



**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

DATE: JANUARY 16, 2026

SUBJECT: NEW GRANT: **URBAN ALCHEMY** (Non-profit) FOR PROVISION OF COMMUNITY SAFETY AMBASSADOR PROGRAM

DS
EK

	<u>Full Term</u>	<u>Contingency</u>	<u>Total</u>		
GRANT TERMS:	1/1/2026 – 6/30/2026				
GRANT AMOUNTS:	\$537,500	\$53,750	\$591,250		
FUNDING SOURCE:	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
	\$537,500	\$0	\$0	\$53,750	\$591,250
PERCENTAGE:	100%	0%	0%		100%

The San Francisco Human Services Agency (SFHSA) requests authorization to enter into a new grant agreement with Urban Alchemy for the period of January 1, 2026 to June 30, 2026, in the amount of \$537,500 plus a 10% contingency for a total amount not to exceed \$591,250. The purpose of this grant is to provide funding for ongoing deployment of a specialized and highly trained ambassador program for the Grant Service Area listed on page 2.



GRANTEE	GRANT SERVICE AREA:	1/1/2026-6/30/2026	TOTAL	CONTINGENCY	NTE
Urban Alchemy	Neighborhood Respite Sites	\$537,500	\$537,500	\$53,750	\$591,250

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 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

Urban Alchemy, Appendix A, Scope of Services – Neighborhood Respite Sites

Urban Alchemy, Appendix B, Budget – Neighborhood Respite Sites

Appendix A – Services to be Provided
Urban Alchemy
Neighborhood Respite Site
Community Safety Ambassador Program
January 1, 2026 - June 30, 2026

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, drug activity deterrence, maintaining a safe and clean environment, overdose recognition and reversal, and making 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"> • Identifying hotspots and individuals

	<p>that/who need immediate attention on a daily basis</p> <ul style="list-style-type: none"> • Creating neighborhood-based client priority lists of individuals who are in the most need of support and/or the most disruptive to the community.
--	---

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 Neighborhood Respite Site.

Ambassador services will include but are not limited to positive engagements, basic interventions, de-escalation interventions, maintaining a safe and clean environment, activation facilitation, drug activity deterrence, rendering immediate aid, providing safe passage through the community, and performing 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 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 surrounding the Neighborhood Respite Site to monitor safety, make well-being checks, and support vulnerable individuals. Ambassadors will provide friendly greetings, get to know stakeholders in the Neighborhood Respite Site 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. Ambassador staff shall contact local public safety authorities to respond to escalated street violence, crime, or behavioral health crises by calling 9-1-1.
 - d. **Maintain 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, pet waste removal, 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. Ambassador staff shall coordinate with the Neighborhood Street Teams and/or other relevant

stakeholders to appropriately escalate response to persistent open drug use in a Service Area.

- 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 shall make available escort and support for vulnerable residents navigating high-risk corridors within the Service Area as requested and reasonable.
 - h. **Wellness Checks:** Ambassadors shall conduct proactive wellness checks with unhoused individuals and others who may be at risk of overdose or in need of services, 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 between Ambassador staff within a Service Area.
 - j. **Activation Facilitation:** Ambassadors shall support events, community gathers, farmers markets, art projects, and other installations that increase positive presence within their area as requested.
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 engaging with similar stakeholders 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) ambassadors daily for the Neighborhood Respite Site location approved 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 to the location to host visitors and to address needs in the surrounding area of the Neighborhood Respite Site.

Locations and hours may change at the City's discretion based on shifting operational needs and street conditions with 14-day notice.

Days: **Monday-Sunday, seven days a week**

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

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.

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 visitors to the Neighborhood Respite Site
 - b. Number of basic interventions.
 - c. Number of de-escalation interventions.
 - d. Number of overdose reversals, including outcomes.
 - e. Number of bags of trash/debris collected.
 - f. Number of safe needle pick-up and disposals.
 - g. Number and nature of calls/reports to 911.
 - h. Number and nature of calls/reports to 311.
 - i. Any unusual or significant incident in the service area occurring during any ambassador/practitioner shift.
 - j. 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 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

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:** 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**

Grantee/Contractor: Urban Alchemy		01/01/26 - 06/30/26
Program: Neighborhood Respite Sites		
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> Check One) <input type="checkbox"/>		
	01/1/26 - 6/30/26	01/01/26 - 06/30/26
Expenses	Original	Total
Salaries & Benefits	\$299,495	\$299,495
Operating-Direct	\$167,896	\$167,896
Subtotal	\$467,391	\$467,391
Indirect Percentage (%)	15%	15%
Indirect Costs (Line 16 X Line 15)	\$70,109	\$70,109
Consultant/Subcontractor (\$50,000+)		
Direct Client Pass-Through		
Capital Expenses		
Total Expenses	\$537,500	\$537,500
HSA / DAS Revenues		
General Fund	\$537,500	\$537,500
Total HSA / DAS Revenues	\$537,500	\$537,500
Grantee/Contractor Revenues		
Total Grantee/Contractor Revenues		
Total Revenues	\$537,500	\$537,500
Prepared by and Date:		
<i>Telephone No. & Email:</i>		<i>HSA Budget Form (3/24)</i>

Grantee/Contractor: Urban Alchemy
Program: Neighborhood Respite Sites

Appendix B, Page 2

Salaries & Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		01/1/26 - 6/30/26	01/01/26 - 06/30/26
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Practitioner (Day)	\$52,000	1.54	100%	1.54	\$40,040	\$40,040
Practitioner (Swing)	\$52,000	3.08	100%	3.08	\$80,080	\$80,080
Practitioner (Night)	\$54,080	3.08	100%	3.08	\$83,283	\$83,283
Director of Operations	\$110,000	1.00	5%	0.05	\$2,750	\$2,750
Business Operations Specialist	\$78,333	1.00	7%	0.07	\$2,742	\$2,742
Trainer / Field Ops	\$70,000	1.00	7%	0.07	\$2,450	\$2,450
Data Practitioner	\$73,732	1.00	7%	0.07	\$2,581	\$2,581
				-		
				-		
				-		
TOTALS	\$490,145	11.70	3.26	7.96	\$213,925	\$213,925
FRINGE BENEFIT RATE	40%					
EMPLOYEE FRINGE BENEFITS					\$85,570	\$85,570
TOTAL SALARIES & BENEFITS					\$299,495	\$299,495

HSA Budget Form (3/24)

Grantee/Contractor: Urban Alchemy
Program: Neighborhood Respite Sites

Appendix B, Page 3

Operating Expenses Detail

	01/1/26 - 6/30/26 Original	01/01/26 - 06/30/26 Total
<u>Expenditure Category</u>		
Rental of Property	\$92,136	\$92,136
Site Infrastructure, Maintenance, and Repair	\$37,665	\$37,665
Site Wifi	\$1,800	\$1,800
Program and Client Supplies	\$20,355	\$20,355
Insurance	\$8,493	\$8,493
Communications: Equipment (Radios)	\$1,339	\$1,339
Uniforms	\$1,248	\$1,248
Data and Reporting Equipment and Licenses	\$1,860	\$1,860
Software	\$3,000	\$3,000
<u>Consulting/Professional Services</u>		
Consultant A (first \$50k; anything over on next tab)		
Subcontractor A (first \$50k; anything over on next tab)		
<u>Other</u>		
<u>Total Operating Expense</u>	\$167,896	\$167,896

HSA Budget Form (3/24)