



City & County
of San Francisco

San Francisco's Public Realm Ambassadors *An Overview*

OEWD, OCEIA, Public Works, HSH, DEM

June 1, 2023

Introduction

Why We Are Here

What Will Be Reviewed

- Defining Ambassadorship
- The Four Service Categories
- San Francisco's Programs
- Funding Models
- Next Steps for Coordination
- Q & A

Ambassador Overview

Defining Ambassadorship

- A strategic, geographically-specific, and service-based presence in the San Francisco's public realm
- Operated by government, CDB's/BID's, and nonprofit entities



Ambassador Overview

Four Service Categories

- **Safety** - Presence to prevent or de-escalate threatening / potentially threatening situations and provide a presence in sometimes challenging environments
- **Wellness** - Proactive presence to check on the physical and mental health of people in the public right of way, with referral to services at times
- **Cleaning** - Sweeping, power washing, and other forms of waste removal
- **Hospitality** - Wayfinding, greeting the public, providing a friendly face in sometimes challenging environments, Public Space Stewardship (e.g., event support, staffing a point of interest, such as a playground or art installation)

Staffing and Funding Models

Public Agencies (e.g., City and County, DPH, HSA, BART)

- **Hiring:** Direct-hire or grant to nonprofit
- **Funding:** Agency dollars; funding for a single ambassador program may consist of funds from one agency or multiple city agencies

Community Benefit Districts

- **Hiring:** Direct-hire or contract awarded to company or nonprofit
- **Funding:** Special assessment revenue, or in certain circumstances, grant funds*

*CBD Ambassador programs are not able to be shaped or directed by the City and County of San Francisco per CBD management plan agreements; the only exception is when City and County grants are supporting an ambassador program

Defining Community Benefit Districts

- OEWD's CBD program oversees Property Business Improvement Districts (PBIDs), which are referred to as Community Benefit Districts (CBDs)
- A non-profit organization—Owner's Association—governs a CBD and manages their special assessment revenue
- OEWD is solely an oversight entity and **does not** direct day-to-day operations or programmatic changes that are 100% funded by special assessments and/or non-City resources
- The Owner's Association implements supplemental services, improvements, and activities in accordance with their district's management plan, a plan that is voted in by CBD ratepayers and approved by the Board of Supervisors

Community Benefit District Ambassadors

- A CBD's goal is a vibrant neighborhood with a prosperous business economy that is clean and safe for people to live, work and play
- Most CBD services begin with the fundamentals: Provide a clean and safe downtown and/or commercial corridor
- This often means supplemental clean and safe services by employing or contracting with an ambassador service provider that is permitted to operate in the public right-of-way (per the management plan approved by the Board of Supervisors)



**FISHERMANS WHARF CBD
AMBASSADORS**
<https://www.fishermanswharf.org/>



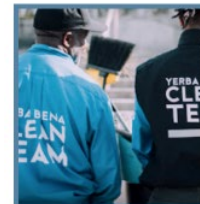
**DOWNTOWN CBD
AMBASSADORS**
<https://www.downtownsf.org/>



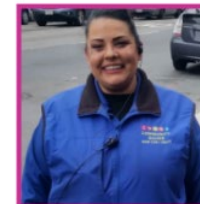
**EAST CUT CBD
AMBASSADORS**
<https://www.theeastcut.org/>



**UNION SQUARE ALLIANCE
AMBASSADORS**
<https://www.vistajunionsquare.com/about-bid>



**YERBA BUENA CBD
AMBASSADORS**
<https://ybcbd.org/>



**MID MARKET CBD
AMBASSADORS**
<https://www.central-market.org/>



**CIVIC CENTER CBD
AMBASSADORS**
<https://sfcccenter.org/>



**TENDERLOIN CLEAN AND
SAFE TEAMS** <https://tcbid.org/>
Cleaning and Safety Programs
+ Safe Passage Ambassadors



**SOMA WEST CBD
AMBASSADORS**
<https://somawestcbd.org/>



**LOWER POLK CBD
AMBASSADORS**
<https://lowerpolkcbd.org/>



**DISCOVER POLK CBD
AMBASSADORS**
<https://discoverpolk.org/>



**CASTRO UPPER MARKET
CBD AMBASSADORS**
<https://castrocbd.org/>

Why does San Francisco need Ambassadors?

- Ambassadors provide supplemental services to the public realm that the City is not already providing and are usually in areas that have a significant need for them.
- Programs are created in response to a need, such as:

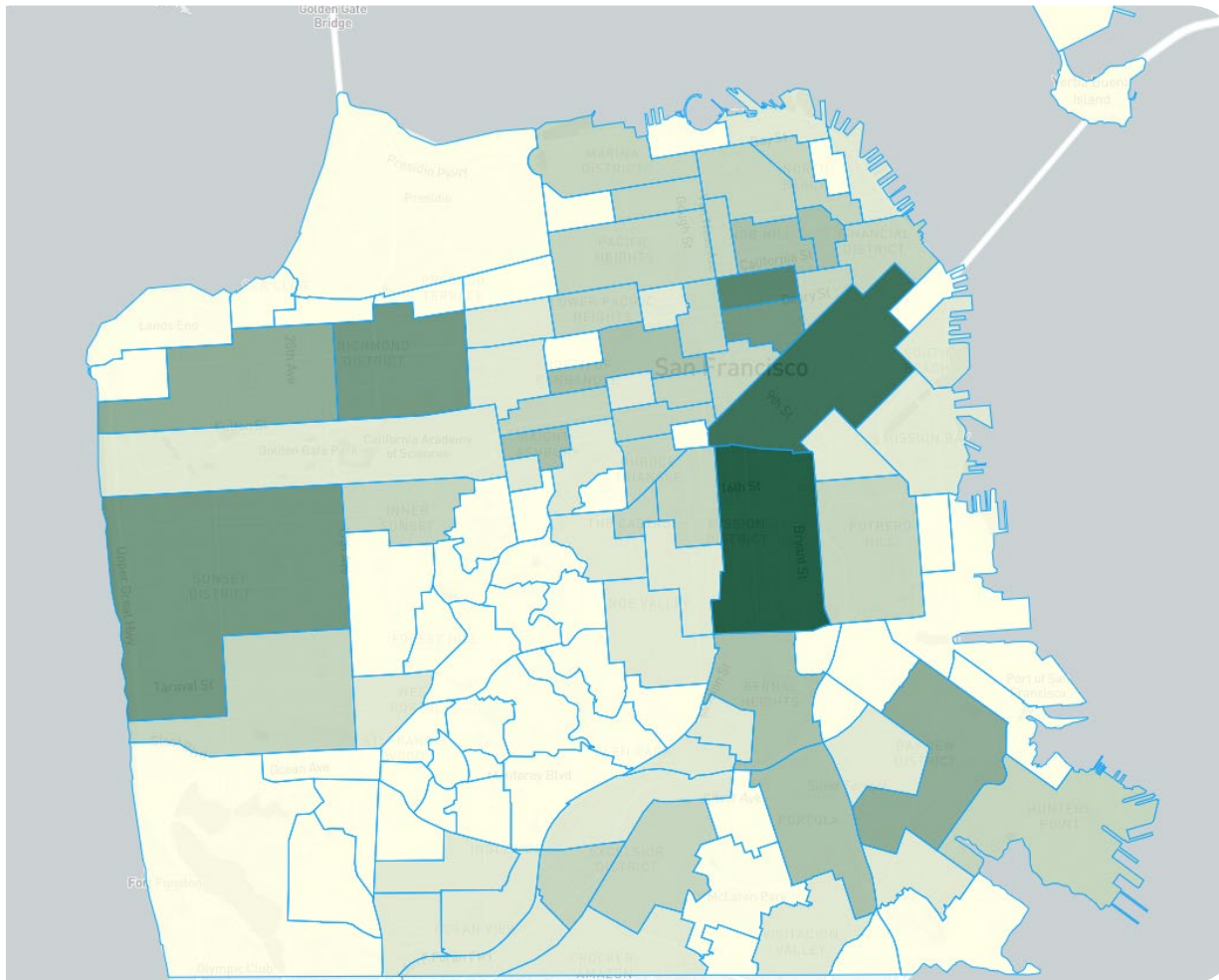
Exceptionally dirty or underutilized sidewalks, public plazas, or other civic amenity

An increase in crime stats in a neighborhood

Challenges with perception of safety in a neighborhood

Busy commercial district, special event or attraction that needs “eyes and ears” and resource of information for pedestrians

311 Service Request for Street and Sidewalk Cleaning

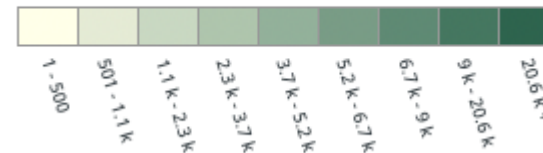


Last 6 Months | December 1, 2022 - May 30, 2023

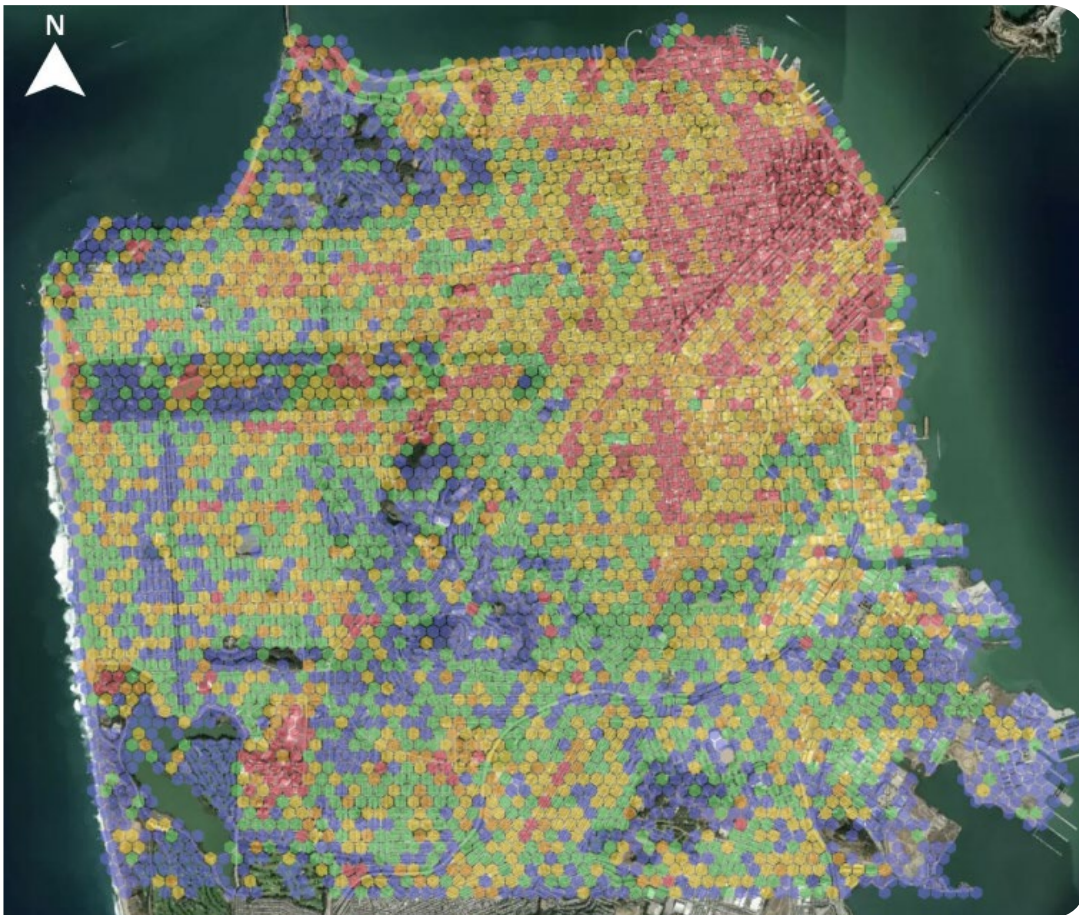
Source: Data SF

SERVICE REQUESTS COUNT ▾

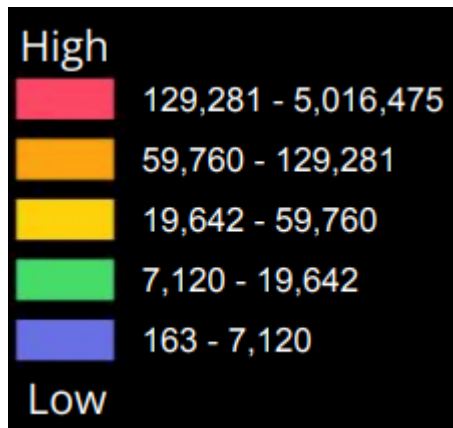
Service Requests count per shape



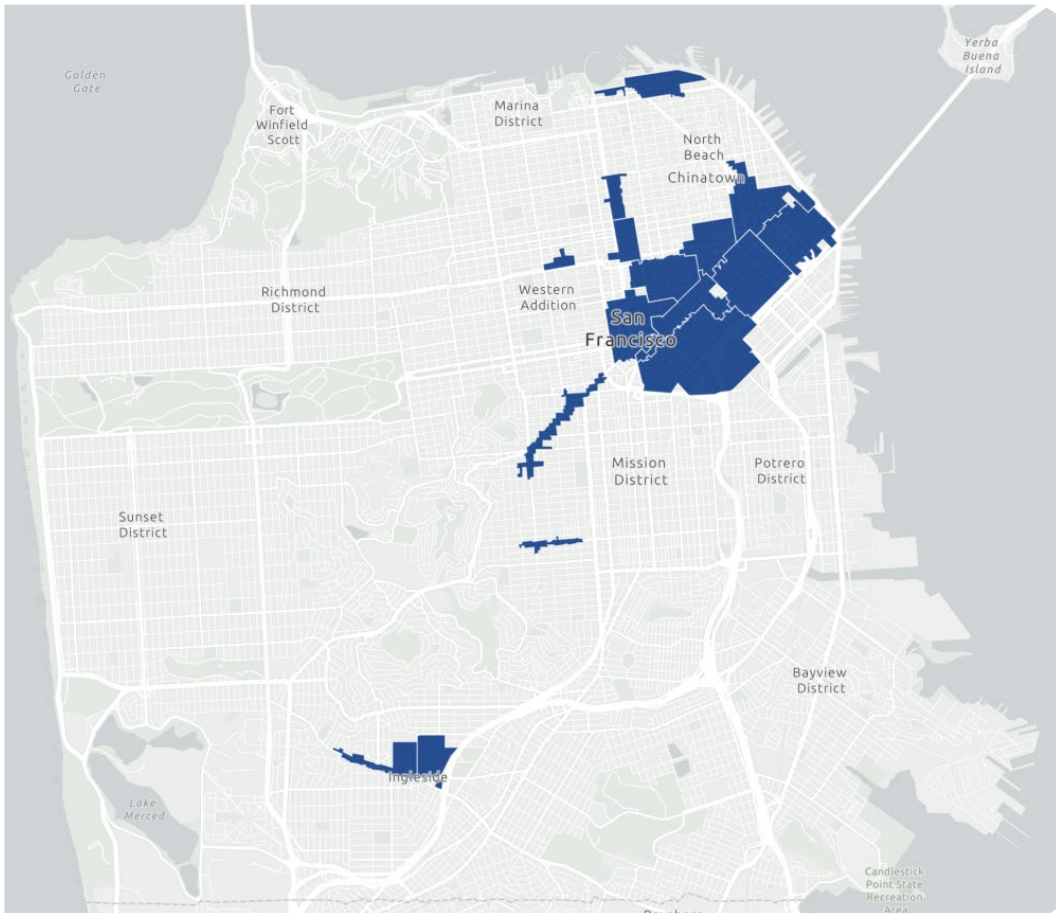
San Francisco Visitor Activity



One Year
May 1, 2022 - April 30, 2023
Source: Placer.ai



San Francisco Community Benefit Districts



As of May 2023

Source: OEWD

 Community Benefit District

Ambassador Program Metrics

Total Programs: 34

**Public Agency Staffed / Grant-Funded
Programs:** 19

CBD Programs: 15

Total FTE Equivalents: 981.33

Hours: Varying hours. Daily/Weekday programs typically operate between 8 to 14 hours a day to cover early mornings and evenings.

Daily Presence: 32 programs provide daily coverage (7 days/week) or weekday coverage (Mon-Fri).

Supervisor District Coverage: All Supervisor Districts have ambassador presence in their districts.

City & County Staffed Programs

These ambassadors are direct hires of the City & County of San Francisco.

Programs include:

- Public Works Block Sweepers
- Office of Civic Engagement and Immigrant Affairs (OCEIA) Community Ambassadors
- SFPD Ambassadors (Retired Officers)

Public Agency-Funded Programs

These ambassadors are hired by nonprofits that have received grant funding from public agencies, including but not limited to the City & County of San Francisco.

These programs are all unique and created to accomplish different goals, including:

- Public health information distribution
- Hospitality and wayfinding
- Supplementary neighborhood cleanliness
- Community-based safety and de-escalation in public spaces,
- Transit access
- Restroom access
- Library/education center access

CBD Programs

These ambassadors are hired either (1) directly by the CBD or (2) via a contract with a service provider. Funding for these programs is mostly provided by Special Assessment revenue. In some cases, these programs are funded by grant dollars, including funds from the City & County of San Francisco

CBD Ambassador programs typically include the following and vary from one organization to the next depending on their areas of coverage, neighborhood need.

- Public health information distribution
- Hospitality and wayfinding
- Supplementary neighborhood cleanliness
- Community-based safety and de-escalation in public spaces,
- Transit access
- Restroom access
- Library/education center access

Ambassador Training

All Ambassador programs have different training content.

Consistent requirements across the varied ambassador programs include:

- De-escalation training
- NARCAN / health crisis training
- Public engagement / communication training

Ambassador Training

National Vendors

An example of the of trainings offered by national vendors with 30 years of experience in providing Ambassador-type programs.

- De-escalation tactics and training
- Engaging street population
- Mental health and first aid training
- Public engagement
- Hospitality training
- Local information (about district, neighborhood, city, attractions)
- Ops procedures (cleaning ambassadors - equipment training; safety ambassadors - bike training, radio training, report writing)
- Active shooter training
- How to interact with businesses
- Crossing the street safety
- Cold/Hot weather preparedness
- Cultural diversity and sensitivity training
- Eye and Face protection
- Report writing and how to give a good description
- How to give good directions
- Radio communications
- Special events, protests, demonstrations
- Emergency and disaster preparedness
- Sexual harassment
- 911 and 311 reporting
- Learning about local attractions and businesses

Ambassador Training

Local Nonprofits

Here is an example of the of training offered by two San Francisco-based nonprofits, each with nearly a decade in providing ambassador services.

Example #1

- **Classroom Training** begins with instruction in the areas of emotional intelligence, trauma informed care, motivational interviewing, effective communication, de-escalation, advanced de-escalation, harm reduction, self-care and wellness, safety, CPR, first aid, and use of naloxone.
- **Referrals** - Training on policies and procedures, including an understanding of how to connect people to social services.
- **Field Training** - 40 hours of on-the-job training where they are monitored, guided, and provided feedback in real time.

Example #2

- De-escalation Training
- Conflict Resolution training
- Active Listening
- Motivational Interviewing emphasizing self-awareness and environmental awareness
- Self-Care
- Understanding Harm Reduction
- Narcan training
- Transformative Language Building

City Agencies – Programs and Funding

HSH Street Ambassadors: Overview

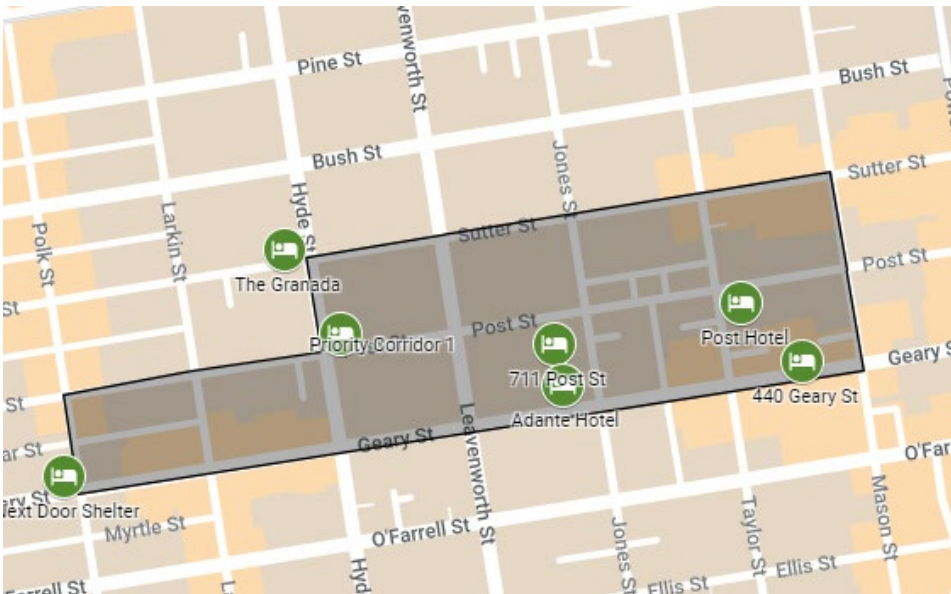
- HSH holds one grant agreement with **Five Keys Schools and Programs** for Street Ambassador services.
- Street Ambassador services funded by HSH provide services to **identified geographic areas** with **high concentration of HSH programs and services** to mitigate impact on the community.
- Street Ambassadors are responsive to neighborhood concerns regarding **street safety** and **cleanliness**, and to help **promote community acceptance** of HSH programs.
- Under the grant agreement, Five Keys is **required to train** Street Ambassadors in: conflict resolution /de-escalation, CPR, harm reduction, overdose prevention and use of naloxone, and how to summon partner services including SFHOT, HSOC, DPW, etc.

Geographic Areas Served

Corridor 1 (Lower Polk / Nob Hill)

Location: Hyde/Sutter/Mason/Geary + Hyde/Post/Polk/Geary

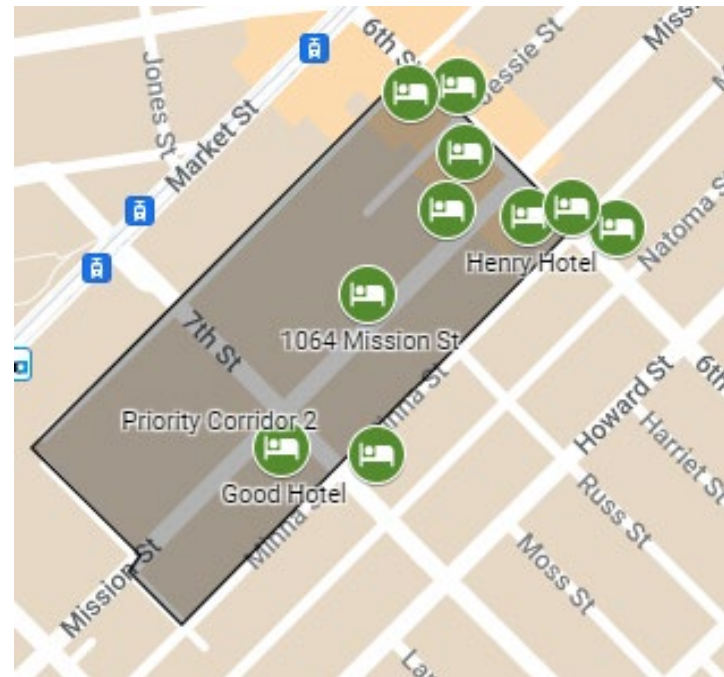
Coverage: 7 days a week 6:30am - 3pm and 5pm - 9pm (4 ambassadors)



Corridor 2 (SOMA)

Location: 1064-68 Mission Street, 2 blocks (Stevenson/6th/Minna/Angelo's Alley)

Coverage: M - Sat, 6pm - 7am | Sun 7am - 7pm (2 ambassadors @ 500 block of Stevenson)



Roving Team

Location: Corridor 1 and 2

Coverage: M-F 6am - 7pm | Sat & Sun 24/7 (3 ambassadors)

Grant Agreement Details

Term

- June 1, 2022 – June 30, 2024

Budget

- Total Agreement Amount: \$5,439,943
- Annual Budget: ~\$2.1 million

Staffing

- **28.4 FTE**
 - 1 Program Manager
 - 4.20 Supervisors
 - 23.2 Ambassadors

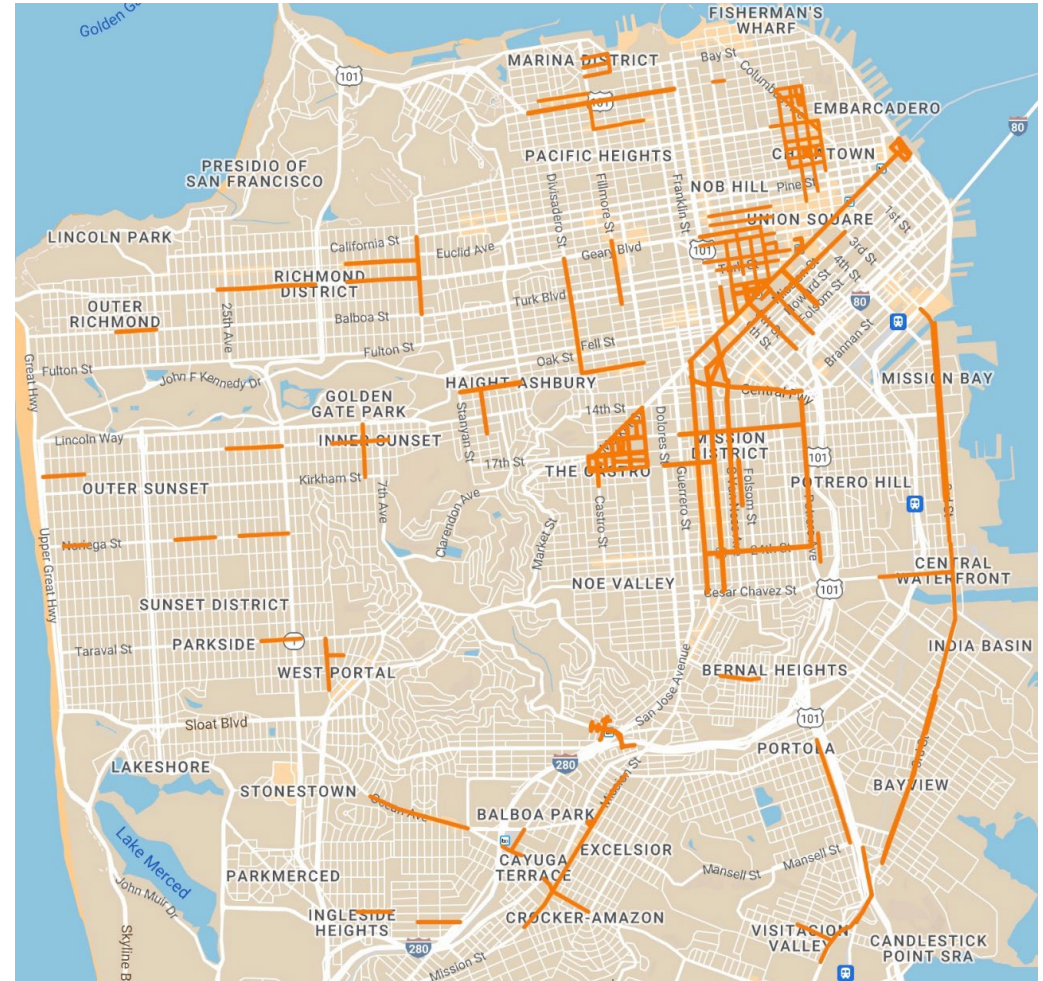
Public Works Block Sweeping Program

- Public Works block-sweeping program was started in 2006 by Mayor Newsom, with 20 workers
- Program currently covers 145 routes citywide
- Block Sweepers perform litter pickup, light graffiti abatement, and escalate higher-level issues to their supervisors
- Focused solely on neighborhood cleaning
- 3-year workforce development program in partnership with HSA that provides a pathway for apprenticeships in the trades



Public Works Block Sweeping Program

- Currently have 131 out of 145 routes staffed and continuously hiring
- Program budget is \$4,410,472 annually
- Block Sweepers are hired as 9916 (Public Service Aide) classification and provided with Public Works orientation, training on sweeping, responsibilities and safety, along with biweekly “tailgates” covering safety topics and departmental information
- Public Works will temporarily reassign Block Sweeper staff for special events (Bay to Breakers, parades, etc.) to assist with cleanup



Public Works Pit Stop Program

- Public Works-managed Pit Stop program was started in 2014
- Program currently includes 31 sites, 9 of which are 24-hour locations
- Pit Stop attendants are staffed through non-profit partners Hunters Point Family and Civic
- Attendants keep Pit Stop units and surrounding area clean, record daily uses, and report higher-level issues to Public Works Pit Stop management
- Total program budget: \$10,798,533



SFPD Community Ambassadors

The SFPD Community Ambassador program currently employs 74 ambassadors (37 FTE Equivalents)

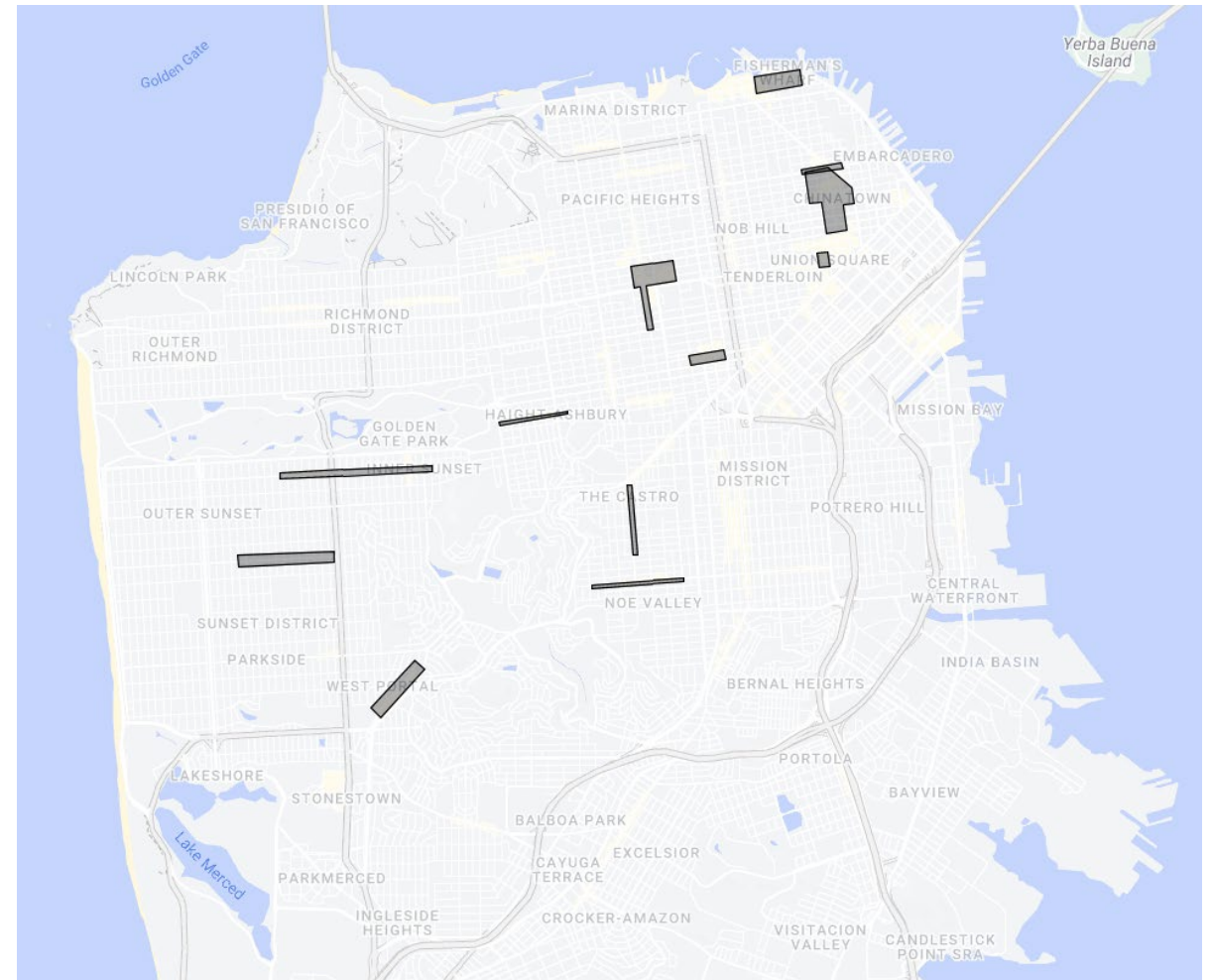
All Ambassadors work 20 hours/week



SFPD Community Ambassadors

Areas of Coverage:

- Chinatown, 7 days a week, 2 ambassadors
- Union Square, 7 days a week, 4 ambassadors
- Haight St, 5 days a week, 2 ambassadors
- Castro/Noe Valley, 5 days a week, 2 ambassadors
- West Portal, 5 days a week, 2 ambassadors
- Fisherman's Wharf, 5 days a week, 2 ambassadors
- Fillmore/Japantown, 5 days a week, 2 ambassadors
- Irving-Noriega, 5 days a week, 2 ambassadors
- Hayes Valley, 5 days a week, 2 ambassadors



SFPD Community Ambassadors

Training:

- First Aid / CPR / Automated External Defibrillator
- Crisis Intervention / De-Escalation Techniques
- Healthy Streets Operation Center (HSOC)
- Managing Implicit Bias and Procedural Justice
- Principled Policing
- The President's Task Force on 21st Century Policing with a focus on Pillar Two: Building Trust and Legitimacy and Pillar Four: Community Policing and Crime Reduction

Expected Duties:

- Report and coordinate the response of SFPD personnel for any crime in progress or enforcement action utilizing PD Radio, BID Radio, 911, or non-emergency
- Assist with quality-of-life issues
- Collaborate with community partners in community policing efforts and demonstrating a guardian mindset
- Build a relationship with merchants and various businesses (including CBDs)
- Distribute SFPD safety and resource material (e.g., PARK SMART, Homeless Outreach card, SF SAFE safety tips, etc.)

SFPD Community Ambassadors

Complaint process per the Community Ambassador Program Manual:

"Any and all complaints received about the Community Ambassador will be documented in a memorandum and forwarded for investigation by SFPD Internal Affairs Division (TAD)."

Source: [Adoption - SFPD Community Ambassador Program Manual](#)

Chain of Command:

1. Chief of Police
2. Assistant Chief of Operations
3. Deputy Chief of Operations Bureau
4. Commander, Community Engagement Division
5. Captain, Youth and Community Engagement Unit
6. Lieutenant, Youth and Community Engagement Unit
7. Sergeant, Community Ambassador Program, Youth and CED
8. Community Ambassador Program Coordinator (civilian)
9. Community Ambassador (civilian) 11 C

OEWD-Funded Ambassador Programs (2023)

OEWD current funds six unique ambassador programs, including:

- **Mid-Market/Tenderloin Community-based Safety Program** - Managed by Mid-Market, coordinated with the Tenderloin CBD, Mid-Market CBD, and Civic Center CBD Urban Alchemy ambassadors
- **San Francisco's Downtown Welcome Ambassadors** - Managed by SF Travel and Mid-Market Foundation; Urban Alchemy ambassadors
- **Mission Community Connectors** - SF SAFE and Latino Task Force ambassadors, BACR job training retention and workforce development, Calle 24 SF provides the public space activations
- **Lower Polk CBD Community Ambassadors** - Managed by Lower Polk CBD; NextStreet ambassadors
- **Excelsior Ambassadors** - Managed by Urban Alchemy; Urban Alchemy ambassadors
- **Castro Cares Ambassadors** - Managed by Castro CBD; StreetsPlus ambassadors



**OEWD
Ambassador Programs**

Ambassador Program

- Castro/Upper Market Community Benefit District
- Lower Polk Community Benefit District
- Mid-Market Community-Based Safety Program
- Mission Community Connectors
- SF Welcome Ambassador



SAN FRANCISCO DEPARTMENT
OF EMERGENCY MANAGEMENT

OEWD-Funded Ambassador Programs (2023)

TL/Mid-Market Safety	Downtown Welcome	Mission	Lower Polk	Excelsior	Castro Cares
\$23,590,570	\$6,600,000	\$2,000,000	\$400,000	\$400,000	\$415,000
250 FTE / 100 posts (peak)	69 FTE / 30 posts (peak)	16 FTE/ 3 Fixed Post	4 FTE/3 posts (peak)	4FTE/4 posts	4 FTE / 4 posts (peak)
M-Su: 7-7	M-Su: 8-8	M-Su 10am-8pm	M-F: 8-9, Sa:10-6:30, Su: 9-5:30	M-F: 8-4:30	M-Su: 7-7:30
\$21-26/hour	\$25/hour	\$26/hour	\$25/hour	\$21/hour	\$22.91/hour
Safety, Wellness, Cleanliness	Hospitality, Wellness	Safety, Wellness, Cleanliness	Hospitality, Wellness	Safety, Wellness, Cleanliness	Safety, Hospitality, Wellness
Direct to agency, feedback to City, merchant and resident surveys	Direct to agency, feedback to City, merchant and resident surveys	Direct to agency, feedback to City, community stake holder advisory group, merchant outreach	Direct to agency, feedback to City, merchant outreach	Direct to agency, Feedback to city, quarterly tow nhalls, merchant outreach, monthly stake holder updates	Direct to agency, merchant outreach, community meetings

DEM's Coordination Effort

Work Plan

- Document the landscape
- Create and/or support expansion of existing ambassador program network
- Standardize linking ambassador work to 311 and social services.
- Align work with the San Francisco's Street Crisis Response efforts.
- Create common training modules using existing best practices and trainings from the ambassador network as well as creating its own
- Feedback loops and accountability measures

Q & A

What questions can you we help you with?



Thank you!

Feel free to reach out!

- Andre.Torrey@sfgov.org
- Sam.Dodge@sfgov.org