

File No. 250144

Committee Item No. 6

Board Item No. 12

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Budget and Finance Committee Date March 19, 2025

Board of Supervisors Meeting Date March 25, 2025

Cmte Board

- | | | |
|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | Motion |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Resolution |
| <input type="checkbox"/> | <input type="checkbox"/> | Ordinance |
| <input type="checkbox"/> | <input type="checkbox"/> | Legislative Digest |
| <input type="checkbox"/> | <input type="checkbox"/> | Budget and Legislative Analyst Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Youth Commission Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Introduction Form |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/> | <input type="checkbox"/> | MOU |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Information Form |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Budget |
| <input type="checkbox"/> | <input type="checkbox"/> | Subcontract Budget |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Contract/Agreement |
| | | • Draft Donor Service Agreement - ZS Associates |
| | | • Draft Donor Service Agreement - Adobe |
| <input type="checkbox"/> | <input type="checkbox"/> | Form 126 – Ethics Commission |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Award Letters |
| | | • ZS Associates – MTA |
| | | • Adobe – LIB 1/22/2025 |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Application |
| <input type="checkbox"/> | <input type="checkbox"/> | Public Correspondence |

OTHER (Use back side if additional space is needed)

- | | | |
|--------------------------|-------------------------------------|--|
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <u>MYR Office of Innovation Presentation 3/19/2025</u> |
| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <u>Civic Bridge Innovation Showcase 2024</u> |
| <input type="checkbox"/> | <input type="checkbox"/> | <u>_____</u> |
| <input type="checkbox"/> | <input type="checkbox"/> | <u>_____</u> |
| <input type="checkbox"/> | <input type="checkbox"/> | <u>_____</u> |
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| <input type="checkbox"/> | <input type="checkbox"/> | <u>_____</u> |

Completed by: Brent Jalipa Date March 13, 2025

Completed by: Brent Jalipa Date March 20, 2025

1 [Accept and Expend In-Kind Gift - Consulting Services - Various Providers - Valued at
2 \$337,920]

3 **Resolution authorizing the Mayor's Office, through the Mayor's Office of Innovation, to**
4 **accept in-kind gifts of consulting services from ZS Associates valued at \$168,960 and**
5 **Adobe valued at \$168,960 for a total value of \$337,920 from February 26, 2025, through**
6 **June 13, 2025, in connection with the Civic Bridge Program; and to authorize the**
7 **Mayor's Office of Innovation to enter into amendments or modifications to the donor**
8 **agreement that do not materially increase the obligations or liabilities to the City and**
9 **are necessary to effectuate the purposes of the donor agreement or this Resolution.**

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

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

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

20 WHEREAS, For the 2025 cohort the following departments will receive the following
21 services from the Partners for the value of the in-kind services identified for each project:

- 22 • The San Francisco Municipal Transportation Agency (SFMTA) to receive
23 assistance from ZS Associates to develop a set of key performance metrics to
24
25

1 inform iterative development of SFMTA's public feedback process valued at
2 \$168,960; and

- 3 • The San Francisco Public Library (SFPL) to receive assistance from Adobe to
4 design an iterative impact assessment framework for SFPL's public programing
5 valued at \$168,960; and

6 WHEREAS, The Donor Agreements with the Partners to provide consulting services on
7 a volunteer basis to the City are on file with the Clerk of the Board of Supervisors in File
8 No. 250144; and

9 WHEREAS, The consulting services are valued at a total of \$337,920; and

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

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

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

16 RESOLVED, That the Board of Supervisors approves the in-kind gifts valued at
17 \$337,920 and hereby authorizes, through the Mayor's Office of Innovation to accept the in-
18 kind gifts of consulting services described above, substantially in the form of the donor
19 agreements on file with the Clerk of the Board of Supervisors, in File No. 250144, with such
20 changes or modifications, as may be acceptable to the Mayor and the City Attorney and which
21 do not materially increase the obligations and liabilities of the City or reduce the services to
22 the City; and, be it

23 FURTHER RESOLVED, That within thirty (30) days of the donor agreements being
24 fully executed by all parties, the Mayor's Office of Innovation shall provide a copy of the final
25 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

File Number: 250144
(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: Mathew Larson Telephone: 415-554-6591

4. Grant Approval Status (check one):

☒ [X] Approved by funding agency ☐ [] Not yet approved

5. Amount of Grant Funding Approved or Applied for: \$337,920 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: 02/26/2025

End-Date: 06/13/2025

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:

Deborah Kaplan

(Name)

Deputy Director for Programmatic Access

(Title)

Date Reviewed: February 3, 2025 | 9:11 AM PST

DocuSigned by:

(Signature Required)

Department Head or Designee Approval of Grant Information Form:

Benjamin McCloskey


(Name)

Deputy Director - Finance and Administration

(Title)

Date Reviewed: February 1, 2025 | 9:13 AM PST

(Signature Required)

Signed by:

3FD729FEA363499...

An aerial photograph of San Francisco at dusk. The city lights are visible, and the San Francisco City Hall is prominently featured in the center, illuminated. The word "CIVIC BRIDGE" is overlaid in large, white, sans-serif capital letters. A white arch graphic is positioned above the text, spanning from the 'C' to the 'B'.

CIVIC BRIDGE

2025 Cohort 1 | Mayor's Office of Innovation

Civic Bridge 2025 Cohort 1: *Improving City service delivery & accountability*

FOCUS AREA FOR 2025 COHORT

This year, priority was made to source and match projects that focus on:

- Redesigning or rethinking how an existing service is delivered
- Implementing goal setting and performance measurement for a service or program

COHORT INSIGHTS

- Projects were scoped to be in service of key outcomes outlined in the strategic plans for the participating departments.
- All project proposals were evaluated and approved by a review committee of City Dept partners (COIT, Digital Services, DT, DataSF, CON) .
- Each project deliverable has the potential to provide scalable insights for other City Depts facing similar service delivery and impact measurement challenges.

COHORT PROJECTS

San Francisco Public Library (SFPL) & Adobe

SFPL plans to work with Adobe to develop a consistent method to collect actionable feedback from patrons of its public programming to measure impact and inform long-term operational decisions. Adobe will develop user-friendly feedback tools to source patron input and define a set of key performance indicators (KPIs) to measure tangible outcomes and qualitative community impact in line with the Library's Vision 2030 strategic plan.

San Francisco Municipal Transportation Agency (SFMTA) & ZS Associates

SFMTA plans to work with ZS Associates to improve SFMTA's customer service, outreach, and engagement. ZS Associates will develop a journey map for SFMTA's Public Outreach and Engagement Team Strategy (POETS) public engagement feedback loop, identify key performance metrics for each feedback milestone, and provide recommendations on how to approach measuring performance over time to inform iterative development of POETS.

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 - 2025

87 total projects

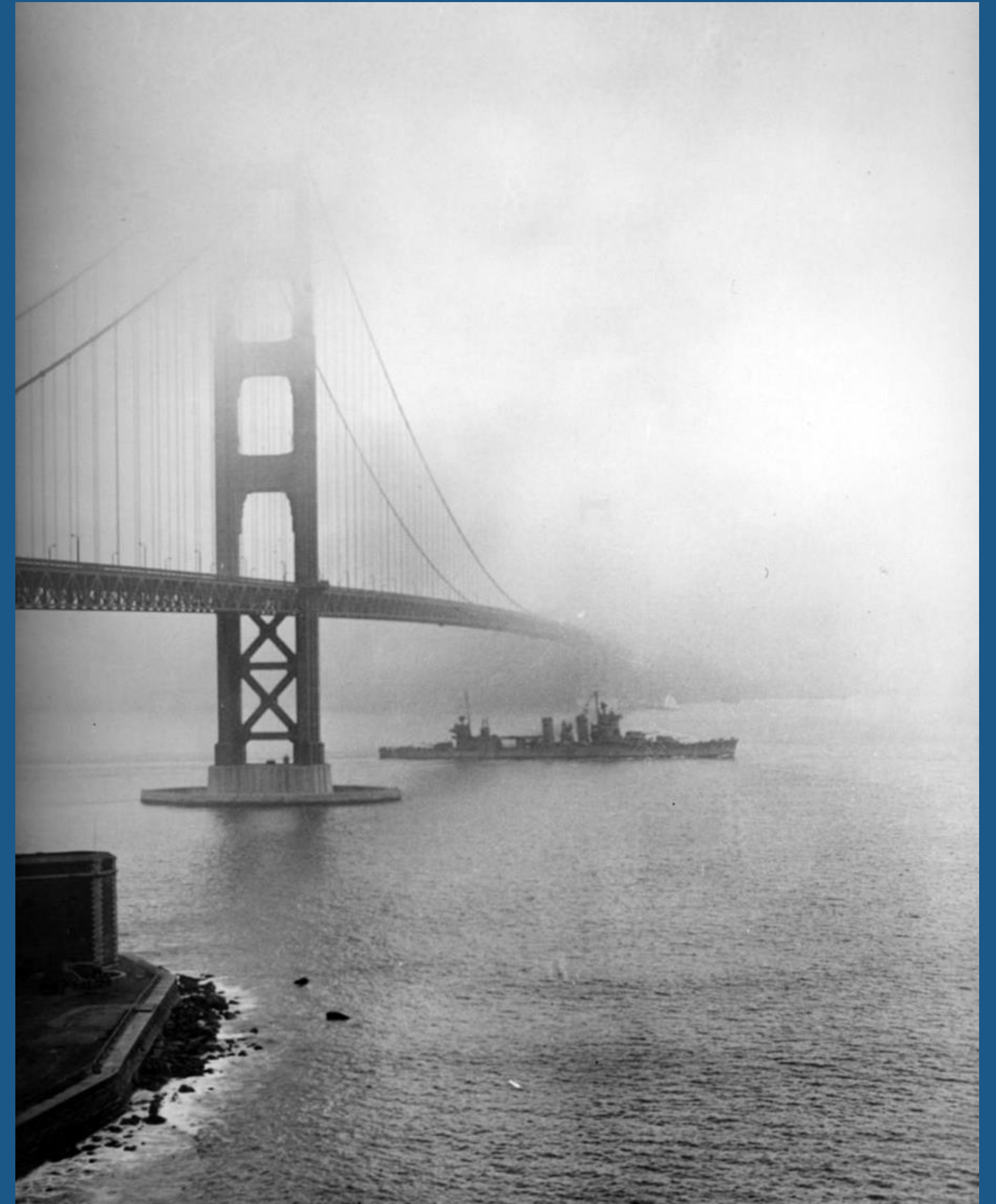
35 City departments

29 pro bono partners

55,742 volunteer hours

868 total participants

\$8.75M 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

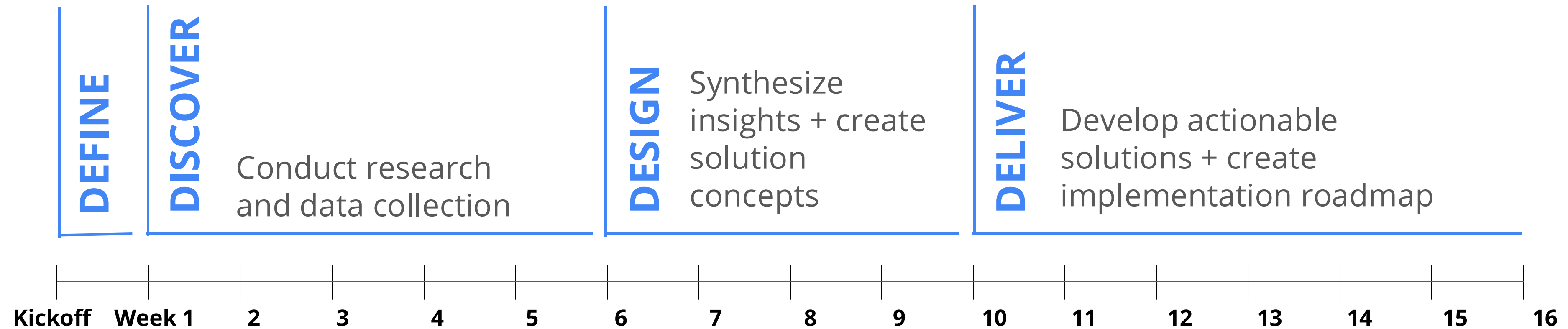
Share

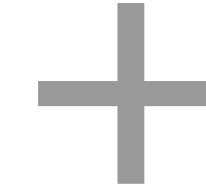
Project teams showcase their project work to key stakeholders

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

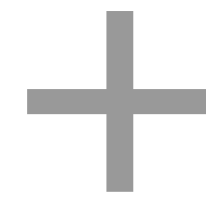
The Office of Contract Administration (OCA) wanted to better understand the needs and pain points of bidders and suppliers as they sought to improve the contracting process

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.



CHALLENGE

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.

SERVICES

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

OUTCOMES

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



+



CHALLENGE

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

SERVICES

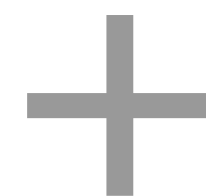
Through Civic Bridge, ZS consultants contributed their skills in data processing, transformation, analysis, and visualization to build a user-friendly dashboard in Tableau.

OUTCOMES

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



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

CIVIC BRIDGE

Innovation Showcase



SAN FRANCISCO
OFFICE OF
CIVIC INNOVATION

Civic Bridge Projects 2024

SF Fire Department & Adobe

Developing a logic model for the EMS-6 program that responds to the City's highest users of the emergency care system

Health Street Operations Center + US Digital Response

Piloting an updated HSOC Client Engagement form to improve data collection & quality

Department of Public Health (DPH) & ZS Associates

Understanding the overdose responder journey for SORT, POET, and HOPE, and piloting a series of rapid iteration initiatives to reduce friction for these teams

SFFD EMS-6 & ADOBE

Civic Bridge 2024



CHALLENGE OVERVIEW

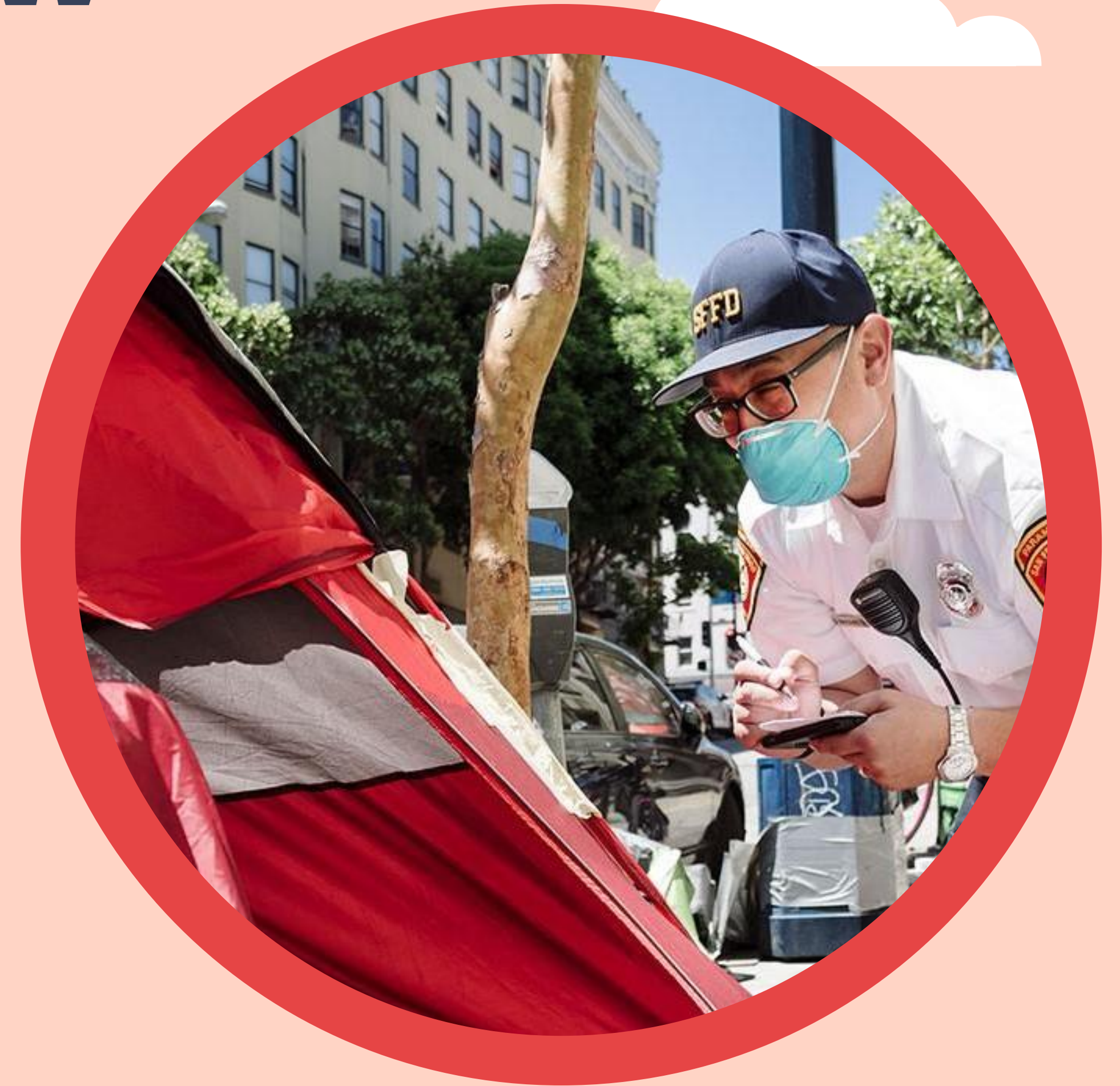
The wrap-around care that EMS-6 provides is long term and inherently personalized to the unique needs and circumstances of each client.

01

Develop KPIs that capture the balance between client stabilization and the reduction in clients' cost to the emergency system.

02

Formalize and optimize the team's processes for providing care to clients and partnering with the city's network of emergency and non-emergency services.



PROJECT JOURNEY

- 10+ ride-alongs with EMS-6 captains
- Interviews with all 6 captains and chiefs Pang, Mason and Sloan
- Weekly meetings with chiefs Pang, Mason, Sloan and Mat Larson
- Additional interviews with
 - DataSF, DPH, DEM (Dara Papo, Dr. Barry Zevin, Lauren Bell)
 - ASTRID (Amanda Ford)
 - EMSA (David Moorner, Elaina Gunn)
 - SFFD IT (Eugene Tse)

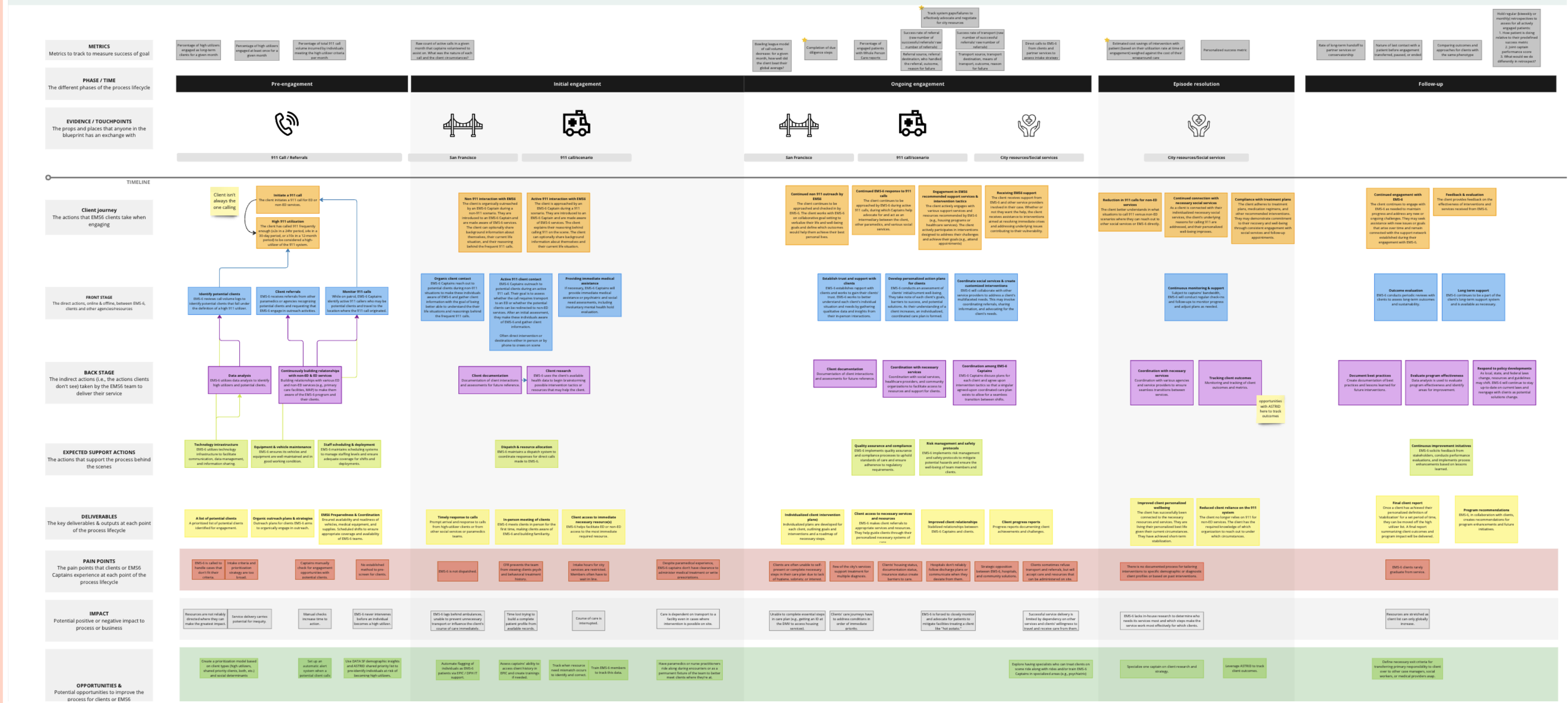


DELIVERABLES



EMS-6 Service Blueprint

Draft v.2



LEVERAGING A SERVICE BLUEPRINT

Draft v.2 of service blueprint co-created between Adobe team and SF Fire

DEFINING & MEASURING SUCCESS



Track clients' improvements in wellbeing



Track when mismatches occur between clients' needs and resource constraints

Client Themes

	Housing	Substance Use	Mental Health	Healthcare Access	Social Support	Employment/ Income (city benefits/income stream)	Medical Health	Case Management	Food Security	Trust (between client & Captain)	911 Call Volume
0	Unhoused/living on the street	Severe addiction with no treatment and frequent overdoses	Severe untreated mental health issues	Complete reliance on the 911 system for access to healthcare	No social support and an inability to trust others or the healthcare system	No income and unemployed	Severe untreated physical health issues	No case manager	No food for a day or more, visibly malnourished	No trust established	20+ calls per month
1	Temporary shelter	Acknowledgement of problem but no treatment	Sporadic treatment	Irregular access	Some inconsistent	Irregular income (e.g.,	Mild untreated physical	Screening and case intake	Not properly connected	Minimal trust established	10-19 calls per month
2	Couch-surfing	Sporadic treatment									s per month
3	Transitional housing	Regular treatment, occasional relapse									s per month
4	Permanent housing	No substance use or managed substance for >6 months									per month

Wellbeing Scale

Resource availability *

☐ Available

☐ Not Available

Outcome *

☐ Successfully connected

☐ Redirected to another facility

☐ Client remains unserved

☐ Other: _____

PROGRAM OPERATIONS



Develop a heuristic model, distilling existing EMS-6 knowledge and practice, for choosing which clients to engage with and how.



Specialize one captain on research and care planning to be a strategic knowledge counterpart to captains in the field.



Determine by consensus in regular case reviews which clients are stabilized enough for captains to stop initiating follow-ups.



Encourage captains to take breaks from challenging engagements to assist other crews and impact non-high-utilizers for whom they can make an immediate difference.



Establish a team retrospective to encourage feedback between leadership & captains.

SUMMARIZED DELIVERABLES

Tangible Project Deliverables	Next steps
Service blueprint	Handoff blueprint/guidelines on how to facilitate further development with Fire Team.
Client wellbeing tracker	Finalize the wellbeing tracker and applicable themes & wellbeing markers based on feedback from Chiefs and Captains. Determine how to weight of each theme.
Client resource connection tracker	Finalize the client resource tracker based on feedback from Chiefs and what information will be most helpful & credible to the City of San Francisco. Trial run the tracker with Captains and iterate from there.
Intangible Project Deliverables/Recommendations	Next steps
Develop a heuristic model	EMS-6 to determine specific interventions tailored to client types.
Establish a team retrospective	Build a habit of delivering feedback openly from top-down and bottom up.
Specialize one of six Captains on research	Pilot the team's strongest researcher in a strategy role, informing whether to further specialize captains based on their strengths or expertise.
Encourage Captains to assist non-high utilizers when it can make an immediate difference.	Test whether assisting other crews with non-high-utilizers of 911 improves captains' morale and EMS-6's reputation and relationship across departments.
Establish a team retrospective	Build a habit of delivering feedback openly from top-down and bottom up.

PROJECT TEAM



SFFD EMS-6 Chiefs Team



Chief Simon Pang



Chief April Sloan



Chief Michael Mason

Civic Bridge Partner



Mat Larson

Adobe Team



Shay O'Reilly



Madisen Hackley



Natasha Humphries

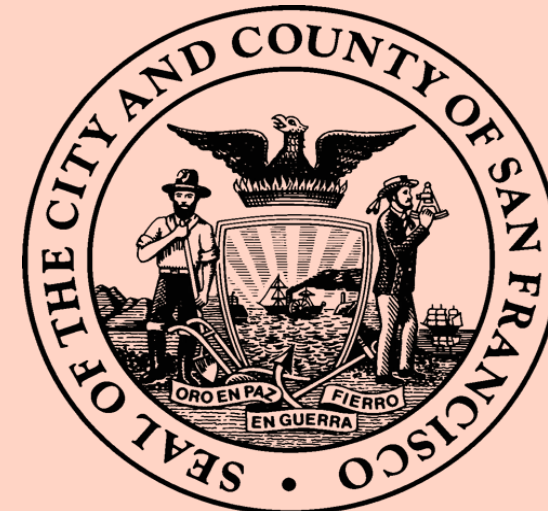


Brooke Weller



Madeleine McGrath

Thank you



Improving HSOC intake form & data quality

Department of Emergency Management, Housing & Homeless
Services + U.S. Digital Response



HSOC TEAM



USDR: PROJECT TEAM



Judy Wang

PROJECT LEAD



Sana Yusuf

UX DESIGNER



Daman Chatha

UX DESIGNER



Nina Turner

UX RESEARCHER
(USDR)

CHALLENGE OVERVIEW

20 + Question Form

Under bridges, in the street, every single client, rain or shine!



Manual Cleaning

Look up name spelling, DOB accurate, shelter decision changes, calls upon calls.



Up to Leadership

Aggregating the data, which feeds power BI reports, comms requests, neighborhood meetings, questions from BOS, etc.

HSOC Client Log

* Required

1. Today's Date *

Please input date (M/d/yyyy)

2. Shift or Referral *

Morning

Afternoon

Weekend

Community Referral

PD Encounter

3. Location (address, park, intersection, etc.) *

Enter your answer

4. HSOC Staff Initial *

AB

CD

DN

JL

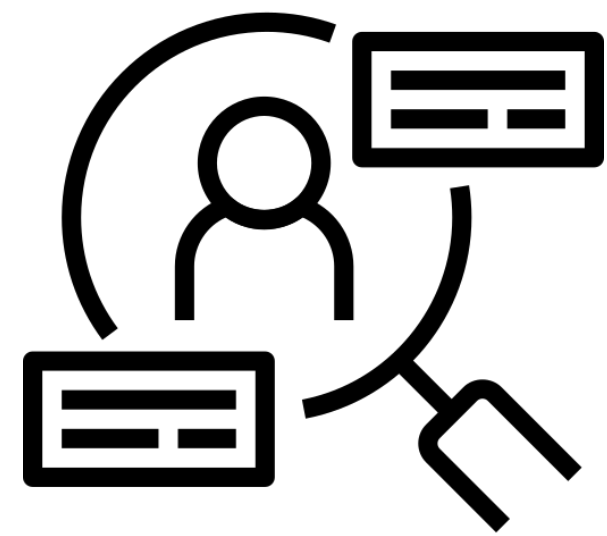
JM

PR

HSOC Outcomes Table

Date	Intersection	Shift	On Site at Start	Referred to Shelter	Refusing Services	Already Housed or Sheltered
7/2/2024	05TH ST and WELSH ST	Afternoon	11	5	6	0
7/2/2024	FERN ST and POLK ST	Afternoon	0	0	0	0
7/2/2024	PERRY ST and 04TH ST	Morning	9	3	6	0

HOW WE WORKED TOGETHER



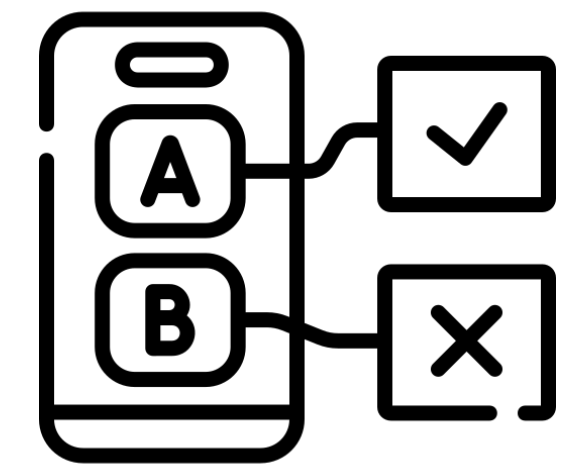
Conducted User
Research



Created a
Stakeholder Map
of the Form Data



Identified
Opportunities for
Form Usability
Improvements



Created and
Tested New
Form Prototypes

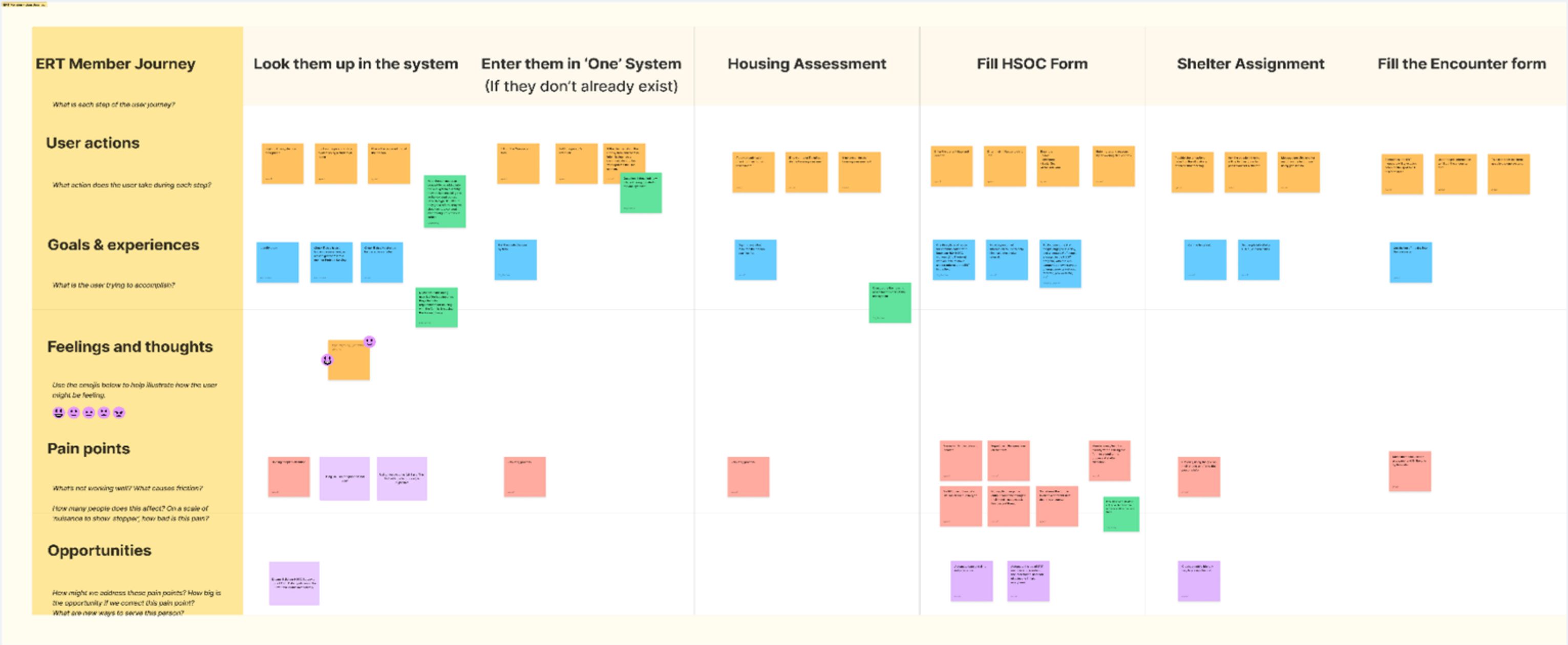
USER RESEARCH AND STAKEHOLDER MAPPING

The Journey Map helped define goals:

Automate data cleaning processes to reduce manual work.

Optimize data formatting and reporting to facilitate easier analysis and answering of common policy questions.

Improve data entry process by addressing issues with redundant questions and free-form answers.



IDENTIFY OPPORTUNITIES

Current MS Form

HSOC Client Log

* Required

1. Today's Date *

Please input date (MM/dd/yyyy)

2. Shift or Referral *

☐ Morning

☐ Afternoon

☐ Weekend

☐ Community Referral

☐ PD Encounter

3. Location (address, park, intersection, etc.) *

Enter your answer

4. HSOC Staff Initial *

☐ All

☐ CD

☐ DN

☐ JL

☐ JM

☐ PR

☐ ZS

☐ CH

☐ HH

☐ Other

5. Is client willing to give us their name? *

☒ Yes, client will give their name

☐ No, client refuses

Updated MS Form

Comments/Change As we have had to receive form searching? I ask because we had a few clients with "engagement status" = "Refuse to provide info" and we all had their birth date. So want to figure out if searching is causing some strange data results.

PPS: Form entry requires manually filling in date for each request

- Make the date an optional field (won't do)
- Allow for respondents to be able to change the date at a later time

Comments/Change

- Confirm if this can auto-update back to excel
- What email sends the MS form? Ideally this receives the email
- The email can likely be linked to a specific table
- From time to time, it will fail at the time if there are additional entries
- 5-10 per shift roughly
- Generic email option

PPS: Form entry requires manually filling in location for each request

Add submit for location formatting

Comments/Change

- Step 1: experiment with suggested format & add any improvements to date quality
- Outreach workers should be educated about this

3. Location (address, park, intersection, etc.) *

Please input the address in the following format: XYZ

Enter your answer

PPS: Form entry requires manually filling in location for each request

Add submit for location formatting

Comments/Change

- Intersection (yes, also neighborhood and district)
- True location is not as helpful
- "Other Block of address" - Future
- 300 Intersections in the past few months
- Maybe we only display X amount
- Maybe an experiment
- Neighborhood
- Searching? Would this get complicated?
- Outreach workers should be educated about this

4. Location *

(entering a location via "Other" input the address in the following format: XYZ)

Select your answer

Street Name & Street Name

Street Name & Street Name

Other

PPS: Form entry requires manually fill for each request

OR, populate a dropdown list of available locations, with the ability to add "Other" with a certain formatting

Comments/Change

- MS Form has the option to collect emails
- Not huge priority, but can look at the user flow
- Would need to educate outreach workers on only using the SF gov email

Comments/Change Normalizing Intersection is very important. Please use the "HSOC ASTRO Analysis (April 2024)" Excel Sheet in SharePoint at the Locations tab. Be open to make any meaningful conclusions about how outreach offer at various locations. To really try to try 100 of the top intersections in the drop down then go Other option with instructions on how to input. Basic instructions need to say "according to Google map or where the resolution is, not literally where you are standing" or something to that effect.

as of 4/14/24 1:00pm #1 for ASTRO

Keep as two questions

Combine the name fields?

Google Forms

HSOC Client Log

Form description

This form is automatically collecting emails from all respondents. [Change settings](#)

Automatically collect the email of who is filling out the form

JotForm

Address Map Locator

Map Satellite

Address 871-837 Franklin Ave, Brooklyn, NY 11225, USA

Latitude 40.6834509

Longitude -73.9584238

Province New York

Country USA

PPS: Form entry requires manually filling in location for each request

Add a widget with a map locator that can capture a respondents location.

Comments/Change

What type of location data is most helpful?

- Intersection (yes, also neighborhood and district)
- Address
- Exact location?

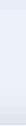
TWO PHASED PROTOTYPE TESTS

Improve the overall quality of the data received so that Data Analysts could spend less time manually cleaning dirty data.

Improve the overall user experience of the form to be less tedious for ERT members to fill out while in the field.

3. Location (address, park, intersection, etc.) *

Enter your answer



3. Location (address, park, intersection, etc.) *

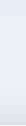
Please input intersections by numbered streets first then alphabetical order. For example:

- Mission and 6th -> 6th and Mission
- Fell and Baker -> Baker and Fell"

Enter your answer

9. Date of Birth (MM/DD/YY) *

Enter your answer



8. Date of Birth *

Please input clients DOB in the following format: MM/DD/YY
Example: 06/09/78

Enter your answer

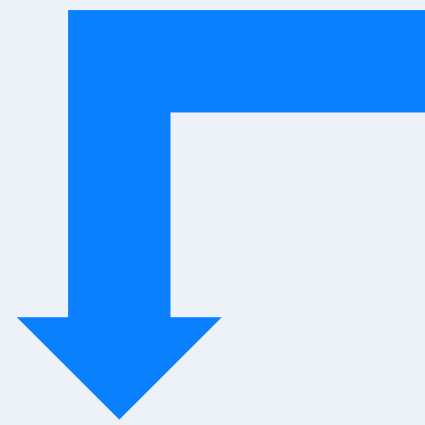
TEST INSIGHTS AND LEARNINGS

Overall, the changes made during both Phase 1 and Phase 2 tests reduced the need for manual database cleanup.

	Original Form	Phase 1 Changes (addition of subtext)	Phase 2 Changes (P1 + Location Dropdown)
Total submissions (#)	800	121	241
Total submissions with dirty data (#)	123	10	6
% total submissions with dirty data	15.38%	8.26%	2.49%
% improvement from the original form	n/a	46.25% Improvement	83.81% Improvement

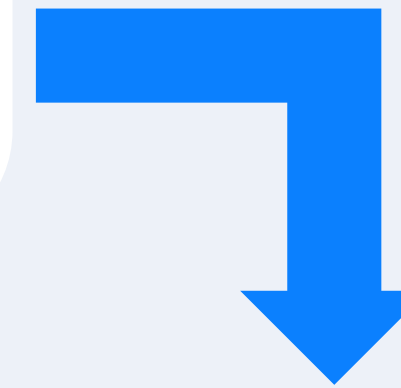
NEXT STEPS

What software can meet all our needs?



Backend:

ASTRID, Power BI Dashboards, ONE System alignment



Frontend:

Outreach workers in chaotic field scenarios, dual reporting processes

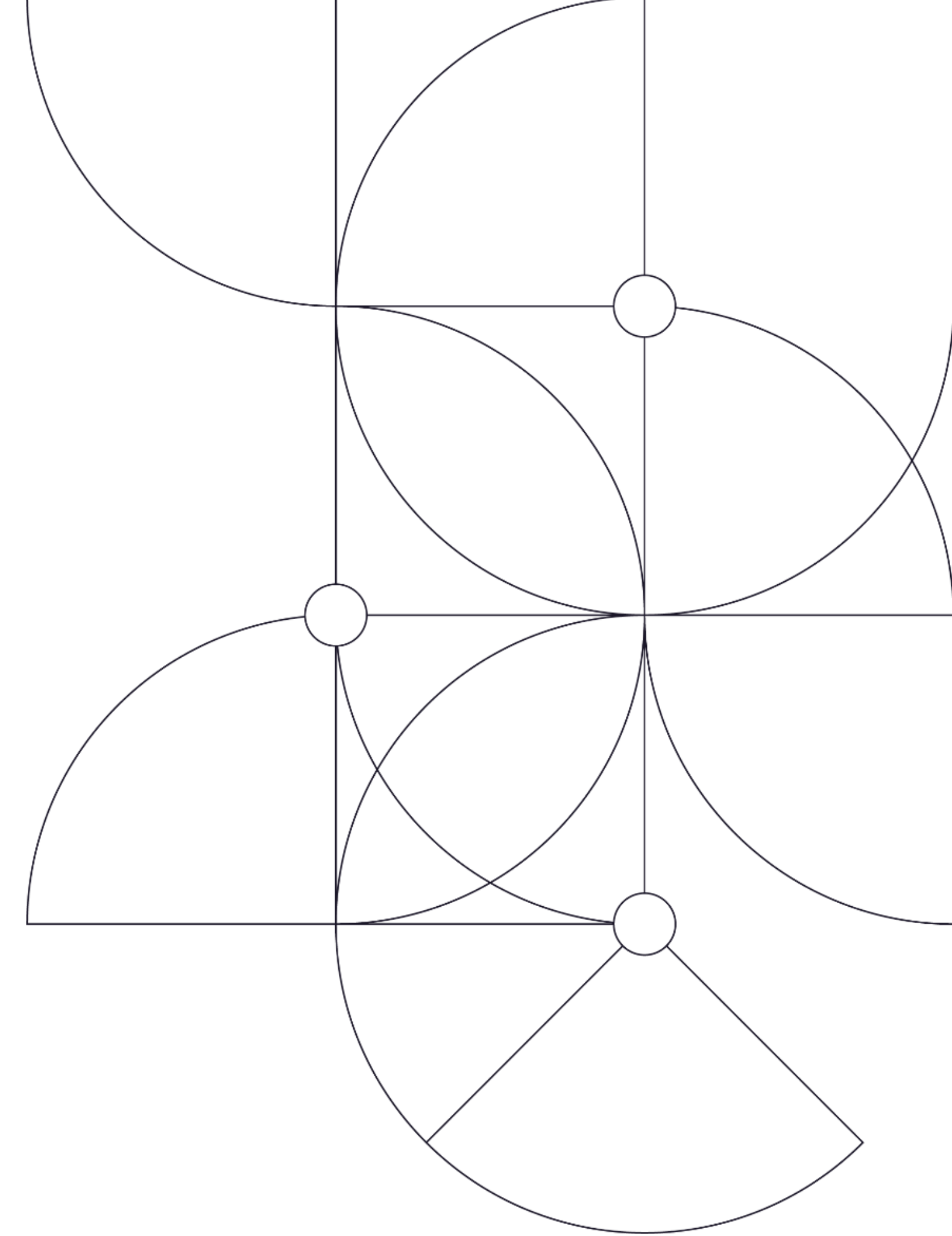


San Francisco
Department of Public Health

Civic Bridge: Dept of Public Health
Final Showcase

July 2024

Impact where it matters.



Project Team

ZS / Civic Bridge Team



Nan Gu

ZS Associates



Evelyn Choy

ZS Associates



Jacqueline Jennette

ZS Associates



Savinnie Ho

ZS Associates



Mat Larson

Mayor's Office of Innovation

City Core Team



Dara Papo

POET / DPH



Lauren Bell

DEM



Barry Zevin

POET / DPH



Joanna Eveland

POET / DPH



April Sloan

SORT / Fire



Michael Mason

SORT / Fire



Dominique McDowell

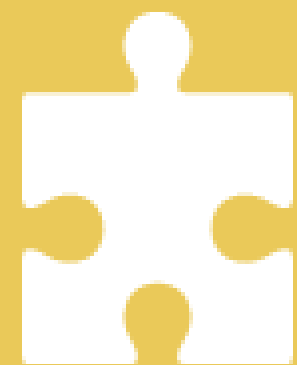
HOPE / UCSF

The Dept. of Public Health (DPH) wants to coordinate a data driven system of care for survivors of non-fatal overdoses that reduces barriers to substance use services



Situation

- San Francisco is facing a significant **challenge with opioid use** that has continued despite championing a harm reduction strategy, increasing availability of safer use resources, and expanding access to treatment services on demand.
- San Francisco has multiple overdose response teams to ensure that those treatment services are available for all who are ready to use them, DPH has worked to identify **structural and systematic barriers**



Complications

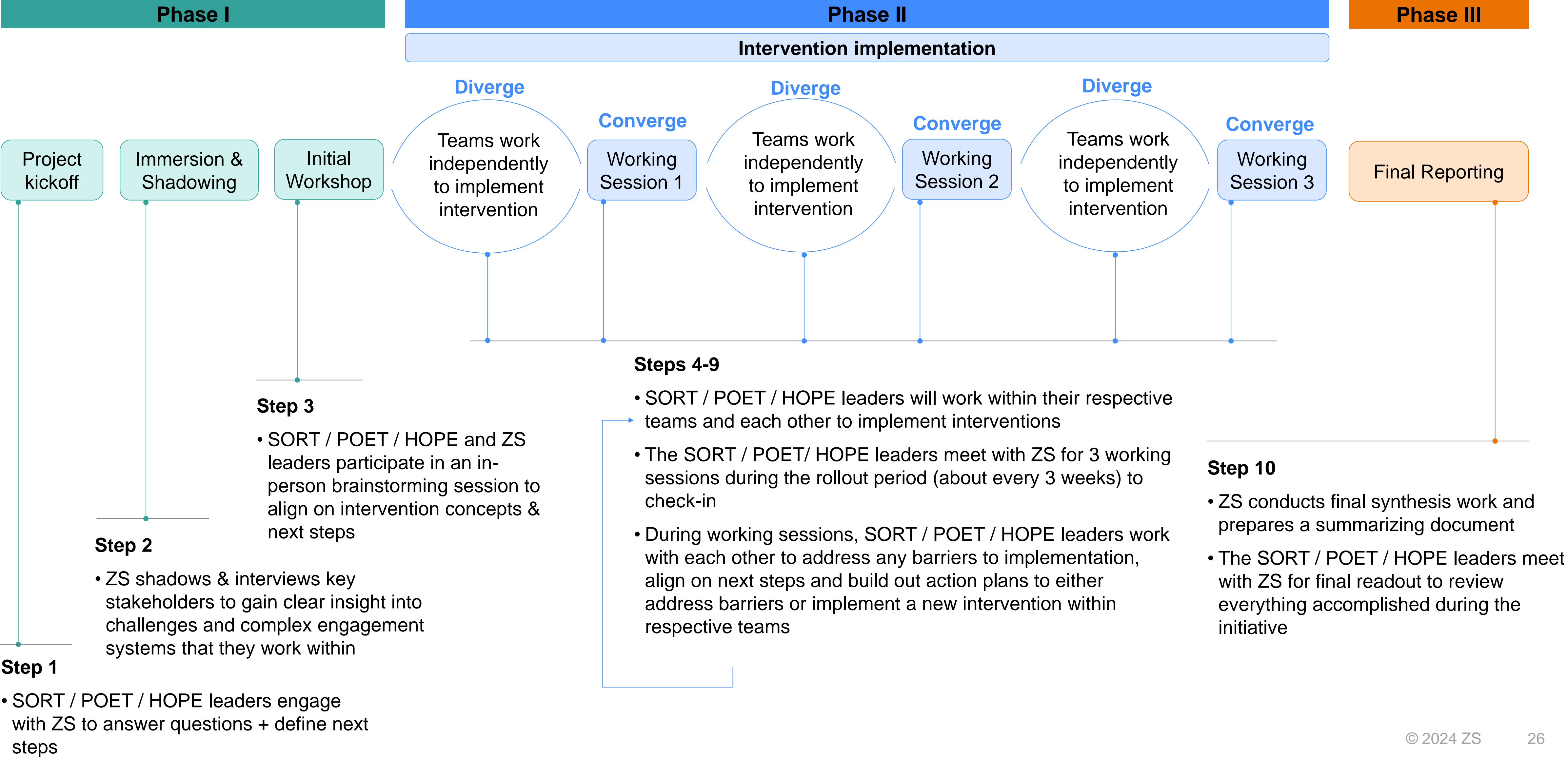
- DPH is interested in strengthening collaboration with partner City departments to identify appropriate service interventions and improve coordination among overdose prevention teams.
- For those who want to receive treatment for opioid or substance use disorder, DPH seeks to better understand:
 - What **friction** exists in coordination overdose prevention efforts and care across departmental systems?
 - What **coordination** (digital, analog, data-based) currently exists between teams and departments?
 - Where are the **care gaps** within the span of control for each overdose team?



Key Project Objectives

- DPH would like the Civic Bridge project to collaborate with system stakeholders (e.g., SORT, POET, HOPE leadership) including program managers, service providers, and the system of care, **to propose and implement a series of feasible changes** for the response teams to test during the 9-weeks implementation phase
- The Civic Bridge team would synthesize workshop and implementation findings and provide longer-term **recommendations**; synthesis should include a **response journey map** to coordinate a system of care that reduces friction in the response team's services and expand access to substance use services

The working team of ZS, DPH, SORT and HOPE worked to meet those objectives through carefully orchestrated patterns of activity



Implemented interventions are expected to have outcomes that will improve effectiveness of responders across SORT, POET and HOPE



40% of individuals who receive a bupe start from SORT paramedics during normal business hours will receive a warm hand off to POET follow up services



Paramedics are now attending **standardized training** to discuss medications for addiction treatment and other overdose prevention



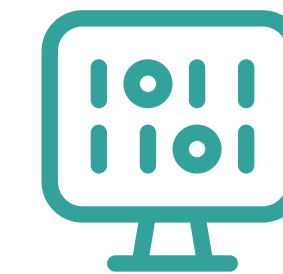
100% of all paramedics able to recognize signs and symptoms of opiate withdrawal and **90%** of clients will be offered community resources for substance use services



Improved efficiency of POET and HOPE's supporting **30 clients/year** with unclear housing status and minimizing duplication of efforts to identifying / locating clients



90% of individuals flagged to POET will have a care coordination note entered in Epic leading to follow up substance use care for 100 clients/year



Expanding EPIC access to capture **80%** more client documentation in a more visible common platform and standardizing the documentation workflow in Epic to allow centralized monitoring and evaluation, saving **100 hours** of administrative time that can be redeployed to direct service.



THANK YOU!



SAN FRANCISCO
OFFICE OF
CIVIC INNOVATION



Civic Bridge 2025: Partner Project Selection

The San Francisco Mayor's Office of Innovation is excited to launch our Civic Bridge 2025 civic challenges!

As you may know, Civic Bridge recruits private sector employees to volunteer their time to work alongside City staff on critical City issues, over the course of 16 weeks at 20% time. You can learn more about the program [here](#).

VOTING DEADLINE: BY FRIDAY, DEC 20, please submit your top three project choices.

You can review this cohort's civic challenges [here](#).

As you make your project selections, keep in mind the types of expertise you think you could recruit as well as which projects might spark the most interest from employees. Please note that for equity purposes, companies will not be able to participate in future downstream opportunities stemming from their matched project.

Email mathew.larson@sfgov.org if you would like a phone call to discuss any projects or your company's participation.

Once we receive preferences from all our interested partners, we will do our best to pair you with one of the three projects you indicated. We will communicate matches by Monday, December 23.

PROGRAM TIMELINE:

- Project Voting (top three choices) | Dec 20
- Pro bono Partners Selected | Dec 23
- Pro bono Volunteer Recruitment | Dec 23 to Feb 17
- Civic Bridge 16-week program | Feb 26 - June 13

Name *

Amy Meng

Email *

ameng@usdigitalresponse.org

Your organization *

U.S. Digital Response

Please rank your top 3 projects: *

	First choice	Second choice	Third choice	N/A
Project 1: SF Public Library Designing a feedback and impact assessment framework to guide SFPL programing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Project 2: Planning + OEWD Developing a Tracking System for Development Agreements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Project 3: DS Optimizing Google Analytics for SF.gov	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project 4: SFMTA Establishing Metrics for Community Outreach Programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Project 5: OEWD Developing a Collaborative Strategy for Revitalizing San Francisco's Theater District	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Project 6: SFO Developing a Evaluation Framework for a Multilingual Generative AI Assistant to Enhance SFO's Guest Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Project 7: SFO |

Optimizing SFO's
Social Impact
Website for
Community
Engagement and
Accessibility
Accessibility



Please share any additional comments below.

This content is neither created nor endorsed by Google.

Google Forms

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Name *

Alex Jahier

Email *

ajahier@adobe.com

Your organization *

Adobe

Please rank your top 3 projects: *

	First choice	Second choice	Third choice	N/A
Project 1: SF Public Library Designing a feedback and impact assessment framework to guide SFPL programing	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Project 4: SFMTA Establishing Metrics for Community Outreach Programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
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Project 6: SFO Developing a Evaluation Framework for a Multilingual Generative AI Assistant to Enhance SFO's Guest Services	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Project 7: SFO |

Optimizing SFO's
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Accessibility

☐

☒

☐

☐

Please share any additional comments below.

I am confident that we would be able to successfully recruit for my first and second choice, but if assigned our third option it may be difficult to recruit employees with the skills and time commitment to participate.

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Name *

Josh & Ivy

Email *

ivy.lei@zs.com joshua.tran@zs.com

Your organization *

ZS

Please rank your top 3 projects: *

	First choice	Second choice	Third choice	N/A
Project 1: SF Public Library Designing a feedback and impact assessment framework to guide SFPL programing	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Project 7: SFO |

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Accessibility



Please share any additional comments below.

Thank you for your consideration - excited to potentially work together!!

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To Whom It May Concern,

ZS Associates is pleased to offer its in-kind services to the San Francisco Municipal Transportation Agency (SFMTA) through the Civic Bridge program, to support SFMTA's efforts to develop performance metrics for the SFMTA's Public Outreach and Engagement Team Strategy (POETS).

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

As a prior participant in the Program, ZS Associates is excited about the opportunity to propose to donate its services to support SFMTA's efforts to measure and evaluate the impact of its strategic outreach work. Through this Project, ZS Associates proposes to develop a POETS evaluation methodology, identify a set of performance metrics in service of measuring POETS impact, and identifying a set of possible data sources to inform baseline impact measures for SFMTA's public engagement loop. With our staff's key performance indicator development, data analysis, and strategic planning, 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 Civic Bridge Donor Services Agreement directly with SFMTA. The value of this commitment is up to \$168,960 for the estimated cost of up to 6 volunteers, working up to 8 hours per week over the program's 16-week timeline. The \$220 per-hour valuation for each volunteer is based upon the Taproot Foundation's average hourly value of pro bono service. This work will last for a 16-week period, beginning no sooner than February 24.

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

Sincerely

A handwritten signature in black ink, appearing to read "N K Hamilton".

Nicolle Hamilton
Principal

ZS Associates
611 Gateway Blvd 10th Floor, South San Francisco, CA 94080



345 Park Avenue, San Jose, CA 95110

CW2716673

To Whom It May Concern,

Adobe is pleased to offer its in-kind services to San Francisco's Public Library ("SF Public Library") through the Civic Bridge program (the "Program"), to support the SF Public Library's efforts to design a feedback and impact assessment framework for its public programming.

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

As a prior participant in the Program, Adobe is excited about the opportunity to propose to donate its services to support SF Public Library's assessment of its public programming (the "Project"). Through this Project, Adobe will develop a cohesive feedback and impact assessment framework for SF Public Library, which could include a set of feedback tools, key performance metrics to measure tangible outcomes, reusable templates, and implementation guidelines. With our staff's impact metric development, operations/logistics, and user research and service design expertise, we think Adobe is an excellent partner for this project.

Please accept this letter of intent for planning purposes. This in-kind donation will be memorialized through a Civic Bridge Donor Services Agreement directly with the SF Public Library. The value of this commitment is up to \$168,960 for the estimated cost of up to 6 volunteers, working up to 8 hours per week over the Project's 16-week timeline. The \$220 per-hour valuation for each volunteer is based upon the Taproot Foundation's average hourly value of pro bono service. This work will last for a 16-week period, beginning no sooner than February 24, 2025.

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

Sincerely

Erika Redman

Director, Global Strategic Sourcing

Erika Redman

01/22/2025

CIVIC BRIDGE DONOR SERVICES AGREEMENT

between the City and County of San Francisco acting by and through its San Francisco
Municipal Transportation Agency

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, San Francisco Municipal Transportation Agency ("Department"), a department of the City, seeks volunteer consulting services to develop a set of key performance metrics to inform iterative development of SFMTA's public feedback process ("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 February 26, 2025 and June 13, 2025. The monetary value of the free consulting services donation is \$168,960.

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 journey map of the Public Engagement Feedback Loop to understand key public engagement milestones, supporting key performance metrics for each milestone, and a recommendation on how to approach measuring the metrics over time to inform iterative development of the program. 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. "Donor Intellectual Capital" shall mean all methodologies, procedures, management tools, workshops, manuals, software, macros, templates, data files, survey ideas, inventions, know-how, and all intellectual property rights therein and other intellectual capital that Donor has used, developed, created or acquired (including the right to license third-party software to its clients) prior to or independent of performing the Donor Services under this Agreement or in the course of providing such Donor Services hereunder unless specifically agreed upon as a deliverable. Upon delivery of any deliverables hereunder, Donor hereby grants to Client a limited non-exclusive, non-transferable (except to affiliates or successors), royalty-free, perpetual, worldwide irrevocable license to use such Donor Intellectual Capital in connection with its use of the deliverables.

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.

In the performance of Donor Services, the City or Department may have access to Donor's proprietary or confidential information, the disclosure of which to third parties may damage Donor. All confidential information received from Donor

should be marked "confidential."

The receiving party may make disclosures to the extent required by law or court order provided the receiving party promptly notifies the disclosing party in writing about such disclosure requirement.

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 February 26, 2025. The term of this Agreement shall commence on the effective date, and shall end on June 13, 2025, 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: Deanna Desedas, Deanna.Desedas@sfmta.com, 1 South Van Ness Avenue, 3rd floor, San Francisco, CA 94103

To Donor: Jordi Casanovas, Jordi.casanovas@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. **Cooperation.** Donor, City, and Department acknowledge and agree that successful completion of services under the Agreement will require each party's full and mutual good faith cooperation. Any tasks to be performed by City or

Department personnel shall be performed by such personnel. In addition, City and Department agree to provide such services, equipment, software and support as are City or Department's responsibility. City and Department are responsible for providing information that is complete, accurate and prompt, and City or Department's reviews of Donor work shall be timely and shall be performed by personnel fully familiar with the City's or Department's business and requirements. The decision to implement any or all of Donor's recommendations shall be the responsibility of the City or Department.

12. Entire Agreement. This Agreement sets forth the entire Agreement between the parties, and supersedes all other oral or written provisions.

13. Limitation of Liability. The parties' liability under this agreement shall be limited to the monetary value of the donation which is \$168,960.

[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 MUNICIPAL
TRANSPORTATION AGENCY

By: _____

Print
Name: _____

Print
Title: _____

DONOR: _____

ZS ASSOCIATES, INC.

By: _____

Print
Name: _____

Approved as to Form:
David Chiu
City Attorney

By: _____

Annie Smiddy
Deputy City Attorney

CIVIC BRIDGE DONOR SERVICES AGREEMENT

between the City and County of San Francisco acting by and through the San Francisco Public Library

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 Public Library("Department"), a department of the City, seeks volunteer consulting services to design an iterative impact assessment framework for Department's public programing ("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 February 26, 2025 and June 13, 2025. The monetary value of the free consulting services donation is \$168,960.

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 cohesive feedback and impact assessment framework for Public Library programing, including: feedback tools, impact metrics, templates, and implementation guides including (collectively, "Deliverables").

All rights relating to copyright, patent, trade secret, trademark and any other intellectual property or proprietary rights ("Intellectual Property Rights") in the

Deliverables owned by Donor prior to providing the Services remain solely with Donor ("Donor Pre-Existing Property"). All Intellectual Property Rights owned by City prior to Donor providing the Services remain solely with City ("City Pre-Existing Property").

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

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

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

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

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

2. No Employment Relationship.

Donor acknowledges and agrees that providing Donor Services for the City does

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

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

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

3. Proprietary or Confidential Information of City.

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

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

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

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

Health Information (45 C.F.R. Sections 160.103, 164.501). If PHI is inadvertently produced to Donor, Donor shall immediately return the PHI and shall not use or disclose the PHI in any manner.

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

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

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

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

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

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

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2025, 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: Michelle Jeffers, michelle.jeffers@sfpl.org, 100 Larkin St, San Francisco, CA 94102

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

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

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

[Remainder of page intentionally left blank]

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

CITY: _____

SAN FRANCISCO PUBLIC LIBRARY

DONOR: _____

ADOBE INC.

By: _____

Print
Name: _____

Print
Title: _____

By: _____

Print
Name: _____

Approved as to Form:
David Chiu
City Attorney

By: _____

Jen Huber
Deputy City Attorney

2025 Civic Bridge Projects							
Dept	Partner	Description	Staff	Hourly Rate	Hours/staf	Total Hour	Total FMV
San Francisco Municipal Transportation Agency (SFMTA)	ZS Associates	Develop a set of key performance metrics to inform iterative development of SFMTA's public feedback process	6	\$220	128	768	\$168,960
San Francisco Public Library (SFPL)	Adobe	Design an iterative impact assessment framework for SFPL's public programing	6	\$220	128	768	\$168,960
							\$337,920
				*\$220 based on the Taproot rate			

OFFICE OF THE MAYOR
SAN FRANCISCO



DANIEL LURIE
MAYOR

TO: Angela Calvillo, Clerk of the Board of Supervisors

FROM: Mathew Larson, Mayor's Office

DATE: 02/04/2025

SUBJECT: In-Kind Gift Acceptance Resolution

GRANT TITLE: In-Kind Gift of Services from various providers through Civic Bridge Program

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

 X Proposed grant resolution; original* signed by Department, Mayor, Controller

 X Grant information form, including disability checklist

 X Grant budget

 X Grant application

 X Grant award letter from funding agency

 N/A Ethics Form 126 (if applicable)

 N/A Contracts, Leases/Agreements (if applicable)

 X Other (Explain): Donor Services Agreements

Special Timeline Requirements:

Departmental representative to receive a copy of the adopted resolution:

Name: Mathew Larson

E-mail: Mathew.larson@sfgov.org

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

Certified copy required: Yes

No

OFFICE OF THE MAYOR
SAN FRANCISCO



DANIEL LURIE
MAYOR

TO: Angela Calvillo, Clerk of the Board of Supervisors
FROM: Adam Thongsavat, Liaison to the Board of Supervisors
RE: Accept and Expend In-Kind Gift - Consulting Services - Various Providers - Valued at \$337,920
DATE: February 11, 2025

Resolution authorizing the Mayor's Office, through the Mayor's Office of Innovation, to accept an in-kind gift of consulting services valued at \$337,920 from various providers from February 26 – June 13, 2025, in connection with the Civic Bridge Program.

Should you have any questions, please contact Adam Thongsavat at adam.thongsavat@sfgov.org