



**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: JUNE 27, 2025

SUBJECT: NEW GRANT: MULTIPLE VENDORS (SEE TABLE ON PAGE 2) FOR PROVISION OF COMMUNITY SAFETY AND ENGAGEMENT PROGRAM

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	<u>Full Term</u>	<u>Contingency</u>	<u>Total</u>		
GRANT TERM:	7/1/2025 - 12/31/2025				
GRANT AMOUNT:	\$10,798,267	\$0	\$10,798,267		
FUNDING SOURCE:	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
	\$10,798,267	\$0	\$0	\$0	\$10,798,267
PERCENTAGE:	100%	0%	0%		100%

The San Francisco Human Services Agency (SFHSA) requests authorization to enter into a new grant agreement with Multiple Vendors (see page 2) for the period of July 1, 2025 to December 31, 2025, in the amount of \$10,798,267 plus a 0% contingency for a total amount not to exceed \$10,798,267. The purpose of this grant is to provide funding for ongoing deployment of a specialized and highly trained ambassador program for the MidMarket, Tenderloin, Lower Polk, and Mission neighborhoods.



<u>Grantee</u>	<u>7/1/25 - 12/31/25</u>	<u>Total</u>	<u>Contingency</u>	<u>Not to Exceed</u>
Ahsing Solutions	\$ 498,267	\$ 498,267	\$ -	\$ 498,267
Tenderloin Community Benefit District	\$ 500,000	\$ 500,000	\$ -	\$ 500,000
Urban Alchemy	\$ 9,800,000	\$ 9,800,000	\$ -	\$ 9,800,000
TOTAL	\$ 10,798,267	\$ 10,798,267	\$ -	\$ 10,798,267

Background

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

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

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

Services to be Provided

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

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

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

See Appendix A for additional information

Location

See Appendix A for Service Location

Selection

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

Funding

Funding for this grant is provided through County General Funds.

ATTACHMENTS

- Ahsing Solutions, Inc. Appendix A, Scope of Services
- Ahsing Solutions, Inc. Appendix B, Budget
- Tenderloin Community Benefit District, Appendix A, Scope of Services
- Tenderloin Community Benefit District, Appendix B, Budget
- Urban Alchemy, Appendix A, Scope of Services
- Urban Alchemy, Appendix B, Budget

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

I. Purpose of Grant

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

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

II. Definitions

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

III. Target Population

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

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

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

IV. Description of Services

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

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

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

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

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

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

V. Location and Time of Services

Deploy no fewer than six (6) ambassadors daily to locations outlined in the service area below. Ambassadors will deploy roving, fixed-post style, and/or reactionary resources, prioritizing flexibility of resource type and location. Locations and hours may change at the City's discretion based on shifting operational needs and street conditions.

Days: **Monday-Sunday**

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

One block around transit hubs; 15th to 16th streets:

- 16th Street
- Capp Street
- Wiese Alley
- Hoff Street
- Mission Street
- Julian Avenue
- Caledonia Avenue

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

VI. Service Objectives

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

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

VII. Outcome Objectives

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

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

VIII. Data Collection and Reporting Requirements

Grantee will provide a monthly report of activities, referencing the tasks as described in Sections VI & VII – Service and Outcome Objectives. Grantee will enter the monthly

metrics in the CARBON database by the 15th of the following month. Data should be tallied in a table of the current month, cumulative totals, and further be categorized by which neighborhood/area the deployments correspond to (e.g. Mid-Market, Civic Center, Tenderloin, SOMA, etc.). Monthly reports shall include, but not be limited to, the following:

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

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

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

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

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

or

Sam.Dodge@sfgov.org
Sam Dodge, SFDEM

IX. Monitoring Activities

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

**HUMAN SERVICES AGENCY BUDGET SUMMARY
BY PROGRAM**

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

Grantee/Contractor: Ahsing Solutions Inc. **Appendix B, Page 2**
Program: Community Safety and Engagement Program

Salaries & Benefits Detail

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

HSA Budget Form (3/24)

**Appendix A – Services to be Provided
 North of Market/Tenderloin Community Benefit Corporation
 Fentanyl Crisis Response
 Community Safety and Engagement Program
 July 1, 2025 - December 31, 2025**

I. Purpose of Grant

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

In alignment with Mayor Daniel Lurie's "Breaking the Cycle" initiative, which emphasizes a comprehensive approach to tackling homelessness and behavioral health crises, this program proposes the deployment of a specialized and highly trained ambassadors. This ambassador team will have services that provide community engagement, safety presence, street cleaning, overdose prevention, and the connection of people in crisis to care and services. This program is focused on response to the epicenter of the fentanyl crisis in San Francisco and aims to transform places and people heavy impacted by open drug markets with respect and compassion to heal communities at the intersection of extreme poverty, addiction, mental illness, and homelessness in coordination with other city efforts. The service area will prioritize, but not be limited to, public parks in the Tenderloin neighborhood, as well as other neighborhoods/areas experiencing critical conditions as identified by the City.

II. Definitions

CARBON	SFHSA’s web-based Contracts Administration, Reporting, and Billing On-line System
City	City and County of San Francisco, a municipal corporation
DEM	Department of Emergency Management
DPH	Department of Public Health
DPW	Department of Public Works
Grantee	North of Market/Tenderloin Community Benefit District (TLCBD), a CBD established (renewed and expanded) in FY 2019-2020 pursuant to Resolution # 297-19, BOS File # 190469.
HSA	San Francisco Human Services Agency
HSH	Department of Homelessness and Supportive Housing
Neighborhood Street Team	Outreach, health, enforcement, and cleaning street response operations coordinated among City departments.

RPD	Recreation and Park Department
SFFD	San Francisco Fire Department
SFPD	San Francisco Police Department

III. Target Population

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

- Streets and public spaces heavily impacted by the Fentanyl emergency.
- 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.

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

IV. Description of Services

Grantee shall partner with government agencies and community stakeholders to manage the Fentanyl Crisis Response Community Safety and Engagement Program through ambassador and/or park steward services that provide safety presence, street cleaning, overdose reversal, and the connection of people in crisis to care and services. This is a six-month project, under the operational direction of the Department of Emergency Management (“DEM”) and administrative/contractual support by the Human Services Agency (“HSA”), from July 2025 to December 2025. The service area will prioritize, but not be limited to, Tenderloin parks as well as other neighborhoods/areas experiencing critical conditions as identified by the City.

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

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. Coordination with City: Participate in regular coordination meetings with the City via weekly management meetings at which operational and deployment plans shall be discussed and approved by City. Participate in stakeholder and City efforts including, but not limited to, the Drug Market Agency Coordination Center (DMACC), street response coordination efforts such as Neighborhood Street Teams, utilizing the 311 and 911 systems, and others to ensure the appropriate response for different situations that may arise. At least monthly, Grantee shall meet with appropriate representatives of the following departments and operations to either inform them of progress and ongoing issues or coordinate service delivery: DEM, HSA, DPW, RPD, SFPD, SFFD, DPH, HSH.
3. Program Plan: Grantee shall provide a planning report on how the Park Stewardship program will be implemented and a planning report shall be created to include, but is not limited to, the following information:
 - a. Hours of operation at each location
 - b. Number of stewards at each location
 - c. Map of each location showcasing where stewards will be primarily located
 - d. Data collection template on street conditions and park utilizations
 - e. A job description for park stewards
4. Park Stewardship: Grantee shall be responsible for implementing a Park Stewardship program that will provide safety and stewardship across the Tenderloin Park Network. This shall ensure three public parks (Boeddeker, Sgt. John Macaulay, and Turk-Hyde Mini Park) are safe, clean, and activated allowing everyone to access to open space and outdoor play. It will provide this by activating public spaces and detouring negative activity through “positive interventions”.
5. Cleaning & Sanitation Services: Grantee shall improve the neighborhood’s environmental health and the well-being of citizens by working to improve sidewalk conditions. Specifically, Grantee shall provide pan and broom cleaning, pressure washing, chemical steam cleaning, trash removal, cleaning and topping off trashcans, and responding to dispatched 311 requests within their purview 365 days a year, 7 days a week in all areas in and surrounding the Tenderloin parks, including the exteriors to the end of the block. Grantee shall work with various city departments and other partners to coordinate their cleaning services with an aim to address negative street behaviors as well as other impediments to sidewalk conditions.
6. Safe Passage: Grantee shall provide necessary safety services for children, seniors, and residents by escorting them through the neighborhood and ensuring their safety while accessing parks, schools, community centers, programs, food pantries, senior centers, and services across the neighborhood.
7. Program Implementation: Hire, train, and deploy nine (9) Ambassadors, with priority from affected communities with lived experience. Provide thorough and comprehensive on-boarding training to staff, including specific trainings

requested by City. Address performance and/or personnel issues as required and to a degree deemed acceptable by City. Ambassadors working on this grant shall be trained to and use these practices:

- a. **Basic Interventions:** Grantee 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.
 - b. **Space Activations:** Grantee shall plan and implement at least four (4) space activations across each park in the Tenderloin Parks Network over the course of this agreement. Activations shall be planned in advance with participation and agreement from City. Grantee shall provide a summary document outlining successes and challenges after each activation concludes.
 - 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. **Drug Activity Deterrence:** Ambassadors shall regularly engage known drug-use locations using trauma-informed, non-confrontational approaches. Ambassadors will orient the participants in these markets to the needs of the community for a drug-free zone.
 - e. **Resource Connections:** Ambassadors shall offer immediate aid (i.e., administer Narcan to reverse an overdose and call 911) and connect individuals in crisis to the available housing, medical care, or treatment services available in the Service Area.
8. **Reporting:** Grantee will provide monthly reports to City within seven (7) calendar days of the conclusion of each month. Reports shall include, but not be limited to, deployment data (e.g. number of staff, total staff hours), outcome data for each of the above-listed service objectives, summaries of issues/challenges and how they were resolved, park visitor data, and notable events or engagements. Data shall be compiled for that corresponding month, plus cumulative totals since contract commencement. City may add additional data points for collection at any time during the course of the agreement. All monthly reports must include data for Grantee plus any additional subgrantees associated with the agreement. Grantee shall also include appropriate City department logos in any product, program, or project supported with funding from this grant, utilized with City consent.

9. 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.
10. Close-Out Report: Grantee shall provide a Close-Out Report to the City within (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 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.

V. Location and Time of Services

Deploy nine (9) Ambassadors daily to public park locations across the Tenderloin neighborhood. Each park will be staffed by at least one Ambassador from park opening to park closing. Locations and hours may change at the City's discretion based on shifting operational needs and street conditions.

- Sgt. Macaulay Park (Corner of Larkin & O Farrell) – **9:00 am to 8:00 pm, Daily**
- Boeddeker Park (246 Eddy Street) – **9:00 am to 7:00 pm, Daily**
- Turk-Hyde Mini Park (Intersection of Turk & Hyde) – **9:00 am to 8:00 pm, Daily**

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

VI. Service Objectives

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

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

VII. Outcome Objectives

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

1. At least 60% of staff members under this contract shall have lived experience with homelessness, recovery from substance abuse, and/or justice system involvement.
2. 100% of ambassadors working on this grant shall be trained in de-escalation, overdose prevention and reversal, customer service, City Street Response Coordination and City social services (provided by City), community health work, and other trainings as requested by City.
3. 90% of days under this grant, Grantee will report daily staff deployment.
4. 90% of weeks under this grant, Grantee will attend weekly meetings with DEM to allow for program supervision and discuss any required or requested deployment or operational adjustments.
5. 100% of assigned stakeholder meetings shall be attended by the Grantee.
6. 100% of monthly reporting shall be completed on or before the 15th day of each month.
7. 100% of incidents shall be reported to the City the same day the Grantee becomes aware of the matter.

VIII. Data Collection and Reporting Requirements

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

1. Summary of monthly performance by Grantee and, as relevant, summary of monthly performance by all active subcontracts for service under this grant, including all of the below listed metrics and related invoice reporting metrics.
2. Details included in each monthly report:

- a. Each park's average number of visitors (including children and seniors) for each month of the reporting period
 - b. Total # of non-violent negative incidents reported at each park
 - c. Total # of violent incidents reported at each park
 - d. Total # of 911 calls or safety dispatch calls at each park
 - e. Other general park conditions and interventions\
 - f. Report on any activations held at these parks through each reporting period either hosted or supported by Grantee, which shall include:
 - i. Name of activation
 - ii. Brief summary of activation
 - iii. Purpose of activation
 - iv. Estimated # of attendees
 - v. Did activation achieve objectives
 - g. Names of park stewards operating at each park
 - h. Time sheets for park stewards
 - i. Meeting notes and participants in stakeholder meetings
3. Total output/outcome numbers for the following ambassador activities:
- a. Number and nature of basic interventions, including outcomes.
 - b. Number and nature of de-escalation interventions, including outcomes.
 - c. Number and nature of service referrals, including which service and location referred to.
 - d. Number and nature of service connections, if applicable, including which service and location connected to.
 - e. Number nature of overdose reversals, including outcomes.
 - f. Number of bags of trash/debris collected, including nature of the trash/debris.
 - g. Number of safe needle disposals.
 - h. Number and nature of calls/reports to 911.
 - i. Number and nature of calls/reports to 311.
 - j. Any unusual or significant incident in the service area occurring during any ambassador/practitioner shift.
4. Additional details:

- a. Map of deployment over the previous month.
 - b. Any issues/challenges relating to scope of services, operational or budget changes, performance, and quality control, and how the issues/challenges are being addressed.
 - c. Training accomplishments, including progress of required and/or voluntary trainings for Grantee's staff.
 - d. 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 reports will be entered into the Contracts Administration, Reporting, and Billing Online (CARBON) system. City may also request reports to be sent directly to the identified City representative(s).

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

or

Sam.Dodge@sfgov.org
Sam Dodge, SFDEM

IX. Monitoring Activities

1. **Program Monitoring:** Program monitoring will include review of staff training, daily deployment, monthly hours of service, fidelity to service objective, field visits, 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**

Name		
North of Market/Tenderloin Community Benefit District		
(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>		
If modification, Effective Date of Mod. _____ No. of Mod. _____		
Program: Community Safety and Engagement Program		
Budget Reference Page No.(s)		
Program Term	7/1/2025 - 12/31/2025	Total
HSA Expenditures		
Salaries & Benefits	\$451,321	\$451,321
Operating Expenses	\$0	\$0
Subtotal	\$451,321	\$451,321
Indirect Percentage (%)	12.00%	12.00%
Indirect Cost	\$48,679	\$48,679
Capital/Subcontractor Expenditures	\$0	\$0
Total HSA Expenditures	\$500,000	\$500,000
Non HSA Expenditures		
Salaries & Benefits	\$834,741	\$834,741
Operating Expenses	\$14,488	\$14,488
Capital/Subcontractor Expenditures	\$0	\$0
Total Non HSA Expenditures	\$849,229	\$849,229
TOTAL HSA AND NON HSA EXPEDITURES	\$1,349,229	\$1,349,229
HSA Revenues		
General Fund	\$500,000	\$500,000
Total HSA Revenue	\$500,000	\$500,000
Non HSA Revenues		
Agency Revenue Sources	\$849,229	\$849,229
Total Non HSA Revenue	\$849,229	\$849,229
TOTAL HSA AND NON HSA REVENUE	\$1,349,229	\$1,349,229
Full Time Equivalent (FTE)		
Prepared by:		Date:
HSA-CO Review Signature:	_____	
HSA #1		

Salaries & Benefits Detail

HSA Salaries & Benefits	Agency Totals		HSA Program		7/1/2025 - 12/31/2025	Total
Position Title	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Budgeted Salary	Budgeted Salary
Park Director	\$ 107,233	1.00	45.00%	0.45	\$48,255	\$48,255
Park Manager	\$ 56,655	1.00	50.00%	0.50	\$28,327	\$28,327
Youth Leadership Manager	\$ 65,000	1.00	50.00%	0.50	\$32,500	\$32,500
Park Leads	\$57,956	3.00	60.00%	1.80	\$104,321	\$104,321
Park Coordinator	\$61,852	1.01				
Park Stewards	\$44,589	12.00	25%	3.00	\$133,767	\$133,767
Totals	\$393,284	19.01	230%	6.25	\$347,170	\$347,170
Fringe Benefits Rate	30.00%					
Employee Fringe Benefits	\$117,985				\$104,151	\$104,151
Total HSA Salaries and Benefits	\$511,269				\$451,321	\$451,321
Non HSA Salaries & Benefits	Agency Totals		HSA Program		7/1/2025 - 12/31/2025	Total
Position Title	Annual Full Time Salary for FTE	Total FTE	% FTE funded by Non-HSA (Max 100%)	Adjusted FTE	Budgeted Salary	Budgeted Salary
Park Director	\$ 107,233	1.00	55.00%	0.55	\$58,978	\$58,978
Park Manager	\$ 56,655	1.00	50.00%	0.50	\$28,327	\$28,327
Youth Leadership Manager	\$ 65,000	0.50	50.00%	0.50	\$32,500	\$32,500
Park Leads	\$57,956	3.00	40.00%	1.20	\$69,547	\$69,547
Park Coordinator	\$61,852	1.01	100.00%	1.01	\$62,470	\$62,470
Park Stewards	\$44,589	12.00	75.00%	9.00	\$401,305	\$401,305
Subtotal	\$999,679				\$653,127	\$653,127
Employee Fringe Benefits	\$ 299,904				\$181,614	\$181,614
Total Non HSA Salaries and Benefits	\$1,299,583				\$834,741	\$834,741
Total HSA and Non HSA Salaries and Benefits	\$1,810,852				\$1,286,062	\$1,286,062
HSA #2						

Program: Community Safety and Engagement Program		Appendix B, Page 3
Operating Expense Detail		
Annual # Meals Contracted	7/1/2025 - 12/31/2025	Total
HSA Operating Expenses		
<u>Expenditure Category</u>		
Rental of Property		
Utilities (Elec, Water, Gas, Phone, Garbage)		
Office Supplies, Postage		
Building Maintenance Supplies and Repair		
Printing and Reproduction		
Insurance		
Staff Training		
Staff Travel-(Local & Out of Town)		
Rental of Equipment (handheld radios)		
<u>Consultant</u>		
Consultant A		
<u>Other</u>		
Website Services		
Background Checks		
Blackbaud Subscription		
Connerstone Subscription		
Total HSA Operating Expenses		
Non HSA Operating Expenses		
<u>Expenditure Category</u>		
Rental of Property		
Utilities (Elec, Water, Gas, Phone, Garbage)		
Office Supplies, Postage	\$892	\$892
Building Maintenance Supplies and Repair		
Printing and Reproduction		
Insurance		
Staff Training		
Staff Travel-(Local & Out of Town)		
Rental of Equipment	\$7,570	\$7,570
<u>Other Cost</u>		
Website Services	\$900	\$900
Background Checks	\$37	\$37
Blackbaud Subscription	\$2,697	\$2,697
Connerstone Subscription	\$2,392	\$2,392
<u>Consultant</u>		
Consultant A		
<u>Other</u>		
Total Non HSA Operating Expenses	\$14,488	\$14,488
Total HSA and Non HSA Operating Expenses	\$14,488	\$14,488
HSA #3		

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

I. Purpose of Grant

San Francisco is grappling with a devastating fentanyl crisis, with over 70% of accidental overdose deaths in 2024 involving this potent synthetic opioid. The Tenderloin, 6th Street, and Mid-Market areas have become a focal point of this epidemic, experiencing a significant frequency of public disturbances and open-air drug use.

In alignment with Mayor Daniel Lurie's "Breaking the Cycle" initiative, which emphasizes a comprehensive approach to tackling homelessness and behavioral health crises, this program proposes the deployment of a specialized and highly trained ambassadors. This ambassador team will have services that provide community engagement, safety presence, street cleaning, overdose prevention, and the connection of people in crisis to care and services. This program is focused on response to the epicenter of the fentanyl crisis in San Francisco and aims to transform places and people heavy impacted by open drug markets with respect and compassion to heal communities at the intersection of extreme poverty, addiction, mental illness, and homelessness in coordination with other city efforts. It will build off previous efforts that have seen substantial reductions in drug activity and 911/311 calls for service.

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
DEM	Department of Emergency Management
Grantee	Urban Alchemy
HSA	San Francisco Human Services Agency
Neighborhood Street Team	Outreach, health, enforcement, and cleaning street response operations coordinated among City departments.

III. Target Population

This program is designed to serve all people, communities, and businesses in locations impacted by the persistent open drug markets from the services outlined in this Appendix, and particularly those demonstrating the greatest economic and social need. To ensure that

the most vulnerable people, communities, transit hubs, and businesses are aware of and can benefit from this program, Grantee shall ensure that program services are accessible to:

- Streets and public spaces heavily impacted by the Fentanyl emergency.
- Persons experiencing homelessness.
- Persons with substance use disorder.
- Persons and communities with low and moderate income heavily impacted by the fentanyl crisis.
- Small businesses, non-profit services agencies, and parks located on streets heavily impacted by the fentanyl crisis.
- This program should make efforts to hire and train:
 - Individuals with a history of justice system involvement and formerly incarcerated.
 - Individuals from historically underserved communities.
 - Individuals with recent experience of homelessness.
 - Individuals with who have recovered from addiction.

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

IV. Description of Services

Grantee shall partner with government agencies and community stakeholders to manage the Fentanyl Crisis Response Community Safety and Engagement Program through ambassador services that provide safety presence, street cleaning, overdose reversal, and the connection of people in crisis to care and services. This is a six-month project, under the operational direction of the Department of Emergency Management (“DEM”) and administrative/contractual support by the Human Services Agency (“HSA”), from July 2025 to December 2025. The service area will prioritize, but not be limited to, Mid-Market, Tenderloin, Civic Center, Lower Polk, and SOMA neighborhoods/areas, as well as other neighborhoods/areas experiencing critical conditions as identified by the City.

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

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 one hundred (100) Ambassadors/Practitioners, with priority from affected communities with lived experience. Provide thorough and comprehensive on-boarding training to staff, including but not limited to de-escalation, overdose prevention and reversal, customer service, City Street Response Coordination and City social services (provided by City), community health work, and others as requested by City. Address performance and/or personnel issues as required and to a degree deemed

acceptable by City. Successful program implementation includes ambassadors implementing the following services:

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

3. Oasis Operations: The Grantee shall be responsible for operating two Oasis locations within the designated service area: one at the corner of Turk and Hyde Streets, and another on 6th Street at Jessie. These Oasis stations are intended to serve as welcoming, inclusive spaces where all community members—particularly those without access to stable shelter—can safely relax, socialize, and take refuge from the streets and from extreme weather conditions. Each site shall be open daily from 7:00 AM to 7:00 PM and staffed at all times by at least two trained Practitioners, with additional supervisory personnel available during service hours.

The Grantee is responsible for all aspects of staffing and site maintenance to ensure the Oasis stations remain safe, drug-free, and aesthetically pleasing environments. Responsibilities include opening and closing the sites each day, engaging positively with community members in and around the spaces, and maintaining a calm and welcoming atmosphere. The sites shall provide essential amenities such as shade, seating, heating when safe to do so, drinking water, tea, and access to restrooms. Additional features may include dog-friendly areas and community gardens, to further promote a sense of comfort and belonging.

The Grantee shall coordinate with the City for regular servicing of on-site portable toilets and ensure general upkeep of restroom facilities. They will also be responsible for collecting and disposing of trash and debris within the Oasis locations and in the surrounding areas. The Grantee must take reasonable measures to deter drug use and other negative street behaviors and is expected to coordinate as necessary with City resources, including law enforcement and health or human services. Consumable supplies must be regularly replenished, and other mutually agreed-upon responsibilities may be added in collaboration with the City to enhance the overall quality and impact of the Oasis stations.

4. Coordination with City: Participate in regular coordination meetings with the City via daily huddles and weekly management meetings at which operational and deployment plans shall be discussed and approved by City. Participate in stakeholder and City efforts including, but not limited to, the Drug Market Agency Coordination Center (DMACC), street response coordination efforts such as Neighborhood Street Teams, utilizing the 311 and 911 systems, and others to ensure the appropriate response for different situations that may arise.
5. Reporting: Deployed Ambassadors will keep and submit daily incident and service logs to their supervisors at the conclusion of each shift, which shall be available to City upon request. Grantee will provide monthly reports to City within fifteen (15) calendar days of the conclusion of each month. Reports shall include, but not be limited to, deployment data (e.g. number of staff, total staff hours), outcome data for each of the above-listed service objectives, summaries of issues/challenges and how they were resolved, and notable events or engagements. Data shall be compiled for that corresponding month, plus cumulative totals since contract

commencement. City may add additional data points for collection at any time during the course of the agreement. All monthly reports must include data for Grantee plus any additional subgrantees associated with the agreement.

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 one hundred (100) Ambassadors daily to locations across the Mid-market, Tenderloin, Civic Center, Lower Polk, and SOMA neighborhoods to support staffing of two (2) "Oasis" community hubs and the Safety and Engagement Coverage Areas outlined below. Ambassadors will deploy roving, fixed-post style, and/or reactionary resources, prioritizing flexibility of resource type and location. Locations and hours may change at the City's discretion based on shifting operational needs and street conditions.

Oasis Staffing:

- Oasis on Turk/Hyde – **7:00 am-7:00 pm**
- Oasis II on 6th St Center – **7:00 am-7:00 pm**

Safety and Engagement Coverage Areas:

- Market Street from 5th to 8th – **7:00 am to 11: 30pm**
- Bill Graham and Tenderloin blocks – **7:00 am to 5:30 pm**
- Civic Center Parks and UN Plaza – **7:00 am to 7:00 pm**
- 6th Street from Market to Mission **7:00 am to 7:00 pm**
- Mint Plaza and Jessie Alley – **7:00 am to 3:30 pm**
- Willow Alley – **7:00 am to 3:30 pm**
- Polk corridor from California to Eddy and Van Ness to Larkin (roaming/cleaning) – **7:00 am to 5:00 pm**
- Larkin Street from Turk to Geary Street – **7:00 am to 3:30 pm**

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

VI. Service Objectives:

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

- A. Maintain the appropriate staffing level for the service described above.
- B. Daily Cleaning and Sanitation Services
- C. Ensure Safe Passage Services

- D. Track and Report incidents to DEM.
- E. Provide monthly report as described above.
- F. Ensure Ambassadors are providing:
 - i. Basic Interventions
 - ii. Space Activations
 - iii. De-Escalation Interventions
 - iv. Drug Activity Deterrence
 - v. Resource Connections

VII. Outcome Objectives

During the grant term, Grantee will meet the following outcome objectives:

1. At least 80% of staff members under this contract shall have lived experience with homelessness, recovery from substance abuse, and/or justice system involvement.
2. 100% of ambassadors working on this grant shall be trained in de-escalation, overdose prevention and reversal, customer service, City Street Response Coordination and City social services (provided by City), community health work, and other trainings as requested by City.
3. 90% of days under this grant, Grantee will report daily staff deployment.
4. 90% of weeks under this grant, Grantee will attend weekly meetings with DEM to allow for program supervision and discuss any required or requested deployment or operational adjustments.
5. 100% of assigned stakeholder meetings shall be attended by the Grantee.
6. 100% of monthly reporting shall be completed on or before the 15th day of each month.
7. 100% of incidents shall be reported to the City the same day the Grantee becomes aware of the matter.

VIII. Data Collection and Reporting Requirements

Grantee will provide a monthly report of activities, referencing the tasks as described in Sections VI & VII – Service and Outcome Objectives. Grantee will enter the monthly metrics in the CARBON database by the 15th of the following month. Data should be tallied in a table of the current month, cumulative totals, and further be categorized by which

neighborhood/area the deployments correspond to (e.g. Mid-Market, Civic Center, Tenderloin, SOMA, etc.). Monthly reports shall include, but not be limited to, the following:

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

- d. Any issues/challenges relating to scope of services, operational or budget changes, performance, and quality control, and how the issues/challenges are being addressed.
 - e. Training accomplishments, including progress of required and/or voluntary trainings for Grantee's staff.
 - f. Communications matters and press interactions, including but not limited to events, inquiries, interviews, articles written and/or published by Grantee and/or media directly or indirectly naming Grantee and its work under the scope of this agreement.
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Contract Manager, Office of Contract Management, SFHSA

or

Sam.Dodge@sfgov.org
Sam Dodge, SFDEM

IX. Monitoring Activities

1. **Program Monitoring:** Program monitoring will include review of staff training, daily deployment, monthly hours of service, fidelity to service objectives, 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		7/1/25 -12/31/25
Program: Community Safety and Engagement Program		
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> (Check One)		
	7/1/25 - 12/31/25	7/1/25 -12/31/25
Expenses	Original	Total
Salaries & Benefits	\$7,715,975	\$7,715,975
Operating-Direct	\$566,633	\$566,633
Subtotal	\$8,282,608	\$8,282,608
Indirect Percentage (%)	15%	15%
Indirect Costs (Line 16 X Line 15)	\$1,242,392	\$1,242,392
Consultant/Subcontractor (\$25,000+)	\$275,000	\$275,000
Direct Client Pass-Through		
Capital Expenses		
Total Expenses	\$9,800,000	\$9,800,000
HSA Revenues		
General Fund	\$9,800,000	\$9,800,000
Total HSA Revenues	\$9,800,000	\$9,800,000
Grantee/Contractor Revenues		
Total Grantee/Contractor Revenues		
Total Revenues	\$9,800,000	\$9,800,000
Prepared by and Date:		Finnegan Budetti
Telephone No. & Email:		(415) 691-1773 A Budget Form (3/24)

Grantee/Contractor: Urban Alchemy **Appendix B, Page 2**
Program: Community Safety and Engagement Program

Salaries & Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		7/1/25 - 12/31/25	7/1/25 - 12/31/25
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Director of Operations	\$110,000	1.00	74%	0.37	\$40,858	\$40,858
Project Director, LOVE	\$77,000	5.50	100%	2.75	\$211,750	\$211,750
Project Deputy Director, LOVE	\$75,000	6.00	100%	3.00	\$225,000	\$225,000
Supervisors	\$65,000	28.00	100%	14.00	\$910,000	\$910,000
Practitioners	\$52,000	154.60	100%	77.30	\$4,019,600	\$4,019,600
Manager of Data & Reporting	\$95,000	1.00	22%	0.11	\$10,592	\$10,592
Data Quality and Compliance Ana	\$75,000	1.00	56%	0.28	\$20,848	\$20,848
Business Operations Specialist	\$75,000	1.00	36%	0.18	\$13,636	\$13,636
Office Specialist	\$69,000	1.00	77%	0.38	\$26,427	\$26,427
Office Coordinator	\$65,000	1.00	77%	0.38	\$24,895	\$24,895
IT Analyst	\$70,000	1.00	22%	0.11	\$7,805	\$7,805
TOTALS	\$828,000	201.10	7.64	98.87	\$5,511,411	\$5,511,411
FRINGE BENEFIT RATE	40%					
EMPLOYEE FRINGE BENEFITS					\$2,204,564	\$2,204,564
TOTAL SALARIES & BENEFITS					\$7,715,975	\$7,715,975

HSA Budget Form (3/24)

Grantee/Contractor: Urban Alchemy **Appendix B, Page 4**
Program: Community Safety and Engagement Program

Subcontractors-Pass Thru

	7/1/25 - 12/31/25 Original	7/1/25 -12/31/25 Total
<u>Subcontractor</u>		
Subcontractor - Next Street	\$275,000	\$275,000
<u>Total Subcontractor</u>	\$275,000	\$275,000
<u>Direct Client Pass-Through</u>		
Direct Client Pass-Through A		
Direct Client Pass-Through B		
<u>Total Direct Client Pass-Through</u>		

HSA Budget Form (3/24)