

**From:** [Ramya Balasingam](#)  
**To:** [Larson, Mat \(TIS\)](#)  
**Cc:** [Savinnie Ho](#); [Talya Zalipsky](#)  
**Subject:** RE: Confirming ZS Associates + DPH Civic Bridge partner match for the 2024 cohort  
**Date:** Monday, February 5, 2024 2:33:58 PM

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Hi Mat,

Happy to confirm our match! We'll work with firm leadership to get a team staffed over the next couple weeks.

Looking forward to partnering again!

Best,  
Ramya

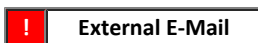
**Ramya Balasingam**

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**From:** Larson, Mat (TIS) <mathew.larson@sfgov.org>  
**Sent:** Monday, February 5, 2024 2:30 PM  
**To:** Ramya Balasingam <ramya.balasingam@zs.com>  
**Cc:** Savinnie Ho <savinnie.ho@zs.com>; Talya Zalipsky <talya.zalipsky@zs.com>  
**Subject:** Confirming ZS Associates + DPH Civic Bridge partner match for the 2024 cohort



Hi ZS Associates team,

We have some exciting news — you have been matched with your top selection for the upcoming 2024 Civic Bridge cohort! You have the opportunity to support the Department of Public Health's efforts to develop a client journey map to coordinate a system of care that reduces barriers and provides rapid access to substance use disorder (SUD) services. Please confirm your match by replying to this email.

The project work will last for a 16-week period, beginning no sooner than February 28. The work will constitute an in-kind donation that will be memorialized through a Civic Bridge Donor Services Agreement directly with the Department of Public Health. The maximum estimated gift value of a potential team of up to 6 volunteers, working up to 8 hours per week over the program's 16-week timeline, is \$149,760. The \$195 per-hour valuation for each volunteer is based upon the Taproot Foundation's average hourly value of pro bono service.

As always, I'm available to meet if you have any questions - I look forward to supporting your Civic Bridge journey!

Thanks!

Mat

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