



SAN FRANCISCO HUMAN SERVICES AGENCY

MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: DAN KAPLAN, DEPUTY DIRECTOR
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS DS
EE

DATE: NOVEMBER 14, 2025

SUBJECT: GRANT MODIFICATION: **AHSING SOLUTIONS** (FOR-PROFIT) FOR
PROVISION OF COMMUNITY SAFETY AND ENGAGEMENT PROGRAM

	<u>Current</u>	<u>Mod</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
GRANT TERM:	7/1/25- 12/31/25				
GRANT AMOUNT:	\$498,267	\$132,175	\$630,442	\$0	\$630,442
MODIFIED ANNUAL AMOUNT:	<u>FY 25-26</u> \$630,442				
FUNDING SOURCE:	<u>County</u> \$630,442	<u>State</u> \$0	<u>Federal</u> \$0	<u>Contingency</u> \$0	<u>Total</u> \$630,442
PERCENTAGE:	100%	0%	0%		100%

The San Francisco Human Services Agency (SFHSA) requests authorization to modify the existing grant with Ahsing Solutions for the period of November 1, 2025 to December 31, 2025 in the additional amount of \$132,175 plus a 0% contingency for a revised total amount not to exceed \$630,442. The purpose of this amendment is to expand ambassador services to the 24th and Mission area in response to urgent requests from the San Francisco Police Department, Public



Works, local permitted vendors, and community stakeholders. This expansion reinstates ambassador coverage in an area that previously benefited from similar services and staffing levels. The ambassadors are extensively trained in safe cleaning practices, client engagement, motivational interviewing, overdose recognition and reversal, and are well-acquainted with the service area, which includes Mission Street from 22nd to 25th Streets, 24th Street from South Van Ness Avenue to Valencia Street, and adjacent alleys.

Background

San Francisco is grappling with a devastating fentanyl crisis, with over 70% of accidental overdose deaths in 2024 involving this potent synthetic opioid. The Tenderloin, Mission, and Mid-Market areas have become a focal point of this epidemic, experiencing a significant frequency of public disturbances related to open-air drug markets.

In alignment with Mayor Daniel Lurie's "Breaking the Cycle" initiative, which emphasizes a comprehensive approach to tackling homelessness and behavioral health crises, this program proposes the deployment of specialized and highly trained ambassadors. The ambassador team will have services that provide community engagement, safety presence, street cleaning, overdose reversal, and the connection of people in crisis to care and services.

This is a six-month project, under the operational direction of the Department of Emergency Management ("DEM") and administrative/contractual support by the Human Services Agency ("HSA"), from July 2025 to December 2025.

Services to be Provided

Grantees shall partner with government agencies and community stakeholders to manage the Fentanyl Crisis Response Community Safety and Engagement Program through ambassador and/or park steward services that provide safety presence, street cleaning, overdose reversal, and the connection of people in crisis to care and services. Services include:

1. Program Management - Perform all required program, cost, and project management needs for a successful program, including but not limited to budgetary forecasting, cost and resource analysis, expense reporting, staff schedule projections, and contingency planning for all programmatic requirements.
2. Program Implementation - Hire, train, and deploy ambassadors according to the services outlined. Provide thorough and comprehensive on-boarding training to staff, including but not limited to positive engagements, de-escalation, overdose reversal, and customer service.

3. Coordination with City - Participate in regular coordination meetings with the City via daily huddles and weekly management meetings at which operational and deployment plans shall be discussed and approved by City.
4. Reporting Incidents and Maintaining Service Logs - Deployed Ambassadors will keep and submit daily incident and service logs to their supervisors at the conclusion of each shift, which shall be available to City upon request.

See Appendix A-1 for additional information

Location

See Appendix A-1 for Service Location

Selection

Grantee was selected pursuant to San Francisco Administrative Code Section 21B, which authorizes Designated Departments to enter into Contracts and Leases for Core Initiatives by waiving or modifying certain requirements that may otherwise apply to those Contracts and Leases.

Funding

Funding for this grant is provided through County General Funds.

ATTACHMENTS

Ahsing Solutions, Inc. Appendix A-1, Scope of Services
Ahsing Solutions, Inc. Appendix B, Budget
Ahsing Solutions, Inc. Appendix B-1, Budget

Appendix A-1 – Services to be Provided
Ahsing Solutions
Fentanyl Crisis Response
Community Safety and Engagement Program
July 1, 2025 - December 31, 2025

I. Purpose of Grant

San Francisco is grappling with a devastating fentanyl crisis, with over 70% of accidental overdose deaths in 2024 involving this potent synthetic opioid. The Mission, especially the areas surrounding the 16th/Mission transit hub and plazas, have become a focal point of this epidemic, experiencing a significant frequency of public disturbances, open-air drug use, drug sales, and illegal vending.

In alignment with Mayor Daniel Lurie's "Breaking the Cycle" initiative, which emphasizes a comprehensive approach to tackling homelessness and behavioral health crises, this program proposes the deployment of a specialized and highly trained ambassadors. This program is designed to make safe and serve all people who live, work or use public transportation on the Mission Street Corridor by coordinating and assisting City departments and providing services to individuals experiencing homelessness and substance use disorder—particularly fentanyl dependency—and to create safe passage for community members in the area. The program prioritizes abatement of drug use on the street, treatment for people with behavioral health and substance abuse challenges, and safety for those who live or work in the 16th and Mission corridors affected by open-air drug activity. All program services will be delivered in a culturally competent, trauma-informed, and accessible manner to ensure the inclusion of marginalized populations.

II. Definitions

CARBON	HSA’s web-based Contracts Administration, Reporting, and Billing On-line System
City	City and County of San Francisco, a municipal corporation
Grantee	Ahsing Solutions
DEM	San Francisco Department of Emergency Management
HSA	San Francisco Human Services Agency
Neighborhood Street Team	Outreach, health, enforcement, and cleaning street response operations coordinated among City departments.

III. Target Population

This program is designed to serve all people who can benefit from the services outlined in this Appendix, and particularly those demonstrating the greatest economic and social need. To ensure that the most vulnerable people are aware of and can benefit from this program, Grantee shall ensure that program services are accessible to:

- Persons experiencing homelessness
- Persons with substance use disorder
- Persons with low to moderate income heavily impacted by the fentanyl crisis
- Persons who are socially isolated
- Persons with limited English-speaking proficiency
- Persons from historically underserved communities
- Persons at risk of institutionalization
- Small businesses, non-profit services agencies, and parks located on streets heavily impacted by the fentanyl crisis

This work will put a special focus on individuals experiencing homelessness and substance use disorder, particularly fentanyl dependency.

IV. Description of Services

Grantee shall partner with government agencies and community stakeholders to manage the Fentanyl Crisis Response Community Safety and Engagement Program through ambassador services that provide safety presence, street cleaning, overdose reversal, and the connection of people in crisis to care and services. This is a six-month project, under the operational direction of the Department of Emergency Management (“DEM”) and administrative/contractual support by the Human Services Agency (“HSA”), from July 2025 to December 2025.

Grantee shall provide the following services during the term of this grant:

1. Program Management: Perform all required program, cost, and project management needs for a successful program, including but not limited to budgetary forecasting, cost and resource analysis, expense reporting, staff schedule projections, and contingency planning for all programmatic requirements.
2. Program Implementation: Hire, train, and deploy no fewer than six (6) ambassadors, with priority from affected communities with lived experience. Provide thorough and comprehensive on-boarding training to staff, including but not limited to de-escalation, overdose reversal, customer service, City Street Response Coordination and City social services (provided by City), and others as requested by City. Address performance and/or personnel issues as required and to a degree deemed acceptable by City. Successful program implementation includes ambassadors implementing the following services:

- a. **Positive Engagements:** Ambassadors shall consistently engage with community members and serve as a community connector by providing resource information and service connections. Ambassadors shall conduct hourly foot patrols in designated corridors to monitor safety, deter drug use, and support vulnerable individuals. Ambassadors will provide friendly greetings and basic wayfinding services to the community.
 - b. **Basic Interventions:** Ambassadors shall invite the whole community to participate in creating a safe and inviting space for all by maintaining common spaces clear of debris. Ambassadors shall make a good faith effort to interrupt negative behavior in the Service Area including but not limited to public urination/defecation, littering, drug use, and general noise disturbances. Ambassador staff shall contact the local authorities for activities that may endanger the staff and public.
 - c. **De-Escalation Interventions:** Ambassadors will assist with relational and other interventions to help contain mental health episodes, to reverse overdose events, to prevent or interrupt street violence, or to prevent crime so long as it does not endanger Ambassadors.
 - d. **Cleaning & Sanitation Services:** Ambassadors shall assist with trash pick-up, including needle pickup and disposal, in designated areas and as necessary. Ambassadors shall contact the appropriate City or partner resources for more significant sanitation needs.
 - e. **Drug Activity Deterrence:** Ambassadors shall regularly engage known drug-use locations using trauma-informed, non-confrontational approaches. Ambassadors will orient the participants in these markets to the needs of the community for a drug-free zone.
 - f. **Resource Connections:** Ambassadors shall offer immediate aid (i.e. administer Narcan to reverse and overdose and call 911) and connect individuals in crisis to the available housing, medical care, or treatment services available in or around the Service Area.
 - g. **Safe Passage:** Ambassadors will provide escort and support for vulnerable residents navigating high-risk corridors.
 - h. **Wellness Checks:** Ambassadors shall conduct proactive wellness checks with unhoused individuals and others who are at risk, building rapport, assessing needs, and referring to support or assistance as necessary.
 - i. **Communications:** Deployed Ambassadors shall carry two-way radios, provided by Grantee, to ensure rapid communication and safety response.
3. **Coordination with City:** Participate in regular coordination meetings with the City via daily huddles and weekly management meetings at which operational and deployment plans shall be discussed and approved by City. Participate in stakeholder and City efforts including, but not limited to, the Drug Market Agency Coordination Center (DMACC),

street response coordination efforts such as Neighborhood Street Teams, utilizing the 311 and 911 systems, and others to ensure the appropriate response for different situations that may arise.

4. **Reporting:** Deployed Ambassadors will keep and submit daily incident and service logs to their supervisors at the conclusion of each shift, which shall be available to City upon request. Grantee will provide monthly reports to City within fifteen (15) calendar days of the conclusion of each month. Reports shall include, but not be limited to, deployment data (e.g. number of staff, total staff hours), outcome data for each of the above-listed service objectives, summaries of issues/challenges and how they were resolved, and notable events or engagements. Data shall be compiled for that corresponding month, plus cumulative totals since contract commencement. City may add additional data points for collection at any time during the course of the agreement. All monthly reports must include data for Grantee plus any additional subgrantees associated with the agreement.
5. **Ramp-Down Planning:** As requested by City and with thirty (30) days' notice, provide a strategic transition plan providing recommendations for City transition away from or reduce the number of Grantee's ambassador resources.

V. Location and Time of Services

Deploy no fewer than ten (10) ambassadors daily to locations outlined in the service area below. Ambassadors will deploy roving, fixed-post style, and/or reactionary resources, prioritizing flexibility of resource type and location. Locations and hours may change at the City's discretion based on shifting operational needs and street conditions.

Days: **Monday-Sunday**

Deployment hours: **11:00 am to 8:00 pm**

The described blocks around transit hubs at 16th Street & Mission and 24th Street & Mission:

- 16th Street from Valencia to South Van Ness
- Capp Street from 15th Street to 17th Street
- Wiese Alley from 16th Street to 15th Street
- Hoff Street from 16th Street to 17th Street
- Mission Street from 15th Street to 17th Street
- Julian Avenue from 16th Street to 15th Street
- Caledonia Avenue from 16th Street past 15th Street to the dead end
- Mission Street from 25th Street to 23rd Street
- 24th from Valencia to South Van Ness
- Bartlett Street, Osage Street, Lilac Street, Capp Street between 24th Street and 25th Street

Note: Deployment hours may be adjusted to address shifting street conditions. Each corridor will be staffed by two (2) Ambassadors performing hourly patrols and assigned duties throughout the day. Ambassadors will also be responsible for litter pick up and removal in the deployment areas.

VI. Service Objectives

During the grant term, Grantee shall meet the following service objectives:

- A. Maintain the appropriate staffing level for the service described above.
- B. Daily Cleaning and Sanitation Services
- C. Ensure Safe Passage Services
- D. Track and Report incidents to DEM.
- E. Provide monthly report as described above.
- F. Ensure Ambassadors are providing:
 - i. Basic Interventions
 - ii. Space Activations
 - iii. De-Escalation Interventions
 - iv. Drug Activity Deterrence
 - v. Resource Connections

VII. Outcome Objectives

During the grant/contract term, Contractor/Grantee/Vendor will meet the following service objectives:

- 1. 100% of ambassadors providing services under this agreement shall have lived experience with homelessness, recovery from substance abuse, and/or justice system involvement.
- 2. 90% of days under this grant, Grantee will maintain acceptable levels of collaboration with City and community-based partners.
- 3. 90% of days under this grant, Grantee will report daily staff deployment.
- 4. 90% of weeks under this grant, Grantee will attend weekly meetings with DEM to allow for program supervision and discuss any required or requested deployment or operational adjustments.
- 5. 100% of monthly reporting shall be completed on or before the 15th day of each month.
- 6. 100% of incidents shall be reported to the City the same day the Grantee becomes aware of the matter.

VIII. Data Collection and Reporting Requirements

Grantee will provide a monthly report of activities, referencing the tasks as described in Sections VI & VII – Service and Outcome Objectives. Grantee will enter the monthly metrics in the CARBON database by the 15th of the following month. Data should be tallied in a table of the current month, cumulative totals, and further be categorized by which neighborhood/area the deployments correspond to (e.g. Mid-Market, Civic Center, Tenderloin, SOMA, etc.). Monthly reports shall include, but not be limited to, the following:

1. Summary of monthly performance by Grantee and, as relevant, summary of monthly performance by all active subcontracts for service under this grant, including all of the below listed metrics and related invoice reporting metrics.
2. Grantee's ambassador staff totals for:
 - a. Hours logged
 - b. Block faces covered
 - c. Daily deployment average
 - d. Total staff deployed
 - e. FTEs monthly totals
3. Total output/outcome numbers for the following ambassador activities:
 - a. Number and nature of basic interventions, including outcomes.
 - b. Number and nature of de-escalation interventions, including outcomes.
 - c. Number and nature of service referrals, including which service and location referred to.
 - d. Number and nature of service connections, if applicable, including which service and location connected to.
 - e. Number nature of overdose reversals, including outcomes.
 - f. Number of bags of trash/debris collected, including nature of the trash/debris.
 - g. Number of safe needle disposals.
 - h. Number and nature of calls/reports to 911.
 - i. Number and nature of calls/reports to 311.
 - j. Any unusual or significant incident in the service area occurring during any ambassador/practitioner shift.
4. Additional details:

- a. Map of deployment over the previous month.
 - b. Stakeholder engagement events and/or meetings attended and corresponding outcomes.
 - c. Monthly community “hub” activity summary and operational updates, if applicable.
 - d. Any issues/challenges relating to scope of services, operational or budget changes, performance, and quality control, and how the issues/challenges are being addressed.
 - e. Training accomplishments, including progress of required and/or voluntary trainings for Grantee’s staff.
 - f. Communications matters and press interactions, including but not limited to events, inquiries, interviews, articles written and/or published by Grantee and/or media directly or indirectly naming Grantee and its work under the scope of this agreement.
5. Grantee will provide ad hoc reports as required by the City.
 6. Close-Out Report: Grantee shall provide a Close-Out Report to the City within twenty-one (21) calendar days after the end of grant term. The Close-Out Report is a comprehensive and cumulative snapshot of program impact through the final day of service. The report shall include accomplishments and challenges encountered by the Grantee. The report shall include cumulative outputs of all Grantee's services provided over the course of the agreement as well as performance metrics, status of all active subcontracts for service under the grant, and recommendations for continuing the program beyond contract term should funding become available.

All reporting will be coordinated with DEM and aligned with city-mandated metrics. All reports will be entered into the Contracts Administration, Reporting, and Billing Online (CARBON) system. City may also request reports to be sent directly to the identified City representative(s).

For assistance with reporting requirements or submission of reports, contact:

Colleen.Birmingham@sfgov.org
Contract Manager, Office of Contract Management, SFHSA

or

Sam.Dodge@sfgov.org
Sam Dodge, SFDEM

IX. Monitoring Activities

1. **Program Monitoring:** Program monitoring will include review of client eligibility, and back-up documentation for reporting progress towards meeting service and outcome objectives.
2. **Fiscal Compliance and Contract Monitoring:** Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

Appendix B, Page 1

HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

Grantee/Contractor: Ahsing Solutions Inc.		7/1/25 - 12/31/25
Program: Community Safety and Engagement Program		
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> Check One)		
	7/1/25 - 12/31/25	7/1/25 - 12/31/25
Expenses	Original	Total
Salaries & Benefits	\$426,250	\$426,250
Operating-Direct	\$18,830	\$18,830
Subtotal	\$445,080	\$445,080
Indirect Percentage (%)	12%	12%
Indirect Costs (Line 16 X Line 15)	\$53,187	\$53,187
Consultant/Subcontractor (\$50,000+)		
Direct Client Pass-Through		
Capital Expenses		
Total Expenses	\$498,267	\$498,267
HSA Revenues		
General Fund	\$498,267	\$498,267
Total HSA Revenues	\$498,267	\$498,267
Grantee/Contractor Revenues		
Total Grantee/Contractor Revenues		
Total Revenues	\$498,267	\$498,267
Prepared by and Date:		
Telephone No. & Email:		HSA Budget Form (3/24)

Grantee/Contractor: Ahsing Solutions Inc.
Program: Community Safety and Engagement Program

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Salaries & Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		7/1/25 - 12/31/25	7/1/25 - 12/31/25
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Director of Operations	\$144,000	1.00	100%	0.50	\$72,000	\$72,000
Director of Field Operations	\$120,000	1.00	100%	0.50	\$60,000	\$60,000
CEO and Director of Training	\$260,000	1.00	0%	0.01	\$1,000	\$1,000
8 Ambassadors	\$416,000	8.00	100%	0.50	\$208,000	\$208,000
				-		
				-		
				-		
				-		
				-		
TOTALS	\$940,000	11.00	3.00	1.51	\$341,000	\$341,000
FRINGE BENEFIT RATE	25%					
EMPLOYEE FRINGE BENEFITS					\$85,250	\$85,250
TOTAL SALARIES & BENEFITS					\$426,250	\$426,250

HSA Budget Form (3/24)

Grantee/Contractor: Ahsing Solutions Inc.**Appendix B, Page 3****Program: Community Safety and Engagement Program****Operating Expenses Detail**

	7/1/25 - 12/31/25 Original	7/1/25 - 12/31/25 Total
<u>Expenditure Category</u>		
PPE and Safety Gear	\$3,000	\$3,000
Narcan and Sharps Supplies	\$1,200	\$1,200
Office Supplies	\$1,088	\$1,088
Office Tech and Software	\$2,930	\$2,930
Uniforms	\$2,750	\$2,750
Insurance	\$2,750	\$2,750
Staff Training Materials and Equipment	\$400	\$400
Radios and Communication Gear	\$2,280	\$2,280
Phone	\$720	\$720
IT Subscription	\$800	\$800
Payroll	\$912	\$912
<u>Consulting/Professional Services</u>		
Consultant A (first \$50k; anything over on next tab)		
Subcontractor A (first \$50k; anything over on next tab)		
<u>Other</u>		
Other A		
Other B		
<u>Total Operating Expense</u>	\$18,830	\$18,830

HSA Budget Form (3/24)

HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

Grantee/Contractor: Ahsing Solutions		Full Term:	11/1/25 - 12/31/25
Program: COMMUNITY SAFETY AND ENGAGEMENT PROG		Effective Date:	11/1/2025
New <input type="checkbox"/> Modification <input checked="" type="checkbox"/> Revision <input type="checkbox"/> Check One)		Modification #	1
	11/1/25 - 12/31/25		11/1/25 - 12/31/25
Expenses	Original		Total
Salaries & Benefits	\$105,745		\$105,745
Operating-Direct	\$9,190		\$9,190
Subtotal	\$114,935		\$114,935
Indirect Percentage (%)	15%		15%
Indirect Costs (Line 16 X Line 15)	\$17,240		\$17,240
Consultant/Subcontractor (\$25,000+)			
Direct Client Pass-Through			
Capital Expenses			
Total Expenses	\$132,175		\$132,175
HSA / DAS Revenues			
Funding			
Total HSA / DAS Revenues			
Grantee/Contractor Revenues			
Total Grantee/Contractor Revenues			
Total Revenues			
Prepared by and Date:			
Telephone No. & Email:		HSA Budget Form (3/24)	

Grantee/Contractor: Ahsing Solutions

Appendix B-1, Page 2

Program: COMMUNITY SAFETY AND ENGAGEMENT PROGRAM

Salaries & Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		11/1/25 - 12/31/25	11/1/25 - 12/31/25
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Operations Manager	\$125,000	1.00	100%	0.15	\$19,250	\$19,250
1 Supervisor	\$72,800	1.00	100%	0.15	\$11,211	\$11,211
6 Ambassadors	\$62,400	6.00	100%	0.15	\$57,660	\$57,660
				-		
				-		
				-		
				-		
				-		
				-		
				-		
TOTALS	\$260,200	8.00	3.00	0.46	\$88,121	\$88,121
FRINGE BENEFIT RATE	20%					
EMPLOYEE FRINGE BENEFITS					\$17,624	\$17,624
TOTAL SALARIES & BENEFITS					\$105,745	\$105,745

HSA Budget Form (3/24)

Grantee/Contractor: Ahsing Solutions**Appendix B-1, Page 3****Program: COMMUNITY SAFETY AND ENGAGEMENT PROGRAM****Operating Expenses Detail**

	11/1/25 - 12/31/25 Original	11/1/25 - 12/31/25 Total
<u>Expenditure Category</u>		
PPE and Safety Gear	\$880	\$880
Uniforms	\$1,050	\$1,050
Office Supplies	\$500	\$500
Office Tech and Software	\$500	\$500
Insurance	\$1,000	\$1,000
Staff Training and materials	\$1,200	\$1,200
Radios and Communication Gear	\$2,760	\$2,760
Phone	\$600	\$600
Payroll	\$400	\$400
IT Subscription	\$300	\$300
<u>Consulting/Professional Services</u>		
Consultant A (first \$25k; anything over on next tab)		
Subcontractor A (first \$25k; anything over on next tab)		
<u>Other</u>		
Other A		
Other B		
<u>Total Operating Expense</u>	\$9,190	\$9,190

HSA Budget Form (3/24)