thrive on encouragement and positive feedback.</p>	<p>Part of the brain responsible for experience of emotions is in overdrive and they are STILL developing the ability to control strong emotions.</p> <p>Highly sensitive to personal criticism; Actively seek recognition for positive efforts.</p>
Their Teammates	<p>Start playing as a group.</p> <p>Kid to kid relationships begin.</p> <p>Begin to develop morals.</p>	<p>Understand moral rules, social norms, and individual rights.</p> <p>School, physical appearance and sports impact self-esteem.</p>	<p>Want increased autonomy.</p> <p>Peer pressure and conformity increase.</p> <p>Relationships become stronger and last longer.</p> <p>Moral reasoning improves.</p>

TRUST

Learn Names

If you want young people to know you care, then you must learn their names or work on learning their names. Not being good at remembering names is not an excuse — it's a chance to model working hard to do something that doesn't come naturally.

Ask Questions

A coach's default is to tell — to give instructions. Instead, spark engagement and learning, and make young people feel seen, heard and acknowledged by asking more questions. You'll be amazed at how much more effective it is than simply telling young people what to do.

Fair, Not Equal

I heard a kindergarten teacher once describe fair "not as everything is the same, but that everyone gets what they need." Too many sports "norms" revolve around everyone on the team having to do things the exact same way. This is inherently exclusive and doesn't encourage young people to focus on growth.

Check-In: Connection

Make a point to check-in about something other than practice when you see young people. Learning about your players shows them that you're invested in them as whole people. Circling back to something you've learned makes them feel seen and heard.

TRUE CONTRIBUTION

Team Rituals

Find ways for your team to celebrate in the moment or as rites of passage that players go through when they achieve a goal. Think: lining up at home plate when a player hits a homerun, goal celebrations in soccer and senior awards celebrations.

Offer Leadership Roles

Not every player will be the star on the field, but every player does have something meaningful to contribute. One of the ways we help them see the value of their contribution is by giving them leadership roles. This can include being team captain for the day, running a drill, being in charge of a team event, picking up a teammate when they are down, giving the halftime speech, etc.

Reward All Contributions

In sport, there are some things that are easy to reward such as an athlete performing well. As coaches, it's our job to think about and reward all the ways that a player can contribute to the success of the team when we see them. Calling out the player who helped their teammate get to practice on time or was willing to stay late to learn a new move is just as important as recognizing the player who gets the walk off hit or sinks the winning shot.

Check-Ins: Feedback

When we think of feedback, we often think of asking players what their experience was like after the season is over. However, this means we miss the opportunity to improve as we go. Make reflection and feedback a normal part of the team by setting up regular ways to give and get feedback. You can use the same ranking system as you do for other check-ins. Use it to have players rate themselves and you on a variety of things throughout the season.

TEAM

Team Rituals

Find ways for your team to celebrate in the moment or as rites of passage that players go through when they achieve a goal. Think: lining up at home plate when a player hits a homerun, goal celebrations in soccer and senior awards celebrations.

Clear, Simple

Sometimes our well intentioned “team rules” just don’t work. Often, it’s because there are too many rules to remember, or the rules are too complicated to understand. Stick to the most essential rules you can (3-5 max) and try to make them about behaviors, not concepts, so everyone will understand. “Don’t talk when your teammates are talking” is better than “Respect your teammates” because everyone has a different definition of respect.

Model Positive Behavior

Our behavior sets the tone for the team. This means we need to treat the team the way we want them to treat each other: by welcoming all parts of them, being kind, honoring everyone’s contribution, and not associating a teammate’s worth with their athletic performance. We have a big influence, but we don’t have to be perfect. If we own our mistakes and apologize, we’re still modeling the kind of people we want our players to be!

Groupings For Connection

In sports, there are tons of opportunities for young people to “pair up” or work in small groups. Be intentional about how you create groups so that kids have a chance to work with different teammates. Be explicit about why you put players together such as learning what they have in common or what you hope they will get out of working together.

PREPARE

Check-In: Athlete

A quick check-in can tell you how your athletes are doing that day. You will learn which athletes to keep an eye on, how much transition time the team might need, and how hard to push a team on a given day. Check in at the beginning of practice to see how everyone is doing. You can do it quickly by using a simple hand gesture like 1 to 5 or thumbs up, down and middle.

Dysregulation Plan

When a young person is calm, talk to them about what they would like you to do when they lose their cool, get worked up, or experience painful defeat. If they have choice over the experience, then they are much more likely to feel supported at the right time and how they need it to be.

PRRA - Prevent Injury

Patterned, repetitive, rhythmic activity calms our brains down when we're stressed by helping us get regulated. The same kinds of activities that are good for rehabbing a physical injury are also good for supporting our brains when they get out of whack. Invest in PRRA at the beginning of practice to get athletes ready for the day.

Predictable Routines

Young people feel safe when they know what to expect. Try to follow the same routines to transition to and start practice every day. Preview for athletes what's coming so they aren't surprised by what's ahead.

Ready Rituals

We usually consider team activities when we think about how to get young people ready for practice or a game. In addition to team activities, encourage young people to have their own customized rituals that they go through to help them feel ready.

RESET

Dysregulation Plan

When a young person is calm, talk to them about what they would like you to do when they lose their cool, get worked up, or experience painful defeat. If they have choice over the experience, then they are much more likely to feel supported at the right time and how they need it to be.

Offer Timeouts & Do-Over

Allow young people to call their own timeouts so that they have control over their experience. If we let them have do-overs, then we encourage them to try things, make mistakes, and keep trying.

Reset Rituals: Be Ready Station

We all need time to reset when the pressure gets turned up and some need it more than others. Normalize the need for a reset by setting up a skill-building, calming station that includes patterned, repetitive rhythmic activities. This reminds young people that resetting is not a punishment.

Reset Rituals

Help young people find a ritual that helps them reset quickly and allows them to refocus. It might be a motion or a saying. It doesn't matter what it is or looks like as long as it works for them.

PROTECT

Mistake Ritual

No one enjoys making mistakes. And some young people have a particularly hard time coping with the experience of failing. Having a mistake ritual encourages young people to leave a mistake in the past so that they can move forward as quickly as possible.

Separate Worth from Performance

Too often in sports, young people believe their value has to do with their performance on the field. Young people who are confident that their coach and teammates value them no matter what happens when they play are the young people most willing to take risks, try new things, and subsequently, perform the best.

Coach the Bench

When young people are competing, their brains are on high alert. This means that most "coaching" that happens during play is ineffective breath and energy since the player isn't comprehending what the coach is saying. Instead, wait to share coaching tips with a player when they are taking a break and sitting on the bench.

Praise the Play

Make sure that any cheering during competition is encouragement. A young person's brain needs to feel safe and connected when they are stressed. When a coach is predictable and positive, young people create that connection and safety.

BRAVE

Separate Worth from Performance

There are countless small things you can do to make sure that young people know their value is not determined by their sport performance. Start by letting them know that you're glad they are there and that it's nice to see them. It sounds simple, but it makes a huge difference.

Be sure to focus on the unique contributions that EVERY player brings to the team.

Choice & Control

It makes all the difference when we get to decide if we're ready to try something new instead of having someone tell us when we must. Give young people the power to decide by making all challenges optional "when you're ready, try and ...".

Shout Out Bravery

Young people care about what we care about. If you reward bravery by shouting it out and complimenting young people when they are brave, you'll start to notice more and more young people being brave.

Be Predictable

When we don't know what to expect, we put our guard up. When you are consistent and your players know how you'll react, they can start to feel safe to take risks.

Show and Share Bravery

One of the best ways we can help young people take risks and try new things is by modeling it. Show them that we're willing to try new things and share stories of when we took risks.

Separate Worth from Performance

When a young person knows that their coach will support them even when they fail, it takes away the pressure of being perfect. This, ironically, encourages them to take more risks and try more things, which eventually makes them perform better.

Risk-Taking Rituals

The scariest part of taking risks is not knowing what will happen. Try and build in some predictability by helping young people come up with a ritual for taking a risk. It could be as simple as telling themselves "it's scary, but I'm brave".

SKILL BUILDING

Check-In: Skills

Sometimes when we're helping a young person learn a new skill, their perception of how they are doing with it compared to ours is different. Use check-ins (1 to 5, thumbs up or down, etc.) to understand how a player thinks they are doing with their skill. This tells us a lot about how to approach new instructions and corrections.

Groupings For Skills

When you have players with a wide range of skills, think about dividing them up based on how well they are performing the skill. This allows more advanced or experienced young people to continue learning while allowing less experienced players an opportunity to learn the new skill.

Scaffold Up & Down: Modifications

When we're working on building skills, we typically keep turning the dial up (more advanced skill, more pressure or time restraints) until we push young people past where they are comfortable. We don't usually give them time to recover from that challenge. It doesn't have to be long. It can be just 30 seconds or 1 minute of doing something (preferably patterned and rhythmic) that they are confident in. This will help them recover, get regulated and move onto the rest of the practice without incident.

Mistake Rituals

No one enjoys making mistakes. Some young people have a particularly hard time coping with the experience of failing. Having a mistake ritual encourages young people to leave a mistake in the past so that they can move forward as quickly as possible.

Take An Athlete's Perspective

Think about where you stand when you give instructions or demonstrate a new skill. Is the young person able to see it from their perspective? If not, is there a way to demonstrate the skill so that they can copy it exactly the way you're doing it?

Show, Tell, Try

Make sure that you're not only explaining what you want players to do, but also showing them, demonstrating, and even trying it with them. Some young people respond better to verbal instructions, some want to see it first, and some want to just try it. Make it possible for all players to do what works for them.

BELIEVE

Focus on Progress, Not Performance

Not every player is going to be the best athlete on the team. Avoid too many comparisons between players by focusing on how much an athlete has improved. Instead of saying, “Wow, Claire is the best passer on the team” say, “Wow, Anthony has gotten so much better at passing.”

Check-Ins: Reflection

Help young people get in the habit of reflecting on their progress by checking in. It might look like: “On a scale of 1 to 5, how good were you at serving when you started the volleyball season? And how good are you now?”

Set Personal Records

Help young people set achievable goals for themselves and encourage them when they reach them. The feedback loop of setting a goal, working to achieve it, and celebrating when you do, influences a young person’s confidence more than almost anything else.

Progress Reminders

Even when we focus on progress, young people will forget about their own progress and compare themselves to others. That’s why we must remind them how far they’ve come both in the short term, like from one practice to the next, and in the longer term, like over the course of a season.

How Did You Do That?

This is one of the best questions in coaching that will help you recognize when a player has done something new and encourages them to understand the process that got them there. This will allow them to use this process again when they are taking on a different challenge.



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