

File No. 230429

Committee Item No. 2

Board Item No. 30

# COMMITTEE/BOARD OF SUPERVISORS

## AGENDA PACKET CONTENTS LIST

Committee: Budget and Finance Committee

Date April 26, 2023

Board of Supervisors Meeting

Date May 2, 2023

### Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget and Legislative Analyst Report
- Youth Commission Report
- Introduction Form
- Department/Agency Cover Letter and/or Report
- MOU
- Grant Information Form
- Grant Budget
- Subcontract Budget
- Contract/Agreement
- Form 126 – Ethics Commission
- Award Letter
- Application
- Public Correspondence

### OTHER (Use back side if additional space is needed)

- Letters of Interest
- TIS Presentation 4/26/2023
- \_\_\_\_\_
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Completed by: Brent Jalipa

Date April 20, 2023

Completed by: Brent Jalipa

Date April 27, 2023

1 [Accept and Expend In-Kind Gift - Consulting Services - Various Providers - Valued at  
2 \$739,440]

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 \$739,440 from various providers**  
5 **from May 3 through August 18, 2023, in connection with the Civic Bridge Program.**

6  
7 WHEREAS, The Mayor’s Office of Innovation (MOI) matches pro bono private sector  
8 talent with departments of the City and County of San Francisco (“City”) to address specific  
9 policy or operational challenges facing those departments; and

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

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

16 WHEREAS, For the Spring 2023 cohort, the following departments will receive the  
17 following services from the Partners for the value of the in-kind services identified for each  
18 project:

- 19 • The Office of Economic & Workforce Development (OEWD) to receive  
20 assistance from ZS Associates to support the build of San Francisco’s economic  
21 recovery dashboard 2.0 valued at \$149,760; and
- 22 • The Office of Transgender Initiatives (OTI) to receive assistance from Zendesk  
23 to design a ready-to-share program blueprint and toolkit for the City’s

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25

1           Guaranteed Income for Trans People (GIFT) pilot program for low-income  
2           transgender residents valued at \$149,760; and

- 3           • The Planning Department to receive assistance from Accenture to design a  
4           blueprint for an integrated database for the City's Shared Spaces program  
5           valued at \$149,760; and
- 6           • San Francisco International Airport (SFO) to receive assistance from Adobe to  
7           develop a strategic plan to improve SFO's customer experience valued at  
8           \$149,760; and
- 9           • Mayor's Office of Housing & Community Development (Digital Equity Initiative)  
10          to receive assistance from Slalom to develop an operationalization strategy for  
11          the Department's Digital Skills and Entrepreneurship Playbook valued at  
12          \$140,400.

13           WHEREAS, The Donor Agreements with the Partners to provide consulting services on  
14          a volunteer basis to the City are on file with the Clerk of the Board of Supervisors in File  
15          No. 230429; and

16           WHEREAS, The consulting services are valued at a total of \$739,440; and

17           WHEREAS, The City has an indemnification provision in all the donor agreements  
18          which provides for mutual indemnification except for acts and omissions arising from the sole  
19          negligence of the City or the donor; and

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

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

23           RESOLVED, That the Board of Supervisors approves the in-kind gifts valued at  
24          \$739,440 and hereby authorizes, through the Mayor's Office of Innovation to accept the in-  
25          kind gifts of consulting services described above, substantially in the form of the donor

1 agreements on file with the Clerk of the Board of Supervisors, in File No. 230429, with such  
2 changes or modifications, as may be acceptable to the Mayor and the City Attorney and which  
3 do not materially increase the obligations and liabilities of the City or reduce the services to  
4 the City; and, be it

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

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Approved:

    /s/    

Office of the Mayor

Approved:

    /s/    

Office of the Controller

Approved:

    /s/    

Director, Mayor's Office of Innovation

An aerial photograph of San Francisco at dusk, showing the city's dense urban landscape and the illuminated San Francisco City Hall in the center. The text "CIVIC BRIDGE" is overlaid in a large, white, sans-serif font, with a white arch above it that spans across the letters.

# CIVIC BRIDGE

Spring 2023 Cohort | Mayor's Office of Innovation



# Spring 2023 Cohort

- 1. Office of Economic & Workforce Development + ZS Associates** | Through this partnership, ZS Associates will work with OEWD to identify additional economic recovery indicators for the City to track. ZS Associates will then build Power BI dashboards for the identified indicators.
- 2. Office of Transgender Initiatives + Zendesk** | Zendesk will lead the design of a ready-to-share program blueprint and toolkit for the City's Guaranteed Income for Trans People (GIFT) pilot program for low-income transgender residents. The project goal is to create materials that can be used to disseminate the program's model and findings to other metropolitan cities, in order to provide a guide for replication of the program.
- 3. Planning + Accenture** | Accenture will design a blueprint for an integrated database for the City's Shared Spaces program. This project will also feature a real time build of the database design by City staff.
- 4. SFO + Adobe** | Through a user-centered research approach, Adobe will work with SFO to develop a strategic plan to improve SFO's customer experience. The project deliverable will include a 'future state' customer journey map featuring improvements for each customer touch point under SFO's direction, including qualitative and quantitative insights that can be used to inform strategic decision making for SFO customer services
- 5. Digital Equity Initiative (MOHCD) + Slalom** | Slalom will review and provide recommendations to update and operationalize SF Digital Equity's Digital Skills and Entrepreneurship Playbook (DSEP) materials. The DSEP is designed to be used by community-based organizations (CBOs) and other digital skill training providers to deliver digital literacy and ecommerce classes and programs. This project is in support of the second goal of the City's Digital Equity Strategic Plan 2019 – 2024, "to launch digital literacy innovation programs."

# Key insights

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



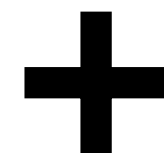
# Appendix

# 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 - 2022*

**80** total projects

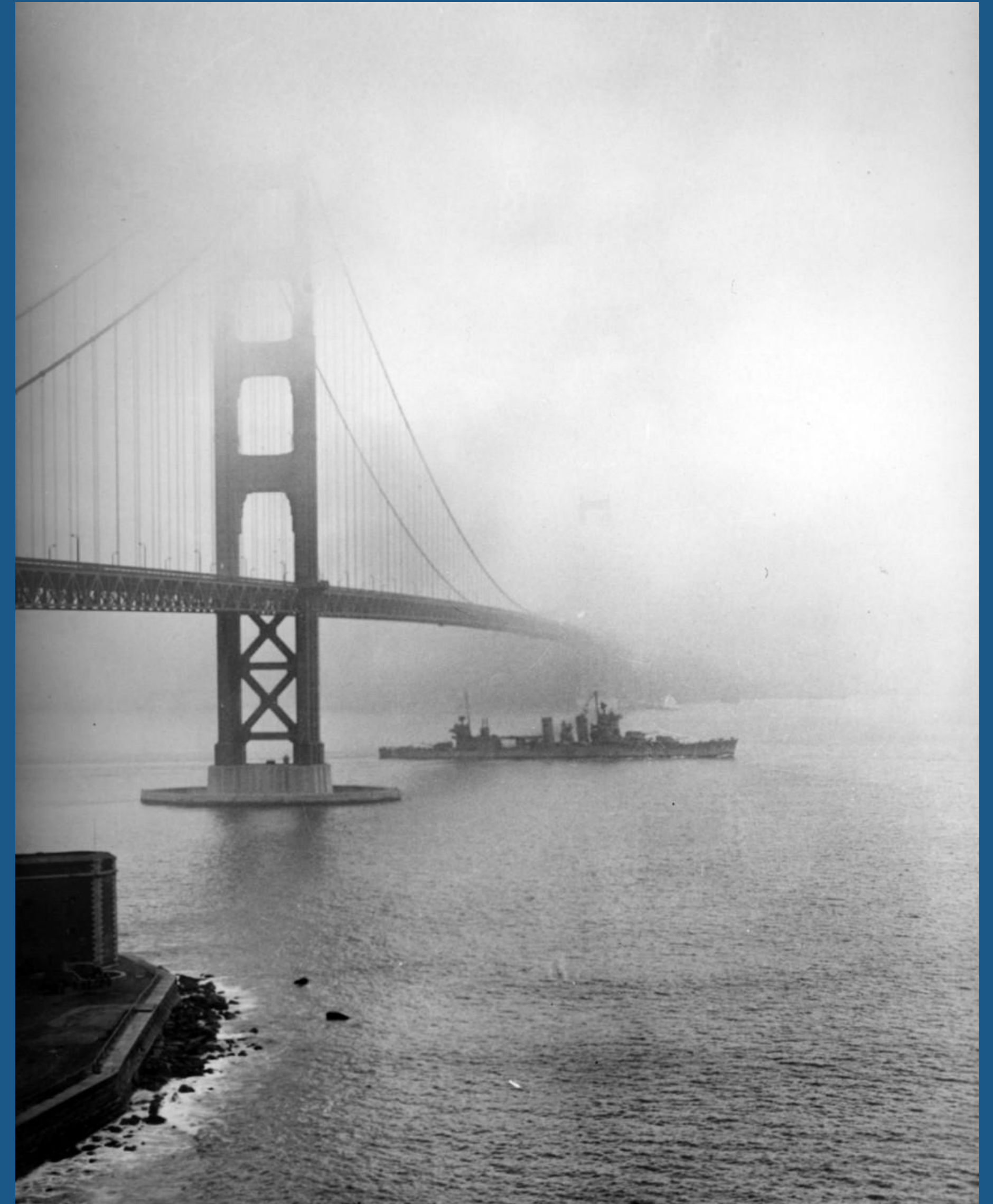
**34** City departments

**28** pro bono partners

**52,718** volunteer hours

**861** total participants

**\$7.85M** fair-market value of pro bono work



# Criteria for a successful project



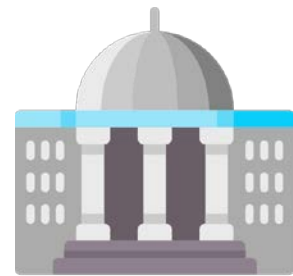
## **A clear challenge statement**

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



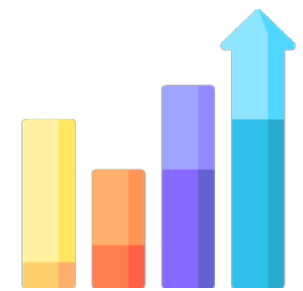
## **User Research & Design**

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

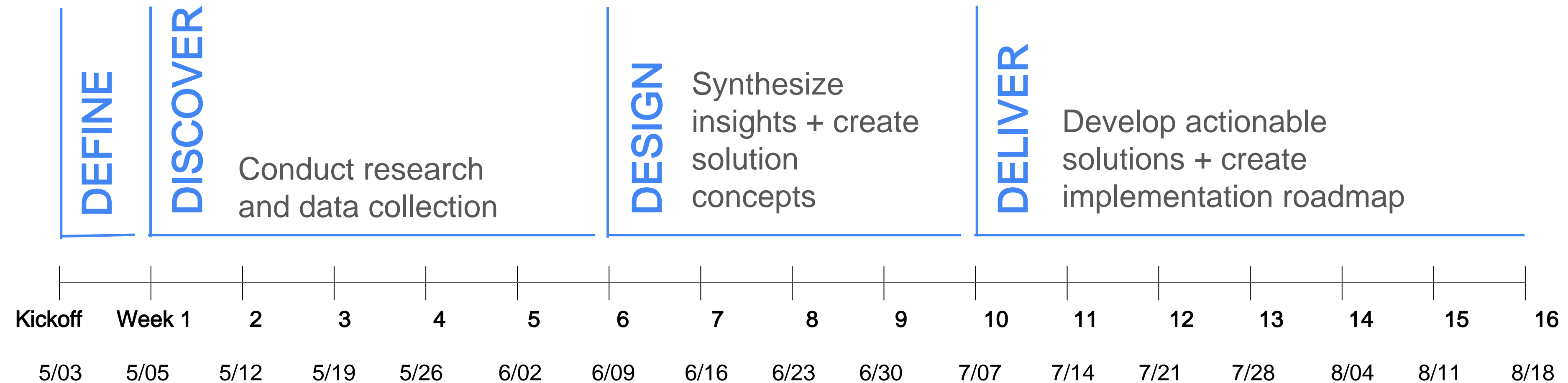
Project teams showcase their project work to key stakeholders

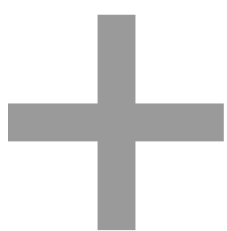
### MOI support

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

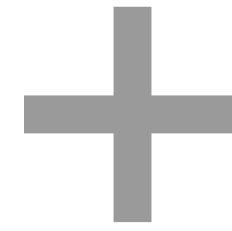
Through Civic Bridge, Accenture consultants contributed their skills in strategic planning, stakeholder interviews, and workshop facilitation to deliver a Change Management Charter, and a tactical tool to help SFPD prioritize strategy initiatives and associated stakeholder and communications considerations.

### 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





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.

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

- ✓ 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



**File Number:** 230429

(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: \$739,440 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: 05/03/2023 End-Date: 08/18/2023

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: March 29, 2023

*Nicole Bohn*  
(Signature Required)

**Department Head or Designee Approval of Grant Information Form:**

Sophia Kittler  
(Name)

Director, Mayor’s Office of Innovation  
(Title)

Date Reviewed: 3/29/2023

*Sophia Kittler*  
(Signature Required)

| Dept   | Partner       | Description   | Staff | Hourly Rate                      | Hours/staff | Total Hours | Total FMV        |  |  |
|--|---------------|---|-------|----------------------------------|-------------|-------------|------------------|--|--|
| Mayor's Office of Housing & Community Development (Digital Equity) | Slalom        | Develop an operationalization strategy for the Department's Digital Skills and Entrepreneurship Playbook  | 3     | \$195                            | 240         | 720         | \$140,400        |  |  |
| Office of Economic & Workforce Development                         | ZS Associates | Support the build of San Francisco's economic recovery dashboard 2.0  | 6     | \$195                            | 128         | 768         | \$149,760        |  |  |
| Office of Transgender Initiatives                                  | Zendesk       | Design a ready-to-share program blueprint and toolkit for the City's Guaranteed Income for Trans People (GIFT) pilot program for low-income transgender residents | 6     | \$195                            | 128         | 768         | \$149,760        |  |  |
| Planning Department  | Accenture     | Design a blueprint for an integrated database for the City's Shared Spaces program  | 6     | \$195                            | 128         | 768         | \$149,760        |  |  |
| San Francisco International Airport                                | Adobe         | Develop a strategic plan to improve SFO's customer experience   | 6     | \$195                            | 128         | 768         | \$149,760        |  |  |
|  |               |   |       |                                  |             |             | <b>\$739,440</b> |  |  |
|  |               |   |       | *\$195 based on the Taproot rate |             |             |                  |  |  |

## **CIVIC BRIDGE DONOR SERVICES AGREEMENT**

between the City and County of San Francisco acting by and through the San Francisco International Airport

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 International Airport ("Department"), a department of the City, seeks volunteer consulting services to develop a strategic plan to improve SFO's customer experience ("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 May of 2023 and August of 2023. 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 a final report that will include: i) current SFO journey map for multiple customer personas; ii) a 'future state' customer journey map featuring improvements for each customer touch point under SFO's direction, including qualitative and quantitative insights that can be used to inform strategic decision making for SFO customer services;

and iii) a summary of the project research and a set of recommendations for next steps SFO can take to improve its customers'-journey.

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 May 3, 2023. The term of this Agreement shall commence on the effective date, and shall end on August 18, 2023, 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: Kevin Buman, [kevin.buman@flysfo.com](mailto:kevin.buman@flysfo.com), San Francisco International Airport PO Box 8097, San Francisco, CA 94128

To Donor: Alex Jahier, [ajahier@adobe.com](mailto: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 INTERNATIONAL  
AIRPORT

By: \_\_\_\_\_

Print  
Name: \_\_\_\_\_

Print  
Title: \_\_\_\_\_

**DONOR:** \_\_\_\_\_

ADOBE INC.

By: \_\_\_\_\_

Print  
Name: \_\_\_\_\_

**Approved as to Form:**

David Chiu  
City Attorney

By: \_\_\_\_\_

Julie Veit  
Deputy City Attorney

## **CIVIC BRIDGE DONOR SERVICES AGREEMENT**

between the City and County of San Francisco acting by and through its Mayor's Office of Housing and Community Development

and

Slalom

### **RECITALS**

WHEREAS, The Civic Bridge Program, 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, Mayor's Office of Housing and Community Development ("Department"), a department of the City, seeks volunteer consulting services to help develop an operationalization strategy for the Department's Digital Skills and Entrepreneurship Playbook ("the Project"); and

WHEREAS, Slalom ("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 3 employees working full-time to assist the Department with this work over the course of 6 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 6 week period expected to run between May of 2023 and August of 2023. The monetary value of the free consulting services donation is \$140,400.

The Donor Services will be a team of 3 employees giving approximately full-time to assist the department with this work over the course of 6 weeks. At the end of the Project, the Donor will provide the Department with an operationalization strategy for the City's Digital Skills and Entrepreneurship Playbook to support interested community members with developing their e-commerce business skills. 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 May 15, 2023. The term of this Agreement shall commence on the effective date, and shall end on June 23, 2023, 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: Reymon LaChaux, [reymon.lachaux@sfgov.org](mailto:reymon.lachaux@sfgov.org), 1 S Van Ness Avenue, San Francisco, CA 94103

To Donor: Ally Smith, [ally.smith@slalom.com](mailto:ally.smith@slalom.com), 100 Pine St #2500, San Francisco, CA 94111

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:** \_\_\_\_\_

MAYOR'S OFFICE OF HOUSING &  
COMMUNITY DEVELOPMENT

By: \_\_\_\_\_

Print  
Name: \_\_\_\_\_

Print  
Title: \_\_\_\_\_

**DONOR:** \_\_\_\_\_

SLALOM CONSULTING, LLC

By: \_\_\_\_\_

Print  
Name: \_\_\_\_\_

**Approved as to Form:**

David Chiu  
City Attorney

By: \_\_\_\_\_

Keith Nagayama  
Deputy City Attorney

## **CIVIC BRIDGE DONOR SERVICES AGREEMENT**

between the City and County of San Francisco acting by and through its Office of  
Economic & Workforce Development

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, Office of Economic & Workforce Development ("Department"), a department of the City, seeks volunteer consulting services to support building San Francisco's economic recovery dashboard 2.0 ("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 May of 2023 and August of 2023. 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 support to 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; and iv) author a narrative that orients users of the dashboard to each new indicator and its utility in tracking economic recovery. 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 May 3, 2023. The term of this Agreement shall commence on the effective date, and shall end on August 18, 2023, 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: Kate Sofis, kate.sofis@sfgov.org, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102

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:** \_\_\_\_\_

OFFICE OF ECONOMIC &  
WORKFORCE DEVELOPMENT

By: \_\_\_\_\_

Print  
Name: \_\_\_\_\_

Print  
Title: \_\_\_\_\_

**DONOR:** \_\_\_\_\_

ZS ASSOCIATES, INC.

By: \_\_\_\_\_

Print  
Name: \_\_\_\_\_

**Approved as to Form:**

David Chiu  
City Attorney

By: \_\_\_\_\_

Victoria Wong  
Deputy City Attorney

## **CIVIC BRIDGE DONOR SERVICES AGREEMENT**

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

and

Accenture

### **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 Planning Department ("Department"), a department of the City, seeks volunteer consulting services to help design a comprehensive database blueprint for the City's Shared Spaces program ("the Project"); and

WHEREAS, Accenture ("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 May of 2023 and August of 2023. 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 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. 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 May 3, 2023. The term of this Agreement shall commence on the effective date, and shall end on August 11, 2023, 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: Robin Abad Ocubillo, [robin.abad@sfgov.org](mailto:robin.abad@sfgov.org), 49 S Van Ness Ave Suite 1400, San Francisco, CA 94103

To Donor: Ana Luisa Aldana, [ana.l.aldana.sechell@accenture.com](mailto:ana.l.aldana.sechell@accenture.com), 415 Mission St Floor 35, San Francisco, CA 94105

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:** \_\_\_\_\_

**DONOR:** \_\_\_\_\_

PLANNING DEPARTMENT

ACCENTURE

By: \_\_\_\_\_

By: \_\_\_\_\_

Print  
Name: \_\_\_\_\_

Print  
Name: \_\_\_\_\_

Print  
Title: \_\_\_\_\_

**Approved as to Form:**

David Chiu  
City Attorney

By: \_\_\_\_\_

Giulia Gualco-Nelson  
Deputy City Attorney

## **CIVIC BRIDGE DONOR SERVICES AGREEMENT**

between the City and County of San Francisco acting by and through its Office of Transgender Initiatives

and

Zendesk

### **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 Office of Transgender Initiatives ("Department"), a department of the City, seeks volunteer consulting services to help design a ready to share program blueprint and toolkit for the City's guaranteed income pilot program for low-income transgender residents ("the Project"); and

WHEREAS, Zendesk ("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 May of 2023 and August of 2023. 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 a ready to share program blueprint and toolkit for the City's guaranteed income pilot program for low-income transgender residents that can be used to disseminate the program's model and findings to other metropolitan cities. 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 May 3, 2023. The term of this Agreement shall commence on the effective date, and shall end on August 18, 2023, 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: Pau Crego, [pau.crego@sfgov.org](mailto:pau.crego@sfgov.org), 1800 Market St suite 100, San Francisco, CA 94102, USA

To Donor: Ed O'Brien Hogan, [eobrienhogan@zendesk.com](mailto:eobrienhogan@zendesk.com), 989 Market Street, 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:** \_\_\_\_\_

**DONOR:** \_\_\_\_\_

OFFICE OF TRANSGENDER  
INITIATIVES

ZENDESK INC.

By: \_\_\_\_\_

By: \_\_\_\_\_

Print  
Name: \_\_\_\_\_

Print  
Name: \_\_\_\_\_

Print  
Title: \_\_\_\_\_

**Approved as to Form:**

David Chiu  
City Attorney

By: \_\_\_\_\_

Kate G. Kimberlin  
Deputy City Attorney

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 .

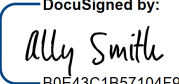
Civic Bridge is a pro-bono partnership program of the Mayor's Office of Innovation where teams of private sector employees leverage their professional skills and expertise to work on critical civic challenges for departments of the City & County of San Francisco (City). During the partnership engagement, 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.

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, 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



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.

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, 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 Luisa Aldana", written over a thin 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

---

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

---

**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

| <b>Date</b>                           | <b>Activities</b>  |
|---------------------------------------|--|
| 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.**

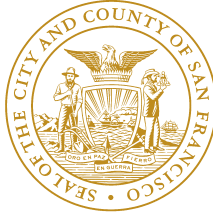
Please don't hesitate to reach out if you have any questions.

Warm regards,

[COMPANY CONTACT]

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

**City & County of San Francisco**  
London N. Breed, Mayor



**Office of the City Administrator**  
Carmen Chu, City Administrator  
Linda J. Gerull, CIO & Executive Director,  
Department of Technology

**TO:** Angela Calvillo, Clerk of the Board of Supervisors  
**FROM:** Sophia Kittler, Mayor's Office  
**DATE:** 03/29/2023  
**SUBJECT:** In-Kind Gift Acceptance Resolution  
**GRANT TITLE:** In-Kind Gift of Services from various providers through Civic Bridge Program

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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