



# 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 <sup>DS</sup> *EL*

**DATE:** DECEMBER 12, 2025

**SUBJECT:** NEW GRANTS: MULTIPLE VENDORS (SEE TABLE ON PAGE 2) FOR PROVISION OF COMMUNITY SAFETY AMBASSADOR PROGRAM

	<u>Full Term</u>	<u>Contingency</u>	<u>Total</u>
<b>GRANT TERMS:</b>	1/1/2026 – 6/30/2027		
<b>GRANT AMOUNTS:</b>	\$31,548,626	\$3,154,863	\$34,703,489

	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING SOURCE:</b>	\$31,548,626	\$0	\$0	\$3,154,863	\$34,703,489
<b>PERCENTAGE:</b>	100%	0%	0%		100%

The San Francisco Human Services Agency (SFHSA) requests authorization to enter into new grant agreements with Multiple Vendors (see page 2) for the period of January 1, 2026 to June 30, 2027, in the amount of \$31,548,626 plus a 10% contingency for a total amount not to exceed \$34,703,489. The purpose of these grants is to provide funding for ongoing deployment of a specialized and highly trained ambassador program for the Grant Service Areas listed on page 2.



GRANTEE:	GRANT SERVICE AREA:	1/1/2026 - 6/30/2026	FY26-27	Total	Contingency	NTE
Ahsing Solutions	Mission District Ambassador Teams	\$1,074,996	\$2,123,630	\$3,198,626	\$319,863	\$3,518,489
Glide Foundation	Polk Gulch and Lower Nob Hill District Ambassador Teams	\$575,000	\$1,150,000	\$1,725,000	\$172,500	\$1,897,500
Heluna Health	Civic Center District Ambassador Teams	\$1,050,000	\$2,100,000	\$3,150,000	\$315,000	\$3,465,000
TLCBD	Park Ambassadors Team	\$500,000	\$1,000,000	\$1,500,000	\$150,000	\$1,650,000
Urban Alchemy	Commercial Corridor Ambassadors Teams	\$550,000	\$1,100,000	\$1,650,000	\$165,000	\$1,815,000
Urban Alchemy	AM Citywide Deployable Ambassador Teams	\$1,075,000	\$2,150,000	\$3,225,000	\$322,500	\$3,547,500
Urban Alchemy	PM Citywide Deployable Ambassador Team	\$1,075,000	\$2,150,000	\$3,225,000	\$322,500	\$3,547,500
Urban Alchemy	Tenderloin District Ambassador Teams	\$1,350,000	\$2,700,000	\$4,050,000	\$405,000	\$4,455,000
Urban Alchemy	South of Market District Ambassador Teams	\$1,350,000	\$2,700,000	\$4,050,000	\$405,000	\$4,455,000
Urban Alchemy	AM Mid-Market District Ambassador Teams	\$1,075,000	\$2,150,000	\$3,225,000	\$322,500	\$3,547,500
Urban Alchemy	PM Mid-Market District Ambassador Team	\$850,000	\$1,700,000	\$2,550,000	\$255,000	\$2,805,000
	<b>TOTAL</b>	<b>\$10,524,996</b>	<b>\$21,023,630</b>	<b>\$31,548,626</b>	<b>\$3,154,863</b>	<b>\$34,703,489</b>

## 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 program is under the operational direction of the Department of Emergency Management ("DEM") and administrative/contractual support by the Human Services Agency ("HSA").

## Services to be Provided

Grantees shall partner with government agencies and community stakeholders to manage the ambassador and/or park steward services that will provide safety presence, street cleaning, overdose reversal, and the connection of people in crisis to care and services within each service location. Services include:

1. Positive Engagements
2. Basic Interventions
3. De-Escalation Interventions
4. Establish a Safe and Clean Environment
5. Drug Activity Deterrence
6. Render Aid

7. Escorts for Safe Passage
8. Wellness Checks
9. Communications
10. Activation Facilitation

See individual Appendix A for additional information

## Location

See individual Appendix A for specific service locations

## Selection

Grantees were selected through RFP # 1191 issued on October 3, 2025

## Funding

Funding for these grants is provided through County General Funds.

## ATTACHMENTS

Ahsing Solutions, Inc., Appendix A, Scope of Services – Mission District  
Ahsing Solutions, Inc., Appendix B, Budget – Mission District  
Glide Foundation, Appendix A, Scope of Services – Polk Gulch and Low Nob Hill District  
Glide Foundation, Appendix B, Budget – Polk Gulch and Low Nob Hill District  
Heluna Health, Appendix A, Scope of Services – Civic Center District  
Heluna Health, Appendix B, Budget – Civic Center District  
Tenderloin Community Benefit District (TLCBD), Appendix A, Scope of Services – Park Ambassadors  
Tenderloin Community Benefit District (TLCBD), Appendix B, Budget – Park Ambassadors  
Urban Alchemy, Appendix A, Scope of Services – Commercial Corridor  
Urban Alchemy, Appendix B, Budget – Commercial Corridor  
Urban Alchemy, Appendix A, Scope of Services – AM Citywide Deployable  
Urban Alchemy, Appendix B, Budget – AM Citywide Deployable  
Urban Alchemy, Appendix A, Scope of Services – PM Citywide Deployable  
Urban Alchemy, Appendix B, Budget – PM Citywide Deployable  
Urban Alchemy, Appendix A, Scope of Services – Tenderloin District  
Urban Alchemy, Appendix B, Budget – Tenderloin District  
Urban Alchemy, Appendix A, Scope of Services – South of Market District

Urban Alchemy, Appendix B, Budget – South of Market District

Urban Alchemy, Appendix A, Scope of Services – AM Mid-Market District

Urban Alchemy, Appendix B, Budget – AM Mid-Market District

Urban Alchemy, Appendix A, Scope of Services – PM Mid-Market District

Urban Alchemy, Appendix B, Budget – PM Mid-Market District

**Appendix A – Services to be Provided**  
**Ahsing Solutions**  
**Mission Area Teams**  
**Community Safety Ambassador Program**  
**January 1, 2026 - June 30, 2027**

**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 and 24<sup>th</sup>/Mission transit hubs 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 specialized and highly trained ambassadors. The ambassador teams will provide services such as community engagement, intervention and de-escalation, safety presence, street cleaning, overdose recognition and reversal, and connections to the City's systems of care for people in need.

**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
SFHSA	San Francisco Human Services Agency
Program	Community Safety Ambassador Program
Neighborhood Respite Sites	A safe, supportive space open daily and offering a drug-free, trauma-informed environment for rest, hydration, and connection to services by combining elements of a park and a drop-in center.
Neighborhood Street Team	The City has consolidated street teams across five city departments (Department of Public Health (DPH), Homelessness and Supportive Housing (HSH), Emergency Management (DEM), Police (SFPD) and Fire (SFFD). The new unified team will take a proactive and reactive approach to:

	<ul style="list-style-type: none"> <li>• Identifying hotspots and individuals that/who need immediate attention on a daily basis</li> <li>• Creating neighborhood-based client priority lists of individuals who are in the most need of support and/or the most disruptive to the community.</li> </ul>
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### 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. This work will put a special focus on individuals experiencing homelessness and substance use disorder, particularly fentanyl dependency.

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

### IV. Description of Services

Grantee shall partner with government agencies including the Departments of Emergency Management, Homelessness and Supportive Housing, Public Health, Public Works, Police, Fire, community stakeholders and other grantees to contribute to the Community Safety Ambassador Program by deployment of ambassadors to the Mission area.

Ambassador services will include but are not limited to positive engagements, basic interventions, de-escalation interventions, a safe and clean environment, activation facilitation, drug activity deterrence, immediate aid, safe passage through the community, and wellness checks. This is a project, under the operational direction of the Department of Emergency Management (“DEM”) and administrative/contractual support by the Human Services Agency (“HSA”).

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 ambassadors, with priority from affected communities with similar lived experiences. Provide thorough and comprehensive on-boarding staff training tailored to meet the needs of the community, including but not limited to de-escalation, overdose recognition and reversal, customer service, and coordination with City Street Response and City social services. Address performance and/or personnel issues as necessary, ensuring that standards meet expectations set forth by the 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, make well-being checks, and support vulnerable individuals. Ambassadors will provide friendly greetings, get to know stakeholders in the deployment area, and provide 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. **Establish a Safe and Clean Environment:** Ambassadors shall assist with clean-up of debris and trash to maintain a safe community, including but not limited to ad-hoc litter cleanup and needle pickup and disposal as necessary. Ambassadors shall contact the appropriate City or partner resources for more significant sanitation needs.
  - e. **Drug Activity Deterrence:** Ambassadors shall regularly engage community members in locations where public drug-use occurs 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. **Render Aid:** Ambassadors shall offer immediate aid for a range of community needs including overdose reversals, contacting local City agencies for support, providing wayfinding assistance, and directing community members to the available assessment and/or drop-in services available in or around the Service Area.
  - g. **Escorts for Safe Passage:** Ambassadors will provide escort and support for vulnerable residents navigating high-risk corridors within the Service Area
  - 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 or similar device, provided by Grantee, to ensure rapid communication and safety response.
  - j. **Activation Facilitation:** Ambassadors shall support events, community gathers, farmers markets, art projects, and other installations that increase positive presence within their area.
3. Coordination with City: Participate in regular coordination meetings with the City via daily huddles and/or weekly management meetings at which operational and deployment plans shall be discussed and approved by City. Collaborate 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 including the number of staff and 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. The City reserves the right to add additional data points for collection at any time during this 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 twelve (12) ambassadors and two (2) supervisors daily to locations assignments by the DEM program manager in coordination with the Neighborhood Street Team for the Mission area. Ambassadors will deploy roving or 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**

**Note:** Deployment hours and locations may be adjusted to address shifting street conditions.

## VI. Service Objectives

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

- A. Implement the services described above in Section IV to a level deemed satisfactory to the City. This includes but is not limited to:
  - i. Successfully planning for and executing all programmatic requirements listed in Section IV 1. 90% of the time under the grant term.
  - ii. Maintain staff levels required to implement all services listed in Section IV 2. 90% of the time under the grant term.
  - iii. Ensure successful collaboration with the City, including attending 90% of recurring meetings with City agencies and participating in at least 80% of stakeholder meetings under the grant term.
  - iv. Completing daily reports 90% of the time under the grant terms. Submitting monthly invoices and reports on time and complete 100% of the time under the grant term.
  - v. Providing a written strategic ramp-down plan within 30 days of City's request 90% of the time under the grant term.
- B. Track and report critical incidents to DEM no later than 24 hours after their occurrence using a mutually agreed upon critical incident report form 90% of the time under the grant term.
- C. Manage staff grievances, conflicts, and personnel issues quickly and to the satisfaction of the City 90% of the time under the grant term. Grantee shall maintain an official process for intake, management of, and follow up for complaints or grievances.
- D. Ensure Ambassadors are providing:
  - i. Basic Interventions

- ii. Space Activations
- iii. De-Escalation Interventions
- iv. Drug Activity Deterrence
- v. Resource Connections

## **VII. Outcome Objectives**

### **A. Public Safety Impact (911 Data)**

DEM will assess program impact using Computer-Aided Dispatch data. Success will result in a 20% reduction in relevant 911 calls, including but not limited to disorderly conduct, wellness checks, and public intoxication, compared with pre-deployment baselines. Data will be analyzed quarterly and aggregated annually.

### **B. Public Service Requests (311 Data)**

DEM will compare pre- and post-deployment 311 data in the Service Area. Success will result in a 20% reduction in relevant 311 requests submitted and a 30% improvement in average response times to 311 requests. Data will be analyzed quarterly and aggregated annually.

### **C. Quality Assurance Inspections**

As-needed, no-notice inspections of Grantee's Service Area by City will verify Grantee's adherence to engagement protocols, staffing requirements, and public space cleanliness. Programs must meet or exceed 80% compliance across all criteria. Findings will inform program oversight and performance improvement.

### **D. Field Observations**

City will perform quarterly field observations to collect metrics related to street conditions and cleanliness agreed upon by both parties in advance. Success will result in collected data trending toward safer and cleaner streets.

### **E. Workforce with Relevant Lived Experience**

The contractor shall ensure that a minimum of 70% of staff employed under this contract possess relevant lived experience, including but not limited to homelessness, recovery from substance use, involvement with the justice system, or comparable circumstances. Compliance shall be documented through staff self-disclosure or employer verification and reported to the City on a quarterly basis.

## **F. Data Collection and Reporting Requirements**

**Ahsing Solutions**

Mission Area

Community Safety Ambassador

Program

Grantee will provide a monthly report of activities, referencing the tasks as described in Sections IV, V & VI. Grantee will submit the monthly metrics to the program manager listed below via email by or before 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 grant area the deployments correspond to (e.g. Parks, Respite Sites, 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 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 and total staff deployed
  - d. Monthly full-time equivalent staff assigned to work under the grant.
3. Total output/outcome numbers for the following ambassador activities:
  - a. Number of basic interventions.
  - b. Number of de-escalation interventions.
  - c. Number of overdose reversals, including outcomes.
  - d. Number of bags of trash/debris collected.
  - e. Number of safe needle pick-up and disposals.
  - f. Number and nature of calls/reports to 911.
  - g. Number and nature of calls/reports to 311.
  - h. Any unusual or significant incident in the service area occurring during any ambassador/practitioner shift.
  - i. Specific outcome metrics based on ambassador deployment and associated outputs as determined by the City.
4. Additional details:
  - a. Map and/or detailed list of specific deployment locations within the service area over the course of the previous month.
  - b. Stakeholder engagement events and/or meetings attended and corresponding outcomes.
  - c. Daily and Monthly Neighborhood Respite Site or Park activity summary, using metrics, 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 training 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 sent via email to the program manager listed below. 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

## **G. Monitoring Activities**

1. **Program Monitoring:** Program monitoring will include review of staff eligibility and training, and back-up documentation for reporting progress towards meeting service and outcome objectives.

- 2. Fiscal Compliance and Contract Monitoring:** During the term of this grant, the City may request financial statements and support fiscal documentation pursuant to Article 6 Reporting Requirements of the grant agreement as part of the fiscal and contract monitoring. This may include but not limited to an unaudited balance sheet and the related statement of income and cash flows for such Fiscal Year, organizational budget, the general ledger, cost allocation procedures and plan, State and Federal tax forms, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals all in reasonable detail acceptable to City, certified by an appropriate financial officer of Grantee as accurately presenting the financial position of Grantee

## HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

<b>Grantee/Contractor: Ahsing Solutions</b>			01/01/26 - 06/30/27
<b>Program: Community Safety Ambassador Program - Mission District</b>			
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> (Check One)			
	<b>01/1/26 - 6/30/26</b>	<b>7/1/26 - 6/30/27</b>	<b>01/01/26 - 06/30/27</b>
<b>Expenses</b>	<b>Original</b>	<b>Original</b>	<b>Total</b>
Salaries & Benefits	\$889,331	\$1,778,662	\$2,667,993
Operating-Direct	\$64,102	\$104,824	\$168,926
<b>Subtotal</b>	<b>\$953,433</b>	<b>\$1,883,486</b>	<b>\$2,836,919</b>
Indirect Percentage (%)	13%	13%	\$0
Indirect Costs (Line 16 X Line 15)	\$117,563	\$240,144	\$357,707
Consultant/Subcontractor (\$50,000+)			
Direct Client Pass-Through			
Capital Expenses	\$4,000		\$4,000
<b>Total Expenses</b>	<b>\$1,074,996</b>	<b>\$2,123,630</b>	<b>\$3,198,626</b>
<b>HSA Revenues</b>			
General Fund	\$1,074,996	\$2,123,630	\$3,198,626
<b>Total HSA Revenues</b>	<b>\$1,074,996</b>	<b>\$2,123,630</b>	<b>\$3,198,626</b>
<b>Grantee/Contractor Revenues</b>			
<b>Total Grantee/Contractor Revenues</b>			
<b>Total Revenues</b>	<b>\$1,074,996</b>	<b>\$2,123,630</b>	<b>\$3,198,626</b>
<b>Prepared by and Date:</b>			
<b>Telephone No. &amp; Email:</b>		<b>HSA Budget Form (3/24)</b>	

Grantee/Contractor: Ahsing Solutions

Appendix B, Page 2

Program: Community Safety Ambassador Program - Mission District

## Salaries &amp; Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		01/1/26 - 6/30/26	Agency Totals		HSA Program		7/1/26 - 6/30/27	01/01/26 - 06/30/27
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Program Director	\$168,000	1.00	100%	0.50	\$84,000	\$168,000	1.00	100%	1.00	\$168,000	\$252,000
Chief of Field Operations	\$148,000	1.00	100%	0.50	\$74,000	\$148,000	1.00	100%	1.00	\$148,000	\$222,000
Deputy Director of Programs & Compliance	\$76,960	1.00	100%	0.50	\$38,480	\$76,960	1.00	100%	1.00	\$76,960	\$115,440
Site Supervisors	\$66,560	2.00	100%	1.00	\$66,560	\$66,560	2.00	100%	2.00	\$133,120	\$199,680
Ambassadors	\$58,240	16.00	100%	8.00	\$465,920	\$58,240	16.00	100%	16.00	\$931,840	\$1,397,760
				-					-		
				-					-		
				-					-		
				-					-		
TOTALS	\$517,760	21.00	5.00	10.50	\$728,960	\$517,760	21.00	500%	21.00	\$1,457,920	\$2,186,880
FRINGE BENEFIT RATE	22%					22%					
EMPLOYEE FRINGE BENEFITS					\$160,371					\$320,742	\$481,113
TOTAL SALARIES & BENEFITS					\$889,331					\$1,778,662	\$2,667,993

HSA Budget Form (3/24)

**Grantee/Contractor: Ahsing Solutions****Appendix B, Page 3****Program: Community Safety Ambassador Program - Mission District****Operating Expenses Detail**

	01/1/26 - 6/30/26 Original	7/1/26 - 6/30/27 Original	01/01/26 - 06/30/27 Total
<b><u>Expenditure Category</u></b>			
Rental of Property	\$16,250	\$32,500	\$48,750
Utilities(Elec, Water, Gas, Phone, Garbage)	\$4,125	\$8,250	\$12,375
PPE and Safety Gear	\$1,500	\$3,000	\$4,500
Narcan and Sharps supplies	\$600	\$1,200	\$1,800
Office Supoplies	\$750	\$1,500	\$2,250
Office Tech and Software	\$1,750	\$3,500	\$5,250
Uniforms	\$2,250	\$4,500	\$6,750
Staff Training	\$28,000	\$34,000	\$62,000
Insurance	\$2,750	\$5,500	\$8,250
Radios and Communication Gear	\$3,090	\$4,800	\$7,890
Phones	\$837	\$1,674	\$2,511
IT	\$400	\$800	\$1,200
Payroll	\$1,800	\$3,600	\$5,400
<b><u>Consulting/Professional Services</u></b>			
Consultant A (first \$50k; anything over on next tab)			
Subcontractor A (first \$50k; anything over on next tab)			
<b><u>Other</u></b>			
Other A			
Other B			
<b><u>Total Operating Expense</u></b>	<b>\$64,102</b>	<b>\$104,824</b>	<b>\$168,926</b>

**HSA Budget Form (3/24)**



Grantee/Contractor: Ahsing Solutions		Appendix B, Page 5	
Program: Community Safety Ambassador Program - Mission District			
Capital Expenses Detail			
	01/1/26 - 6/30/26 Original	7/1/26 - 6/30/27 Original	01/01/26 - 06/30/27 Total
<b>Equipment (any single item \$10k+)</b>			
Edquipment ( 2 E-Bikes)	\$4,000		\$4,000
Equipment B			
<b>Remodeling</b>			
Remodeling A			
Remodeling B			
<b>Total Capital Expenditure</b>			
<b>(Equipment and Remodeling Cost)</b>	\$4,000		\$4,000
HSA Budget Form (3/24)			

**Appendix A – Services to be Provided**  
**Glide Foundation**  
**Lower Polk and Lower Nob Hill Area Team**  
**Community Safety Ambassador Program**  
**January 1, 2026 - June 30, 2027**

**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. Many neighborhoods citywide have 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 specialized and highly trained ambassadors. The ambassador teams will provide services such as community engagement, intervention and de-escalation, safety presence, street cleaning, overdose recognition and reversal, and connections to the City’s systems of care for people in need.

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Program	Community Safety Ambassador Program
Neighborhood Respite Sites	A safe, supportive space open daily and offering a drug-free, trauma-informed environment for rest, hydration, and connection to services by combining elements of a park and a drop-in center.
Neighborhood Street Team	<p>The City has consolidated street teams across five city departments (Department of Public Health (DPH), Homelessness and Supportive Housing (HSH), Emergency Management (DEM), Police (SFPD) and Fire (SFFD). The new unified team will take a proactive and reactive approach to:</p> <ul style="list-style-type: none"><li>• Identifying hotspots and individuals</li></ul>

	<p>that/who need immediate attention on a daily basis</p> <ul style="list-style-type: none"><li>• Creating neighborhood-based client priority lists of individuals who are in the most need of support and/or the most disruptive to the community.</li></ul>
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**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. This work will put a special focus on individuals experiencing homelessness and substance use disorder, particularly fentanyl dependency.

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

**IV. Description of Services**

Grantee shall partner with government agencies including the Departments of Emergency Management, Homelessness and Supportive Housing, Public Health, Public Works, Police, Fire, community stakeholders and other grantees to contribute to the Community Safety Ambassador Program by deployment of ambassadors.

Ambassador services will include but are not limited to positive engagements, basic interventions, de-escalation interventions, a safe and clean environment, activation facilitation, drug activity deterrence, immediate aid, safe passage through the community, and wellness checks. This is a project, under the operational direction of the Department of Emergency Management (“DEM”) and administrative/contractual support by the Human Services Agency (“HSA”).

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 ambassadors, with priority from affected communities with similar lived experiences. Provide thorough and comprehensive on-boarding staff training tailored to meet the needs of the community, including but not limited to de-escalation, overdose recognition and reversal, customer service, and coordination with City Street Response and City social services. Address performance and/or personnel issues as necessary, ensuring that standards meet expectations set forth by the 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, make well-being checks, and support vulnerable individuals. Ambassadors will provide friendly greetings, get to know stakeholders in the deployment area, and provide 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. **Establish a Safe and Clean Environment:** Ambassadors shall assist with clean-up of debris and trash to maintain a safe community, including but not limited to ad-hoc litter cleanup and needle pickup and disposal as necessary. Ambassadors shall contact the appropriate City or partner resources for more significant sanitation needs.
  - e. **Drug Activity Deterrence:** Ambassadors shall regularly engage community members in locations where public drug-use occurs 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. **Render Aid:** Ambassadors shall offer immediate aid for a range of community needs including overdose reversals, contacting local City agencies for support, providing wayfinding assistance, and directing community members to the

available assessment and/or drop-in services available in or around the Service Area.

- g. **Escorts for Safe Passage:** Ambassadors will provide escort and support for vulnerable residents navigating high-risk corridors within the Service Area
  - 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 or similar devices, provided by Grantee, to ensure rapid communication and safety response.
  - j. **Activation Facilitation:** Ambassadors shall support events, community gathers, farmers markets, art projects, and other installations that increase positive presence within their area.
3. Coordination with City: Participate in regular coordination meetings with the City via daily huddles and/or weekly management meetings at which operational and deployment plans shall be discussed and approved by City. Collaborate 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 including the number of staff and 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. The City reserves the right to add additional data points for collection at any time during this 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 one (1) team of six (6) ambassadors and one (1) supervisor daily, for eight (8) hours each day, deployed to location assigned by the DEM program manager in coordination with the Drug Market Agency Coordination Center (DMACC) and Neighborhood Street Team for the Lower Polk and Lower Nob Hill areas. Ambassador resources will be deployed roving, fixed post, and/or reactionary style, 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: **7:30 am to 4:30 pm**

**Note:** Deployment hours and locations may be adjusted to address shifting street conditions.

## **VI. Service Objectives**

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

- A. Implement the services described above in Section IV to a level deemed satisfactory to the City. This includes but is not limited to:
  - i. Successfully planning for and executing all programmatic requirements listed in Section IV 1. 90% of the time under the grant term.
  - ii. Maintain staff levels required to implement all services listed in Section IV 2. 90% of the time under the grant term.
  - iii. Ensure successful collaboration with the City, including attending 90% of recurring meetings with City agencies and participating in at least 80% of stakeholder meetings under the grant term.
  - iv. Completing daily reports 90% of the time under the grant terms. Submitting monthly invoices and reports on time and complete 100% of the time under the grant term.
  - v. Providing a written strategic ramp-down plan within 30 days of City's request 90% of the time under the grant term.
- B. Track and report critical incidents to DEM no later than 24 hours after their occurrence using a mutually agreed upon critical incident report form 90% of the time under the grant term.
- C. Manage staff grievances, conflicts, and personnel issues quickly and to the satisfaction of the City 90% of the time under the grant term. Grantee shall maintain an official process for intake, management of, and follow up for complaints or grievances.
- D. Ensure Ambassadors are providing:
  - i. Basic Interventions
  - ii. Space Activations

- iii. De-Escalation Interventions
- iv. Drug Activity Deterrence
- v. Resource Connections

## **VII. Outcome Objectives**

### **A. Public Safety Impact (911 Data)**

DEM will assess program impact using Computer-Aided Dispatch data. Success will result in a 20% reduction in relevant 911 calls, including but not limited to disorderly conduct, wellness checks, and public intoxication, compared with pre-deployment baselines. Data will be analyzed quarterly and aggregated annually.

### **B. Public Service Requests (311 Data)**

DEM will compare pre- and post-deployment 311 data in the Service Area. Success will result in a 20% reduction in relevant 311 requests submitted and a 30% improvement in average response times to 311 requests. Data will be analyzed quarterly and aggregated annually.

### **C. Quality Assurance Inspections**

As-needed, no-notice inspections of Grantee's Service Area by City will verify Grantee's adherence to engagement protocols, staffing requirements, and public space cleanliness. Programs must meet or exceed 80% compliance across all criteria. Findings will inform program oversight and performance improvement.

### **D. Field Observations**

City will perform quarterly field observations to collect metrics related to street conditions and cleanliness agreed upon by both parties in advance. Success will result in collected data trending toward safer and cleaner streets.

### **E. Workforce with Relevant Lived Experience**

The contractor shall ensure that a minimum of 70% of staff employed under this contract possess relevant lived experience, including but not limited to homelessness, recovery from substance use, involvement with the justice system, or comparable circumstances. Compliance shall be documented through staff self-disclosure or employer verification and reported to the City on a quarterly basis.

## **F. Data Collection and Reporting Requirements**

Grantee will provide a monthly report of activities, referencing the tasks as described in Sections IV, V & VI. Grantee will submit the monthly metrics to the program manager listed below via email by or before 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 grant area the deployments correspond to (e.g. Parks, Respite Sites, 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 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 and total staff deployed
  - d. Monthly full-time equivalent staff assigned to work under the grant.
3. Total output/outcome numbers for the following ambassador activities:
  - a. Number of basic interventions.
  - b. Number of de-escalation interventions.
  - c. Number of overdose reversals, including outcomes.
  - d. Number of bags of trash/debris collected.
  - e. Number of safe needle pick-up and disposals.
  - f. Number and nature of calls/reports to 911.
  - g. Number and nature of calls/reports to 311.
  - h. Any unusual or significant incident in the service area occurring during any ambassador/practitioner shift.
  - i. Specific outcome metrics based on ambassador deployment and associated outputs as determined by the City.
4. Additional details:
  - a. Map and/or detailed list of specific deployment locations within the service area over the course of the previous month.
  - b. Stakeholder engagement events and/or meetings attended and corresponding outcomes.
  - c. Daily and Monthly Neighborhood Respite Site or Park activity summary, using metrics, 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 training 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 sent via email to the program manager listed below. 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](mailto:Colleen.Birmingham@sfgov.org)

Contract Manager, Office of Contract Management, SFHSA

or

[Sam.Dodge@sfgov.org](mailto:Sam.Dodge@sfgov.org)

Program Manager, Street Response Coordination, DEM

## **G. Monitoring Activities**

1. **Program Monitoring:** Program monitoring will include review of staff eligibility and training, 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.

## HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

<b>Grantee/Contractor: GLIDE FOUNDATION</b>			<b>01/01/26 - 06/30/27</b>
<b>Program: Polk Gulch and Lower Nob Hill District Ambassador Teams</b>			
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> Check One)			
	<b>01/1/26 - 6/30/26</b>	<b>7/1/26 - 6/30/27</b>	<b>01/01/26 - 06/30/27</b>
<b>Expenses</b>	<b>Original</b>	<b>Original</b>	<b>Total</b>
Salaries & Benefits	\$451,698	\$903,396	\$1,355,094
Operating-Direct	\$48,302	\$96,604	\$144,906
<b>Subtotal</b>	<b>\$500,000</b>	<b>\$1,000,000</b>	<b>\$1,500,000</b>
Indirect Percentage (%)	15%	15%	
Indirect Costs (Line 16 X Line 15)	\$75,000	\$150,000	\$225,000
Consultant/Subcontractor (\$50,000+)			
Direct Client Pass-Through			
Capital Expenses			
<b>Total Expenses</b>	<b>\$575,000</b>	<b>\$1,150,000</b>	<b>\$1,725,000</b>
<b>HSA Revenues</b>			
General Fund	\$575,000	\$1,150,000	\$1,725,000
<b>Total HSA Revenues</b>	<b>\$575,000</b>	<b>\$1,150,000</b>	<b>\$1,725,000</b>
<b>Grantee/Contractor Revenues</b>			
<b>Total Grantee/Contractor Revenues</b>			
<b>Total Revenues</b>	<b>\$575,000</b>	<b>\$1,150,000</b>	<b>\$1,725,000</b>
<b>Prepared by and Date:</b>			
<b>Telephone No. &amp; Email:</b>		<b>HSA Budget Form (3/24)</b>	

Grantee/Contractor: GLIDE FOUNDATION

Appendix B, Page 2

Program: Polk Gulch and Lower Nob Hill District Ambassador Teams

**Salaries & Benefits Detail**

POSITION TITLE	Agency Totals		HSA Program		01/1/26 - 6/30/26	Agency Totals		HSA Program		7/1/26 - 6/30/27	01/01/26 - 06/30/27
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Sr. Director of Ambassadors & Street Crisis Response	\$175,000	0.19	100%	0.19	\$16,774	\$175,000	0.19	100%	0.19	\$33,548	\$50,322
Admin Fiscal Manager	\$95,000	0.19	100%	0.19	\$9,106	\$95,000	0.19	100%	0.19	\$18,212	\$27,318
Field Managers	\$85,000	1.4	100%	1.40	\$59,500	\$85,000	1.4	100%	1.40	\$119,000	\$178,500
Street Ambassadors	\$62,400	8.4	100%	8.40	\$262,080	\$62,400	8.4	100%	8.40	\$524,160	\$786,240
				-					-		
				-					-		
				-					-		
				-					-		
				-					-		
				-					-		
TOTALS	\$417,400	10.18	4.00	10.18	\$347,460	\$417,400	10.18	400%	10.18	\$694,920	\$1,042,380
FRINGE BENEFIT RATE	30%					30%					
EMPLOYEE FRINGE BENEFITS					\$104,238					\$208,476	\$312,714
TOTAL SALARIES & BENEFITS					\$451,698					\$903,396	\$1,355,094

HSA Budget Form (3/24)

**Grantee/Contractor: GLIDE FOUNDATION****Appendix B, Page 3****Program: Polk Gulch and Lower Nob Hill District Ambassador Teams****Operating Expenses Detail**

	01/1/26 - 6/30/26 Original	7/1/26 - 6/30/27 Original	01/01/26 - 06/30/27 Total
<b><u>Expenditure Category</u></b>			
Rental of Property			
Utilities(Elec, Water, Gas, Phone, Garbage)	\$980	\$1,960	\$2,940
Office Supplies, Postage	\$980	\$1,960	\$2,940
Building Maintenance Supplies and Repair			
Printing and Reproduction	\$1,500	\$3,000	\$4,500
Insurance			
Staff Training	\$4,900	\$9,800	\$14,700
Staff Travel-(Local & Out of Town)			
Rental of Equipment			
<b><u>Consulting/Professional Services</u></b>			
Consultant A (first \$50k; anything over on next tab)			
Subcontractor A (first \$50k; anything over on next tab)			
<b><u>Other</u></b>			
Fleet (vehicle maintenance, repair, charging)	\$9,103	\$18,206	\$27,309
Software/Technology	\$4,410	\$8,820	\$13,230
Program Supplies (uniforms, PPE, meeting supplies)	\$26,429	\$52,858	\$79,287
<b><u>Total Operating Expense</u></b>	<b>\$48,302</b>	<b>\$96,604</b>	<b>\$144,906</b>
<b>HSA Budget Form (3/24)</b>			

**Appendix A – Services to be Provided**  
**Heluna Health**  
**Civic Center Area Teams**  
**Community Safety Ambassador Program**  
**January 1, 2026 - June 30, 2027**

**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. Many neighborhoods citywide have 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 specialized and highly trained ambassadors. The ambassador teams will provide services such as community engagement, intervention and de-escalation, safety presence, street cleaning, overdose recognition and reversal, and connections to the City’s systems of care for people in need.

**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	Heluna Health
DEM	San Francisco Department of Emergency Management
SFHSA	San Francisco Human Services Agency
Program	Community Safety Ambassador Program
Neighborhood Respite Sites	A safe, supportive space open daily and offering a drug-free, trauma-informed environment for rest, hydration, and connection to services by combining elements of a park and a drop-in center.
Neighborhood Street Team	<p>The City has consolidated street teams across five city departments (Department of Public Health (DPH), Homelessness and Supportive Housing (HSH), Emergency Management (DEM), Police (SFPD) and Fire (SFFD). The new unified team will take a proactive and reactive approach to:</p> <ul style="list-style-type: none"><li>Identifying hotspots and individuals that/who need immediate attention on a daily basis</li></ul>

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

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
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- Persons with limited English-speaking proficiency
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- Small businesses, non-profit services agencies, and parks located on streets heavily impacted by the fentanyl crisis

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**Heluna Health**  
Civic Center Teams  
Community Safety Ambassador  
Program

deployed roving, fixed post, and/or reactionary style, 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.

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City will perform quarterly field observations to collect metrics related to street conditions and cleanliness agreed upon by both parties in advance. Success will result in collected data trending toward safer and cleaner streets.

**E. Workforce with Relevant Lived Experience**

The contractor shall ensure that a minimum of 70% of staff employed under this contract possess relevant lived experience, including but not limited to homelessness, recovery from substance use, involvement with the justice system, or comparable circumstances. Compliance shall be documented through staff self-disclosure or employer verification and reported to the City on a quarterly basis.

**F. Data Collection and Reporting Requirements**

Grantee will provide a monthly report of activities, referencing the tasks as described in Sections IV, V & VI. Grantee will submit the monthly metrics to the program manager listed below via email by or before 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 grant

area the deployments correspond to (e.g. Parks, Respite Sites, 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 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 and total staff deployed
  - d. Monthly full-time equivalent staff assigned to work under the grant.
3. Total output/outcome numbers for the following ambassador activities:
  - a. Number of basic interventions.
  - b. Number of de-escalation interventions.
  - c. Number of overdose reversals, including outcomes.
  - d. Number of bags of trash/debris collected.
  - e. Number of safe needle pick-up and disposals.
  - f. Number and nature of calls/reports to 911.
  - g. Number and nature of calls/reports to 311.
  - h. Any unusual or significant incident in the service area occurring during any ambassador/practitioner shift.
  - i. Specific outcome metrics based on ambassador deployment and associated outputs as determined by the City.
4. Additional details:
  - a. Map and/or detailed list of specific deployment locations within the service area over the course of the previous month.
  - b. Stakeholder engagement events and/or meetings attended and corresponding outcomes.
  - c. Daily and Monthly Neighborhood Respite Site or Park activity summary, using metrics, 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 training 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 emailed to the Program Manager listed below. 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](mailto:Colleen.Birmingham@sfgov.org)

Contract Manager, Office of Contract Management, SFHSA

or

[Sam.Dodge@sfgov.org](mailto:Sam.Dodge@sfgov.org)

Program Manager, Street Response Coordination, DEM

## **G. Monitoring Activities**

1. **Program Monitoring:** Program monitoring will include review of staff eligibility and training, 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.

## HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

<b>Grantee/Contractor: Public Health Foundation Enterprises DBA Heluna Health</b>			<b>1/1/26 - 6/30/27</b>
<b>Program: Community Safety Ambassador Team - Civic Center</b>			
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> Check One)			
	<b>1/1/26 - 6/30/26</b>	<b>7/1/26 - 6/30/27</b>	<b>1/1/26 - 6/30/27</b>
<b>Expenses</b>	<b>Original</b>	<b>Original</b>	<b>Total</b>
Salaries & Benefits	\$786,814	\$1,573,627	\$2,360,441
Operating-Direct	\$126,230	\$252,460	\$378,690
<b>Subtotal</b>	<b>\$913,044</b>	<b>\$1,826,087</b>	<b>\$2,739,131</b>
Indirect Percentage (%)	15%	15%	15%
Indirect Costs (Line 16 X Line 15)	\$136,956	\$273,913	\$410,869
Consultant/Subcontractor (\$25,000+)			
Direct Client Pass-Through			
Capital Expenses			
<b>Total Expenses</b>	<b>\$1,050,000</b>	<b>\$2,100,000</b>	<b>\$3,150,000</b>
<b>HSA Revenues</b>			
General Fund	\$1,050,000	\$2,100,000	\$3,150,000
<b>Total HSA Revenues</b>	<b>\$1,050,000</b>	<b>\$2,100,000</b>	<b>\$3,150,000</b>
<b>Grantee/Contractor Revenues</b>			
<b>Total Grantee/Contractor Revenues</b>			
<b>Total Revenues</b>	<b>\$1,050,000</b>	<b>\$2,100,000</b>	<b>\$3,150,000</b>
<b>Prepared by and Date:</b>		Tyler Norgord, Project Accountant, 12/5/2025	
<b>Telephone No. &amp; Email:</b>		562-222-7857, jtruong@helunahealth.org <b>HSA Budget Form (3/24)</b>	





**Grantee/Contractor: Public Health Foundation Enterprises DBA Heluna Health**  
**Program: Community Safety Ambassador Team - Civic Center**

**Appendix B, Page 3**

### Operating Expenses Detail

	1/1/26 - 6/30/26 Original	7/1/26 - 6/30/27 Original	1/1/26 - 6/30/27 Total
<b><u>Expenditure Category</u></b>			
Rental of Property	\$20,000	\$40,000	\$60,000
Utilities(Elec, Water, Gas, Phone, Garbage)	\$6,000	\$12,000	\$18,000
Program Supplies	\$36,430	\$72,860	\$109,290
Building Maintenance Supplies and Repair			
Printing and Reproduction			
Insurance			
Staff Training	\$10,000	\$20,000	\$30,000
Staff Travel-(Local & Out of Town)	\$8,000	\$16,000	\$24,000
Rental of Equipment			
<b><u>Consulting/Professional Services</u></b>			
Consultant A (first \$25k; anything over on next tab)			
Subcontractor A (first \$25k; anything over on next tab)			
<b><u>Other</u></b>			
Radios	\$10,000	\$20,000	\$30,000
Uniforms	\$10,000	\$20,000	\$30,000
IT Supplies	\$10,000	\$20,000	\$30,000
Communication	\$4,800	\$9,600	\$14,400
Participant Supplies	\$1,000	\$2,000	\$3,000
Cleaning Supplies	\$10,000	\$20,000	\$30,000
Vehicle Expenses (Registration, Maintenance & Gasoline)			
<b><u>Total Operating Expense</u></b>	<b>\$126,230</b>	<b>\$252,460</b>	<b>\$378,690</b>

**HSA Budget Form (3/24)**

**Appendix A – Services to be Provided**  
**North of Market/Tenderloin Community Benefit District**  
**Parks**  
**Community Safety Ambassador Program**  
**January 1, 2026 - June 30, 2027**

**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. Many neighborhoods citywide have 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 specialized and highly trained ambassadors. The ambassador teams will provide services such as community engagement, intervention and de-escalation, safety presence, street cleaning, overdose recognition and reversal, and connections to the City’s systems of care for people in need.

**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	North of Market/Tenderloin Community Benefits District
DEM	San Francisco Department of Emergency Management
SFHSA	San Francisco Human Services Agency
Program	Community Safety Ambassador Program
Neighborhood Respite Sites	A safe, supportive space open daily and offering a drug-free, trauma-informed environment for rest, hydration, and connection to services by combining elements of a park and a drop-in center.
Neighborhood Street Team	The City has consolidated street teams across five city departments (Department of Public Health (DPH), Homelessness and Supportive Housing (HSH), Emergency Management (DEM), Police (SFPD) and Fire (SFFD). The new unified team will take a proactive and reactive approach to:

	<ul style="list-style-type: none"> <li>• Identifying hotspots and individuals that/who need immediate attention on a daily basis</li> <li>• Creating neighborhood-based client priority lists of individuals who are in the most need of support and/or the most disruptive to the community.</li> </ul>
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### 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. This work will put a special focus on individuals experiencing homelessness and substance use disorder, particularly fentanyl dependency.

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

### IV. Description of Services

Grantee shall partner with government agencies including the Departments of Emergency Management, Homelessness and Supportive Housing, Public Health, Public Works, Police, Fire, community stakeholders and other grantees to contribute to the Community Safety Ambassador Program by deployment of ambassadors to Park areas.

Ambassador services will include but are not limited to positive engagements, basic interventions, de-escalation interventions, a safe and clean environment, activation facilitation, drug activity deterrence, immediate aid, safe passage through the community, and wellness checks. This is a project, under the operational direction of the Department of Emergency Management (“DEM”) and administrative/contractual support by the Human Services Agency (“HSA”).

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

**North of Market/Tenderloin  
Community Benefit District  
Parks  
Community Safety Ambassador  
Program**

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, with priority from affected communities with similar lived experiences. Provide thorough and comprehensive background checks to allow for work with children and on-boarding staff training tailored to meet the needs of the community, including but not limited to de-escalation, overdose recognition and reversal, customer service, and coordination with City Street Response and City social services. Address performance and/or personnel issues as necessary, ensuring that standards meet expectations set forth by the 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, make well-being checks, and support vulnerable individuals. Ambassadors will provide friendly greetings, get to know stakeholders in the deployment area, and provide 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. **Establish a Safe and Clean Environment:** Ambassadors shall assist with clean-up of debris and trash to maintain a safe community, including but not limited to ad-hoc litter cleanup and needle pickup and disposal as necessary. Ambassadors shall contact the appropriate City or partner resources for more significant sanitation needs.
  - e. **Drug Activity Deterrence:** Ambassadors shall regularly engage community members in locations where public drug-use occurs 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. **Render Aid:** Ambassadors shall offer immediate aid for a range of community needs including overdose reversals, contacting local City agencies for support, providing wayfinding assistance, and directing community members to the available assessment and/or drop-in services available in or around the Service Area.
  - g. **Escorts for Safe Passage:** Ambassadors will provide escort and support for vulnerable residents navigating high-risk corridors within the Service Area
  - 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 or similar device, provided by Grantee, to ensure rapid communication and safety response.
  - j. **Activation Facilitation:** Ambassadors shall support events, community gathers, farmers markets, art projects, and other installations that increase positive presence within their area.
3. Coordination with City: Participate in regular coordination meetings with the City via daily huddles and/or weekly management meetings at which operational and deployment plans shall be discussed and approved by City. Collaborate 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 including the number of staff and 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. The City reserves the right to add additional data points for collection at any time during this 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 four (4) ambassadors and one (1) supervisor daily, for the park open hours each day, to locations assigned by the DEM program manager in coordination with the Neighborhood Street Team and the Drug Market Agency Coordination Center (DMACC). Ambassador resources will be deployed roving, fixed post, and/or reactionary style, 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 with 14-day notice. The initial locations will be Boeddeker Park, Turk/Hyde Mini Park, and Sargent John Macaulay Park.

Days: **Monday-Sunday**

Deployment hours: **7:00 am to 8:00 pm or opening to closing, whichever is shorter.**

**Note:** Deployment hours and locations may be adjusted to address shifting street conditions. A 14-day notice will be given for adjustments.

## VI. Service Objectives

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

- A. Implement the services described above in Section IV to a level deemed satisfactory to the City. This includes but is not limited to:
  - i. Successfully planning for and executing all programmatic requirements listed in Section IV 1. 90% of the time under the grant term.
  - ii. Maintain staff levels required to implement all services listed in Section IV 2. 90% of the time under the grant term.
  - iii. Ensure successful collaboration with the City, including attending 90% of recurring meetings with City agencies and participating in at least 80% of stakeholder meetings under the grant term.
  - iv. Completing daily reports 90% of the time under the grant terms. Submitting monthly invoices and reports on time and complete 100% of the time under the grant term.
  - v. Providing a written strategic ramp-down plan within 30 days of City's request 90% of the time under the grant term.
- B. Track and report critical incidents to DEM no later than 24 hours after their occurrence using a mutually agreed upon critical incident report form 90% of the time under the grant term.

- C. Manage staff grievances, conflicts, and personnel issues quickly and to the satisfaction of the City 90% of the time under the grant term. Grantee shall maintain an official process for intake, management of, and follow up for complaints or grievances.
- D. Ensure Ambassadors are providing:
  - i. Basic Interventions
  - ii. Space Activations
  - iii. De-Escalation Interventions
  - iv. Drug Activity Deterrence
  - v. Resource Connections

## **VII. Outcome Objectives**

### **A. Public Safety Impact (911 Data)**

DEM will assess program impact using Computer-Aided Dispatch data. Success will result in a 20% reduction in relevant 911 calls, including but not limited to disorderly conduct, wellness checks, and public intoxication, compared with pre-deployment baselines. Data will be analyzed quarterly and aggregated annually.

### **B. Public Service Requests (311 Data)**

DEM will compare pre- and post-deployment 311 data in the Service Area. Success will result in a 20% reduction in relevant 311 requests submitted and a 30% improvement in average response times to 311 requests. Data will be analyzed quarterly and aggregated annually.

### **C. Quality Assurance Inspections**

As-needed, no-notice inspections of Grantee's Service Area by City will verify Grantee's adherence to engagement protocols, staffing requirements, and public space cleanliness. Programs must meet or exceed 80% compliance across all criteria. Findings will inform program oversight and performance improvement.

### **D. Field Observations**

City will perform quarterly field observations to collect metrics related to street conditions and cleanliness agreed upon by both parties in advance. Success will result in collected data trending toward safer and cleaner streets.

### **E. Workforce with Relevant Lived Experience**

The contractor shall ensure that a minimum of 70% of staff employed under this contract possess relevant lived experience, including but not limited to homelessness, recovery from substance use, involvement with the justice system, nearby residents with cultural and language capacity that is reflective of the community being served, or comparable circumstances. Compliance shall be documented through staff self-disclosure or employer verification and reported to the City on a quarterly basis.

## **F. Data Collection and Reporting Requirements**

Grantee will provide a monthly report of activities, referencing the tasks as described in Sections IV, V & VI. Grantee will submit the monthly metrics to the program manager listed below via email by or before 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 grant area the deployments correspond to (e.g. Parks, Respite Sites, 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 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 and total staff deployed
  - d. Monthly full-time equivalent staff assigned to work under the grant.
3. Total output/outcome numbers for the following ambassador activities:
  - a. Number of basic interventions.
  - b. Number of de-escalation interventions.
  - c. Number of overdose reversals, including outcomes.
  - d. Number of bags of trash/debris collected.
  - e. Number of safe needle pick-up and disposals.
  - f. Number and nature of calls/reports to 911.
  - g. Number and nature of calls/reports to 311.
  - h. Any unusual or significant incident in the service area occurring during any ambassador/practitioner shift.



- i. Specific outcome metrics based on ambassador deployment and associated outputs as determined by the City.
4. Additional details:
  - a. Map and/or detailed list of specific deployment locations within the service area over the course of the previous month.
  - b. Stakeholder engagement events and/or meetings attended and corresponding outcomes.
  - c. Daily and Monthly Park activity summary, using metrics, 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 training 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.
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All reporting will be coordinated with DEM and aligned with city-mandated metrics. All reports will be sent via email to the program manager listed below. City may also request reports to be sent directly to the identified City representative(s).

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Contract Manager, Office of Contract Management, SFHSA

or

**North of Market/Tenderloin  
Community Benefit District  
Parks  
Community Safety Ambassador  
Program**

Sam.Dodge@sfgov.org  
Sam Dodge, SFDEM

## **G. Monitoring Activities**

1. **Program Monitoring:** Program monitoring will include review of staff eligibility and training, 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.

## HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

<b>Grantee/Contractor: Tenderloin Community Benefit District Parks (TLCBD)</b>			<b>01/1/26 - 06/30/27</b>
<b>Program: Program Name</b>			
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> Check One)			
	<b>01/1/26 - 6/30/26</b>	<b>7/1/26 - 6/30/27</b>	<b>01/1/26 - 06/30/27</b>
<b>Expenses</b>	<b>Original</b>	<b>Original</b>	<b>Total</b>
Salaries & Benefits	\$430,383	\$913,160	\$1,343,543
Operating-Direct	\$9,000	\$0	\$9,000
<b>Subtotal</b>	<b>\$439,383</b>	<b>\$913,160</b>	<b>\$1,352,543</b>
Indirect Percentage (%)	15%	15%	15%
Indirect Costs (Line 16 X Line 15)	\$60,617	\$86,840	\$147,457
Consultant/Subcontractor (\$50,000+)	\$0	\$0	\$0
Direct Client Pass-Through	\$0	\$0	\$0
Capital Expenses	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$500,000</b>	<b>\$1,000,000</b>	<b>\$1,500,000</b>
<b>HSA Revenues</b>			
General Fund	\$500,000	\$1,000,000	\$1,500,000
<b>Total HSA Revenues</b>	<b>\$500,000</b>	<b>\$1,000,000</b>	<b>\$1,500,000</b>
<b>Grantee/Contractor Revenues</b>			
			\$0
			\$0
			\$0
			\$0
<b>Total Grantee/Contractor Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$500,000</b>	<b>\$1,000,000</b>	<b>\$1,500,000</b>
<b>Prepared by and Date:</b>			
<b>Telephone No. &amp; Email:</b>			<b>HSA Budget Form (3/24)</b>

Grantee/Contractor: Tenderloin Community Benefit DistrictParks (TLCBD)  
 Program: Program Name

Appendix B, Page 2

### Salaries & Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		01/1/26 - 6/30/26	Agency Totals		HSA Program		7/1/26 - 6/30/27	01/1/26 - 06/30/27
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Park Director	\$77,500	1.00	50%	0.50	\$38,750	\$77,500	1.00	100%	1.00	\$77,500	\$116,250
Park Manager	\$60,000	1.00	50%	0.50	\$30,000	\$60,000	1.00	100%	1.00	\$60,000	\$90,000
Park Leads	\$57,956	3.00	50%	1.50	\$86,934	\$57,956	3.00	100%	3.00	\$173,868	\$260,802
Park Stewards	\$52,395	8.00	45%	3.60	\$188,622	\$52,395	8.00	100%	8.00	\$419,160	\$607,782
				-	\$ -				-	\$ -	\$0
				-	\$ -				-	\$ -	\$0
				-	\$ -				-	\$ -	\$0
				-	\$ -				-	\$ -	\$0
TOTALS	\$247,851	13.00	1.95	6.10	\$344,306	\$247,851	13.00	400%	13.00	\$730,528	\$1,074,834
FRINGE BENEFIT RATE	25%					25%					
EMPLOYEE FRINGE BENEFITS					\$86,077					\$182,632	\$268,709
TOTAL SALARIES & BENEFITS					\$430,383					\$913,160	\$1,343,543

HSA Budget Form (3/24)

Grantee/Contractor: Tenderloin Community Benefit DistrictParks (TLCBD)

Appendix B, Page 3

Program: Program Name

## Operating Expenses Detail

**Expenditure Category**

	01/1/26 - 6/30/26 Original	7/1/26 - 6/30/27 Original	01/1/26 - 06/30/27 Total
Rental of Property	\$0		\$0
Utilities(Elec, Water, Gas, Phone, Garbage)			\$0
Office Supplies, Postage	\$0		\$0
Building Maintenance Supplies and Repair			\$0
Printing and Reproduction			\$0
Insurance	\$0		\$0
Staff Training			\$0
Staff Travel-Local & Out of Town			\$0
Subscription	\$720		\$720
Equipment	\$2,550		\$2,550
Rental of Equipment	\$3,230		\$3,230

**Consulting/Professional Services**

Consultant A (first \$50k; anything over on next tab)	\$2,500		\$2,500
Subcontractor A (first \$50k; anything over on next tab)			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0

**Other**

Other A			\$0
Other B			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0
			\$0

**Total Operating Expense**

\$9,000	\$0	\$9,000
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HSA Budget Form (3/24)

**Appendix A – Services to be Provided**  
**Urban Alchemy**  
**Commercial Corridor Teams**  
**Community Safety Ambassador Program**  
**January 1, 2026 - June 30, 2027**

**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. Many neighborhoods citywide have 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 specialized and highly trained ambassadors. The ambassador teams will provide services such as community engagement, intervention and de-escalation, safety presence, street cleaning, overdose recognition and reversal, and connections to the City’s systems of care for people in need.

**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	Urban Alchemy
DEM	San Francisco Department of Emergency Management
SFHSA	San Francisco Human Services Agency
Program	Community Safety Ambassador Program
Neighborhood Respite Sites	A safe, supportive space open daily and offering a drug-free, trauma-informed environment for rest, hydration, and connection to services by combining elements of a park and a drop-in center.
Neighborhood Street Team	<p>The City has consolidated street teams across five city departments (Department of Public Health (DPH), Homelessness and Supportive Housing (HSH), Emergency Management (DEM), Police (SFPD) and Fire (SFFD). The new unified team will take a proactive and reactive approach to:</p> <ul style="list-style-type: none"><li>Identifying hotspots and individuals</li></ul>

	<p>that/who need immediate attention on a daily basis</p> <ul style="list-style-type: none"><li>• Creating neighborhood-based client priority lists of individuals who are in the most need of support and/or the most disruptive to the community.</li></ul>
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**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. This work will put a special focus on individuals experiencing homelessness and substance use disorder, particularly fentanyl dependency.

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

**IV. Description of Services**

Grantee shall partner with government agencies including the Departments of Emergency Management, Homelessness and Supportive Housing, Public Health, Public Works, Police, Fire, community stakeholders and other grantees to contribute to the Community Safety Ambassador Program by deployment of ambassadors.

Ambassador services will include but are not limited to positive engagements, basic interventions, de-escalation interventions, a safe and clean environment, activation facilitation, drug activity deterrence, immediate aid, safe passage through the community, and wellness checks. This is a project, under the operational direction of the Department of Emergency Management (“DEM”) and administrative/contractual support by the Human Services Agency (“HSA”).

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 ambassadors, with priority from affected communities with similar lived experiences. Provide thorough and comprehensive on-boarding staff training tailored to meet the needs of the community, including but not limited to de-escalation, overdose recognition and reversal, customer service, and coordination with City Street Response and City social services. Address performance and/or personnel issues as necessary, ensuring that standards meet expectations set forth by the 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, make well-being checks, and support vulnerable individuals. Ambassadors will provide friendly greetings, get to know stakeholders in the deployment area, and provide 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. **Establish a Safe and Clean Environment:** Ambassadors shall assist with clean-up of debris and trash to maintain a safe community, including but not limited to ad-hoc litter cleanup and needle pickup and disposal as necessary. Ambassadors shall contact the appropriate City or partner resources for more significant sanitation needs.
  - e. **Drug Activity Deterrence:** Ambassadors shall regularly engage community members in locations where public drug-use occurs 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. **Render Aid:** Ambassadors shall offer immediate aid for a range of community needs including overdose reversals, contacting local City agencies for support, providing wayfinding assistance, and directing community members to the



available assessment and/or drop-in services available in or around the Service Area.

- g. **Escorts for Safe Passage:** Ambassadors will provide escort and support for vulnerable residents navigating high-risk corridors within the Service Area
  - 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 or similar devices, provided by Grantee, to ensure rapid communication and safety response.
  - j. **Activation Facilitation:** Ambassadors shall support events, community gathers, farmers markets, art projects, and other installations that increase positive presence within their area.
3. Coordination with City: Participate in regular coordination meetings with the City via daily huddles and/or weekly management meetings at which operational and deployment plans shall be discussed and approved by City. Collaborate 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 including the number of staff and 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. The City reserves the right to add additional data points for collection at any time during this 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 three (3) teams of two (2) ambassadors and one (1) supervisors daily, for eight (8) hours each day, deployed to location assigned by the DEM program manager in coordination with the Drug Market Agency Coordination Center (DMACC) and resources will be deployed roving, fixed post, and/or reactionary style, 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: **Five Days a Week**

Deployment hours: **7:00 am to 3:30 pm**

**Note:** Deployment hours and locations may be adjusted to address shifting street conditions.

## **VI. Service Objectives**

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

- A. Implement the services described above in Section IV to a level deemed satisfactory to the City. This includes but is not limited to:
  - i. Successfully planning for and executing all programmatic requirements listed in Section IV 1. 90% of the time under the grant term.
  - ii. Maintain staff levels required to implement all services listed in Section IV 2. 90% of the time under the grant term.
  - iii. Ensure successful collaboration with the City, including attending 90% of recurring meetings with City agencies and participating in at least 80% of stakeholder meetings under the grant term.
  - iv. Completing daily reports 90% of the time under the grant terms.  
Submitting monthly invoices and reports on time and complete 100% of the time under the grant term.
  - v. Providing a written strategic ramp-down plan within 30 days of City's request 90% of the time under the grant term.
- B. Track and report critical incidents to DEM no later than 24 hours after their occurrence using a mutually agreed upon critical incident report form 90% of the time under the grant term.
- C. Manage staff grievances, conflicts, and personnel issues quickly and to the satisfaction of the City 90% of the time under the grant term. Grantee shall maintain an official process for intake, management of, and follow up for complaints or grievances.
- D. Ensure Ambassadors are providing:
  - i. Basic Interventions
  - ii. Space Activations
  - iii. De-Escalation Interventions

- iv. Drug Activity Deterrence
- v. Resource Connections

## **VII. Outcome Objectives**

### **A. Public Safety Impact (911 Data)**

DEM will assess program impact using Computer-Aided Dispatch data. Success will result in a 20% reduction in relevant 911 calls, including but not limited to disorderly conduct, wellness checks, and public intoxication, compared with pre-deployment baselines. Data will be analyzed quarterly and aggregated annually.

### **B. Public Service Requests (311 Data)**

DEM will compare pre- and post-deployment 311 data in the Service Area. Success will result in a 20% reduction in relevant 311 requests submitted and a 30% improvement in average response times to 311 requests. Data will be analyzed quarterly and aggregated annually.

### **C. Quality Assurance Inspections**

As-needed, no-notice inspections of Grantee's Service Area by City will verify Grantee's adherence to engagement protocols, staffing requirements, and public space cleanliness. Programs must meet or exceed 80% compliance across all criteria. Findings will inform program oversight and performance improvement.

### **D. Field Observations**

City will perform quarterly field observations to collect metrics related to street conditions and cleanliness agreed upon by both parties in advance. Success will result in collected data trending toward safer and cleaner streets.

### **E. Workforce with Relevant Lived Experience**

The contractor shall ensure that a minimum of 70% of staff employed under this contract possess relevant lived experience, including but not limited to homelessness, recovery from substance use, involvement with the justice system, or comparable circumstances. Compliance shall be documented through staff self-disclosure or employer verification and reported to the City on a quarterly basis.

## **F. Data Collection and Reporting Requirements**

Grantee will provide a monthly report of activities, referencing the tasks as described in Sections IV, V & VI. Grantee will submit the monthly metrics to the program manager

**Urban Alchemy**  
Commercial Corridor Teams  
Community Safety Ambassador  
Program

listed below via email by or before 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 grant area the deployments correspond to (e.g. Parks, Respite Sites, 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 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 and total staff deployed
  - d. Monthly full-time equivalent staff assigned to work under the grant.
3. Total output/outcome numbers for the following ambassador activities:
  - a. Number of basic interventions.
  - b. Number of de-escalation interventions.
  - c. Number of overdose reversals, including outcomes.
  - d. Number of bags of trash/debris collected.
  - e. Number of safe needle pick-up and disposals.
  - f. Number and nature of calls/reports to 911.
  - g. Number and nature of calls/reports to 311.
  - h. Any unusual or significant incident in the service area occurring during any ambassador/practitioner shift.
  - i. Specific outcome metrics based on ambassador deployment and associated outputs as determined by the City.
4. Additional details:
  - a. Map and/or detailed list of specific deployment locations within the service area over the course of the previous month.
  - b. Stakeholder engagement events and/or meetings attended and corresponding outcomes.
  - c. Daily and Monthly Neighborhood Respite Site or Park activity summary, using metrics, 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 training 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 sent via email to the program manager listed below. 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](mailto:Colleen.Birmingham@sfgov.org)

Contract Manager, Office of Contract Management, SFHSA

or

[Sam.Dodge@sfgov.org](mailto:Sam.Dodge@sfgov.org)

Program Manager, Street Response Coordination, DEM

## G. Monitoring Activities

1. **Program Monitoring:** Program monitoring will include review of staff eligibility and training, 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.

## HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

<b>Grantee/Contractor: URBAN ALCHEMY</b>			<b>01/01/26 - 06/30/27</b>
<b>Program: Commercial Corridor Ambassadors Teams</b>			
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> Check One)			
	<b>01/1/26 - 6/30/26</b>	<b>7/1/26 - 6/30/27</b>	<b>01/01/26 - 06/30/27</b>
<b>Expenses</b>	<b>Original</b>	<b>Original</b>	<b>Total</b>
Salaries & Benefits	\$449,816	\$901,468	\$1,351,284
Operating-Direct	\$28,444	\$55,053	\$83,497
<b>Subtotal</b>	<b>\$478,260</b>	<b>\$956,521</b>	<b>\$1,434,781</b>
Indirect Percentage (%)	15%	15%	\$0
Indirect Costs (Line 16 X Line 15)	\$71,740	\$143,479	\$215,219
Consultant/Subcontractor (\$50,000+)			
Direct Client Pass-Through			
Capital Expenses			
<b>Total Expenses</b>	<b>\$550,000</b>	<b>\$1,100,000</b>	<b>\$1,650,000</b>
<b>HSA Revenues</b>			
General Fund	\$550,000	\$1,100,000	\$1,650,000
<b>Total HSA Revenues</b>	<b>\$550,000</b>	<b>\$1,100,000</b>	<b>\$1,650,000</b>
<b>Grantee/Contractor Revenues</b>			
<b>Total Grantee/Contractor Revenues</b>			
<b>Total Revenues</b>	<b>\$550,000</b>	<b>\$1,100,000</b>	<b>\$1,650,000</b>
<b>Prepared by and Date:</b> Urban Alchemy, 12/08/2025			
<b>Telephone No. &amp; Email:</b>		<b>HSA Budget Form (3/24)</b>	

Grantee/Contractor: URBAN ALCHEMY

Appendix B, Page 2

Program: Commercial Corridor Ambassadors Teams

## Salaries &amp; Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		01/1/26 - 6/30/26	Agency Totals		HSA Program		7/1/26 - 6/30/27	01/01/26 - 06/30/27
	Annual Full Time Salary for FTE	Total FTE	funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Supervisors	\$65,000	3.24	100%	3.24	\$105,300	\$65,000	3.24	100%	3.24	\$210,600	\$315,900
Practitioners	\$52,000	6.48	100%	6.48	\$168,480	\$52,000	6.48	100%	6.48	\$336,960	\$505,440
Director of Operations	\$110,000	1.00	5%	0.05	\$2,795	\$110,000	1.00	5%	0.05	\$5,590	\$8,385
Project Director	\$75,857	1.00	100%	1.00	\$37,929	\$75,857	1.00	100%	1.00	\$75,857	\$113,786
Business Operations Specialist	\$78,333	1.00	9%	0.09	\$3,413	\$78,333	1.00	9%	0.09	\$6,825	\$10,238
Data Practitioner	\$73,732	1.00	8%	0.08	\$3,021	\$73,732	1.00	8%	0.08	\$6,041	\$9,062
Trainer / Field Ops	\$70,000	1.00	3%	0.03	\$1,017	\$70,000	1.00	3%	0.03	\$2,033	\$3,050
				-			-		-		
				-			-		-		
TOTALS	\$524,922	14.72	3.25	10.97	\$321,953	\$524,922	14.72	325%	10.97	\$643,906	\$965,859
FRINGE BENEFIT RATE	40%					40%					
EMPLOYEE FRINGE BENEFITS					\$127,863					\$257,562	\$385,425
TOTAL SALARIES & BENEFITS					\$449,816					\$901,468	\$1,351,284

HSA Budget Form (3/24)



**Grantee/Contractor: URBAN ALCHEMY****Appendix B, Page 3****Program: Commercial Corridor Ambassadors Teams****Operating Expenses Detail**

	01/1/26 - 6/30/26 Original	7/1/26 - 6/30/27 Original	01/01/26 - 06/30/27 Total
<b><u>Expenditure Category</u></b>			
Rental of Property	\$2,863	\$5,726	\$8,590
Program and Client Supplies	\$3,942	\$7,884	\$11,826
Insurance	\$10,363	\$20,727	\$31,090
Communications: Equipment (Radios)	\$1,636	\$3,271	\$4,907
Vehicle Costs (lease, gas, and maintenance)	\$4,264	\$8,529	\$12,793
Uniforms	\$762	\$1,524	\$2,285
Data and Reporting Equipment and Licenses	\$2,778	\$5,556	\$8,334
Software	\$1,836	\$1,836	\$3,672
<b><u>Consulting/Professional Services</u></b>			
Consultant A (first \$50k; anything over on next tab)			
Subcontractor A (first \$50k; anything over on next tab)			
<b><u>Other</u></b>			
Other A			
Other B			
<b><u>Total Operating Expense</u></b>	\$28,444	\$55,053	\$83,497

**HSA Budget Form (3/24)**

**Appendix A – Services to be Provided**  
**Urban Alchemy**  
**AM Citywide Deployable Teams**  
**Community Safety Ambassador Program**  
**January 1, 2026 - June 30, 2027**

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## V. Location and Time of Services

Deploy no fewer than two (2) teams of six (6) ambassadors and one (1) supervisors daily, for eight (8) hours each day, to locations assignments by the DEM program manager for limited periods of time in coordination with the Drug Market Agency Coordination Center (DMACC). Ambassador resources will be deployed roving, fixed post, and/or reactionary style, 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: **7:00 am to 3:00 pm**

**Note:** Deployment hours and locations may be adjusted to address shifting street conditions.

## **VI. Service Objectives**

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

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  - ii. Maintain staff levels required to implement all services listed in Section IV 2. 90% of the time under the grant term.
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Submitting monthly invoices and reports on time and complete 100% of the time under the grant term.
  - v. Providing a written strategic ramp-down plan within 30 days of City's request 90% of the time under the grant term.
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- D. Ensure Ambassadors are providing:
  - i. Basic Interventions
  - ii. Space Activations
  - iii. De-Escalation Interventions

- iv. Drug Activity Deterrence
- v. Resource Connections

## **VII. Outcome Objectives**

### **A. Public Safety Impact (911 Data)**

DEM will assess program impact using Computer-Aided Dispatch data. Success will result in a 20% reduction in relevant 911 calls, including but not limited to disorderly conduct, wellness checks, and public intoxication, compared with pre-deployment baselines. Data will be analyzed quarterly and aggregated annually.

### **B. Public Service Requests (311 Data)**

DEM will compare pre- and post-deployment 311 data in the Service Area. Success will result in a 20% reduction in relevant 311 requests submitted and a 30% improvement in average response times to 311 requests. Data will be analyzed quarterly and aggregated annually.

### **C. Quality Assurance Inspections**

As-needed, no-notice inspections of Grantee's Service Area by City will verify Grantee's adherence to engagement protocols, staffing requirements, and public space cleanliness. Programs must meet or exceed 80% compliance across all criteria. Findings will inform program oversight and performance improvement.

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City will perform quarterly field observations to collect metrics related to street conditions and cleanliness agreed upon by both parties in advance. Success will result in collected data trending toward safer and cleaner streets.

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The contractor shall ensure that a minimum of 70% of staff employed under this contract possess relevant lived experience, including but not limited to homelessness, recovery from substance use, involvement with the justice system, or comparable circumstances. Compliance shall be documented through staff self-disclosure or employer verification and reported to the City on a quarterly basis.

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Grantee will provide a monthly report of activities, referencing the tasks as described in Sections IV, V & VI. Grantee will submit the monthly metrics to the program manager

**Urban Alchemy**  
AM Citywide Deployable Team  
Community Safety Ambassador  
Program

listed below via email by or before 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 grant area the deployments correspond to (e.g. Parks, Respite Sites, Mid-Market, Civic Center, Tenderloin, SOMA, etc.). Monthly reports shall include, but not be limited to, the following:

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- e. Training accomplishments, including progress of required and/or voluntary training for Grantee's staff.
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Contract Manager, Office of Contract Management, SFHSA

or

Sam.Dodge@sfgov.org  
Sam Dodge, SFDEM

## **G. Monitoring Activities**

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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.

## HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

<b>Grantee/Contractor: URBAN ALCHEMY</b>			01/01/26 - 06/30/27
<b>Program: AM Citywide Deployable Ambassador Teams</b>			
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> Check One)			
	<b>01/1/26 - 6/30/26</b>	<b>7/1/26 - 6/30/27</b>	<b>01/01/26 - 06/30/27</b>
<b>Expenses</b>	<b>Original</b>	<b>Original</b>	<b>Total</b>
Salaries & Benefits	\$880,043	\$1,763,675	\$2,643,718
Operating-Direct	\$54,739	\$105,890	\$160,629
<b>Subtotal</b>	<b>\$934,782</b>	<b>\$1,869,565</b>	<b>\$2,804,347</b>
Indirect Percentage (%)	15%	15%	\$0
Indirect Costs (Line 16 X Line 15)	\$140,218	\$280,435	\$420,653
Consultant/Subcontractor (\$50,000+)			
Direct Client Pass-Through			
Capital Expenses			
<b>Total Expenses</b>	<b>\$1,075,000</b>	<b>\$2,150,000</b>	<b>\$3,225,000</b>
<b>HSA Revenues</b>			
General Fund	\$1,075,000	\$2,150,000	\$3,225,000
<b>Total HSA Revenues</b>	<b>\$1,075,000</b>	<b>\$2,150,000</b>	<b>\$3,225,000</b>
<b>Grantee/Contractor Revenues</b>			
<b>Total Grantee/Contractor Revenues</b>			
<b>Total Revenues</b>	<b>\$1,075,000</b>	<b>\$2,150,000</b>	<b>\$3,225,000</b>
<b>Prepared by and Date: Urban Alchemy, 12/08/2025</b>			
<b>Telephone No. &amp; Email:</b>		<b>HSA Budget Form (3/24)</b>	

Grantee/Contractor: URBAN ALCHEMY

Appendix B, Page 2

Program: AM Citywide Deployable Ambassador Teams

## Salaries &amp; Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		01/1/26 - 6/30/26	Agency Totals		HSA Program		7/1/26 - 6/30/27	01/01/26 - 06/30/27
	Annual Full Time Salary for FTE	Total FTE	funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Supervisors	\$65,000	3.02	100%	3.02	\$98,280	\$65,000	3.02	100%	3.02	\$196,560	\$294,840
Practitioners	\$52,000	18.14	100%	18.14	\$471,744	\$52,000	18.14	100%	18.14	\$943,488	\$1,415,232
Director of Operations	\$110,000	1.00	11%	0.11	\$5,984	\$110,000	1.00	11%	0.11	\$11,968	\$17,952
Project Director	\$75,857	1.00	100%	1.00	\$37,929	\$75,857	1.00	100%	1.00	\$75,857	\$113,786
Business Operations Specialist	\$78,333	1.00	19%	0.19	\$7,305	\$78,333	1.00	19%	0.19	\$14,610	\$21,915
Data Practitioner	\$73,732	1.00	18%	0.18	\$6,467	\$73,732	1.00	18%	0.18	\$12,933	\$19,400
Trainer / Field Ops	\$70,000	1.00	6%	0.06	\$2,176	\$70,000	1.00	6%	0.06	\$4,352	\$6,528
				-			-		-		
				-			-		-		
TOTALS	\$524,922	26.17	3.53	22.70	\$629,884	\$524,922	26.17	353%	22.70	\$1,259,768	\$1,889,652
FRINGE BENEFIT RATE	40%					40%					
EMPLOYEE FRINGE BENEFITS					\$250,159					\$503,907	\$754,066
TOTAL SALARIES & BENEFITS					\$880,043					\$1,763,675	\$2,643,718

HSA Budget Form (3/24)

**Grantee/Contractor: URBAN ALCHEMY****Appendix B, Page 3****Program: AM Citywide Deployable Ambassador Teams****Operating Expenses Detail**

	01/1/26 - 6/30/26 Original	7/1/26 - 6/30/27 Original	01/01/26 - 06/30/27 Total
<b><u>Expenditure Category</u></b>			
Rental of Property	\$5,961	\$11,923	\$17,884
Program and Client Supplies	\$7,705	\$15,410	\$23,114
Insurance	\$22,569	\$45,138	\$67,707
Communications: Equipment (Radios)	\$3,562	\$7,124	\$10,686
Vehicle Costs (lease, gas, and maintenance)	\$4,264	\$8,529	\$12,793
Uniforms	\$1,659	\$3,318	\$4,977
Data and Reporting Equipment and Licenses	\$5,430	\$10,860	\$16,290
Software	\$3,588	\$3,588	\$7,177
<b><u>Consulting/Professional Services</u></b>			
Consultant A (first \$50k; anything over on next tab)			
Subcontractor A (first \$50k; anything over on next tab)			
<b><u>Other</u></b>			
Other A			
Other B			
<b><u>Total Operating Expense</u></b>	\$54,739	\$105,890	\$160,629

**HSA Budget Form (3/24)**

**Appendix A – Services to be Provided**  
**Urban Alchemy**  
**PM Citywide Deployable Team**  
**Community Safety Ambassador Program**  
**January 1, 2026 - June 30, 2027**

**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. Many neighborhoods citywide have 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 specialized and highly trained ambassadors. The ambassador teams will provide services such as community engagement, intervention and de-escalation, safety presence, street cleaning, overdose recognition and reversal, and connections to the City's systems of care for people in need.

**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	Urban Alchemy
DEM	San Francisco Department of Emergency Management
SFHSA	San Francisco Human Services Agency
Program	Community Safety Ambassador Program
Neighborhood Respite Sites	A safe, supportive space open daily and offering a drug-free, trauma-informed environment for rest, hydration, and connection to services by combining elements of a park and a drop-in center.
Neighborhood Street Team	<p>The City has consolidated street teams across five city departments (Department of Public Health (DPH), Homelessness and Supportive Housing (HSH), Emergency Management (DEM), Police (SFPD) and Fire (SFFD). The new unified team will take a proactive and reactive approach to:</p> <ul style="list-style-type: none"><li>• Identifying hotspots and individuals</li></ul>

	<p>that/who need immediate attention on a daily basis</p> <ul style="list-style-type: none"> <li>• Creating neighborhood-based client priority lists of individuals who are in the most need of support and/or the most disruptive to the community.</li> </ul>
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### 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. This work will put a special focus on individuals experiencing homelessness and substance use disorder, particularly fentanyl dependency.

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

### IV. Description of Services

Grantee shall partner with government agencies including the Departments of Emergency Management, Homelessness and Supportive Housing, Public Health, Public Works, Police, Fire, community stakeholders and other grantees to contribute to the Community Safety Ambassador Program by deployment of ambassadors.

Ambassador services will include but are not limited to positive engagements, basic interventions, de-escalation interventions, a safe and clean environment, activation facilitation, drug activity deterrence, immediate aid, safe passage through the community, and wellness checks. This is a project, under the operational direction of the Department of Emergency Management (“DEM”) and administrative/contractual support by the Human Services Agency (“HSA”).

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 ambassadors, with priority from affected communities with similar lived experiences. Provide thorough and comprehensive on-boarding staff training tailored to meet the needs of the community, including but not limited to de-escalation, overdose recognition and reversal, customer service, and coordination with City Street Response and City social services. Address performance and/or personnel issues as necessary, ensuring that standards meet expectations set forth by the 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, make well-being checks, and support vulnerable individuals. Ambassadors will provide friendly greetings, get to know stakeholders in the deployment area, and provide 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. **Establish a Safe and Clean Environment:** Ambassadors shall assist with clean-up of debris and trash to maintain a safe community, including but not limited to ad-hoc litter cleanup and needle pickup and disposal as necessary. Ambassadors shall contact the appropriate City or partner resources for more significant sanitation needs.
  - e. **Drug Activity Deterrence:** Ambassadors shall regularly engage community members in locations where public drug-use occurs 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. **Render Aid:** Ambassadors shall offer immediate aid for a range of community needs including overdose reversals, contacting local City agencies for support, providing wayfinding assistance, and directing community members to the



available assessment and/or drop-in services available in or around the Service Area.

- g. **Escorts for Safe Passage:** Ambassadors will provide escort and support for vulnerable residents navigating high-risk corridors within the Service Area
  - 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 or similar devices, provided by Grantee, to ensure rapid communication and safety response.
  - j. **Activation Facilitation:** Ambassadors shall support events, community gathers, farmers markets, art projects, and other installations that increase positive presence within their area.
3. Coordination with City: Participate in regular coordination meetings with the City via daily huddles and/or weekly management meetings at which operational and deployment plans shall be discussed and approved by City. Collaborate 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 including the number of staff and 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. The City reserves the right to add additional data points for collection at any time during this 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 two (2) teams of six (6) ambassadors and one (1) supervisor daily, for eight (8) hours each day, to locations assignments by the DEM program manager for limited periods of time in coordination with the Drug Market Agency Coordination Center (DMACC). Ambassador resources will be deployed roving, fixed post, and/or reactionary style, 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: **2:00 pm to 10:30 pm**

**Note:** Deployment hours and locations may be adjusted to address shifting street conditions.

## **VI. Service Objectives**

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

- A. Implement the services described above in Section IV to a level deemed satisfactory to the City. This includes but is not limited to:
  - i. Successfully planning for and executing all programmatic requirements listed in Section IV 1. 90% of the time under the grant term.
  - ii. Maintain staff levels required to implement all services listed in Section IV 2. 90% of the time under the grant term.
  - iii. Ensure successful collaboration with the City, including attending 90% of recurring meetings with City agencies and participating in at least 80% of stakeholder meetings under the grant term.
  - iv. Completing daily reports 90% of the time under the grant terms. Submitting monthly invoices and reports on time and complete 100% of the time under the grant term.
  - v. Providing a written strategic ramp-down plan within 30 days of City's request 90% of the time under the grant term.
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Program Manager, Street Response Coordination, DEM

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<b>Program: PM Citywide Deployable Ambassador Team</b>			
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	<b>01/1/26 - 6/30/26</b>	<b>7/1/26 - 6/30/27</b>	<b>01/01/26 - 06/30/27</b>
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<b>Grantee/Contractor Revenues</b>			
<b>Total Grantee/Contractor Revenues</b>			
<b>Total Revenues</b>	<b>\$1,075,000</b>	<b>\$2,150,000</b>	<b>\$3,225,000</b>
<b>Prepared by and Date:</b>		Urban Alchemy, 12/08/2025	
<b>Telephone No. &amp; Email:</b>		<b>HSA Budget Form (3/24)</b>	

Grantee/Contractor: URBAN ALCHEMY

Appendix B, Page 2

Program: PM Citywide Deployable Ambassador Team

## Salaries &amp; Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		01/1/26 - 6/30/26	Agency Totals		HSA Program		7/1/26 - 6/30/27	01/01/26 - 06/30/27
	Annual Full Time Salary for FTE	Total FTE	funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Supervisors	\$65,000	3.02	100%	3.02	\$98,280	\$65,000	3.02	100%	3.02	\$196,560	\$294,840
Practitioners	\$52,000	18.14	100%	18.14	\$471,744	\$52,000	18.14	100%	18.14	\$943,488	\$1,415,232
Director of Operations	\$110,000	1.00	11%	0.11	\$5,984	\$110,000	1.00	11%	0.11	\$11,968	\$17,952
Project Director	\$75,857	1.00	100%	1.00	\$37,929	\$75,857	1.00	100%	1.00	\$75,857	\$113,786
Business Operations Specialist	\$78,333	1.00	19%	0.19	\$7,305	\$78,333	1.00	19%	0.19	\$14,610	\$21,915
Data Practitioner	\$73,732	1.00	18%	0.18	\$6,467	\$73,732	1.00	18%	0.18	\$12,933	\$19,400
Trainer / Field Ops	\$70,000	1.00	6%	0.06	\$2,176	\$70,000	1.00	6%	0.06	\$4,352	\$6,528
				-			-		-		
				-			-		-		
TOTALS	\$524,922	26.17	3.53	22.70	\$629,884	\$524,922	26.17	353%	22.70	\$1,259,768	\$1,889,652
FRINGE BENEFIT RATE	40%					40%					
EMPLOYEE FRINGE BENEFITS					\$250,159					\$503,907	\$754,066
TOTAL SALARIES & BENEFITS					\$880,043					\$1,763,675	\$2,643,718

HSA Budget Form (3/24)



Grantee/Contractor: URBAN ALCHEMY

Appendix B, Page 3

Program: PM Citywide Deployable Ambassador Team

## Operating Expenses Detail

**Expenditure Category**

Rental of Property  
 Program and Client Supplies  
 Insurance  
 Communications: Equipment (Radios)  
 Vehicle Costs (lease, gas, and maintenance)  
 Uniforms  
 Data and Reporting Equipment and Licenses  
 Software

01/1/26 - 6/30/26 Original	7/1/26 - 6/30/27 Original	01/01/26 - 06/30/27 Total
\$5,961	\$11,923	\$17,884
\$7,705	\$15,410	\$23,114
\$22,569	\$45,138	\$67,707
\$3,562	\$7,124	\$10,686
\$4,264	\$8,529	\$12,793
\$1,659	\$3,318	\$4,977
\$5,430	\$10,860	\$16,290
\$3,588	\$3,588	\$7,177

**Consulting/Professional Services**

Consultant A (first \$50k; anything over on next tab)  
 Subcontractor A (first \$50k; anything over on next tab)


**Other**

Other A  
 Other B


**Total Operating Expense**

\$54,739	\$105,890	\$160,629
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HSA Budget Form (3/24)

**Appendix A – Services to be Provided**  
**Urban Alchemy**  
**Tenderloin Teams**  
**Community Safety Ambassador Program**  
**January 1, 2026 - June 30, 2027**

**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. Many neighborhoods citywide have 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 specialized and highly trained ambassadors. The ambassador teams will provide services such as community engagement, intervention and de-escalation, safety presence, street cleaning, overdose recognition and reversal, and connections to the City’s systems of care for people in need.

**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	Urban Alchemy
DEM	San Francisco Department of Emergency Management
SFHSA	San Francisco Human Services Agency
Program	Community Safety Ambassador Program
Neighborhood Respite Sites	A safe, supportive space open daily and offering a drug-free, trauma-informed environment for rest, hydration, and connection to services by combining elements of a park and a drop-in center.
Neighborhood Street Team	<p>The City has consolidated street teams across five city departments (Department of Public Health (DPH), Homelessness and Supportive Housing (HSH), Emergency Management (DEM), Police (SFPD) and Fire (SFFD). The new unified team will take a proactive and reactive approach to:</p> <ul style="list-style-type: none"><li>Identifying hotspots and individuals</li></ul>

	<p>that/who need immediate attention on a daily basis</p> <ul style="list-style-type: none"><li>• Creating neighborhood-based client priority lists of individuals who are in the most need of support and/or the most disruptive to the community.</li></ul>
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**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. This work will put a special focus on individuals experiencing homelessness and substance use disorder, particularly fentanyl dependency.

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

**IV. Description of Services**

Grantee shall partner with government agencies including the Departments of Emergency Management, Homelessness and Supportive Housing, Public Health, Public Works, Police, Fire, community stakeholders and other grantees to contribute to the Community Safety Ambassador Program by deployment of ambassadors to the Tenderloin area.

Ambassador services will include but are not limited to positive engagements, basic interventions, de-escalation interventions, a safe and clean environment, activation facilitation, drug activity deterrence, immediate aid, safe passage through the community, and wellness checks. This is a project, under the operational direction of the Department of Emergency Management (“DEM”) and administrative/contractual support by the Human Services Agency (“HSA”).

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 ambassadors, with priority from affected communities with similar lived experiences. Provide thorough and comprehensive on-boarding staff training tailored to meet the needs of the community, including but not limited to de-escalation, overdose recognition and reversal, customer service, and coordination with City Street Response and City social services. Address performance and/or personnel issues as necessary, ensuring that standards meet expectations set forth by the 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, make well-being checks, and support vulnerable individuals. Ambassadors will provide friendly greetings, get to know stakeholders in the deployment area, and provide 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. **Establish a Safe and Clean Environment:** Ambassadors shall assist with clean-up of debris and trash to maintain a safe community, including but not limited to ad-hoc litter cleanup and needle pickup and disposal as necessary. Ambassadors shall contact the appropriate City or partner resources for more significant sanitation needs.
  - e. **Drug Activity Deterrence:** Ambassadors shall regularly engage community members in locations where public drug-use occurs 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. **Render Aid:** Ambassadors shall offer immediate aid for a range of community needs including overdose reversals, contacting local City agencies for support, providing wayfinding assistance, and directing community members to the

available assessment and/or drop-in services available in or around the Service Area.

- g. **Escorts for Safe Passage:** Ambassadors will provide escort and support for vulnerable residents navigating high-risk corridors within the Service Area
  - 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 or similar device, provided by Grantee, to ensure rapid communication and safety response.
  - j. **Activation Facilitation:** Ambassadors shall support events, community gathers, farmers markets, art projects, and other installations that increase positive presence within their area.
3. Coordination with City: Participate in regular coordination meetings with the City via daily huddles and/or weekly management meetings at which operational and deployment plans shall be discussed and approved by City. Collaborate 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 including the number of staff and 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. The City reserves the right to add additional data points for collection at any time during this 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 twelve (12) ambassadors and two (2) supervisors daily, for 10 hours each day, to locations assignments by the DEM program manager in coordination with the Neighborhood Street Team for the Tenderloin area. Ambassador resources will be deployed roving, fixed post, and/or reactionary style, 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: **7:00 am to 5:00 pm**

**Note:** Deployment hours and locations may be adjusted to address shifting street conditions.

## **VI. Service Objectives**

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

- A. Implement the services described above in Section IV to a level deemed satisfactory to the City. This includes but is not limited to:
  - i. Successfully planning for and executing all programmatic requirements listed in Section IV 1. 90% of the time under the grant term.
  - ii. Maintain staff levels required to implement all services listed in Section IV 2. 90% of the time under the grant term.
  - iii. Ensure successful collaboration with the City, including attending 90% of recurring meetings with City agencies and participating in at least 80% of stakeholder meetings under the grant term.
  - iv. Completing daily reports 90% of the time under the grant terms.  
Submitting monthly invoices and reports on time and complete 100% of the time under the grant term.
  - v. Providing a written strategic ramp-down plan within 30 days of City's request 90% of the time under the grant term.
- B. Track and report critical incidents to DEM no later than 24 hours after their occurrence using a mutually agreed upon critical incident report form 90% of the time under the grant term.
- C. Manage staff grievances, conflicts, and personnel issues quickly and to the satisfaction of the City 90% of the time under the grant term. Grantee shall maintain an official process for intake, management of, and follow up for complaints or grievances.
- D. Ensure Ambassadors are providing:
  - i. Basic Interventions
  - ii. Space Activations
  - iii. De-Escalation Interventions

- iv. Drug Activity Deterrence
- v. Resource Connections

## **VII. Outcome Objectives**

### **A. Public Safety Impact (911 Data)**

DEM will assess program impact using Computer-Aided Dispatch data. Success will result in a 20% reduction in relevant 911 calls, including but not limited to disorderly conduct, wellness checks, and public intoxication, compared with pre-deployment baselines. Data will be analyzed quarterly and aggregated annually.

### **B. Public Service Requests (311 Data)**

DEM will compare pre- and post-deployment 311 data in the Service Area. Success will result in a 20% reduction in relevant 311 requests submitted and a 30% improvement in average response times to 311 requests. Data will be analyzed quarterly and aggregated annually.

### **C. Quality Assurance Inspections**

As-needed, no-notice inspections of Grantee's Service Area by City will verify Grantee's adherence to engagement protocols, staffing requirements, and public space cleanliness. Programs must meet or exceed 80% compliance across all criteria. Findings will inform program oversight and performance improvement.

### **D. Field Observations**

City will perform quarterly field observations to collect metrics related to street conditions and cleanliness agreed upon by both parties in advance. Success will result in collected data trending toward safer and cleaner streets.

### **E. Workforce with Relevant Lived Experience**

The contractor shall ensure that a minimum of 70% of staff employed under this contract possess relevant lived experience, including but not limited to homelessness, recovery from substance use, involvement with the justice system, or comparable circumstances. Compliance shall be documented through staff self-disclosure or employer verification and reported to the City on a quarterly basis.

## **F. Data Collection and Reporting Requirements**

Grantee will provide a monthly report of activities, referencing the tasks as described in Sections IV, V & VI. Grantee will submit the monthly metrics to the program manager

**Urban Alchemy**

**6**

**Appendix A**

Tenderloin Area

Community Safety Ambassador

Program

listed below via email by or before 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 grant area the deployments correspond to (e.g. Parks, Respite Sites, 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 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 and total staff deployed
  - d. Monthly full-time equivalent staff assigned to work under the grant.
3. Total output/outcome numbers for the following ambassador activities:
  - a. Number of basic interventions.
  - b. Number of de-escalation interventions.
  - c. Number of overdose reversals, including outcomes.
  - d. Number of bags of trash/debris collected.
  - e. Number of safe needle pick-up and disposals.
  - f. Number and nature of calls/reports to 911.
  - g. Number and nature of calls/reports to 311.
  - h. Any unusual or significant incident in the service area occurring during any ambassador/practitioner shift.
  - i. Specific outcome metrics based on ambassador deployment and associated outputs as determined by the City.
4. Additional details:
  - a. Map and/or detailed list of specific deployment locations within the service area over the course of the previous month.
  - b. Stakeholder engagement events and/or meetings attended and corresponding outcomes.
  - c. Daily and Monthly Neighborhood Respite Site or Park activity summary, using metrics, 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 training 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 sent via email to the program manager listed below. 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](mailto:Colleen.Birmingham@sfgov.org)

Contract Manager, Office of Contract Management, SFHSA

or

[Sam.Dodge@sfgov.org](mailto:Sam.Dodge@sfgov.org)

Sam Dodge, SFDEM

## G. Monitoring Activities

1. **Program Monitoring:** Program monitoring will include review of staff eligibility and training, 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.

## HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

<b>Grantee/Contractor: URBAN ALCHEMY</b>			<b>01/01/26 - 06/30/27</b>
<b>Program: Tenderloin District Ambassador Teams</b>			
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> Check One)			
	<b>01/1/26 - 6/30/26</b>	<b>7/1/26 - 6/30/27</b>	<b>01/01/26 - 06/30/27</b>
<b>Expenses</b>	<b>Original</b>	<b>Original</b>	<b>Total</b>
Salaries & Benefits	\$1,106,458	\$2,217,424	\$3,323,882
Operating-Direct	\$67,455	\$130,402	\$197,857
<b>Subtotal</b>	<b>\$1,173,913</b>	<b>\$2,347,826</b>	<b>\$3,521,739</b>
Indirect Percentage (%)	15%	15%	\$0
Indirect Costs (Line 16 X Line 15)	\$176,087	\$352,174	\$528,261
Consultant/Subcontractor (\$50,000+)			
Direct Client Pass-Through			
Capital Expenses			
<b>Total Expenses</b>	<b>\$1,350,000</b>	<b>\$2,700,000</b>	<b>\$4,050,000</b>
<b>HSA Revenues</b>			
General Fund	\$1,350,000	\$2,700,000	\$4,050,000
<b>Total HSA Revenues</b>	<b>\$1,350,000</b>	<b>\$2,700,000</b>	<b>\$4,050,000</b>
<b>Grantee/Contractor Revenues</b>			
<b>Total Grantee/Contractor Revenues</b>			
<b>Total Revenues</b>	<b>\$1,350,000</b>	<b>\$2,700,000</b>	<b>\$4,050,000</b>
<b>Prepared by and Date:</b>		Urban Alchemy, 12/08/2025	
<b>Telephone No. &amp; Email:</b>		<b>HSA Budget Form (3/24)</b>	

Grantee/Contractor: URBAN ALCHEMY

Appendix B, Page 2

Program: Tenderloin District Ambassador Teams

## Salaries &amp; Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		01/1/26 - 6/30/26	Agency Totals		HSA Program		7/1/26 - 6/30/27	01/01/26 - 06/30/27
	Annual Full Time Salary for FTE	Total FTE	funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Supervisors	\$65,000	3.78	100%	3.78	\$122,850	\$65,000	3.78	100%	3.78	\$245,700	\$368,550
Practitioners	\$52,000	22.68	100%	22.68	\$589,680	\$52,000	22.68	100%	22.68	\$1,179,360	\$1,769,040
Director of Operations	\$110,000	1.00	21%	0.21	\$11,318	\$110,000	1.00	21%	0.21	\$22,635	\$33,953
Project Director	\$75,857	1.00	100%	1.00	\$37,929	\$75,857	1.00	100%	1.00	\$75,857	\$113,786
Business Operations Specialist	\$78,333	1.00	35%	0.35	\$13,816	\$78,333	1.00	35%	0.35	\$27,632	\$41,448
Data Practitioner	\$73,732	1.00	33%	0.33	\$12,230	\$73,732	1.00	33%	0.33	\$24,459	\$36,689
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				-			-		-		
				-			-		-		
TOTALS	\$524,922	31.46	4.01	28.47	\$791,937	\$524,922	31.46	401%	28.47	\$1,583,874	\$2,375,811
FRINGE BENEFIT RATE	40%					40%					
EMPLOYEE FRINGE BENEFITS					\$314,521					\$633,550	\$948,071
TOTAL SALARIES & BENEFITS					\$1,106,458					\$2,217,424	\$3,323,882

HSA Budget Form (3/24)

**Grantee/Contractor: URBAN ALCHEMY****Appendix B, Page 3****Program: Tenderloin District Ambassador Teams****Operating Expenses Detail****Expenditure Category**

Rental of Property  
 Program and Client Supplies  
 Insurance  
 Communications: Equipment (Radios)  
 Vehicle Costs (lease, gas, and maintenance)  
 Uniforms  
 Data and Reporting Equipment and Licenses  
 Software

01/1/26 - 6/30/26 Original	7/1/26 - 6/30/27 Original	01/01/26 - 06/30/27 Total
\$7,452	\$14,904	\$22,355
\$9,676	\$19,352	\$29,027
\$28,211	\$56,423	\$84,634
\$4,453	\$8,905	\$13,358
\$4,264	\$8,529	\$12,793
\$2,074	\$4,148	\$6,221
\$6,819	\$13,636	\$20,455
\$4,506	\$4,506	\$9,012

**Consulting/Professional Services**

Consultant A (first \$50k; anything over on next tab)  
 Subcontractor A (first \$50k; anything over on next tab)


**Other**

Other A  
 Other B


**Total Operating Expense**

\$67,455	\$130,402	\$197,857
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**HSA Budget Form (3/24)**

**Appendix A – Services to be Provided**  
**Urban Alchemy**  
**South of Market Area Teams**  
**Community Safety Ambassador Program**  
**January 1, 2026 - June 30, 2027**

**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. Many neighborhoods citywide have experiencing a significant frequency of public disturbances, open-air drug use, drug sales, and illegal vending.

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Neighborhood Street Team	<p>The City has consolidated street teams across five city departments (Department of Public Health (DPH), Homelessness and Supportive Housing (HSH), Emergency Management (DEM), Police (SFPD) and Fire (SFFD). The new unified team will take a proactive and reactive approach to:</p> <ul style="list-style-type: none"><li>Identifying hotspots and individuals</li></ul>

	<p>that/who need immediate attention on a daily basis</p> <ul style="list-style-type: none"><li>• Creating neighborhood-based client priority lists of individuals who are in the most need of support and/or the most disruptive to the community.</li></ul>
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**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. This work will put a special focus on individuals experiencing homelessness and substance use disorder, particularly fentanyl dependency.

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

**IV. Description of Services**

Grantee shall partner with government agencies including the Departments of Emergency Management, Homelessness and Supportive Housing, Public Health, Public Works, Police, Fire, community stakeholders and other grantees to contribute to the Community Safety Ambassador Program by deployment of ambassadors.

Ambassador services will include but are not limited to positive engagements, basic interventions, de-escalation interventions, a safe and clean environment, activation facilitation, drug activity deterrence, immediate aid, safe passage through the community, and wellness checks. This is a project, under the operational direction of the Department of Emergency Management (“DEM”) and administrative/contractual support by the Human Services Agency (“HSA”).

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and resource analysis, expense reporting, staff schedule projections, and contingency planning for all programmatic requirements.

2. **Program Implementation:** Hire, train, and deploy ambassadors, with priority from affected communities with similar lived experiences. Provide thorough and comprehensive on-boarding staff training tailored to meet the needs of the community, including but not limited to de-escalation, overdose recognition and reversal, customer service, and coordination with City Street Response and City social services. Address performance and/or personnel issues as necessary, ensuring that standards meet expectations set forth by the City. Successful program implementation includes ambassadors implementing the following services:
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  - 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. **Establish a Safe and Clean Environment:** Ambassadors shall assist with clean-up of debris and trash to maintain a safe community, including but not limited to ad-hoc litter cleanup and needle pickup and disposal as necessary. Ambassadors shall contact the appropriate City or partner resources for more significant sanitation needs.
  - e. **Drug Activity Deterrence:** Ambassadors shall regularly engage community members in locations where public drug-use occurs 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. **Render Aid:** Ambassadors shall offer immediate aid for a range of community needs including overdose reversals, contacting local City agencies for support, providing wayfinding assistance, and directing community members to the



available assessment and/or drop-in services available in or around the Service Area.

- g. **Escorts for Safe Passage:** Ambassadors will provide escort and support for vulnerable residents navigating high-risk corridors within the Service Area
  - 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 or similar devices, provided by Grantee, to ensure rapid communication and safety response.
  - j. **Activation Facilitation:** Ambassadors shall support events, community gathers, farmers markets, art projects, and other installations that increase positive presence within their area.
3. Coordination with City: Participate in regular coordination meetings with the City via daily huddles and/or weekly management meetings at which operational and deployment plans shall be discussed and approved by City. Collaborate 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 including the number of staff and 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. The City reserves the right to add additional data points for collection at any time during this 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 two (2) teams of six (6) ambassadors and one (1) supervisor daily, for eight (8) hours each day, deployed to location assigned by the DEM program manager in coordination with the Drug Market Agency Coordination Center (DMACC) and Neighborhood Street Team for the South of Market area. Ambassador resources will be deployed roving, fixed post, and/or reactionary style, 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: **7:00 am to 5:00 pm**

**Note:** Deployment hours and locations may be adjusted to address shifting street conditions.

## **VI. Service Objectives**

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

- A. Implement the services described above in Section IV to a level deemed satisfactory to the City. This includes but is not limited to:
  - i. Successfully planning for and executing all programmatic requirements listed in Section IV 1. 90% of the time under the grant term.
  - ii. Maintain staff levels required to implement all services listed in Section IV 2. 90% of the time under the grant term.
  - iii. Ensure successful collaboration with the City, including attending 90% of recurring meetings with City agencies and participating in at least 80% of stakeholder meetings under the grant term.
  - iv. Completing daily reports 90% of the time under the grant terms. Submitting monthly invoices and reports on time and complete 100% of the time under the grant term.
  - v. Providing a written strategic ramp-down plan within 30 days of City's request 90% of the time under the grant term.
- B. Track and report critical incidents to DEM no later than 24 hours after their occurrence using a mutually agreed upon critical incident report form 90% of the time under the grant term.
- C. Manage staff grievances, conflicts, and personnel issues quickly and to the satisfaction of the City 90% of the time under the grant term. Grantee shall maintain an official process for intake, management of, and follow up for complaints or grievances.
- D. Ensure Ambassadors are providing:
  - i. Basic Interventions
  - ii. Space Activations

- iii. De-Escalation Interventions
- iv. Drug Activity Deterrence
- v. Resource Connections

## **VII. Outcome Objectives**

### **A. Public Safety Impact (911 Data)**

DEM will assess program impact using Computer-Aided Dispatch data. Success will result in a 20% reduction in relevant 911 calls, including but not limited to disorderly conduct, wellness checks, and public intoxication, compared with pre-deployment baselines. Data will be analyzed quarterly and aggregated annually.

### **B. Public Service Requests (311 Data)**

DEM will compare pre- and post-deployment 311 data in the Service Area. Success will result in a 20% reduction in relevant 311 requests submitted and a 30% improvement in average response times to 311 requests. Data will be analyzed quarterly and aggregated annually.

### **C. Quality Assurance Inspections**

As-needed, no-notice inspections of Grantee's Service Area by City will verify Grantee's adherence to engagement protocols, staffing requirements, and public space cleanliness. Programs must meet or exceed 80% compliance across all criteria. Findings will inform program oversight and performance improvement.

### **D. Field Observations**

City will perform quarterly field observations to collect metrics related to street conditions and cleanliness agreed upon by both parties in advance. Success will result in collected data trending toward safer and cleaner streets.

### **E. Workforce with Relevant Lived Experience**

The contractor shall ensure that a minimum of 70% of staff employed under this contract possess relevant lived experience, including but not limited to homelessness, recovery from substance use, involvement with the justice system, or comparable circumstances. Compliance shall be documented through staff self-disclosure or employer verification and reported to the City on a quarterly basis.

## **F. Data Collection and Reporting Requirements**

Grantee will provide a monthly report of activities, referencing the tasks as described in Sections IV, V & VI. Grantee will submit the monthly metrics to the program manager listed below via email by or before 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 grant area the deployments correspond to (e.g. Parks, Respite Sites, 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 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 and total staff deployed
  - d. Monthly full-time equivalent staff assigned to work under the grant.
3. Total output/outcome numbers for the following ambassador activities:
  - a. Number of basic interventions.
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  - c. Number of overdose reversals, including outcomes.
  - d. Number of bags of trash/debris collected.
  - e. Number of safe needle pick-up and disposals.
  - f. Number and nature of calls/reports to 911.
  - g. Number and nature of calls/reports to 311.
  - h. Any unusual or significant incident in the service area occurring during any ambassador/practitioner shift.
  - i. Specific outcome metrics based on ambassador deployment and associated outputs as determined by the City.
4. Additional details:
  - a. Map and/or detailed list of specific deployment locations within the service area over the course of the previous month.
  - b. Stakeholder engagement events and/or meetings attended and corresponding outcomes.
  - c. Daily and Monthly Neighborhood Respite Site or Park activity summary, using metrics, 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 training 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 sent via email to the program manager listed below. 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](mailto:Colleen.Birmingham@sfgov.org)

Contract Manager, Office of Contract Management, SFHSA

or

[Sam.Dodge@sfgov.org](mailto:Sam.Dodge@sfgov.org)

Program Manager, Street Response Coordination, DEM

## **G. Monitoring Activities**

1. **Program Monitoring:** Program monitoring will include review of staff eligibility and training, 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

Urban Alchemy  
South of Market Teams  
Community Safety Ambassador  
Program

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.

## HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

<b>Grantee/Contractor: URBAN ALCHEMY</b>			<b>01/01/26 - 06/30/27</b>
<b>Program: South of Market District Ambassador Teams</b>			
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> Check One)			
	<b>01/1/26 - 6/30/26</b>	<b>7/1/26 - 6/30/27</b>	<b>01/01/26 - 06/30/27</b>
<b>Expenses</b>	<b>Original</b>	<b>Original</b>	<b>Total</b>
Salaries & Benefits	\$1,106,458	\$2,217,424	\$3,323,882
Operating-Direct	\$67,455	\$130,402	\$197,857
<b>Subtotal</b>	<b>\$1,173,913</b>	<b>\$2,347,826</b>	<b>\$3,521,739</b>
Indirect Percentage (%)	15%	15%	\$0
Indirect Costs (Line 16 X Line 15)	\$176,087	\$352,174	\$528,261
Consultant/Subcontractor (\$50,000+)			
Direct Client Pass-Through			
Capital Expenses			
<b>Total Expenses</b>	<b>\$1,350,000</b>	<b>\$2,700,000</b>	<b>\$4,050,000</b>
<b>HSA Revenues</b>			
General Fund	\$1,350,000	\$2,700,000	\$4,050,000
<b>Total HSA Revenues</b>	<b>\$1,350,000</b>	<b>\$2,700,000</b>	<b>\$4,050,000</b>
<b>Grantee/Contractor Revenues</b>			
<b>Total Grantee/Contractor Revenues</b>			
<b>Total Revenues</b>	<b>\$1,350,000</b>	<b>\$2,700,000</b>	<b>\$4,050,000</b>
<b>Prepared by and Date:</b> Urban Alchemy, 12/08/2025			
<b>Telephone No. &amp; Email:</b>		<b>HSA Budget Form (3/24)</b>	

Grantee/Contractor: URBAN ALCHEMY

Appendix B, Page 2

Program: South of Market District Ambassador Teams

## Salaries &amp; Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		01/1/26 - 6/30/26	Agency Totals		HSA Program		7/1/26 - 6/30/27	01/01/26 - 06/30/27
	Annual Full Time Salary for FTE	Total FTE	funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Supervisors	\$65,000	3.78	100%	3.78	\$122,850	\$65,000	3.78	100%	3.78	\$245,700	\$368,550
Practitioners	\$52,000	22.68	100%	22.68	\$589,680	\$52,000	22.68	100%	22.68	\$1,179,360	\$1,769,040
Director of Operations	\$110,000	1.00	21%	0.21	\$11,318	\$110,000	1.00	21%	0.21	\$22,635	\$33,953
Project Director	\$75,857	1.00	100%	1.00	\$37,929	\$75,857	1.00	100%	1.00	\$75,857	\$113,786
Business Operations Specialist	\$78,333	1.00	35%	0.35	\$13,816	\$78,333	1.00	35%	0.35	\$27,632	\$41,448
Data Practitioner	\$73,732	1.00	33%	0.33	\$12,230	\$73,732	1.00	33%	0.33	\$24,459	\$36,689
Trainer / Field Ops	\$70,000	1.00	12%	0.12	\$4,116	\$70,000	1.00	12%	0.12	\$8,231	\$12,347
				-			-		-		
				-			-		-		
TOTALS	\$524,922	31.46	4.01	28.47	\$791,937	\$524,922	31.46	401%	28.47	\$1,583,874	\$2,375,811
FRINGE BENEFIT RATE	40%					40%					
EMPLOYEE FRINGE BENEFITS					\$314,521					\$633,550	\$948,071
TOTAL SALARIES & BENEFITS					\$1,106,458					\$2,217,424	\$3,323,882

HSA Budget Form (3/24)



**Grantee/Contractor: URBAN ALCHEMY****Appendix B, Page 3****Program: South of Market District Ambassador Teams****Operating Expenses Detail**

	01/1/26 - 6/30/26 Original	7/1/26 - 6/30/27 Original	01/01/26 - 06/30/27 Total
<b><u>Expenditure Category</u></b>			
Rental of Property	\$7,452	\$14,904	\$22,355
Program and Guest Supplies	\$9,676	\$19,352	\$29,027
Insurance	\$28,211	\$56,423	\$84,634
Communications: Equipment (Radios)	\$4,453	\$8,905	\$13,358
Vehicle Costs (lease, gas, and maintenance)	\$4,264	\$8,529	\$12,793
Uniforms	\$2,074	\$4,148	\$6,221
Data and Reporting Equipment and Licenses	\$6,819	\$13,636	\$20,455
Software	\$4,506	\$4,506	\$9,012
<b><u>Consulting/Professional Services</u></b>			
Consultant A (first \$50k; anything over on next tab)			
Subcontractor A (first \$50k; anything over on next tab)			
<b><u>Other</u></b>			
Other A			
Other B			
<b><u>Total Operating Expense</u></b>	<b>\$67,455</b>	<b>\$130,402</b>	<b>\$197,857</b>

**HSA Budget Form (3/24)**

**Appendix A – Services to be Provided**  
**Urban Alchemy**  
**AM Mid-Market Area Teams**  
**Community Safety Ambassador Program**  
**January 1, 2026 - June 30, 2027**

**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. Many neighborhoods citywide have 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 specialized and highly trained ambassadors. The ambassador teams will provide services such as community engagement, intervention and de-escalation, safety presence, street cleaning, overdose recognition and reversal, and connections to the City’s systems of care for people in need.

**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	Urban Alchemy
DEM	San Francisco Department of Emergency Management
SFHSA	San Francisco Human Services Agency
Program	Community Safety Ambassador Program
Neighborhood Respite Sites	A safe, supportive space open daily and offering a drug-free, trauma-informed environment for rest, hydration, and connection to services by combining elements of a park and a drop-in center.
Neighborhood Street Team	<p>The City has consolidated street teams across five city departments (Department of Public Health (DPH), Homelessness and Supportive Housing (HSH), Emergency Management (DEM), Police (SFPD) and Fire (SFFD). The new unified team will take a proactive and reactive approach to:</p> <ul style="list-style-type: none"><li>Identifying hotspots and individuals</li></ul>

	<p>that/who need immediate attention on a daily basis</p> <ul style="list-style-type: none"><li>• Creating neighborhood-based client priority lists of individuals who are in the most need of support and/or the most disruptive to the community.</li></ul>
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**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. This work will put a special focus on individuals experiencing homelessness and substance use disorder, particularly fentanyl dependency.

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

**IV. Description of Services**

Grantee shall partner with government agencies including the Departments of Emergency Management, Homelessness and Supportive Housing, Public Health, Public Works, Police, Fire, community stakeholders and other grantees to contribute to the Community Safety Ambassador Program by deployment of ambassadors.

Ambassador services will include but are not limited to positive engagements, basic interventions, de-escalation interventions, a safe and clean environment, activation facilitation, drug activity deterrence, immediate aid, safe passage through the community, and wellness checks. This is a project, under the operational direction of the Department of Emergency Management (“DEM”) and administrative/contractual support by the Human Services Agency (“HSA”).

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 ambassadors, with priority from affected communities with similar lived experiences. Provide thorough and comprehensive on-boarding staff training tailored to meet the needs of the community, including but not limited to de-escalation, overdose recognition and reversal, customer service, and coordination with City Street Response and City social services. Address performance and/or personnel issues as necessary, ensuring that standards meet expectations set forth by the 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, make well-being checks, and support vulnerable individuals. Ambassadors will provide friendly greetings, get to know stakeholders in the deployment area, and provide 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. **Establish a Safe and Clean Environment:** Ambassadors shall assist with clean-up of debris and trash to maintain a safe community, including but not limited to ad-hoc litter cleanup and needle pickup and disposal as necessary. Ambassadors shall contact the appropriate City or partner resources for more significant sanitation needs.
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  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 including the number of staff and 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. The City reserves the right to add additional data points for collection at any time during this agreement. All monthly reports must include data for Grantee plus any additional subgrantees associated with the agreement.
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Days: **Monday-Sunday**

Deployment hours: **7:00 am to 3:30 pm**

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- 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.
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5. Grantee will provide ad hoc reports as required by the City.
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All reporting will be coordinated with DEM and aligned with city-mandated metrics. All reports will be sent via email to the program manager listed below. City may also request reports to be sent directly to the identified City representative(s).

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[Colleen.Birmingham@sfgov.org](mailto:Colleen.Birmingham@sfgov.org)

Contract Manager, Office of Contract Management, SFHSA

or

[Sam.Dodge@sfgov.org](mailto:Sam.Dodge@sfgov.org)

Program Manager, Street Response Coordination, DEM

## **G. Monitoring Activities**

1. **Program Monitoring:** Program monitoring will include review of staff eligibility and training, 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.

## HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

<b>Grantee/Contractor: URBAN ALCHEMY</b>			01/01/26 - 06/30/27
<b>Program: AM Mid-Market District Ambassador Teams</b>			
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> Check One)			
	01/1/26 - 6/30/26	7/1/26 - 6/30/27	01/01/26 - 06/30/27
<b>Expenses</b>	<b>Original</b>	<b>Original</b>	<b>Total</b>
Salaries & Benefits	\$880,043	\$1,763,675	\$2,643,718
Operating-Direct	\$54,739	\$105,890	\$160,629
<b>Subtotal</b>	<b>\$934,782</b>	<b>\$1,869,565</b>	<b>\$2,804,347</b>
Indirect Percentage (%)	15%	15%	\$0
Indirect Costs (Line 16 X Line 15)	\$140,218	\$280,435	\$420,653
Consultant/Subcontractor (\$50,000+)			
Direct Client Pass-Through			
Capital Expenses			
<b>Total Expenses</b>	<b>\$1,075,000</b>	<b>\$2,150,000</b>	<b>\$3,225,000</b>
<b>HSA Revenues</b>			
General Fund	\$1,075,000	\$2,150,000	\$3,225,000
<b>Total HSA Revenues</b>	<b>\$1,075,000</b>	<b>\$2,150,000</b>	<b>\$3,225,000</b>
<b>Grantee/Contractor Revenues</b>			
<b>Total Grantee/Contractor Revenues</b>			
<b>Total Revenues</b>	<b>\$1,075,000</b>	<b>\$2,150,000</b>	<b>\$3,225,000</b>
<b>Prepared by and Date:</b>		Urban Alchemy, 12/08/2025	
<b>Telephone No. &amp; Email:</b>		<b>HSA Budget Form (3/24)</b>	

Grantee/Contractor: URBAN ALCHEMY

Appendix B, Page 2

Program: AM Mid-Market District Ambassador Teams

## Salaries &amp; Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		01/1/26 - 6/30/26	Agency Totals		HSA Program		7/1/26 - 6/30/27	01/01/26 - 06/30/27
	Annual Full Time Salary for FTE	Total FTE	funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Supervisors	\$65,000	3.02	100%	3.02	\$98,280	\$65,000	3.02	100%	3.02	\$196,560	\$294,840
Practitioners	\$52,000	18.14	100%	18.14	\$471,744	\$52,000	18.14	100%	18.14	\$943,488	\$1,415,232
Director of Operations	\$110,000	1.00	11%	0.11	\$5,984	\$110,000	1.00	11%	0.11	\$11,968	\$17,952
Project Director	\$75,857	1.00	100%	1.00	\$37,929	\$75,857	1.00	100%	1.00	\$75,857	\$113,786
Business Operations Specialist	\$78,333	1.00	19%	0.19	\$7,305	\$78,333	1.00	19%	0.19	\$14,610	\$21,915
Data Practitioner	\$73,732	1.00	18%	0.18	\$6,467	\$73,732	1.00	18%	0.18	\$12,933	\$19,400
Trainer / Field Ops	\$70,000	1.00	6%	0.06	\$2,176	\$70,000	1.00	6%	0.06	\$4,352	\$6,528
				-			-		-		
				-			-		-		
TOTALS	\$524,922	26.17	3.53	22.70	\$629,884	\$524,922	26.17	353%	22.70	\$1,259,768	\$1,889,652
FRINGE BENEFIT RATE	40%					40%					
EMPLOYEE FRINGE BENEFITS					\$250,159					\$503,907	\$754,066
TOTAL SALARIES & BENEFITS					\$880,043					\$1,763,675	\$2,643,718

HSA Budget Form (3/24)

**Grantee/Contractor: URBAN ALCHEMY****Appendix B, Page 3****Program: AM Mid-Market District Ambassador Teams****Operating Expenses Detail**

	01/1/26 - 6/30/26 Original	7/1/26 - 6/30/27 Original	01/01/26 - 06/30/27 Total
<b><u>Expenditure Category</u></b>			
Rental of Property	\$5,961	\$11,923	\$17,884
Program and Client Supplies	\$7,705	\$15,410	\$23,114
Insurance	\$22,569	\$45,138	\$67,707
Communications: Equipment (Radios)	\$3,562	\$7,124	\$10,686
Vehicle Costs (lease, gas, and maintenance)	\$4,264	\$8,529	\$12,793
Uniforms	\$1,659	\$3,318	\$4,977
Data and Reporting Equipment and Licenses	\$5,430	\$10,860	\$16,290
Software	\$3,588	\$3,588	\$7,177
<b><u>Consulting/Professional Services</u></b>			
Consultant A (first \$50k; anything over on next tab)			
Subcontractor A (first \$50k; anything over on next tab)			
<b><u>Other</u></b>			
Other A			
Other B			
<b><u>Total Operating Expense</u></b>	\$54,739	\$105,890	\$160,629

**HSA Budget Form (3/24)**

**Appendix A – Services to be Provided**  
**Urban Alchemy**  
**PM Mid-Market Area Teams**  
**Community Safety Ambassador Program**  
**January 1, 2026 - June 30, 2027**

**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. Many neighborhoods citywide have 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 specialized and highly trained ambassadors. The ambassador teams will provide services such as community engagement, intervention and de-escalation, safety presence, street cleaning, overdose recognition and reversal, and connections to the City's systems of care for people in need.

**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	Urban Alchemy
DEM	San Francisco Department of Emergency Management
SFHSA	San Francisco Human Services Agency
Program	Community Safety Ambassador Program
Neighborhood Respite Sites	A safe, supportive space open daily and offering a drug-free, trauma-informed environment for rest, hydration, and connection to services by combining elements of a park and a drop-in center.
Neighborhood Street Team	<p>The City has consolidated street teams across five city departments (Department of Public Health (DPH), Homelessness and Supportive Housing (HSH), Emergency Management (DEM), Police (SFPD) and Fire (SFFD). The new unified team will take a proactive and reactive approach to:</p> <ul style="list-style-type: none"><li>• Identifying hotspots and individuals</li></ul>

	<p>that/who need immediate attention on a daily basis</p> <ul style="list-style-type: none"> <li>• Creating neighborhood-based client priority lists of individuals who are in the most need of support and/or the most disruptive to the community.</li> </ul>
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### 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. This work will put a special focus on individuals experiencing homelessness and substance use disorder, particularly fentanyl dependency.

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

### IV. Description of Services

Grantee shall partner with government agencies including the Departments of Emergency Management, Homelessness and Supportive Housing, Public Health, Public Works, Police, Fire, community stakeholders and other grantees to contribute to the Community Safety Ambassador Program by deployment of ambassadors.

Ambassador services will include but are not limited to positive engagements, basic interventions, de-escalation interventions, a safe and clean environment, activation facilitation, drug activity deterrence, immediate aid, safe passage through the community, and wellness checks. This is a project, under the operational direction of the Department of Emergency Management (“DEM”) and administrative/contractual support by the Human Services Agency (“HSA”).

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 ambassadors, with priority from affected communities with similar lived experiences. Provide thorough and comprehensive on-boarding staff training tailored to meet the needs of the community, including but not limited to de-escalation, overdose recognition and reversal, customer service, and coordination with City Street Response and City social services. Address performance and/or personnel issues as necessary, ensuring that standards meet expectations set forth by the 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, make well-being checks, and support vulnerable individuals. Ambassadors will provide friendly greetings, get to know stakeholders in the deployment area, and provide 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. **Establish a Safe and Clean Environment:** Ambassadors shall assist with clean-up of debris and trash to maintain a safe community, including but not limited to ad-hoc litter cleanup and needle pickup and disposal as necessary. Ambassadors shall contact the appropriate City or partner resources for more significant sanitation needs.
  - e. **Drug Activity Deterrence:** Ambassadors shall regularly engage community members in locations where public drug-use occurs 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. **Render Aid:** Ambassadors shall offer immediate aid for a range of community needs including overdose reversals, contacting local City agencies for support, providing wayfinding assistance, and directing community members to the



available assessment and/or drop-in services available in or around the Service Area.

- g. **Escorts for Safe Passage:** Ambassadors will provide escort and support for vulnerable residents navigating high-risk corridors within the Service Area
  - 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 or similar devices, provided by Grantee, to ensure rapid communication and safety response.
  - j. **Activation Facilitation:** Ambassadors shall support events, community gathers, farmers markets, art projects, and other installations that increase positive presence within their area.
3. Coordination with City: Participate in regular coordination meetings with the City via daily huddles and/or weekly management meetings at which operational and deployment plans shall be discussed and approved by City. Collaborate 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 including the number of staff and 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. The City reserves the right to add additional data points for collection at any time during this 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 one (1) team of ten (10) ambassadors and one (1) supervisor daily, for eight (8) hours each day, deployed to location assigned by the DEM program manager in coordination with the Drug Market Agency Coordination Center (DMACC) and Neighborhood Street Team for the Mid-Market areas. Ambassador resources will be deployed roving, fixed post, and/or reactionary style, 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: **3:00 pm to 11:30 pm**

**Note:** Deployment hours and locations may be adjusted to address shifting street conditions.

## **VI. Service Objectives**

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

- A. Implement the services described above in Section IV to a level deemed satisfactory to the City. This includes but is not limited to:
  - i. Successfully planning for and executing all programmatic requirements listed in Section IV 1. 90% of the time under the grant term.
  - ii. Maintain staff levels required to implement all services listed in Section IV 2. 90% of the time under the grant term.
  - iii. Ensure successful collaboration with the City, including attending 90% of recurring meetings with City agencies and participating in at least 80% of stakeholder meetings under the grant term.
  - iv. Completing daily reports 90% of the time under the grant terms. Submitting monthly invoices and reports on time and complete 100% of the time under the grant term.
  - v. Providing a written strategic ramp-down plan within 30 days of City's request 90% of the time under the grant term.
- B. Track and report critical incidents to DEM no later than 24 hours after their occurrence using a mutually agreed upon critical incident report form 90% of the time under the grant term.
- C. Manage staff grievances, conflicts, and personnel issues quickly and to the satisfaction of the City 90% of the time under the grant term. Grantee shall maintain an official process for intake, management of, and follow up for complaints or grievances.
- D. Ensure Ambassadors are providing:
  - i. Basic Interventions
  - ii. Space Activations

- iii. De-Escalation Interventions
- iv. Drug Activity Deterrence
- v. Resource Connections

## **VII. Outcome Objectives**

### **A. Public Safety Impact (911 Data)**

DEM will assess program impact using Computer-Aided Dispatch data. Success will result in a 20% reduction in relevant 911 calls, including but not limited to disorderly conduct, wellness checks, and public intoxication, compared with pre-deployment baselines. Data will be analyzed quarterly and aggregated annually.

### **B. Public Service Requests (311 Data)**

DEM will compare pre- and post-deployment 311 data in the Service Area. Success will result in a 20% reduction in relevant 311 requests submitted and a 30% improvement in average response times to 311 requests. Data will be analyzed quarterly and aggregated annually.

### **C. Quality Assurance Inspections**

As-needed, no-notice inspections of Grantee's Service Area by City will verify Grantee's adherence to engagement protocols, staffing requirements, and public space cleanliness. Programs must meet or exceed 80% compliance across all criteria. Findings will inform program oversight and performance improvement.

### **D. Field Observations**

City will perform quarterly field observations to collect metrics related to street conditions and cleanliness agreed upon by both parties in advance. Success will result in collected data trending toward safer and cleaner streets.

### **E. Workforce with Relevant Lived Experience**

The contractor shall ensure that a minimum of 70% of staff employed under this contract possess relevant lived experience, including but not limited to homelessness, recovery from substance use, involvement with the justice system, or comparable circumstances. Compliance shall be documented through staff self-disclosure or employer verification and reported to the City on a quarterly basis.

## **F. Data Collection and Reporting Requirements**

Grantee will provide a monthly report of activities, referencing the tasks as described in Sections IV, V & VI. Grantee will submit the monthly metrics to the program manager listed below via email by or before 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 grant area the deployments correspond to (e.g. Parks, Respite Sites, 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 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 and total staff deployed
  - d. Monthly full-time equivalent staff assigned to work under the grant.
3. Total output/outcome numbers for the following ambassador activities:
  - a. Number of basic interventions.
  - b. Number of de-escalation interventions.
  - c. Number of overdose reversals, including outcomes.
  - d. Number of bags of trash/debris collected.
  - e. Number of safe needle pick-up and disposals.
  - f. Number and nature of calls/reports to 911.
  - g. Number and nature of calls/reports to 311.
  - h. Any unusual or significant incident in the service area occurring during any ambassador/practitioner shift.
  - i. Specific outcome metrics based on ambassador deployment and associated outputs as determined by the City.
4. Additional details:
  - a. Map and/or detailed list of specific deployment locations within the service area over the course of the previous month.
  - b. Stakeholder engagement events and/or meetings attended and corresponding outcomes.
  - c. Daily and Monthly Neighborhood Respite Site or Park activity summary, using metrics, 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 training 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.

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Contract Manager, Office of Contract Management, SFHSA

or

[Sam.Dodge@sfgov.org](mailto:Sam.Dodge@sfgov.org)

Program Manager, Street Response Coordination, DEM

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## HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

<b>Grantee/Contractor: URBAN ALCHEMY</b>			<b>01/01/26 - 06/30/27</b>
<b>Program: PM Mid-Market District Ambassador Team</b>			
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> Check One)			
	<b>01/1/26 - 6/30/26</b>	<b>7/1/26 - 6/30/27</b>	<b>01/01/26 - 06/30/27</b>
<b>Expenses</b>	<b>Original</b>	<b>Original</b>	<b>Total</b>
Salaries & Benefits	\$695,184	\$1,393,203	\$2,088,387
Operating-Direct	\$43,947	\$85,058	\$129,005
<b>Subtotal</b>	<b>\$739,130</b>	<b>\$1,478,261</b>	<b>\$2,217,391</b>
Indirect Percentage (%)	15%	15%	\$0
Indirect Costs (Line 16 X Line 15)	\$110,870	\$221,739	\$332,609
Consultant/Subcontractor (\$50,000+)			
Direct Client Pass-Through			
Capital Expenses			
<b>Total Expenses</b>	<b>\$850,000</b>	<b>\$1,700,000</b>	<b>\$2,550,000</b>
<b>HSA Revenues</b>			
General Fund	\$850,000	\$1,700,000	\$2,550,000
<b>Total HSA Revenues</b>	<b>\$850,000</b>	<b>\$1,700,000</b>	<b>\$2,550,000</b>
<b>Grantee/Contractor Revenues</b>			
<b>Total Grantee/Contractor Revenues</b>			
<b>Total Revenues</b>	<b>\$850,000</b>	<b>\$1,700,000</b>	<b>\$2,550,000</b>
<b>Prepared by and Date:</b>		Urban Alchemy, 12/08/2025	
<b>Telephone No. &amp; Email:</b>		<b>HSA Budget Form (3/24)</b>	

Grantee/Contractor: URBAN ALCHEMY

Appendix B, Page 2

Program: PM Mid-Market District Ambassador Team

## Salaries &amp; Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		01/1/26 - 6/30/26	Agency Totals		HSA Program		7/1/26 - 6/30/27	01/01/26 - 06/30/27
	Annual Full Time Salary for FTE	Total FTE	funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Supervisors	\$65,000	1.51	100%	1.51	\$49,140	\$65,000	1.51	100%	1.51	\$98,280	\$147,420
Practitioners	\$52,000	15.12	100%	15.12	\$393,120	\$52,000	15.12	100%	15.12	\$786,240	\$1,179,360
Director of Operations	\$110,000	1.00	9%	0.09	\$4,743	\$110,000	1.00	9%	0.09	\$9,486	\$14,229
Project Director	\$75,857	1.00	100%	1.00	\$37,929	\$75,857	1.00	100%	1.00	\$75,857	\$113,786
Business Operations Specialist	\$78,333	1.00	15%	0.15	\$5,791	\$78,333	1.00	15%	0.15	\$11,581	\$17,372
Data Practitioner	\$73,732	1.00	14%	0.14	\$5,126	\$73,732	1.00	14%	0.14	\$10,251	\$15,377
Trainer / Field Ops	\$70,000	1.00	5%	0.05	\$1,725	\$70,000	1.00	5%	0.05	\$3,450	\$5,175
				-			-		-		
				-			-		-		
TOTALS	\$524,922	21.63	3.42	18.05	\$497,573	\$524,922	21.63	342%	18.05	\$995,145	\$1,492,718
FRINGE BENEFIT RATE	40%					40%					
EMPLOYEE FRINGE BENEFITS					\$197,611					\$398,058	\$595,669
TOTAL SALARIES & BENEFITS					\$695,184					\$1,393,203	\$2,088,387

HSA Budget Form (3/24)



Grantee/Contractor: URBAN ALCHEMY

Appendix B, Page 3

Program: PM Mid-Market District Ambassador Team

## Operating Expenses Detail

**Expenditure Category**

Rental of Property  
 Program and Client Supplies  
 Insurance  
 Communications: Equipment (Radios)  
 Vehicle Costs (lease, gas, and maintenance)  
 Uniforms  
 Data and Reporting Equipment and Licenses  
 Software

01/1/26 - 6/30/26 Original	7/1/26 - 6/30/27 Original	01/01/26 - 06/30/27 Total
\$4,625	\$9,250	\$13,876
\$6,092	\$12,184	\$18,276
\$17,733	\$35,466	\$53,199
\$2,799	\$5,597	\$8,396
\$4,264	\$8,529	\$12,793
\$1,304	\$2,607	\$3,911
\$4,293	\$8,587	\$12,880
\$2,837	\$2,837	\$5,675

**Consulting/Professional Services**

Consultant A (first \$50k; anything over on next tab)  
 Subcontractor A (first \$50k; anything over on next tab)


**Other**

Other A  
 Other B


**Total Operating Expense**

\$43,947	\$85,058	\$129,005
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HSA Budget Form (3/24)