

File No. 240115

Committee Item No. 2

Board Item No. 21

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Budget and Finance Committee Date February 28, 2024

Board of Supervisors Meeting Date March 5, 2024

Cmte Board

- | | | |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Motion |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Resolution |
| <input type="checkbox"/> | <input type="checkbox"/> | Budget and Legislative Analyst Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Youth Commission Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Introduction Form |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/> | <input type="checkbox"/> | MOU |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Information Form |
| <input type="checkbox"/> | <input type="checkbox"/> | Grant Budget |
| <input type="checkbox"/> | <input type="checkbox"/> | Subcontract Budget |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Contract/Agreement |
| | | • Draft Donor Agreement DEM |
| | | • Draft Donor Agreement DPH |
| | | • Draft Donor Agreement SFFD |
| <input type="checkbox"/> | <input type="checkbox"/> | Form 126 – Ethics Commission |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Award Letter |
| | | • Letter of Intent DEM |
| | | • Letter of Intent DPH |
| | | • Letter of Intent SFFD |
| <input type="checkbox"/> | <input type="checkbox"/> | Application |
| <input type="checkbox"/> | <input type="checkbox"/> | Public Correspondence |

OTHER (Use back side if additional space is needed)

- | | | |
|-------------------------------------|-------------------------------------|--|
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <u>Estimate Gift Value</u> |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <u>Mayor's Office of Innovation Presentation 2/28/2024</u> |
| <input type="checkbox"/> | <input type="checkbox"/> | _____ |
| <input type="checkbox"/> | <input type="checkbox"/> | _____ |
| <input type="checkbox"/> | <input type="checkbox"/> | _____ |
| <input type="checkbox"/> | <input type="checkbox"/> | _____ |

Completed by: Brent Jalipa Date February 22, 2024

Completed by: Brent Jalipa Date February 29, 2024

1 [Accept and Expend In-Kind Gift - Consulting Services - Various Providers - Valued at
2 \$302,208]

3 **Resolution authorizing the Mayor’s Office, through the Mayor’s Office of Innovation, to**
4 **accept an in-kind gift of consulting services valued at \$302,208 from various providers**
5 **from March 6, 2024, through June 21, 2024, in connection with the Civic Bridge**
6 **Program; and to authorize the Mayor’s Office of Innovation to enter into amendments**
7 **or modifications to the donor agreement that do not materially increase the obligations**
8 **or liabilities to the City and are necessary to effectuate the purposes of the donor**
9 **agreement or this Resolution.**

10
11 WHEREAS, The Mayor’s Office of Innovation (MOI) matches pro bono private sector
12 talent with departments of the City and County of San Francisco (“City”) to address specific
13 policy or operational challenges facing those departments; and

14 WHEREAS, Under MOI’s Civic Bridge program, departments identify service needs
15 that could benefit from innovative solutions, and are matched with private companies, non-
16 profit organizations, and individuals (“Partners”) that can donate consulting services to help
17 departments on these needs; and

18 WHEREAS, The Partners will offer their consulting services free of charge in order to
19 help develop strategies and solutions to improve City service delivery; and

20 WHEREAS, For the 2024 cohort the following departments will receive the following
21 services from the Partners for the value of the in-kind services identified for each project:

- 22 • The Department of Emergency Management (DEM) to receive assistance from
23 US Digital Response to design the Healthy Streets Operation Center’s Client
24

25

1 Log Process valued at \$2,688 plus the coordination of related volunteer
2 services; and

- 3 • The San Francisco Fire Department (SFFD) to receive assistance from Adobe to
4 analyze SFFD's logic model to refine key objectives and identify success metrics
5 related to its Emergency Medical Service program valued at \$149,760; and
- 6 • The Department of Public Health (DPH) to receive assistance from ZS
7 Associates to develop a client journey map to coordinate a system of care that
8 reduces barriers and provides rapid access to substance use disorder (SUD)
9 services valued at \$149,760; and

10 WHEREAS, The Donor Agreements with the Partners to provide consulting services on
11 a volunteer basis to the City are on file with the Clerk of the Board of Supervisors in File No.
12 240115; and

13 WHEREAS, The consulting services are valued at a total of \$302,208; and

14 WHEREAS, the City has an indemnification provision in all the donor agreements
15 which provides for mutual indemnification except for acts and omissions arising from the sole
16 negligence of the City or the donor; and

17 WHEREAS, The gifts do not require amendments to the Annual Salary Ordinance; and

18 WHEREAS, The Donor Agreements do not reimburse City for its indirect costs; now,
19 therefore, be it

20 RESOLVED, That the Board of Supervisors approves the in-kind gifts valued at
21 \$302,208 and hereby authorizes, through the Mayor's Office of Innovation to accept the in-
22 kind gifts of consulting services described above, substantially in the form of the donor
23 agreements on file with the Clerk of the Board of Supervisors, in File No. 240115, with such
24 changes or modifications, as may be acceptable to the Mayor and the City Attorney and which
25

1 do not materially increase the obligations and liabilities of the City or reduce the services to
2 the City; and, be it

3 FURTHER RESOLVED, That within thirty (30) days of the donor agreements being
4 fully executed by all parties, the Mayor's Office of Innovation shall provide a copy of the final
5 agreements to the Clerk of the Board for inclusion to the official file.
6
7

8 Approved:

9
10 /s/ _____

11 Office of the Mayor
12

13 Approved:

14
15 /s/ _____

16 Office of the Controller
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File Number: 240115
(Provided by Clerk of Board of Supervisors)

Grant Ordinance Information Form
(Effective July 2011)

Purpose: Accompanies proposed Board of Supervisors ordinances authorizing a Department to accept and expend grant funds.

The following describes the grant referred to in the accompanying resolution:

1. Grant Title: In-Kind Gift of consulting services from various providers through Civic Bridge Program

2. Department: Mayor's Office of Innovation

3. Contact Person: Sophia Kittler Telephone: 415-554-6153

4. Grant Approval Status (check one):

Approved by funding agency Not yet approved

5. Amount of Grant Funding Approved or Applied for: \$302,208 worth of in-kind consulting services.

6. a. Matching Funds Required: \$0
b. Source(s) of matching funds (if applicable):

7. a. Grant Source Agency:
b. Grant Pass-Through Agency (if applicable):

8. Proposed Grant Project Summary: Accept in-kind consulting services from various providers through Civic Bridge program.

9. Grant Project Schedule, as allowed in approval documents, or as proposed:

Start-Date: 03/06/2024 End-Date: 06/21/2024

10. Number of new positions created and funded: NA

11. Explain the disposition of employees once the grant ends? NA

12. a. Amount budgeted for contractual services: NA
b. Will contractual services be put out to bid?
c. If so, will contract services help to further the goals of the Department's Local Business Enterprise (LBE) requirements?
d. Is this likely to be a one-time or ongoing request for contracting out?

13. a. Does the budget include indirect costs? NA
 Yes No
b. 1. If yes, how much? \$
b. 2. How was the amount calculated?
c. 1. If no, why are indirect costs not included?
 Not allowed by granting agency To maximize use of grant funds on direct services
 Other (please explain):
c. 2. If no indirect costs are included, what would have been the indirect costs?

14. Any other significant grant requirements or comments: No

****Disability Access Checklist***(Department must forward a copy of all completed Grant Information Forms to the Mayor’s Office of Disability)**

13. This Grant is intended for activities at (check all that apply):

- | | | |
|--|---|---|
| <input checked="" type="checkbox"/> Existing Site(s) | <input type="checkbox"/> Existing Structure(s) | <input checked="" type="checkbox"/> Existing Program(s) or Service(s) |
| <input type="checkbox"/> Rehabilitated Site(s) | <input type="checkbox"/> Rehabilitated Structure(s) | <input type="checkbox"/> New Program(s) or Service(s) |
| <input type="checkbox"/> New Site(s) | <input type="checkbox"/> New Structure(s) | |

14. The Departmental ADA Coordinator or the Mayor’s Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local disability rights laws and regulations and will allow the full inclusion of persons with disabilities. These requirements include, but are not limited to:

1. Having staff trained in how to provide reasonable modifications in policies, practices and procedures;
2. Having auxiliary aids and services available in a timely manner in order to ensure communication access;
3. Ensuring that any service areas and related facilities open to the public are architecturally accessible and have been inspected and approved by the DPW Access Compliance Officer or the Mayor’s Office on Disability Compliance Officers.

If such access would be technically infeasible, this is described in the comments section below:

Comments:

Please consult with the [Mayor’s Office on Disability](#) for training support for the consultants related to items 14(1,2) above.

Departmental ADA Coordinator or Mayor’s Office of Disability Reviewer:

Nicole Bohn
(Name)

Director, Mayor’s Office on Disability
(Title)

Date Reviewed: 2/1/2024 NB

Nicole Bohn

(Signature Required)

Department Head or Designee Approval of Grant Information Form:

Sophia Kittler
(Name)

Sophia Kittler

Director, Mayor’s Office of Innovation
(Title)

Date Reviewed: 2/1/2024

(Signature Required)

CIVIC BRIDGE DONOR SERVICES AGREEMENT

between the City and County of San Francisco's Department of Emergency Management

and U.S. Digital Response

This Civic Bridge Donor Services Agreement (this "Agreement") is entered into as of March 6, 2024 (the "Effective Date") between the City and County of San Francisco ("City") and U.S. Digital Response, a 501(c)(3) public charity ("Donor").

RECITALS

WHEREAS, The Civic Bridge Program, a 16-week program that is an initiative of the San Francisco Mayor's Office of Innovation, matches pro bono private and/or nonprofit sector talent with certain departments of the City to address specific policy or operational challenges facing those departments. Under the Program, private companies, nonprofits, and individuals may donate consulting services free of charge to the City to help City departments develop cutting-edge strategies and solutions to improve public sector service delivery and enhance internal process capability; and

WHEREAS, San Francisco's Department of Emergency Management ("Department"), a department of the City, seeks volunteer consulting services to support DEM's efforts to redesign the Healthy Streets Operation Center's client log process ("the Project"); and

WHEREAS, Donor proposes to donate to the Department consulting services for the Project free of charge as a gift-in-kind ("Donor Services"); and

WHEREAS, the Donor Services will be a team of 4 volunteers providing up to approximately 21 hours of time collectively to assist the Department with this work over the course of 16-weeks;

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual promises set forth herein, the parties hereto agree as follows:

1. Description of Donor Services.

Donor will provide free consulting services on a volunteer basis to the Department for the Project over an approximately 16-week period expected to run between March 6 – June 21 2024. The monetary value of the free consulting services donation is \$2,688.

The Donor Services will be a team of 4 volunteers providing up to approximately 21 hours of time collectively to assist the department with this work over the course of 16-weeks. At the end of the Project, the Donor will provide the Department with a 1) complete user-research report on pain points from the

existing Healthy Streets Operation Center's interaction / form process; and 2) prototype of a new intake form ("Deliverables"). The parties acknowledge and agree that deliverables provided under this Agreement may be subject to applicable public disclosure laws, including the City's Sunshine Ordinance.

All rights relating to copyright, patent, trade secret, trademark and any other intellectual property or proprietary rights ("Intellectual Property Rights") in the Deliverables owned by Donor prior to providing the Services remain solely with Donor ("Donor Pre-Existing Property"). All Intellectual Property Rights owned by City prior to Donor providing the Services remain solely with City ("City Pre-Existing Property").

With respect to any Intellectual Property Rights in the Deliverables or other work product jointly created by Donor and City under or pursuant to this Agreement ("Jointly-Developed Property"), any patent rights and/or trade secrets contained in the Jointly-Developed Property are owned by City. To the extent that City owns any patent rights and/or trade secrets in the Jointly-Developed Property, City hereby assigns all such rights to Donor, excluding City Pre- Existing Property.

Each party retains all right, title and interest in and to all information and data it provides to the other party in furtherance of the Project. The receiving party is authorized to have access to and make use of the other party's data solely to the extent necessary for performance of the Services under this Agreement.

The Department hereby agrees to accept the Donor Services, and will use its discretion in deciding how to deploy or implement the Donor Services, but in any event will comply with the terms of this Agreement. The parties acknowledge and agree that the Donor Services are for the benefit and use of the City.

Donor and Department acknowledge and agree that the Civic Bridge Program will not be used for the Department's general acquisition of goods and services otherwise subject to the requirements of the San Francisco Administrative Code. Nothing in this Agreement shall prohibit Donor from participating in a competitive solicitation or otherwise contracting with City or Department to provide City with goods or services if done in compliance with all applicable City procurement and solicitation rules, regulations, policies, and procedures and all applicable conflict-of-interest laws. If, during the course of the Project, Donor is instrumental in developing the scope of work for a future procurement, then the Donor is prohibited from bidding on that future procurement. The Donor acknowledges and agrees that under certain laws, including California Government Code section 1090, involvement in preparing for a procurement may disqualify a Donor from participating in a later competitive bid process or from having any direct communication with or receiving any compensation or other benefit from a bidder, contractor, or vendor with respect to a resulting procurement.

2. No Employment Relationship.

Donor acknowledges and agrees that providing Donor Services for the City does not create any employment relationship or expectation of a future employment relationship between the Donor and the City or its Department. Donor acknowledges and agrees that the City may, in its sole discretion, provide Donor with access to certain City resources for the purposes of the Project but that the provision of such access shall in no way be construed as creating, or giving rise to, any employment relationship. The City may reject the Donor Services at any time without notice or hearing or cause.

The City or Department will not provide any compensation of any kind to the Donor for the Donor Services provided under this Agreement, and no expenses of any kind will be reimbursed. Donor shall not represent or hold him or herself out to be an employee of the City at any time.

Prior to beginning the Donor Services, Donor shall execute an acknowledgement, in a form acceptable to the City, that he or she is not an employee of the City.

3. Proprietary or Confidential Information of City.

The City will not disclose "Private Information" to Donor within the meaning of San Francisco Administrative Code Chapter 12M, and Donor and Donor's employees and volunteers shall not have access to such information.

During the Project, either party may have access to the other party's proprietary or confidential information, the disclosure of which to third parties may damage the disclosing party. If a party discloses proprietary or confidential information to the other party, such information must be held by the receiving party in confidence and used only in performing the Agreement. The receiving party shall exercise the same standard of care to protect such information as a reasonably prudent business entity would use to protect its own proprietary or confidential information. For the purposes of this section, confidential information means non-public or proprietary information about a disclosing party's business related to technical, commercial, financial, employee, or planning information that is disclosed by the disclosing party to the other party in connection with this Agreement, and (A) is identified in writing as confidential at the time of disclosure, whether in printed, textual, graphic, or electronic form; or (B) is not identified as confidential at the time of disclosure, but is by its nature confidential or the receiving party knows, or ought reasonably to know, is confidential. Any Donor technology will be deemed confidential information of Donor without any marking or further designation. Confidential information does not include information that: (1) has become public knowledge through no fault of the receiving party; (2) was known to the receiving party, free of any confidentiality obligations, before its disclosure by the disclosing party; (3) becomes known to the receiving party, free of any confidentiality obligations, from a source other

than the disclosing party; or (4) is independently developed by the receiving party without use of confidential information.

The City or Department shall not make available to Donor access to City information system networks that are not available to the public without the consultation and approval of the City's Chief Information Security Officer and the Donor.

The City or Department shall not make available to Donor Protected Health Information ("PHI"), which means any information, whether oral or recorded in any form or medium: (i) that relates to the past, present or future physical or mental condition of a company; the provision of health care to a company; and (ii) that identifies the company or with respect to where there is a reasonable basis to believe the information can be used to identify the company, and shall have the meaning given to such term under the Privacy Rule, including, but not limited to, 45 C.F.R. Section 164.501. Protected Health Information includes Electronic Protected Health Information (45 C.F.R. Sections 160.103, 164.501).

4. **Workers Compensation.** Donor acknowledges and agrees that the City is not obligated to and does not carry any insurance for Donor, and any condition, illness or injury that Donor suffers in the performance of the Donor Services shall be covered by the Donor's insurance.
5. **Use of City and County Property for Business Purposes Only.** All City equipment, devices, materials, supplies, furnishings (e.g., photocopiers, telephones, computers, printers, vehicles, stationary, fax machines) must be used only to conduct City business. Use of City property for personal, political, or other non-City business is strictly prohibited and could lead to the City's rejection of further Donor Services from the Donor.
6. **Indemnity.**

Donor also agrees to defend, indemnify and hold harmless the City, its officers, employees and agents, from any and all suits or claims for infringement of the patent rights, copyright, trade secret, trade name, trademark, service mark, or any other proprietary right of any third party resulting from the use by the City, or any of its boards, commissions, officers, or employees of the Donor Services under this Agreement.

City agrees to defend, indemnify and hold harmless Donor from any and all acts, claims, omissions, liabilities and losses by whomever asserted arising out of acts or omissions of City in its obligations under this Agreement and participation in the Project, except those arising by reason of the sole negligence of Donor.

In the event of concurrent negligence of City, its officers, employees and agents, and Donor, the liability for any and all claims for injuries or damages to persons and/or property shall be apportioned under the California theory of comparative negligence as presently established or as may hereafter be modified.

7. **No Warranties.** Donor makes no representation or warranty of any kind, express

or implied, relating to the Donor Services, including, without limitation, implied warranties of merchantability, fitness for a particular purpose, or non-infringement of intellectual property rights. Donor also makes no representation or warranty of any kind, express or implied, that any software created through the Donor Services will operate without interruption, meet any performance or reliability standards, or be error-free.

8. Limitation of Liability. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, IN NO EVENT SHALL DONOR, ITS DIRECTORS, OFFICERS, EMPLOYEES OR VOLUNTEERS BE LIABLE TO CITY FOR ANY INCIDENTAL, INDIRECT, SPECIAL, CONSEQUENTIAL, EXEMPLARY, OR PUNITIVE DAMAGES OR FOR ANY LOST PROFITS, COSTS OF DELAY, FAILURE OF DELIVERY, OR BUSINESS INTERRUPTION, EVEN IF THEY HAVE BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. THIS LIMITATION SHALL NOT APPLY TO (1) DAMAGES CAUSED BY DONOR'S RECKLESS CONDUCT OR WILLFUL ACTS OR OMISSIONS, (2) DONOR'S OBLIGATIONS TO INDEMNIFY CITY PURSUANT TO THE INDEMNIFICATION CLAUSE, AND (3) WRONGFUL DEATH CAUSED BY DONOR. Donor recognizes that the Project volunteers may enter into specific agreements with City from time to time and nothing in this Agreement shall alter any such agreement with a Project volunteer; provided, however, except as otherwise specifically agreed in such an agreement, the foregoing limitation of liability shall apply to each such agreement that City may enter into with a Project volunteer. City recognizes that Donor is not a party to such agreements and shall not seek to hold Donor liable for any breach of the same by any Project volunteer.

9. Effective Date; Term; Termination.

The term of this Agreement shall commence on the Effective Date on March 6, 2024, and shall end on June 21, 2024, provided that the City can reject all or any part of the Donor Services being provided under this Agreement at any time upon written notice. Either party may terminate this Agreement, at any time during the term hereof, for convenience and without cause, by giving the other party written notice of termination.

8. Notices. Unless otherwise indicated elsewhere in this Agreement, all written communications sent by the parties may be by U.S. mail, e-mail or by fax, and shall be addressed as follows:

To Department: Lauren Bell, lauren.bell@sfgov.org, 1011 Turk St, San Francisco, CA 94102

To Donor: Krista Canellakis, krista@usdigitalresponse.org, 490 43rd Street, Unit #230, Oakland, CA 94609

Either party may change the address to which notice is to be sent by giving written notice thereof to the other party. If e-mail notification is used, the sender must specify a Receipt notice.

9. **Modification.** This Agreement may not be modified, nor may compliance with any of its terms be waived, except by written instrument executed and approved in the same manner as this Agreement.
10. **Governing Law; Venue.** The formation, interpretation and performance of this Agreement shall be governed by the laws of the State of California, without regard to its conflict of laws principles. Venue for all litigation relative to the formation, interpretation and performance of this Agreement shall be in San Francisco.
11. **Entire Agreement.** This Agreement sets forth the entire Agreement between the parties, and supersedes all other oral or written provisions.
12. **Policies.** City's participation in the Project shall be subject to the U.S. Digital Response Policies & Guidelines (set forth at: <https://policies.usdigitalresponse.org/>), as the same may be applicable and published from time to time to the extent such Policies & Guidance do not conflict with the terms of this Agreement; should City determine that it cannot comply with such policies, it should terminate its participation in the Project. By default and unless agreed otherwise, all software and design assets produced by Donor team members or volunteers may be published using Open Source Initiative-approved or Creative Commons Zero licenses. Nothing in this Agreement prohibits or restricts City from requiring Project volunteers to comply with City's applicable policies and procedures, provided the same as consistent with applicable law.

[Remainder of page intentionally left blank]

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed as of the date first specified herein.

CITY: _____

DONOR: _____

By: _____

By: _____

Print Name: _____

Print
Name: _____

Print Title: _____

Approved as to Form:

David Chiu
City Attorney

By: _____

Christina Fletes-Romo
Deputy City Attorney

CIVIC BRIDGE DONOR SERVICES AGREEMENT

between the City and County of San Francisco acting by and through its Department of Public Health

and

ZS Associates, INC.

RECITALS

WHEREAS, The Civic Bridge Program, a 16-week program that is an initiative of the San Francisco Mayor's Office of Innovation, matches pro bono private sector talent with certain departments of the City and County of San Francisco ("City") to address specific policy or operational challenges facing those departments. Under the Program, private companies and individuals may donate consulting services free of charge to the City to help City departments develop cutting-edge strategies and solutions to improve public sector service delivery and enhance internal process capability; and

WHEREAS, Department of Public Health ("Department"), a department of the City, seeks volunteer consulting services to support developing a strategy to coordinate a system of care that reduces barriers and provides rapid access to substance use disorder (SUD) services ("the Project"); and

WHEREAS, ZS Associates, Inc. ("Donor") proposes to donate to the Department consulting services for the Project free of charge as a gift-in-kind ("Donor Services"); and

WHEREAS, the Donor Services will be a team of 6 employees giving approximately 20% time to assist the Department with this work over the course of 16-weeks;

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual promises set forth herein, the parties hereto agree as follows:

1. Description of Donor Services.

Donor will provide free consulting services on a volunteer basis to the Department for the Project over an approximately 16-week period expected to run between March 6 of 2024 and June 21 of 2024. The monetary value of the free consulting services donation is \$149,760.

The Donor Services will be a team of 6 employees giving approximately 20% time to assist the department with this work over the course of 16-weeks. At the end of the Project, the Donor will provide the Department with 1) facilitation of series of workshops with system stakeholders (SORT, POET, HOPE leadership), including program managers, service providers, and the system of care, focused on coordination of City SUD services; 2) a synthesized report of findings from the workshops, with implementation recommendations for improving City SUD service coordination. The parties acknowledge and agree that deliverables

provided under this agreement are subject to applicable public disclosure laws, including the City's Sunshine Ordinance.

Unless specifically agreed upon in advance by Department, all work product and deliverables prepared in whole or in part by Donor under this Agreement shall be the property of City. However, Donor may retain and use copies for reference and as documentation of the volunteer experience and capabilities.

If, in connection with consulting services provided under this Agreement, Donor creates artwork, copy, posters, billboards, photographs, videotapes, audiotapes, systems designs, software, reports, diagrams, surveys, blueprints, source codes or any other original works of authorship, such works of authorship shall be works for hire as defined under Title 17 of the United States Code, and all copyrights in such works are the property of the City. If it is ever determined that any works created by Donor under this Agreement are not works for hire under U.S. law, Donor hereby assigns all copyrights to such works to the City, and agrees to provide any material and execute any documents necessary to effectuate such assignment. With the approval of the City, Donor may retain and use copies of such works for reference and as documentation of its experience and capabilities.

The Department hereby agrees to accept the Donor Services, and will use its discretion in deciding how to deploy or implement the Donor Services. The parties acknowledge and agree that the Donor Services are for the benefit and use of the City, without restriction.

Donor and Department acknowledge and agree that the Civic Bridge Program will not be used for the Department's general acquisition of goods and services otherwise subject to the requirements of the San Francisco Administrative Code. Nothing in this Agreement shall prohibit Donor from participating in a competitive solicitation or otherwise contracting with City or Department to provide City with goods or services if done in compliance with all applicable City procurement and solicitation rules, regulations, policies, and procedures and all applicable conflict-of-interest laws. If Donor is instrumental in developing the scope of work for a future procurement, then the Donor is prohibited from bidding on that future procurement. The Donor acknowledges and agrees that under certain laws, including California Government Code section 1090, involvement in preparing for a procurement may disqualify a Donor from participating in a later competitive bid process or from having any direct communication with or receiving any compensation or other benefit from a bidder, contractor, or vendor with respect to a resulting procurement.

2. No Employment Relationship.

Donor acknowledges and agrees that providing Donor Services for the City does not create any employment relationship or expectation of a future employment relationship between the Donor and the City or its Department. Donor

acknowledges and agrees that the City may, in its sole discretion, provide Donor with access to certain City resources but that the provision of such access shall in no way be construed as creating, or giving rise to, any employment relationship. The City may reject Donor's services at any time without notice or hearing or cause.

The City or Department will not provide any compensation of any kind to the Donor for the Donor Services provided under this Agreement, and no expenses of any kind will be reimbursed. Donor shall not represent or hold him or herself out to be an employee of the City at any time.

Prior to beginning the Donor Services, Donor shall execute an acknowledgement, in a form acceptable to the City, that he or she is not an employee of the City.

3. Proprietary or Confidential Information of City.

If this Agreement requires City to disclose "Private Information" to Donor within the meaning of San Francisco Administrative Code Chapter 12M, Donor and Donor's employees shall use such information only in accordance with the restrictions stated in Chapter 12M and in this Agreement and only as necessary in performing the Donor Services. Donor is subject to the enforcement and penalty provisions in Chapter 12M.

In the performance of Donor Services, Donor may have access to City's proprietary or confidential information, the disclosure of which to third parties may damage City. If City discloses proprietary or confidential information to Donor, such information must be held by Donor in confidence and used only in performing the Agreement. Donor shall exercise the same standard of care to protect such information as a reasonably prudent business entity would use to protect its own proprietary or confidential information.

The City or Department shall not make available to Donor access to City information system networks that are not available to the public without the consultation (and approval) of the City's Chief Information Security Officer.

The City or Department shall not make available to Donor Protected Health Information ("PHI"), which means any information, whether oral or recorded in any form or medium: (i) that relates to the past, present or future physical or mental condition of an individual; the provision of health care to an individual; and (ii) that identifies the individual or where there is a reasonable basis to believe the information can be used to identify the individual, and shall have the meaning given to such term under the Privacy Rule, including, but not limited to, 45 C.F.R. Section 164.501. Protected Health Information includes Electronic Protected Health Information (45 C.F.R. Sections 160.103, 164.501). If PHI is inadvertently produced to Donor, Donor shall immediately return the PHI and shall not use or disclose the PHI in any manner.

4. **Workers Compensation.** Donor acknowledges and agrees that the City is not obligated to and does not carry any insurance for Donor, and any condition, illness or injury that Donor suffers in the performance of the Donor Services shall be covered by the Donor's insurance.
5. **Use of City and County Property for Business Purposes Only.** All City equipment, devices, materials, supplies, furnishings (e.g., photocopiers, telephones, computers, printers, vehicles, stationary, fax machines) must be used only to conduct City business. Use of City property for personal, political, or other non-City business is strictly prohibited and could lead to the City's rejection of further Donor Services from the Donor.

6. **Indemnity.**

Donor agrees to defend, indemnify and hold harmless the City, its officers, employees and agents, from any and all acts, claims, omissions, liabilities and losses by whomever asserted arising out of acts or omissions of Donor in the performance of the Donor Services to be provided under this Agreement, except those arising by reason of the negligence of the City, its officers, employees and agents.

Donor also agrees to defend, indemnify and hold harmless the City, its officers, employees and agents, from any and all suits or claims for infringement of the patent rights, copyright, trade secret, trade name, trademark, service mark, or any other proprietary right of any person or persons in consequence of the use by the City, or any of its boards, commissions, officers, or employees of articles or services to be supplied in the performance of Donor's services under this Agreement.

City agrees to defend, indemnify and hold harmless Donor from any and all acts, claims, omissions, liabilities and losses by whomever asserted arising out of acts or omissions of City in its obligations under this Agreement, except those arising by reason of the sole negligence of Donor.

In the event of concurrent negligence of City, its officers, employees and agents, and Donor, the liability for any and all claims for injuries or damages to persons and/or property shall be apportioned under the California theory of comparative negligence as presently established or as may hereafter be modified.

7. **Effective Date; Term; Termination.**

The effective date of this Agreement shall be March 6, 2024. The term of this Agreement shall commence on the effective date, and shall end on June 21, 2024, provided that the City can reject all or any part of the Donor Services being provided under this Agreement at any time upon written notice. Either party may terminate this Agreement, at any time during the term hereof, for convenience and without cause, by giving the other party written notice of termination.

- 8. Notices.** Unless otherwise indicated elsewhere in this Agreement, all written communications sent by the parties may be by U.S. mail, e-mail or by fax, and shall be addressed as follows:

To Department: Krista Gaeta, krista.gaeta@sfdph.org, 101 Grove St, San Francisco, CA 94102 USA

To Donor: Talya Zalipsky, talya.zalipsky@zs.com, 611 Gateway Boulevard, Suite 1000, South San Francisco, California 94080 USA

Either party may change the address to which notice is to be sent by giving written notice thereof to the other party. If e-mail notification is used, the sender must specify a Receipt notice.

- 9. Modification.** This Agreement may not be modified, nor may compliance with any of its terms be waived, except by written instrument executed and approved in the same manner as this Agreement.
- 10. Governing Law; Venue.** The formation, interpretation and performance of this Agreement shall be governed by the laws of the State of California, without regard to its conflict of laws principles. Venue for all litigation relative to the formation, interpretation and performance of this Agreement shall be in San Francisco.
- 11. Entire Agreement.** This Agreement sets forth the entire Agreement between the parties, and supersedes all other oral or written provisions.

[Remainder of page intentionally left blank]

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed as of the date first specified herein.

CITY: _____

DEPARTMENT OF PUBLIC HEALTH

By: _____

Print
Name: _____

Print
Title: _____

DONOR: _____

ZS ASSOCIATES, INC.

By: _____

Print
Name: _____

Approved as to Form:

David Chiu
City Attorney

By: _____

Julie Van Nostern
Deputy City Attorney

CIVIC BRIDGE DONOR SERVICES AGREEMENT

between the City and County of San Francisco acting by and through the San Francisco Fire Department

and

Adobe

RECITALS

WHEREAS, The Civic Bridge Program, a 16-week program that is an initiative of the San Francisco Mayor's Office of Innovation, matches pro bono private sector talent with certain departments of the City and County of San Francisco ("City") to address specific policy or operational challenges facing those departments. Under the Program, private companies and individuals may donate consulting services free of charge to the City to help City departments develop cutting-edge strategies and solutions to improve public sector service delivery and enhance internal process capability; and

WHEREAS, the San Francisco Fire Department ("Department"), a department of the City, seeks volunteer consulting services to analyze the Department's Emergency Medical Service (EMS-6) program logic model to refine key program objectives and success metrics ("the Project"); and

WHEREAS, Adobe ("Donor") proposes to donate to the Department consulting services for the Project free of charge as a gift-in-kind ("Donor Services"); and

WHEREAS, the Donor Services will be a team of 6 employees giving approximately 20% time to assist the Department with this work over the course of 16-weeks;

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual promises set forth herein, the parties hereto agree as follows:

1. Description of Donor Services.

Donor will provide free consulting services on a volunteer basis to the Department for the Project over an approximately 16-week period expected to run between March 6, 2024 and June 21, 2024. The monetary value of the free consulting services donation is \$149,760.

The Donor Services will be a team of 6 employees giving approximately 20% time to assist the department with this work over the course of 16-weeks. At the end of the Project, the Donor will provide the Department with 1) a redefined logic-model for the Department's EMS-6 program operations; and 2) an updated EMS-6 program performance measurement model towards to measure the benefits of the program, monitor areas needing improvement, and can meet and improve new state reporting requirements (collectively, "Deliverables").

All rights relating to copyright, patent, trade secret, trademark and any other intellectual property or proprietary rights ("Intellectual Property Rights") in the Deliverables owned by Donor prior to providing the Services remain solely with Donor ("Donor Pre-Existing Property"). All Intellectual Property Rights owned by City prior to Donor providing the Services remain solely with City ("City Pre-Existing Property").

Each party retains all right, title and interest in and to all information and data it provides to the other party in furtherance of the Project. The receiving party is authorized to have access to and make use of the other party's data solely to the extent necessary for performance of the Services under this Agreement.

With respect to any Intellectual Property Rights in the Deliverables or other work product jointly created by Donor and City under or pursuant to this Agreement ("Jointly-Developed Property"), any patent rights and/or trade secrets contained in the Jointly-Developed Property are owned by City. To the extent that City owns any patent rights and/or trade secrets in the Jointly-Developed Property, City hereby assigns all such rights to Donor, excluding City Pre-Existing Property.

Donor may retain and use copies of the work product and Deliverables for reference and as documentation of the volunteer experience and capabilities

The Department hereby agrees to accept the Donor Services, and will use its discretion in deciding how to deploy or implement the Donor Services. The parties acknowledge and agree that the Donor Services are for the benefit and use of the City, without restriction.

Donor and Department acknowledge and agree that the Civic Bridge Program will not be used for the Department's general acquisition of goods and services otherwise subject to the requirements of the San Francisco Administrative Code. Nothing in this Agreement shall prohibit Donor from participating in a competitive solicitation or otherwise contracting with City or Department to provide City with goods or services if done in compliance with all applicable City procurement and solicitation rules, regulations, policies, and procedures and all applicable conflict-of-interest laws. If Donor is instrumental in developing the scope of work for a future procurement, then the Donor is prohibited from bidding on that future procurement. The Donor acknowledges and agrees that under certain laws, including California Government Code section 1090, involvement in preparing for a procurement may disqualify a Donor from participating in a later competitive bid process or from having any direct communication with or receiving any compensation or other benefit from a bidder, contractor, or vendor with respect to a resulting procurement.

2. No Employment Relationship.

Donor acknowledges and agrees that providing Donor Services for the City does not create any employment relationship or expectation of a future employment relationship between the Donor and the City or its Department. Donor acknowledges and agrees that the City may, in its sole discretion, provide Donor with access to certain City resources but that the provision of such access shall in no way be construed as creating, or giving rise to, any employment relationship. The City may reject Donor's services at any time without notice or hearing or cause.

The City or Department will not provide any compensation of any kind to the Donor for the Donor Services provided under this Agreement, and no expenses of any kind will be reimbursed. Donor shall not represent or hold him or herself out to be an employee of the City at any time.

Prior to beginning the Donor Services, Donor shall execute an acknowledgement, in a form acceptable to the City, that he or she is not an employee of the City.

3. Proprietary or Confidential Information of City.

If this Agreement requires City to disclose "Private Information" to Donor within the meaning of San Francisco Administrative Code Chapter 12M, Donor and Donor's employees shall use such information only in accordance with the restrictions stated in Chapter 12M and in this Agreement and only as necessary in performing the Donor Services. Donor is subject to the enforcement and penalty provisions in Chapter 12M.

In the performance of Donor Services, Donor may have access to City's proprietary or confidential information, the disclosure of which to third parties may damage City. If City discloses proprietary or confidential information to Donor, such information must be held by Donor in confidence and used only in performing the Agreement. Donor shall exercise the same standard of care to protect such information as a reasonably prudent business entity would use to protect its own proprietary or confidential information.

The City or Department shall not make available to Donor access to City information system networks that are not available to the public without the consultation (and approval) of the City's Chief Information Security Officer.

The City or Department shall not make available to Donor Protected Health Information ("PHI"), which means any information, whether oral or recorded in any form or medium: (i) that relates to the past, present or future physical or mental condition of an individual; the provision of health care to an individual; and (ii) that identifies the individual or where there is a reasonable basis to believe the information can be used to identify the individual, and shall have the meaning

given to such term under the Privacy Rule, including, but not limited to, 45 C.F.R. Section 164.501. Protected Health Information includes Electronic Protected Health Information (45 C.F.R. Sections 160.103, 164.501). If PHI is inadvertently produced to Donor, Donor shall immediately return the PHI and shall not use or disclose the PHI in any manner.

4. **Workers Compensation.** Donor acknowledges and agrees that the City is not obligated to and does not carry any insurance for Donor, and any condition, illness or injury that Donor suffers in the performance of the Donor Services shall be covered by the Donor's insurance.
5. **Use of City and County Property for Business Purposes Only.** All City equipment, devices, materials, supplies, furnishings (e.g., photocopiers, telephones, computers, printers, vehicles, stationary, fax machines) must be used only to conduct City business. Use of City property for personal, political, or other non-City business is strictly prohibited and could lead to the City's rejection of further Donor Services from the Donor.
6. **Indemnity.**

Donor agrees to defend, indemnify and hold harmless the City, its officers, employees and agents, from any and all acts, claims, omissions, liabilities and losses by whomever asserted arising out of acts or omissions of Donor in the performance of the Donor Services to be provided under this Agreement, except those arising by reason of the negligence of the City, its officers, employees and agents.

Donor also agrees to defend, indemnify and hold harmless the City, its officers, employees and agents, from any and all suits or claims for infringement of the patent rights, copyright, trade secret, trade name, trademark, service mark, or any other proprietary right of any person or persons in consequence of the use by the City, or any of its boards, commissions, officers, or employees of articles or services to be supplied in the performance of Donor's services under this Agreement.

City agrees to defend, indemnify and hold harmless Donor from any and all acts, claims, omissions, liabilities and losses by whomever asserted arising out of acts or omissions of City in its obligations under this Agreement, except those arising by reason of the sole negligence of Donor.

In the event of concurrent negligence of City, its officers, employees and agents, and Donor, the liability for any and all claims for injuries or damages to persons and/or property shall be apportioned under the California theory of comparative negligence as presently established or as may hereafter be modified.

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- 8. Notices.** Unless otherwise indicated elsewhere in this Agreement, all written communications sent by the parties may be by U.S. mail, e-mail or by fax, and shall be addressed as follows:

To Department: Jeanine Nicholson, jeanine.nicholson@sfgov.org, 698 2nd Street, San Francisco, CA 94107

To Donor: Alex Jahier, ajahier@adobe.com, 601 Townsend St, San Francisco, CA 94103

Either party may change the address to which notice is to be sent by giving written notice thereof to the other party. If e-mail notification is used, the sender must specify a Receipt notice.

- 9. Modification.** This Agreement may not be modified, nor may compliance with any of its terms be waived, except by written instrument executed and approved in the same manner as this Agreement.
- 10. Governing Law; Venue.** The formation, interpretation and performance of this Agreement shall be governed by the laws of the State of California, without regard to its conflict of laws principles. Venue for all litigation relative to the formation, interpretation and performance of this Agreement shall be in San Francisco.
- 11. Entire Agreement.** This Agreement sets forth the entire Agreement between the parties, and supersedes all other oral or written provisions.

[Remainder of page intentionally left blank]

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed as of the date first specified herein.

CITY: _____

SAN FRANCISCO FIRE DEPARTMENT

By: _____

Print
Name: _____

Print
Title: _____

DONOR: _____

ADOBE INC.

By: _____

Print
Name: _____

Approved as to Form:

David Chiu
City Attorney

By: _____

Jen Huber
Deputy City Attorney

An aerial photograph of San Francisco at dusk, featuring the San Francisco City Hall in the center. The city lights are visible, and the sky is a mix of blue and orange. The text "CIVIC BRIDGE" is overlaid in large, white, sans-serif capital letters. A white arch is positioned above the text, spanning from the 'C' to the 'E'.

CIVIC BRIDGE

2024 Cohort | Mayor's Office of Innovation

Civic Bridge 2024 Cohort

FOCUS AREA FOR 2024 COHORT

This year, priority was made to source and match projects that focus on homelessness and street engagement.

COHORT INSIGHTS

- Projects were scoped to be in service of key outcomes outlined in the strategic plans for the participating departments
- All project proposals were evaluated and approved by a review committee of City Dept partners (COIT, Digital Services, DT, DataSF, CON)
- Each project deliverable has the potential to provide a scalable model for other City Depts facing similar challenges
- Since the inaugural cohort, this is the second Civic Bridge A&E resolution not to be introduced retroactively (2023 being the first)

COHORT PROJECTS

- **Department of Emergency Management & US Digital Response** | US Digital Response will work with DEM to redesign the Healthy Streets Operation Center's Client Log Process. The USDR team will conduct user research to identify pain points from the existing interaction / form process, including: which questions are pertinent; which questions are most often completed / ignored; what additional data needs to be collected that isn't. A prototype of an updated intake form is included as a project deliverables
- **San Francisco Fire Department & Adobe** | Adobe will work with the Fire Department to refine the logic model and key objectives & impact metrics for the Emergency Medical Service (EMS-6) program. The goal of the updated model is to more accurately measure the benefits of the EMS-6 program, monitor areas needing improvement, and meet and improve new state reporting requirements.
- **Department of Public Health & ZS Associates** | ZS Associates will work with DPH 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. This will include designing and leading facilitated workshops with system stakeholders, including program managers, service providers, and the system of care to produce a final report with operational recommendations for service coordination across departments.

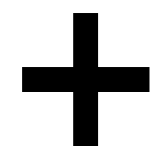
Appendix

Program overview

Civic Bridge is a 16-week, cohort-based program that connects City Departments with pro bono teams to tackle civic challenges. Volunteers are expected to dedicate 20% of their time to the project over the 16-week timeframe. The program leverages tools, methodologies, and skill sets of pro bono teams of skilled volunteers to deliver implementable and valuable solutions.



City Department



Skilled volunteer team



High-impact
deliverable

Civic Bridge impact

2015 - 2023

82 total projects

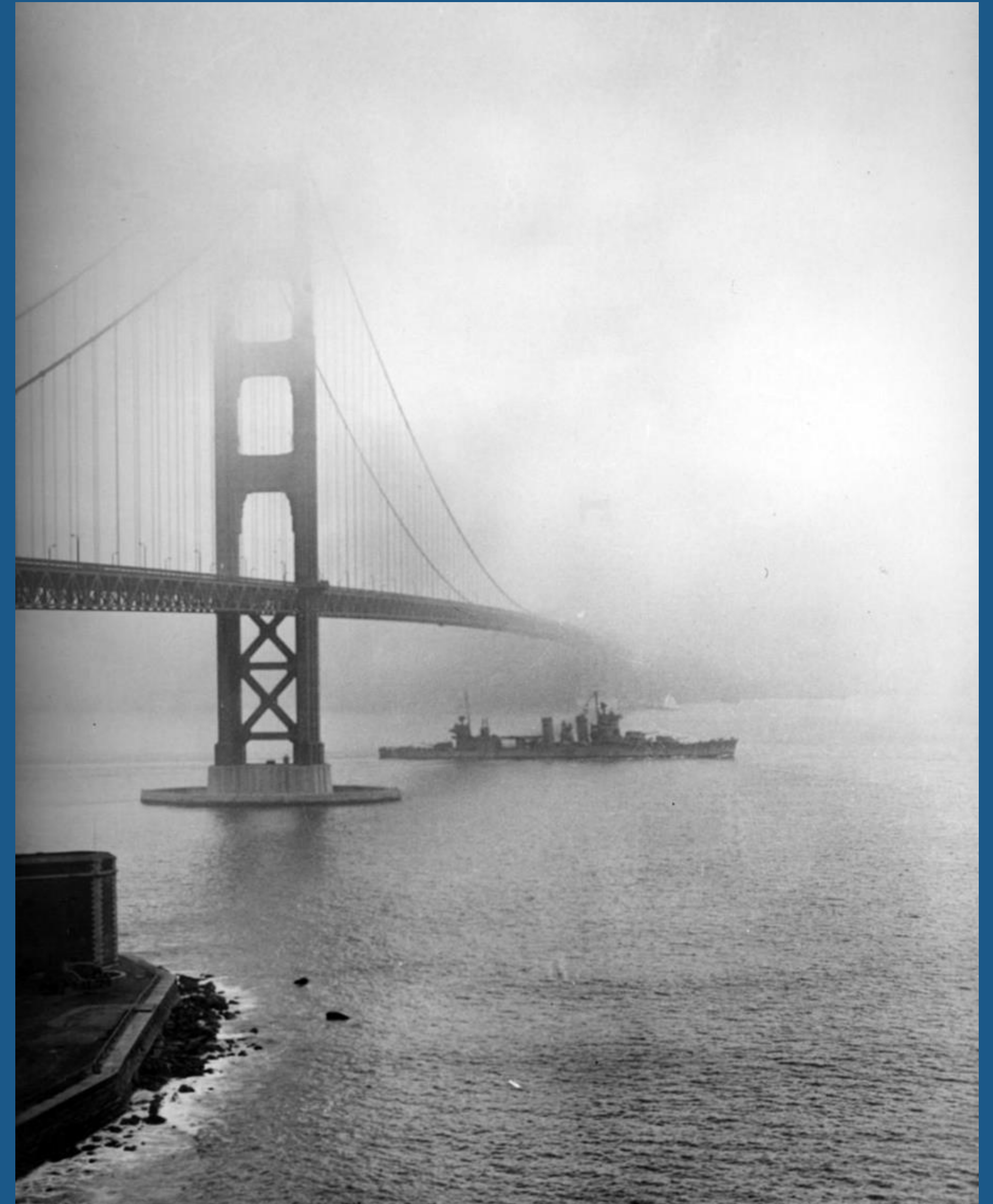
34 City departments

28 pro bono partners

55,742 volunteer hours

868 total participants

\$8.5M fair-market value of pro bono work



Criteria for a successful project



A clear challenge statement

What is the problem you're trying to solve and what will "success" look like?



Potential for impact

Why is the project important? What impact will it have on the lives of residents?



Alignment with Mayoral priorities

This year's cohort is focused on economic recovery, revitalization, and resilience.



Leadership support

The challenge should be "mission critical" not just "nice to have" for Department leadership. The project should have the support of your Department head so the Department can carry forward the Civic Bridge solution/deliverable.



Internal champion

At least one City lead to serve as primary point of contact for the pro bono team, help guide/manage the collaboration, and ensure the work is aligned with the Dept's North Star.

Project types



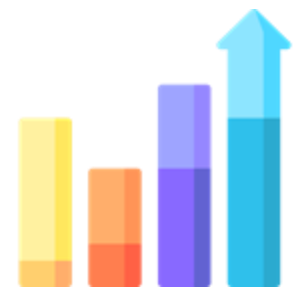
User Research & Design

Focuses on understanding the end users of a government service or program, e.g. user research plan, stakeholder engagement



Strategy & Service Execution

Focuses on execution of components of strategies for a City department, e.g. pilot/program design, service blueprint, operational frameworks, scenario planning



Data Synthesis & Modeling

Focuses on leveraging data to solve a particular challenge or need



Communications & Content

Focuses on improving a City Department's communications and outreach, e.g. content for a marketing campaign



Technology Prototyping

Focuses on targeted, high need, technology implementation needs, e.g. website wireframe, process map

The process

Pre-Program

Sourcing projects

MOI sourced project proposals from City Depts that have leadership support, dedicated resources, and potential for impact

Selecting

Project proposals were evaluated by a review committee of City Dept partners (COIT, Digital Services, DataSF, DT, CON)

Matching

Selected projects were shared with pro bono ecosystem through MOI outreach to past partners and organizations that have indicated interest in participating in the program.

Pro bono partners then indicated which projects they were interested in working on (no more than 3 projects). MOI matched partners with projects based on pro bono skill sets/expertise and interest

16-Week Project

Define

Refine project scope and define project plan

Discovery

Understand the challenge and government landscape

Design

Synthesize insights and create concepts for solutions

Delivery

Deliver actionable solutions and create an implementation roadmap

Post-Program

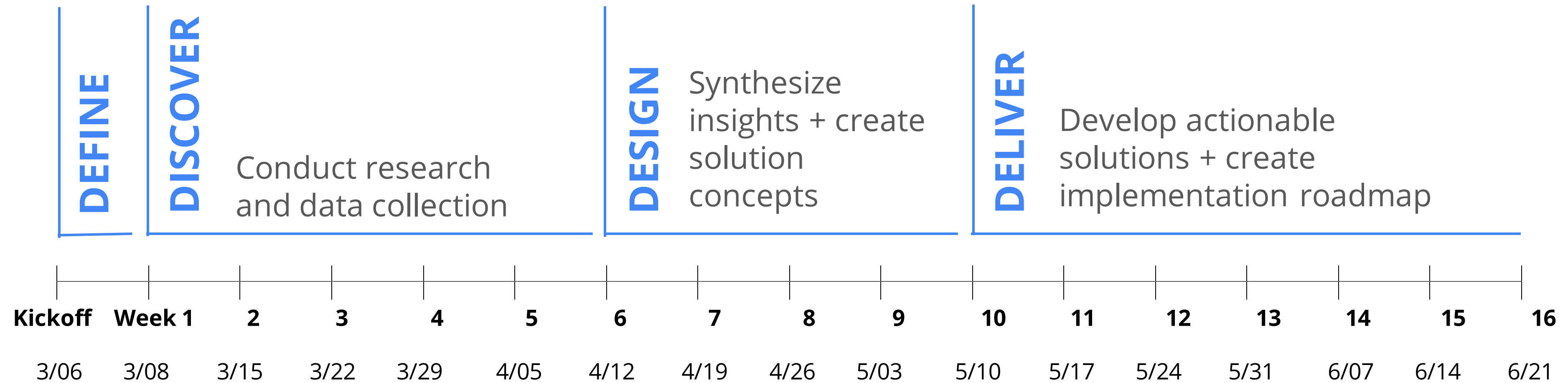
Share

Project teams showcase their project work to key stakeholders

MOI support

As needed, MOI support City Dept implement the Civic Bridge deliverable

Program phases + key events





CHALLENGE

The San Francisco Police Department (SFPD) sought to understand best practices and develop tools to help them integrate the many change initiatives into their strategic plan

SERVICES

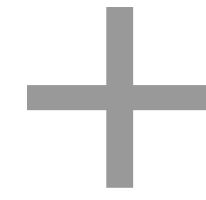
Through Civic Bridge, Accenture consultants contributed their skills in strategic planning, stakeholder interviews, and workshop facilitation to deliver a Change Management Charter, and a tactical tool to help SFPD prioritize strategy initiatives and associated stakeholder and communications considerations.

OUTCOMES

- ✓ The team gathered data to understand the challenge through stakeholder interviews and reviewing “lessons learned” from past efforts
- ✓ They facilitated workshops with SFPD staff and SMEs to create a shared version of change management success, governance, and principles
- ✓ They developed a Change Management Charter and a tactical tool which they refined with SFPD feedback



Office of Contract Administration



CHALLENGE

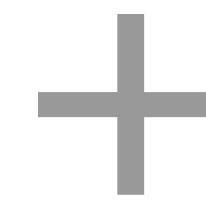
The Office of Contract Administration (OCA) wanted to better understand the needs and pain points of bidders and suppliers as they sought to improve the contracting process

SERVICES

Through Civic Bridge, Zendesk volunteers contributed their skills in user research, service design, and strategy to surface barriers facing bidders and suppliers, as well as stakeholder Departments, and to deliver recommendations for a more streamlined contracting experience

OUTCOMES

- ✓ The team gathered data to understand the challenge through stakeholder Department interviews and currently available resources
- ✓ They designed and launched a survey to bidders and suppliers, then synthesized key takeaways and trends from ~100 responses
- ✓ They developed recommendations on how the contracting and compliance process may be streamlined and for a One-Stop-Shop.



The Department of Children, Youth and their Families (DCYF) wanted to raise awareness about the presence of children in San Francisco and their rights as part of their efforts towards a more inclusive and representative city.

Through Civic Bridge, Salesforce volunteers use their skills in communications and partnership-building to develop a communication toolkit and strategy for the Department.

- ✓ The team collected more context and data about the challenge through interviews with City and UNICEF stakeholders.
- ✓ They interviewed residents in San Francisco to get a baseline of what they viewed as a “child-friendly” city and inform the strategy deliverable
- ✓ They developed a communications toolkit that included content calendars, partner engagement timelines and tools, and marketing best practices



+



CHALLENGE

SFMTA needed support on capturing disparate TNC data in a dashboard so they could better analyze the data and ensure equitable access to ride-hailing services for people using wheelchairs.

SERVICES

Through Civic Bridge, ZS consultants contributed their skills in data processing, transformation, analysis, and visualization to build a user-friendly dashboard in Tableau.

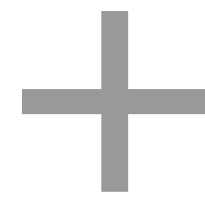
OUTCOMES

- ✓ The team extensively interviewed SFMTA and SFCTA staff to understand the current data landscape and needs
- ✓ They designed a prototype blueprint based on use cases and what data variables were most important
- ✓ They developed two data dashboards on Tableau, one for internal City use and the other to be public-facing. The dashboards included statewide data and a focus on user-centered design.

CASE STUDY
TECH/WEBSITE PROTOTYPE



San Francisco
Rent Board



Civic Consulting
alliance

CHALLENGE

Rent Board needed support in better sharing their services and available resources to San Franciscans renters and tenants

SERVICES

Through Civic Bridge, Civic Consulting Alliance volunteers contributed their skills in website design, content development, and strategic thinking to launch a new, more accessible website for Rent Board.

OUTCOMES

- ✓ The team used the Pareto principle to the Rent Board's current website and call volume to determine the major areas of confusion
- ✓ They worked with City staff and attorneys to translate dense, legal rental language to more layman terms
- ✓ They worked with Digital Services to design the website's layout to make resources more discoverable
- ✓ They launched the new, more accessible website on sf.gov



To Whom It May Concern,

U.S. Digital Response is pleased to offer its in-kind services to San Francisco's Department of Emergency Management (DEM) through the Civic Bridge program, to support DEM's efforts to redesign the Healthy Streets Operation Center's client log process.

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 Program, U.S. Digital Response is excited about the opportunity to propose to donate its services to support DEM's client intake process redesign. Through this Project, U.S. Digital Response will 1) complete a user-research report on pain points from the existing interaction / form process; and 2) prototype a new intake form. With our staff's data architecture, operations/logistics, and user research and service design expertise, we think U.S. Digital Response 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 Civic Bridge Donor Services Agreement directly with DEM. The value of this commitment is up to \$2,688 for the estimated cost of U.S. Digital Response staff working a total of 21 hours and managing up to 4 unpaid volunteers, working up to 10 hours per week over the program's 16-week timeline. U.S. Digital Response volunteers are not compensated for their time and thus are not part of our valuation. The \$128 per-hour valuation for U.S. Digital Response is based on the maximum hourly value of U.S. Digital Response staff supporting DEM's efforts to redesign the Healthy Streets Operation Center's client log process. This work will last for a 16-week period, beginning no sooner than February 26.

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

Sincerely,

A handwritten signature in black ink, appearing to read "K. Canellakis", written in a cursive style.

Krista Canellakis

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

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

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!

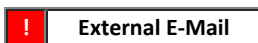
Best,
Ramya

Ramya Balasingam

Strategy Insights & Planning Associate Consultant
San Francisco
M | +1 650 270 0558
www.zs.com

ZS Impact where it matters.

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



Adobe Contract # CW2685807
345 Park Avenue, San Jose, CA 95110

To Whom It May Concern,

Adobe is pleased to offer its in-kind services to San Francisco's Fire Department (SF Fire Department) through the Civic Bridge program, to support the SF Fire Department's efforts to redesign SFFD's logic model to refine key objectives and identify success metrics related to its Emergency Medical Service (EMS-6) 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 program, Adobe is excited about the opportunity to propose to donate its services to support SF Fire Department's logic model redesign (the "Project"). Through this Project, Adobe will: 1) create a redefined logic-model looking at SF Fire Department's EMS-6 program operations; and 2) iterate the current EMS-6 program performance measurement model towards one that can more accurately measure the benefits of the program, monitor areas needing improvement, and can meet and improve new state reporting requirements. With our staff's data analysis, operations/logistics, and user research and service design expertise, we think Adobe is an excellent partner for this Project.

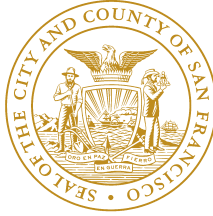
Please accept this letter of intent for planning purposes. This in-kind donation will be memorialized through a Civic Bridge Donor Services Agreement directly with the SF Fire Department. The value of this commitment is up to \$149,760 for the estimated cost of up to 6 volunteers, working up to 8 hours 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 February 26, 2024.

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

Sincerely

*Signature *Erika Redman*
*Name Erika Redman
*Title Director, Global Strategic Sourcing
*Date 01/30/2024

2024 Civic Bridge Projects							
Dept	Partner	Description	Staff	Hourly Rate	Hours/staff	Total Hours	Total FMV
Department of Public Health	ZS Associates	Develop a client journey map for substance use disorder (SUD) services to identify and coordinate service interventions by overdose prevention teams	6	\$195	128	768	\$149,760
San Francisco Fire Department	Adobe	Analyze SFFD's logic model for its Emergency Medical Service Program to refine key objectives and identify success metrics	6	\$195	128	768	\$149,760
Department of Emergency Management	US Digital Response	Develop an updated prototype form for the Health Streets Operation Center's Log Process	4	\$128	5.25	21	\$2,688
							\$302,208
				*\$195 based on the Taproot rate			
				*\$128 based on USDR rate			



TO: Angela Calvillo, Clerk of the Board of Supervisors
FROM: Sophia Kittler, Mayor's Office
DATE: 02/06/2024
SUBJECT: In-Kind Gift Acceptance Resolution
GRANT TITLE: In-Kind Gift of Services from various providers through Civic Bridge Program

Attached please find the original* and 1 copy of each of the following:

- Proposed grant resolution; original* signed by Department, Mayor, Controller
- Grant information form, including disability checklist
- Grant budget
- Grant application
- Grant award letter from funding agency
- Ethics Form 126 (if applicable)
- Contracts, Leases/Agreements (if applicable)
- Other (Explain): Donor Services Agreements

Special Timeline Requirements:

Departmental representative to receive a copy of the adopted resolution:

Name: Sophia Kittler

E-mail: sophia.kittler@sfgov.org

Interoffice Mail Address: Mayor's Office, Room 496, 1 Dr Carlton B Goodlett Pl

Certified copy required: Yes

No

From: [Trejo, Sara \(MYR\)](#)
To: [BOS Legislation, \(BOS\)](#)
Cc: [Paulino, Tom \(MYR\)](#); [Larson, Mat \(TIS\)](#); [Kittler, Sophia \(MYR\)](#); [Zhu, Fisher \(MYR\)](#)
Subject: Mayor -- Resolution -- Civic Bridge 2024 A&E
Date: Tuesday, February 6, 2024 4:57:34 PM
Attachments: [CB 2024 Resolution Cover Letter 2.6.2024 \(2\).pdf](#)
[CB 2024 Resolution Cover Letter 2.6.2024.docx](#)
[CB 2024 Spring Resolution 3.6.2024 \(1\).pdf](#)
[CB 2024 Spring Resolution 3.6.2024.docx](#)
[CB_2024_A&E_packet.pdf](#)
[MOD approval Grant Ordinance Information Form Civic Bridge March-June 2024.docx](#)
[MOD February 2024 signed Grant Ordinance Information Form Civic Bridge March-June 2024.pdf](#)
[2024 Civic Bridge - Partner Gift Value Estimate.xlsx](#)
[Donors Letters of Intent & Donor Service Agreements.zip](#)

Hello Clerks,

Attached is a Resolution authorizing the Mayor's Office, through the Mayor's Office of Innovation, to accept an in-kind gift of consulting services valued at \$302,208 from various providers from March 6 – June 21, 2024, in connection with the Civic Bridge Program.

Best regards,

Sara Trejo

Legislative Aide

Office of the Mayor

City and County of San Francisco

415.554.6141 | sara.trejo@sfgov.org