

To Whom It May Concern,

Slalom is pleased to offer its in-kind services to the San Francisco Mayor's Office of Housing & Community Development (MOHCD), through the Civic Bridge program, to support the MOHCD's Digital Equity Initiative's efforts to operationalize the Department's Digital Skills and Entrepreneurship Playbook .

Civic Bridge is a pro-bono partnership program of the Mayor's Office of Innovation where teams of private sector employees leverage their professional skills and expertise to work on critical civic challenges for departments of the City & County of San Francisco (City). During the partnership engagement, teams of public and private volunteers work collaboratively to deliver real solutions that help make the San Francisco government more collaborative, inventive, and responsive to San Franciscans.

As a prior participant in the Civic Bridge program, Slalom is excited about the opportunity to donate its services to support MOHCD's work to provide digital tools and training to San Francisco residents to meet the digital equity goals outlined in the City's Digital Equity Strategic Plan for 2019-2024. Through this Civic Bridge partnership, Slalom will provide MOHCD with an operationalization strategy for the department's existing Digital Skills and Entrepreneurship Playbook to support interested community members with developing their e-commerce business skills. With our staff's exceptional marketing, user research & design, and strategic planning expertise, we think Slalom is an excellent partner for this project.

Please accept this letter of intent for planning purposes. This in-kind donation will be memorialized through a Grant Agreement directly with MOHCD's. The value of this commitment is up to \$140,400 for the estimated cost of up to 3 volunteers, working up to 40 hours per week over the engagement's 6-week timeline. The \$195 per-hour valuation for each volunteer is based upon the Taproot Foundation's average hourly value of pro bono service. This work will last for a 6-week period, beginning no sooner than April 25, 2023.

We look forward to the continued collaboration and partnership with the City.

Sincerely

DocuSigned by:  
  
B0E43C1B57104F9...

Ally Smith  
Director, Client Service  
Slalom

4/10/2023

To Whom It May Concern,

ZS Associates is pleased to offer its in-kind services to San Francisco's Office of Economic & Workforce Development (OEWD), through the Civic Bridge program, to support the OEWD's efforts to build an economic recovery dashboard 2.0 for San Francisco.

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As a prior participant in the Civic Bridge program, ZS Associates is excited about the opportunity to donate its services to support OEWD's efforts to update their existing economic recovery dashboards. Through this Civic Bridge partnership, ZS Associates will help i) identify the economic recovery indicators most important for inclusion in the second version of the City's economic recovery dashboard; ii) determine the best data source for the economic recovery indicators; iii) create a Power BI report to visualize the data. With our staff's exceptional data analysis & engineering and research expertise, we think ZS Associates is an excellent partner for this project.

Please accept this letter of intent for planning purposes. This in-kind donation will be memorialized through a Grant Agreement directly with OEWD. The value of this commitment is up to \$149,760 for the estimated cost of up to 6 volunteers, working up to 8 hours per week over the program's 16-week timeline. The \$195 per-hour valuation for each volunteer is based upon the Taproot Foundation's average hourly value of pro bono service. This work will last for a 16-week period, beginning no sooner than April 25, 2023.

We look forward to the continued collaboration and partnership with the City.

Sincerely

A handwritten signature in black ink, appearing to read 'Jordi Casanovas', with a stylized flourish at the end.

Jordi Casanovas  
Principal  
ZS Associates



April 5, 2023

To Whom It May Concern,

Zendesk is pleased to offer its in-kind services to San Francisco's Office of Transgender Initiatives (OTI), through the Civic Bridge program, to support the OTI's efforts to design a ready to share program blueprint and toolkit for the City's guaranteed income pilot program for low-income transgender residents.

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As a prior participant in the Civic Bridge program, Zendesk is excited about the opportunity to donate its services to support OTI's Guaranteed Income for Trans People (GIFT) program. Through this Civic Bridge partnership, Zendesk will design a ready-to-share program blueprint and toolkit for the GIFT pilot program for low-income transgender residents, allowing this program to be replicated across the nation. With our staff's exceptional design, marketing, and research expertise, we think Zendesk is an excellent partner for this project.

Please accept this letter of intent for planning purposes. The value of this commitment is up to \$149,760 for the estimated cost of up to 6 volunteers, working up to 8 hours per week over the program's 16-week timeline. The \$195 per-hour valuation for each volunteer is based upon the Taproot Foundation's average hourly value of pro bono service. This work will last for a 16-week period, beginning no sooner than April 25, 2023.

The terms as outlined above are not all-inclusive but comprise a summary of the general terms which would be acceptable to the parties for in-kind services. The parties mutually agree that neither shall have any binding contractual obligations to the other, notwithstanding anything else contained herein.

We look forward to the continued collaboration and partnership with the City.

Sincerely

A handwritten signature in black ink, appearing to read "Megan Trotter". The signature is fluid and cursive, with a large loop at the end.

Megan Trotter, VP, Social Impact, Zendesk





Accenture LLP  
415 Mission Street, Suite 3300  
San Francisco, CA 94105

To Whom It May Concern,

Accenture is pleased to offer its in-kind services to San Francisco's Planning Department (Planning), through the Civic Bridge program, to support the Planning's efforts to design a integrated database for the San Francisco's Shared Spaces program

Civic Bridge is a pro-bono partnership program of the Mayor's Office of Innovation where teams of private sector employees leverage their professional skills and expertise to work on critical civic challenges for departments of the City & County of San Francisco (City). During the partnership engagement, teams of public and private volunteers work collaboratively to deliver real solutions that help make the San Francisco government more collaborative, inventive, and responsive to San Franciscans.

As a prior participant in the Civic Bridge program, Accenture is excited about the opportunity to donate its services to support the City's Shared Spaces program. Through this Civic Bridge partnership, Accenture will design a database blueprint for the City's Shared Spaces Program that integrates interagency data from sources such as Shared Spaces applications, permits, inspections, violations & enforcements, communications, and staff time information. With our staff's exceptional database design, data analysis, and user research & service design expertise, we think Accenture is an excellent partner for this project.

Please accept this letter of intent for planning purposes. This in-kind donation will be memorialized through a Grant Agreement directly with Planning. The value of this commitment is up to \$149,760 for the estimated cost of up to 6 volunteers, working up to 8 hours per week over the program's 16-week timeline. The \$195 per-hour valuation for each volunteer is based upon the Taproot Foundation's average hourly value of pro bono service. This work will last for a 16-week period, beginning no sooner than April 25, 2023.

We look forward to the continued collaboration and partnership with the City.

Sincerely

A handwritten signature in black ink, appearing to read "Ana", written over a horizontal line.

Ana Luisa Aldana  
Client Account Director, Public Sector  
Accenture San Francisco Office

April 5, 2023

**From:** [Alex Jahier](#)  
**To:** [Larson, Mathew \(TIS\)](#)  
**Cc:** [Amanda Misbe](#)  
**Subject:** RE: Congratulations! You have been matched with a Civic Bridge partner  
**Date:** Monday, April 10, 2023 12:58:34 PM

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This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Hi Mat,

Thanks for chatting just now. As requested, I confirm our match and planned project for this spring's pro bono engagement with Civic Bridge and we look forward to partnering with SFO over the next few months.

I will keep you updated on the signed LOI in hopes we can provide it to you before the board meeting. Once your legal team has reviewed and returned the volunteer agreement we will begin that signatory process too.

I am just waiting to hear back from our 6<sup>th</sup> volunteer and hope to share the full list of names with you soon so you can send them a welcome note.

Please let me know if there is anything else needed from us at this time. Looking forward to kicking things off in a few weeks!

Alex

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**From:** Larson, Mathew (TIS) <mathew.larson@sfgov.org>  
**Sent:** Thursday, March 2, 2023 8:22 PM  
**To:** Amanda Misbe <amisbe@adobe.com>; Alex Jahier <ajahier@adobe.com>  
**Subject:** Congratulations! You have been matched with a Civic Bridge partner

**EXTERNAL: Use caution when clicking on links or opening attachments.**

Dear Amanda & Alex,

We have some exciting news — you have been matched with the [San Francisco International Airport](#) (SFO) for the upcoming Spring 2023 Civic Bridge cohort! You will be helping them with developing a strategic plan to improve SFO's customer experience. The cohort will start on April 24 and close out on August 11.

Please see below for next steps and pre-program timeline. As always, I'm available to meet if you have any questions - I look forward to supporting your Civic Bridge journey!

### **Next Steps**

**By Monday 3/06 - Confirm your match** by replying to this email. Review your project overview [here](#).

**By Friday 3/10 - Meet with your City Department partner** and get additional context to help recruit volunteers with the right skill sets for the project. Please send me your availability over the next couple of weeks so I can set up the meeting.

**By Friday 4/07 - Review and approve the contract** (attached) with your legal team. The contract must be signed by the project start date – otherwise the project will be delayed.

- Email me your company signatory's name and email address. I will send them the final contract via DocuSign for their signature once the language is reviewed and approved.
- On average, the City calculates the volunteering valuation at \$195 per hour. If you want to adjust the hourly rate, please do so in the contract document (section 1).

**By Friday 4/07 - Recruit your volunteers!** Now it's time to recruit a team of 4 to 6 employees to staff the project, including at least 1 employee to serve as project manager.

- Once recruited, please email me the employees names, emails, and job titles so they can receive an official welcome email with detailed next steps.
- ***Resources for your recruitment efforts***
  - Draft email below that can be used for volunteer recruitment outreach
  - A brief ["what to expect" document](#) for potential volunteers to help them understand what it means to participate in Civic Bridge.

All the best,

Mat

## Pre-program timeline and activities

Date	Activities
By Monday, 3/06	Confirm your City partner match by replying to this email
By Friday, 3/10	Meet with your City partner to understand what skill sets need to be recruited for the project
By Friday, 4/07	<ul style="list-style-type: none"><li>• Internal volunteer recruitment completed</li><li>• Legal agreement reviewed and signed</li></ul>
<b><i>For incoming volunteers</i></b>	
Monday, 4/17	Onboarding webinar for all cohort volunteers
By Friday, 4/21	Pre-kickoff intro meeting between volunteer team and City partner
Monday, 4/24	Kickoff event with all cohort teams. Includes a working session to refine project scope and start developing project plan. This marks the official launch of Civic Bridge, which runs until Friday, August 11.

## Draft email for internal volunteer recruitment

Hi [NAME],

You are invited to apply to represent Adobe in the upcoming Civic Bridge Spring 2023 cohort which will run from mid April to early August. Civic Bridge is a public-private partnership program that pairs teams of private sector volunteers with San Francisco City Departments to develop solutions to critical challenges. To learn more about

what it means to be a Civic Bridge volunteer, please see a briefer [here](#). You can also read about past Adobe volunteer's experience participating in the program [here](#).

Adobe has been selected to put together a team of volunteers to work virtually with the San Francisco International Airport (SFO) over the course of 16 weeks to develop a strategic plan to improve SFO's customer experience. Project details can be found [here](#). Volunteer for this rewarding opportunity to donate your time and professional expertise in a unique way to address issues affecting your community.

**If you are interested in participating in this program, please contact me by Monday April 3.**

Please don't hesitate to reach out if you have any questions.

Warm regards,

[COMPANY CONTACT]

Mathew Larson | Innovation Strategist  
[Mayor's Office of Innovation](#) | City & County of San Francisco  
Pronouns | he / him / his